Knowledge Management Working Session

December 19, 2000

Introduction

- Introduction of each participant and Knowledge Management team
- Review of Agenda
- Purpose of Meeting

Agenda

- Introduction
- Overview of Straw-Model Operating Guidelines document and components
- Discuss Straw Model Operating Guidelines
- Q&A
- Identify additional team members
- Determine schedule for future working sessions
- Next steps

Purpose

- To review the proposed strategies for Knowledge Management and identify elements that should be added or removed.

Knowledge Management
Straw Model document

- Key Processes for Knowledge Management
  - Business Models (Cross Functional, Teaming Model, Organizational Flexibility, Low Cost Consistency)
- Operating Guidelines
  - Knowledge Management principles
- Key Business Requirements and Functionalities
  - Components (org. structure, systems and tools, HR practices, work processes, knowledge architecture)

Knowledge Management
Straw Model document continued

- Proposed Knowledge Databases & Repositories
- Proposed Development Plan
  - Six phases (information gathering, measurement, leadership, technology, capitalization, futurization)

Straw Model Operating Guidelines

Cross Functional Model

"Orchestrating Across Functions"

- Creating a common frame of reference and language
- Driving standardization while still fostering continuous improvement
- Balancing functional objectives against the good of the whole

Teaming Model

"Knowledge Creation"

- Developing shared understandings as the basis for collaboration
- Maintaining functional depth while driving towards group outcomes
- Organizing to support rapid learning via iteration

Low Cost Consistency Model

"Low Cost Consistency"

- Standardizing the inputs (people), outputs and processes
- Creating clear operating guidelines to control behaviors
- Overcoming low worker motivation and boredom

Organizational Flexibility Model

"Reducing Dependency"

- Attracting and rewarding stars
- Reducing vulnerability to turnover
- Decreasing individual learning and experience curves
- Managing expert capacity

Cross Functional Strategies

Process Orientation-Orchestrating Across Functions

- ***Knowledge Enhancement***
- Organization Structure
  - Structure facilitating teamwork (across functions) *SFA occasionally utilizes cross functional teaming*
  - Flexible supervision system (by project or teams) *SFA is currently a functionally focused organization*
- HR Practices
  - Reward system (standard quality, knowledge contribution, use of process guides, use of performance support tools, teamwork competencies, team results, etc)
  - Specific training programs to create a common frame, language
- Systems and Tools
  - Process, methodology repositories
  - Strong communication tools, with specific team forums (video conference, electronic mail, chats) *Although SFA may use the communication tools listed above, not all are currently available for use*
- Work Processes
  - Defined and optimized processes (including team decision-making processes)
  - Incorporation of knowledge processes

Teaming Strategy

Knowledge Creation

- Organization Structure
  - Create a Network structure facilitating team work (across functions)
  - Flexible supervision system (by project or teams)
  - Enhancement of informal structures (e.g. community) *SFA is organized by functionality not communities*
- HR Practices
  - Reward system (knowledge contribution, participation in forums)
  - Specific training facilitating new competencies (external training, seminars) and team work.
  - Organization of discussions, meetings, forums
- Systems and Tools
  - Access to external knowledge
  - Strong communication tools, with specific team (discussions, video conference, electronic mail, chats, etc) *Although SFA may use the communication tools listed above, not all are currently available for use*
  - Analysis tools (e.g. expert systems)
- Work Processes
  - Adapt HR processes to Knowledge Management
- Incorporation of knowledge processes

Organizational Flexibility Strategy

- **Performer Orientation-Reducing Dependency**
- *Knowledge Enhancement*
- Organization Structure
  - Structure facilitating apprenticeship
  - Flexible supervision system
- HR Practices
  - Reward system (including knowledge contribution, participation in forums,…)
  - Specific recruiting politics (star-performers)
  - Specific training programs to decrease experience curves (GBS, simulation) and to improve expert knowledge (seminars, forums)
  - Measures against attrition
- Systems and Tools
  - Forums, Expert Index, access to external knowledge
  - Strong communication tools, to facilitate expert access (video conference, electronic mail, chats)
  - Analysis tools (e.g. expert systems)
- Work Processes
  - Defined and optimized processes
  - Incorporation of knowledge processes

Low Cost Consistency Strategy

- ***Basic structure Knowledge Exploiting***
- ***Organization Structure***
- based on process knowledge
  - Strong supervision system
- HR Practices
  - Reward system (including access to defined process guides, use of performance support tools, etc.)
  - Training requirements for promotions, mandatory curricula
  - Motivation policies (e.g. communication of increased customer satisfaction)
- Systems and Tools
  - Repositories for processes & sample outcomes
  - Individual access communication tools
  - Direct Performance Support Tools (strong guidelines)
- Work Processes
  - Defined and optimized processes
  - Incorporation of knowledge processes (hierarchic)

Recommended Strategy for SFA

- **Low Cost Consistency Strategy**
- SFA's Organization Structure is based on process knowledge and can be closely aligned to this strategy, as the key elements below exemplify:
  - A strong supervision system is in place
  - HR Practices are currently being developed apart from Department of Education which can include; Training requirements for promotions, mandatory curricula, and motivation policies (e.g. communication of increased customer satisfaction)
  - HR can include a reward system (including access to defined process guides, use of performance support tools, etc.)
  - Systems and tools can be developed to include repositories for processes & sample outcomes
  - Current intranet and e-mail structure allows for Individual access to communication tools
  - Direct Performance Support Tools (strong guidelines)
  - Work processes can be defined and optimized and then incorporated into a Knowledge Management system (via hierarchy)

Q&A