CREATING A CULTURE OF LEARNING:
Driving Organizational Efficiency Through KM

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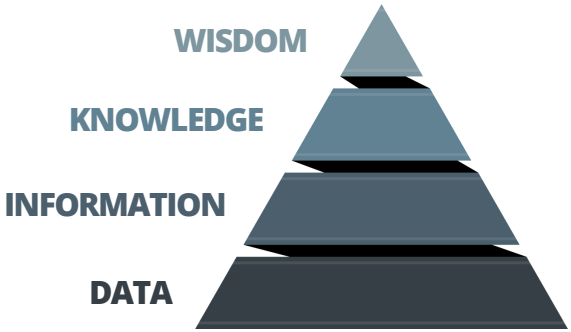
DIKW HIERARCHY



Raw Data *– collection of facts in raw or unorganized form.*

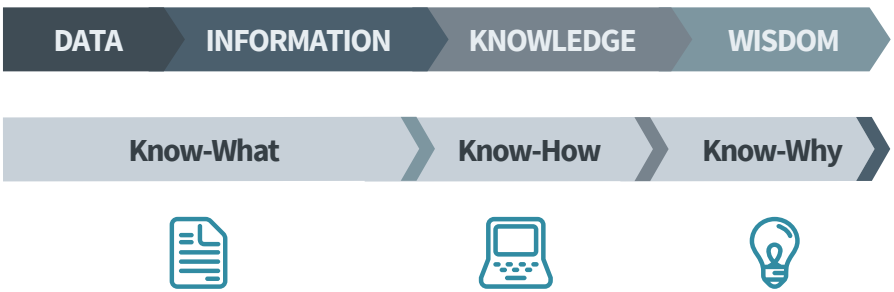
Derived Information *– organized set of data, who, what, when, where, easier to measure/visualize for a specific purpose.*

Relevant Knowledge *– connected to other pieces of information to apply them to achieve our goal.*

Guiding Wisdom *– knowledge applied in action*

LEARNING PROGRESSION MODEL (SERRAT, 2010)

"Horizontal DIKW model"



KNOWLEDGE *is the capacity to act, an information in action.*

How do we harness the forms of knowledge:
THE EXPLICIT AND THE TACIT

Iceberg metaphor for explicit and tacit knowledge:

Explicit:

Codified knowledge expressed in tangible materials:

- **External**
- **Formalized**
- **Know-what**
- **Structural knowledge assets**

Tacit:

Intangible asset, intuitive, and unarticulated knowledge that people carry in their heads:

- **Internal in cognitive process**
- **Non-verbalized; context-specific based on skills, values, belief**
- **Know-how**
- **Human knowledge asset**

FORMS OF KNOWLEDGE:

Some tacit knowledge is difficult to convert to tangible form and needs to be observed, experienced, and practiced (learning by doing) before being converted into a tangible form.

TACIT KNOWLEDGE

DIFFICULT TO CONVERT TO TANGIBLE FORM

OBSERVATION > EXPERIENCE > PRACTICE

IMPLICIT KNOWLEDGE

KNOWLEDGE IN INTANGIBLE FORM THAT COULD BE CONVERTED INTO TANGIBLE FORM

DOCUMENT > CAPTURE > CODIFY

EXPLICIT KNOWLEDGE

SET OUT IN TANGIBLE FORM

Ex. Financial processes that are practiced but not yet documented into a formalized workflow.

KNOWLEDGE CONVERSION PROCESS or the SECI MODEL
(Nonaka and Takeuchi, 1995)

FROM/TO	TACIT	EXPLICIT
TACIT	**SOCIALISATION** *Creates a sympathized knowledge through the sharing of experiences, and the development of mental models and technical skills. Language unnecessary.*	**EXTERNALISATION** *Creates conceptual knowledge through knowledge articulation using language. Dialogue and collective reflection needed.*
EXPLICIT	**INTERNALISATION** *Creates operational knowledge through learning by doing. Explicit knowledge like manuals or verbal stories helpful.*	**COMBINATION** *Creates systemic knowledge through the systemizing of ideas. May involve many media, and can lead to new knowledge through adding, combining & categorizing.*

From Tacit to Tacit
Socialization – meetings, brainstorming, sharing of experiences and practices.

From Tacit to Explicit
Externalization – articulation through dialogue and collective reflection.

From Explicit to Explicit
Combination – documented experiences

From Explicit to Tacit
Internalize – improving and broadening tacit knowledge.

Not sequential, but rather a spiral model, as each process is contributory to one another.

Recognize that every organization has explicit and tacit knowledge. The goal is to transform tacit to explicit knowledge to improve organizational performance.

DEFINING KNOWLEDGE MANAGEMENT

1. KM is getting the right knowledge to the right people at the right time and helping them to apply it in ways that strive to improve organizational performance (ADB, 2010).

HOW EFFICIENT ARE SYSTEMS FOR PEOPLE TO ACCESS THE KNOWLEDGE THEY NEED?

2. KM is a set of processes, tools and behaviors which connect and motivate people to share expertise, good practices and learning (Collison, Corney & Eng, 2019).

- Processes – meetings, report writing, brainstorming
- Tools – intranet, library, internal repository of information
- Behavior – culture of sharing within the organization

HOW RELUCTANT ARE TEAM MEMBERS TO SHARE? WHAT DRIVES AND COMPELS THEM TO SHARE THEIR KNOWLEDGE?

3. KM is a set of processes, tools and behaviors that connect and motivate people to generate, use and share good practice, learning and expertise to improve efficiency, credibility and development effectiveness (IFAD, 2019).

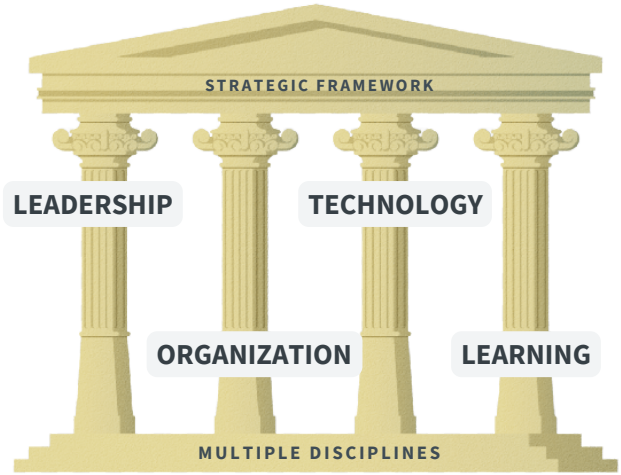
> *Knowledge Management drives us towards achieving our organizational objectives.*

> *As we implement projects, we learn, and we leverage those learnings in implementing similar projects in the future.*

> *There are many definitions of KM. For others, KM is about technological tools, to some it means documenting lessons learned. That is why it matters that an organization has a shared understanding of what KM is for them, how important it is for them to manage knowledge, and what types of knowledge are they able to handle.*

> *Defining KM is quite elusive but once you align your definition of KM to your organizational goals and objectives, you will be able to come up with an effective KM strategy for your organization.*

KM ARCHITECTURE



TOP: Strategic Framework of the Organization (goals and objectives)

BASE: Multi-disciplinarity of KM, people of different backgrounds can be considered knowledge workers as everyone deals with multiple types of knowledge within the organization

4 PILLARS OF KM ARCHITECTURE

Leadership - Develops strategy necessary to position the success of KM in an organization:

- Forest Foundation formalized their KM Strategy in 2017, brought about by the realization that data are not well documented, and lessons learned are not being shared. There was a move from the leadership to create a dedication position for KM. Board of Trustees are vocal about amplifying knowledge co-creation and embedding KM activities in a strategic framework.
- Not only top management, but officers can also be KM champions, initiating knowledge sharing and organizing learning opportunities.

Organization

- Introducing KM requires organizational change. There are practices that need to be unlearned to align with the desired KM program.

> *KM acts as a catalyst to transform an organization's culture.*

Technology

- Platforms and tools to manage information and explicit knowledge assets

Learning

- Integral part of KM, ways to improve organizational performance such as increasing internal communication, enabling the of information between teams, and promoting cross-learning teams.

We must recognize that all people operate and communicate through learning including social processes of collaboration, sharing of knowledge, and building on each other's ideas.

HOW KM CAN HELP YOUR ORGANIZATION ???

1. Increase efficiency by having organized and documented workflows and processes.
Ex. New hires can be given workflows to better understand the organization's processes instead of letting them learn by doing.

2. Become more effective in achieving organizational objectives through continuous learning.
We continuously learn but we need to transform tacit knowledge to explicit knowledge to retain these learnings.

3. Improve decision-making processes by learning from experience.
One of the key goals of KM is to avoid doing mistakes repeatedly. Sometimes mistakes recur not because knowledge is not documented, but because it was not shared.

4. Harness knowledge of multiple stakeholders and improve capacity through knowledge sharing.

KM CYCLE: CORE KM ACTIVITIES

Identify	Create/Capture	Store/Format	Share	Use
Inventory of knowledge assets	Gather knowledge assets	Organize knowledge assets	Pass knowledge assets between people and system	Maximize benefit of the knowledge assets

APPLICATION FROM THE FOREST FOUNDATION PHILIPPINES

WEBINARS AND VISUAL SUMMARIES
Lessons on effective ways how run projects through the experience of the organizations and the experience of partners.

POST-FIELD WORK STORYTELLING SESSION
Experience, tips, partners stories, tacit knowledge not included in reports.

CRITERIA FOR CAPTURING KNOWLEDGE

RELEVANT
Identify your audience, the end-users of the knowledge assets.

FOCUSED
Examples could be thematic or geographical.

SHAREABLE
Open access and democratizing knowledge, but with consideration of shareability limits.

EASY TO VALIDATE
Data should easiily be validated.

AT RISK OF BEING LOST
To build on the organization's institutional memory.

TYPICAL KM-RELATED CHALLENGES

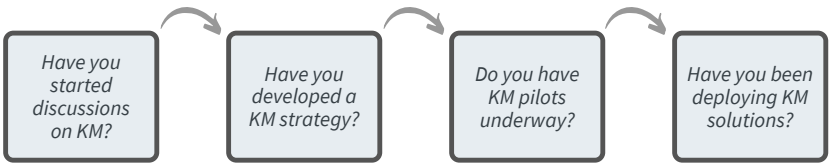
- **Knowledge is not being shared**

  Acknowledge barriers to knowledge sharing and identify factors that enable or prevent the sharing of knowledge. *An example could be psychological, pertaining to one's attitude towards knowledge sharing. There are dynamics in place wherein one may limit others' access to knowledge to maintain a perceived sense of power that comes from being an exclusive knowledge holder, whereas one may also advocate for democratizing knowledge as a means to empower others. Others may also share because simply because of reciprocity. "I will share my knowledge because knowledge is also being shared to me."*

- **Risk of losing know-how when key staff leave the organization**

- **Not documenting and replicating successful solutions or learning from failures**

WHERE ARE YOU IN THE KM JOURNEY ???



WAYS TO GET STARTED OR IMPROVE YOUR ORGANIZATIONAL KM

1. Conduct knowledge audit
A. Identifying knowledge needs and gaps
B. Stocktaking knowledge assets
C. Analyzing knowledge flows

Can be in the form of survey, interviews, document reviews.

2. You don't need to start from scratch or reinvent the wheel. Start with small and feasible wins that can produce quick wins.

Create knowledge assets from existing materials.

3. There is no one-size-fits-all KM strategy. Align KM goals and objectives with the mission-critical activities of the organization.

Determine which knowledge products will help you achieve your organization's goals.

4. Identify potential KM champions in the organization.

5. Get top level management support and allot budget for KM activities.

6. Nurture knowledge co-creation processes and provide spaces not just for formal learning but also informal knowledge sharing spaces.

Enable informal knowledge sharing spaces in the office that were lost during pandemic, as these contribute to the knowledge sharing culture of the organization.

7. Shift perspective of viewing KM as extra work, and embed it in the workflows. Knowledge is critical to everyone.

KM will have long-term benefits and should be embedded in workflows.

8. Ensure that ICT and technological solutions will make way for efficient and effective working environment, and not the opposite.

9. Look at examples of KM activities and good practices elsewhere.

Highlights from the Open Forum

ON MARKET RATES OF KM PROFESSIONALS

- *A KM Specialist or Officer is at par with a Quality Assurance Specialist in the private sector. Market rates vary depending on the context of the work, but a ballpark rate could be at Php 30,000 or above.*

ON IDENTIFYING KM CHAMPIONS WITHIN AN ORGANIZATION

- *Look for those who are passionate about sharing their knowledge. There are also those who do not usually verbally share during meetings but are active in sharing through emails or reports.*
- *There is also a KM discourse which is called Legitimate Peripheral Participation. These are like lurkers on Facebook who do not share but know a lot of content and even apply these to themselves.*
- *Conducting a knowledge audit will help. For instance, who do people usually ask if there are problems or concerns? Then basically, that person is critical in that aspect of operations.*

ON INDICATORS THAT WILL BE HELPFUL IN MEASURING OR DEVELOPING A KM PLAN

- *In developing a plan, the indicators should be based on the results we want to achieve. If our KM plan is results-based, for instance, we would like to have a more robust knowledge partnership among stakeholders and various institutions, indicators could be: the presence of existing knowledge partnerships (formal or informal networks); if we want to capitalize on knowledge assets by developing knowledge products and seeing those knowledge products change the behavior of the people, then indicator for that can be percentage change of perception or behavior. Indicators will really be based on the results that we want to achieve for the organization in terms of implementing the KM plan.*
- *A lesson in implementing a KM strategy for FFP when the Foundation had its formal strategy in 2017 to 2021, the Monitoring and Evaluation Framework was not that clear at the onset. There were difficulties in measuring the success of KM programs implemented as there were no indicators set and the supposed indicators were difficult to measure (change in behavior, perception, etc.). The Foundation resorted to exploring other ways of evaluating such as interviews and surveys. Some helpful indicators for KM strategy would be behavior change, use of knowledge products, knowledge partnerships, and knowledge sharing activities among others.*

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ON NOT KM BEING LODGED IN A COMMUNICATIONS UNIT

- There are both pros and cons to having one-person handling both KM and Comms. In the case of FFP, they have one Communications staff and one KM, staff. If there is one person doing both KM and Comms, then it is easier to streamline KM and Comms activities. The balance should be seen if it should be heavy on the Comms or KM based on a number of activities being done. It should also be based on a strategic plan for Comms and KM. It will also depend on the scope of work for both KM and Comms.

ON THE "SUBJECTIVITY" OF THE CONCEPT OF "KNOWLEDGE" AND "WISDOM" IN THE DIKW HIERARCHY

In the DIKW hierarchy, data and information seem to be "objective" so the challenge would mainly be how to effectively gather, organize and share these. But knowledge and wisdom, would require "assessment" and "judgment" (what is good practice? What are the lessons? Are these golden years? Etc.) What if there are contradicting "assessments" and "judgments", how would KM best handle that?

- Validation aspect of KM comes in. Validation is important in terms of who did it and who will use it in terms of the soundness of the knowledge asset that will be done. In this time of disinformation and misinformation in social media, validation is an important process to be done. Also, look at possible disjunct even at the start of the process. Know where the data came from. Or maybe, we have different objectives with a different set of building blocks of data we are looking at. It may be that data or information we have is not appropriate with the objective that we have set. Dialogue also comes in terms of looking at the consistency of objectives and technical soundness of the data as to basing the information that we have. Through dialogue, we will be able to negotiate our notions of good practices, our notions of lessons and experiences in data where we are basing them. In our KM Architecture, it is multi-disciplinary and the goal is also to streamline such inconsistencies.

Is it acceptable to just to make available the "contradicting assessments and judgements" and provide the context for both? Do we have to come up with a negotiated position for the knowledge to be available for others?

- It is not necessary to always come up with one single knowledge. As long as we make our positionality clear on the particular knowledge asset. We can say that there are really contentious types of knowledge, but as long as we make our positions clear, aligned with our organizational goals and objectives, then this could be fine.
- Dialogue is very important for us to better understand each other. The process of dialogue is important. Validation is also important. Agreeing to the data and information as part of the dialogue. Sometimes we get partial information only; that is why it is also important to also complete and validate the data before the dialogue and conclude information from that set of data.

ON MANAGEMENT INFORMATION SYSTEMS (MIS) AND KM

- MIS is part of KM. Part of KM is organizing, collecting, having a centralized repository of all knowledge assets. How this is being done is by having a Management Information System. FFP's experience is developing a KM Strategy with Management Information System as a pilar. Previously, the grant proposals of the Foundation were in the form of emails and there was no way to systematize at that time. MIS helps in the efficiency of the work process in the organization. The information would be already organized.