Strategic Management for Competitive Advantage
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Lecture - 54
Strategies for Knowledge Management

Welcome to the class Strategic Management for Competitive Advantage. In the last session, we discussed the strategic importance of knowledge and organisation in learning. In this lecture, we will be talking about strategies for knowledge management and what are effective strategies the organisation should follow for the success of knowledge management in their organisations.
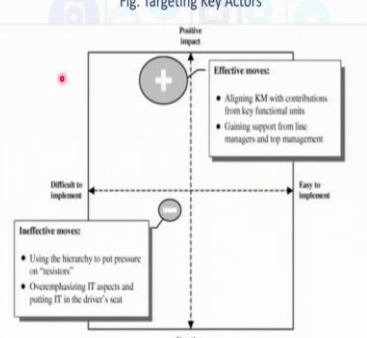
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So, the concepts covered in these lectures are these two strategies for knowledge management and knowledge management framework. Now, this is the strategy for KM; this is what we will be discussing in a paper from S. Raub and Von Wittich.

So, here they are, these authors, they have interviewed all those top European organisations, chief knowledge officers for and these things went up, this study went out for several stages, several rounds, and all. They had, it was not very extensive and intensive study. So, after that, they interviewed, they made those surveys and all, and they concluded that this, in effect, the 18 CEOs, Chief Knowledge Officers of large and reputed organisation Geneva Forum followed based organisations.

They concluded that to enhance knowledge management in the organisation, what are the effective and ineffective ways? There are 3 effective ways it has been found, like. What is that? First is the first strategy is that the organization's Chief Knowledge Officer will identify or target key actors in an organisation who are the key actors for the knowledge.

You have to identify those people or those groups. It may be the line managers; it may be the specialist; it may be anyone in the organisation. They have to identify them and align the knowledge management with contributions from these functional units and key functional units. You have to gain support from line managers and that top management. This is essential.

Because these line managers and the top management support for making the organisation knowledge-centric is important, here, they have found, proposed that this knowledge management, this targeting key actors, as there are 3 main elements. One is the knowledge buyers, knowledge sellers and knowledge brokers. It is just like the marketplace, and organisation is a knowledge market.

So, here who is the knowledge broker? Chief Knowledge Officers will perform the role of knowledge brokers. He must connect these buyers and sellers. Knowledge buyers may be different groups, and knowledge sellers may be different from other groups and all.

And at the same time, one department and one group can be a knowledge buyer and a knowledge seller to some other department. So, these are the ways they should target, and they should connect Chief Knowledge Officers' duty to connect these buyers, knowledge buyers and knowledge sellers.

That way, we generate momentum within the organisation with this little bit of these connections and all these connections they have to do. So these are called positive impacts. One is the positive impact, and the other is the negative impact. These are positive impacts, and these are easy to implement, easy to implement, these are the things. But there are some negative impacts and difficulties to implement.

They suggest that it is not that easy that everyone will support you in those knowledge management. There may be some stumbling blocks, some roadblocks, some high-ranking officials, say, directors and all, they may oppose you. Then how to overcome that? And it becomes very difficult in that sense. What will the CKO do in that cases?

So, they suggest that one is they have put hierarchal pressure like you bring it to the notice of the top management and pressure them to adopt it. But this is an ineffective way; you should avoid that. Chief Knowledge Officer should not resort to that. But it may be inevitable sometimes, some resistors will not budge, and they will put either roadblock to your plan.

So, in that cases, what do you do? You take the confidence of the top management and let top management deal with it, and CKO should not be part of that. He should be considered neutral because CKO's role is just like an advisor, a consultant. So, he should be transparent.

So that he does not come to this, and another way of doing this is you leave those groups or those resistors, leave them and you carry out your knowledge management in the organisation by yourself, by with the rest of the organisation. That is the way. And another thing is ineffective move is overemphasising IT aspects and putting IT in the driver's seat.

Suppose there are ready-made IT knowledge management tools, and all are there. The temptation is there that you bring that by that and put that, and you steer the processes. That is an ineffective way. It should this knowledge management should grow within the organisation.

Whatever the existing knowledge is there, your new knowledge management system should be based on that. That will be more robust knowledge management and will most likely succeed. So, this is the one strategy that targets key actors.

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Fig. Fostering Knowledge Networks
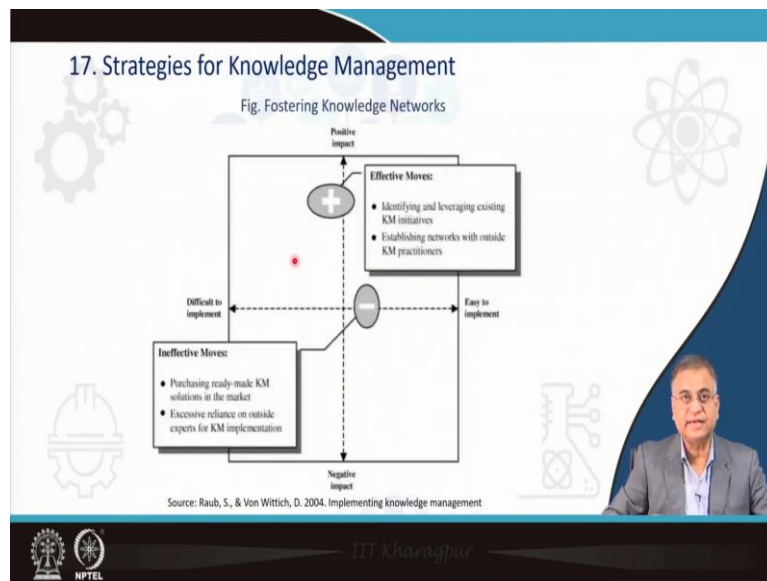
The next strategy they suggest is fostering knowledge management and knowledge networks. Now, what is this CKO's duty, another main duty is whatever you identify and leverage existing KM initiatives. Whatever the knowledge management incentives or the initiatives are in the organization's you leverage them. You do not bring out a new IT and start doing it.

You try to tap the knowledge resources within the organisation, and you establish networks with the outside came practitioners, not just for benchmarking you but to get their views so that you enrich your systems. If not that you are going to take whatever they suggest; they will help you to assess where you stand and what additional things you should do.

That is the expert's advice; you do it that. That is the positive impact, and these are easy to implement. But what are the negative impact and difficulties of implementing? That will not succeed, as I told you already, purchasing ready-made knowledge management solutions available in the market. It will not give you. People will not be very motivated to share their knowledge and all.

It will not serve your purpose. Then excessive reliance on outside experts for knowledge management implementation, you do not do that, as I told you. What do you do? You try to foster the knowledge management of these things within the organisation; they have given an example; it is just like a football game.

In a football game, what do they do, players do? They pass the ball in short passes to each other to control the game, so they are in a better position. So, they call it tic-tac and all. They pass to each other and all. Hold the ball within your team and all for a longer period and

make a formation for attacking for going scoring a goal. So, this is similar way in organisations. What do you do?

There are different players there; you pass that knowledge in bits and pieces to each other that way, they get that knowledge within the organisations and all. With different people, it gets further enriched and further level. So, you are in a better marketing position for those.

So this is called fostering a knowledge network. As your knowledge networks within the organisation increase, your knowledge level and game level also improve, and it enriches, so that is what you should do. So, the readymade knowledge management tools and all will only help you in some of those things that are not very is a recipe for success. Rather these are the recipes for success, you identify, and leverage existing knowledge management initiatives and build your capabilities on that.

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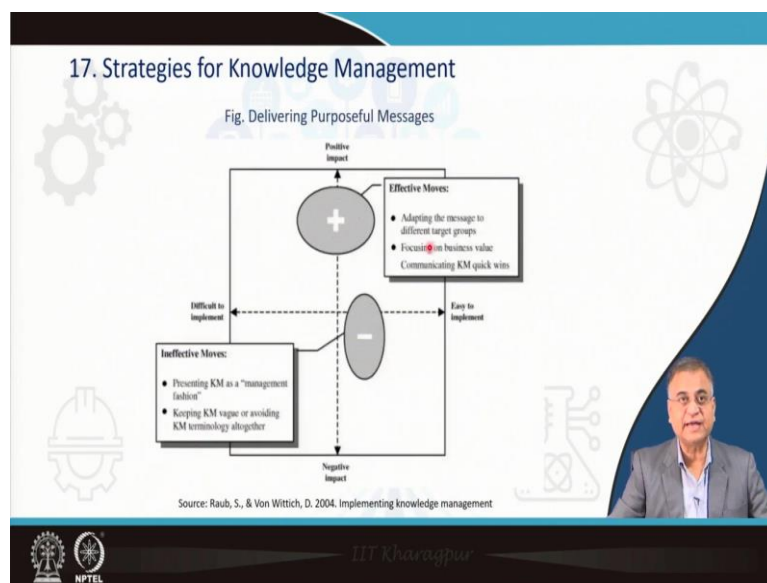
And the third strategy they have suggested that the knowledge management CKO, The Knowledge Officer, whose duty is now the third strategy, is delivered a purposeful message to all the stakeholders, all the employees and the stakeholders of the organization's powerful message for your making your organisation knowledge management centric.

It is similar to your change management initiatives. In change management initiatives other, what do you do in the organisations? You create awareness, then you engage with the employees, then they participate and that further engagement continues. Here also, through the awareness is created, then the participation of all these players, all the employees has to be ensured and foster an ambience and culture in the organisation.

So it can be through, say, workshop knowledge management workshop, a knowledge management roadshow, posters, flyers, then your emails, it can be through your meetings, all these are the ways. You decide how to send and deliver your messages, which should be very powerful. It would help if you also had some quick wins; I will come to that.

So, effective moves, moves and positive impacts are adapting the message to different target groups. You identify the target group, who are the catalysts to the success of your knowledge management initiatives, then focus on business value, communicating knowledge management quick wins. That quick wins that there are some initiatives which are easy to implement and that give you mileage. And also, if people see those successes, they will be more motivated to participate.

So, these are the quick wins you identify and implement that knowledge management. So, these are effective moves and easy to implement. But what are the negative impact and difficulties of implementing? Those are presenting knowledge management as a management fashion, it is a fad, and it is a fashion which is why we are using it. It is not; it will be an ineffective move and keep knowledge management vague or avoid KM terminology altogether.

So, you are this knowledge management, this message, purposeful message, your objectives; everything has to be realistic and concrete; it should not be ambiguous or vague. So, these are the ways you can succeed; if you apply these 3 strategies, the organisations will succeed in applying the knowledge management initiatives. And it will come to a higher level of knowledge management. These are the 3 strategies suggested by the authors Raub S. and Von Wittich.

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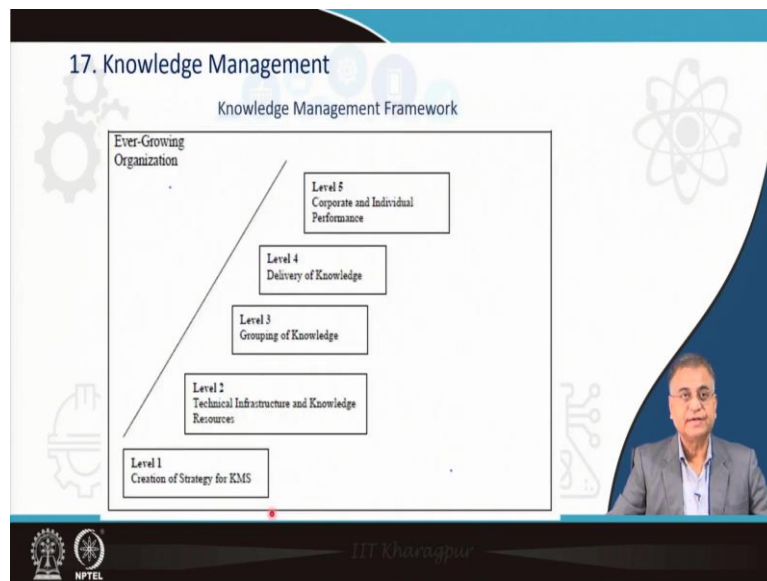
Next, this is the knowledge management framework; we will talk about this. There are 5 levels of levels, level 1, level 2, level 3, and level 4; it looks similar to that of a computer that capability maturity model. It is also similar, it looks like similar that here also the ever-growing organisations, growing organisations, they want to implement knowledge management and embrace knowledge management in the culture of the organisation, and they should follow this.

The first level is creating a strategy for KMS; you must have a strategy for the knowledge management system. In that, in the very beginning, what do you do? You capture the knowledge, you collect, collect best practices, and you list them also; what do you list? The organisational needs, organisational what is knowledge base and personal knowledge. Both organisational knowledge and personal knowledge you collect, you try to gather that, and you list them.

Then you identify the needs of the organisation with the system need. This organisational need should be the primary factor it is not whatever the system's needs; you have an organisation follow that the other way. Then you go to level 2. Level 2, what does it say?

It requires technical infrastructure and knowledge resources; what you will require you have to do that architecture. What are these? Say you have to design your repository, the knowledge you are gathering, and then a huge, huge base of knowledge. So, it has to be a repository.

So, the design of that repository, the architecture of that repository, the dissemination pattern, how to classify them, then what are the hardware specifications of your system, what are the technical requirements to capture the knowledge, store the knowledge, search the knowledge and retrieve the knowledge, these are the systems need and all. So, you have to be very careful, and this requires experts in IT and networking and all those things that have to be done. This is level 2 you do.
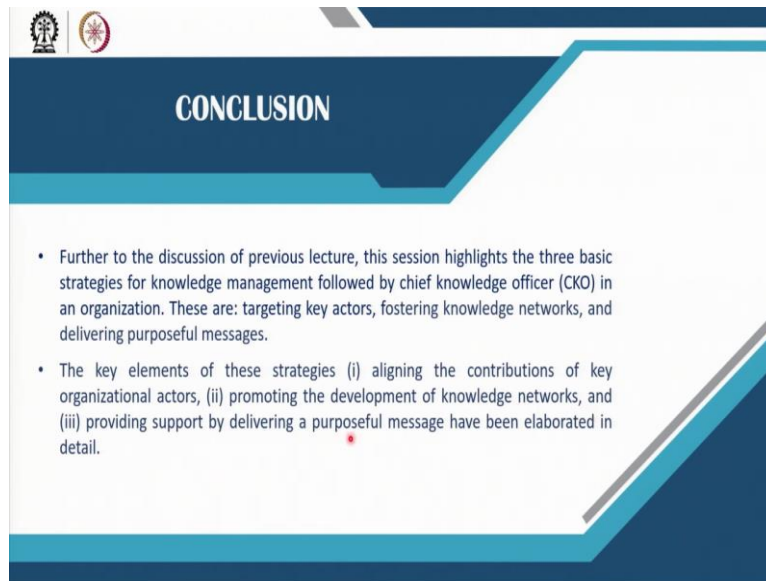
Then when level 2 is completed, level 3, you have to group of knowledge; what is that? You classify the knowledge. That grouping of knowledge is you classify knowledge based on saying individual need; it may be that group need, it may be the project's need, it may be the corporate need.

So, you have to classify that knowledge according to the need of your target groups or the target audience. That is the grouping of knowledge. Then you go to the next level, which is knowledge delivery. What is the delivery of knowledge? You identify your audience and your targets. So, you personalise knowledge and present it to your audience and target groups. So, as per the, so, if here what you are doing?

You are customising the need of your target group need of your customer, customising it and presenting to your client the knowledge that is also value-adding here. So, that is the delivery of knowledge. Then level 5 is corporate and individual performance. You measure the performance of the individual and the corporate.

So, the decisions or the work they do, based on this, your knowledge management system. So, that they will show the efficacy of your knowledge management so; this is level 5, this is called the knowledge management framework.
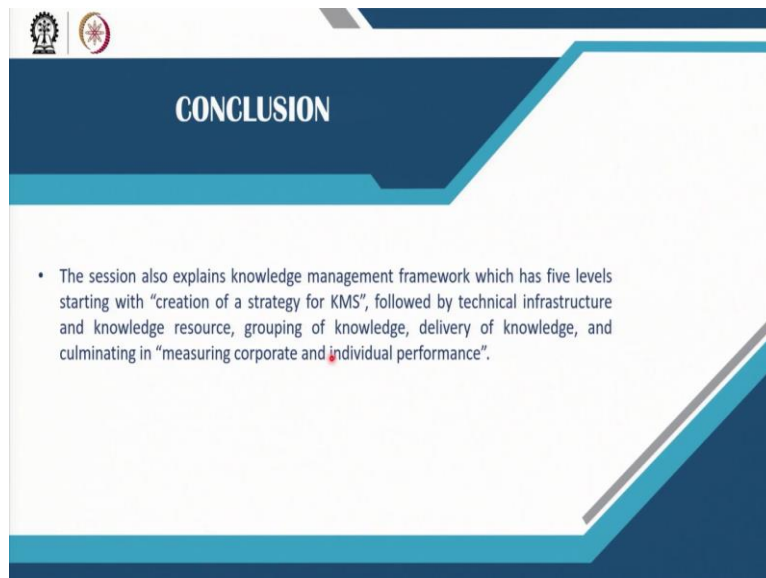
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Next, we will summarise what we have discussed in this session. Further to the discussion of the previous lecture, wherein we have covered learning, organisational learning and many other things regarding knowledge management. In this session, we have highlighted the three basic strategies for knowledge management, followed by Chief Knowledge Officer in an organisation.

These are targeting key actors, fostering knowledge networks and delivering a purposeful message. Then, we have also discussed the key elements of these three strategies. These are aligning the contributions of key organisation actors, promoting the development of knowledge networks and providing support by delivering a purposeful message. These have been elaborated on in detail.

Further, we have explained the knowledge management framework, which has five levels starting with creating a strategy for a knowledge management system, followed by technical infrastructure and knowledge, resources, a grouping of knowledge, delivery of knowledge and culminating in measuring corporate and individual performance.

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THANK YOU

These are the references you should go through, and I will suggest you go through this article first. It will give you a broad perspective, and you can enrich your knowledge further. So, thank you very much for attending.