



Knowledge Management Working Session

January 11, 2001



SFA U Knowledge Management

KM Practice

- Encourages knowledge sharing
- Reviews knowledge best practices
- Designs ways to convey knowledge and materials
- Conducts discussions on knowledge
- Develops knowledge
- Implements knowledge
- Communicates knowledge

KM System

- Houses knowledge
- Lists and orders knowledge
- Makes knowledge retrievable
- Assesses existing knowledge (surveys)



Phase I Steps of Knowledge Management

- Review KM best practices
- Define a KM strategy for SFA U
- Identify SFA U KM objectives
- Create an Action plan for implementation



Purpose of this working Session

- To review the Teaming Strategy for SFA U Knowledge Management.
- Identify elements from the Cross Functional Strategy that should be added.



Straw Model Operating Guidelines

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

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 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)
- 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)
 - Analysis tools (e.g. expert systems)
- Work Processes
 - Adapt HR processes to Knowledge Management



Cross Functional Strategies

Process Orientation-Orchestrating Across Functions

Knowledge Enhancement

- Organization Structure
 - Structure facilitating teamwork (across functions)
 - Flexible supervision system (by project or teams)
- 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)
- Work Processes
 - Defined and optimized processes (including team decision-making processes)
 - Incorporation of knowledge processes



Q & A



Next working session date

January 16, 2001

10:00 AM