Knowledge Networking

Succeeding with Collaborative Technologies

Dr David J. Skyrme
Knowledge Networking

Topics

- Changing Nature of Organizations
- The Knowledge Advantage - 2 thrusts; 7 levers
- Collaborative Technologies - Knowledge Flows
- Virtual Collaboration in Practice
- Critical Success Factors - People, Processes and Leadership
Networked Knowledge Economy

... Networking

Location Independence

... A ‘Virtual’ World
Why Go Virtual?

- Access to scarce/expensive resources (scale)
- Pooling resources/expertise (scope)
- New insights, new expertise (reach)
- Cross-fertilisation of knowledge and experience
- Creating communities of excellence
- Flexibility - resources with responsiveness

“Collaboration gives the ability to link diverse assets into unique capabilities and leverage in pursuit of new opportunities” (Ghoshal and Bartlett)
Knowledge Management is the **explicit** and **systematic** management of **vital** knowledge - and its associated **processes** of creation, organisation, diffusion, use and exploitation.
2 Key Thrusts

Sharing existing knowledge
“Knowing what you know”

Knowledge Innovation
“Creating and Converting”

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Seven Levers

- Customer Knowledge - *the most vital knowledge*
- Knowledge in Products - *‘smarts’ add value*
- Knowledge in People - *but people ‘walk’*
- Knowledge in Processes - *know-how when needed*
- Organizational Memory - *do we know what we know?*
- Knowledge in Relationships - *richness and depth*
- Knowledge Assets - *intellectual capital*
Value through Knowledge Flows

External Environment

Tacit Knowledge

Knowledge Absorption

Rapid Conversion

Embedded Knowledge
- Products
- Processes etc.

Explicit Knowledge

Knowledge Creation

Learn

Codification

Knowledge Base

I N T E L L I G E N C E   I N S I G H T   I N N O V A T I O N

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Role of ICT

Identify
Knowledge Discovery Tools
Data Mining
Text Retrieval

Create
Thinking aids
Conceptual Mapping

Collect/Codify
Information feeds
Intelligent Agents

Knowledge Database
Document Repositories/Warehouses

Diffuse/Use
Decision Support
Video-conferencing
Groupware

Infrastructure: Networks - Internets; Intranets; Extranets

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“The best customer knowledge in my organisation is not in databases - it’s behind people’s eyeballs and between their ears”

(Bob Buckman, Buckman Laboratories)

Our research found that collaborative technologies, especially Lotus Notes and the Internet/Intranet provided the most leverage in enhancing knowledge flows.
Internet/Intranet - 3 Levels of Use

- Knowledge

- Information

- Communication

• Connections
• 5Ds - discovery, dialogue, development, deployment, diffusion.

• The ‘docuverse’
  - Web, files, search tools
  - directories etc.

• 1-1: email
• 1-many: lists
• many-many: groupware
Virtual Collaboration

- Many types e.g.
  - distributed people in a team/virt org
  - distributed teams around the world
- One person - many teams/links
- Used in design, projects, problem-solving
- Video-conferencing popular
- Becoming part of daily work
- Effectiveness varies widely
25 Principles

- Behaviours - trust, reciprocity, mutual support
- Teams - small, multiple leaders, roles, links
- Teaming - purpose, support, norms, values
- Communications - frequent, appropriate
- ICT - ‘netiquette’, share/develop knowledge
- Don’t forget phone and face-to-face or teleconferencing (audio/video)
The ETD Experience

- 7 partners/40+ collaborators (global)
- Extensive use of email/lists (not forums)
- Basic communications standards/’rules’
- Project Intranet (via the Internet - layers)
- Web-centric knowledge focus - database driven
- Periodic face-to-face meetings
  ..... focus on communications - not technology
Virtualisation - a balancing act

**Same Place-Time**
- Close relationships
- High interaction
- Contextual awareness
- Physical resources
- ‘Casual encounters’
- Creative stimulation

**Different Place-Time**
- Access ‘world-class’
- Richness-Diversity
- Global perspective
- Quality - local validation
- Timeliness
- Cost avoidance

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ICT (Hard) Infrastructure

- A key enabler
- Access anytime, anywhere, anyhow
- Lotus Notes, First Class, Intranets - groupware
- Applications - workflow, documents etc.
- Focus on the I (Information/Knowledge)
- Wide choice - architecture for scalability important
Soft Infrastructure

- A culture of sharing - sharefairs, rewards
- Build on natural ‘Communities of Practice’
- Facilitating knowledge processes
  - change teams, development workshops etc.
  - FTF may be needed before going virtual
- Developing personal skills
  - info management, ‘dialogue’, online techniques
- New measures - outcomes, intellectual capital
Knowledge Leadership

- Clear vision and value proposition e.g.
  - share best practice - faster innovation
  - reusable knowledge - developing competency
  - intellectual assets - know-how businesses

- Frameworks for action - simple models

- Find champions in the business - change agents

- Facilitate networking - tap into expertise

- Excellent communicators - internal and external
A Framework for Success

Knowledge

Virtualisation

Globalisation

People & Organisation

Technology & Networks

Strategy & Process

INTELLIGENCE

INSIGHT

INNOVATION

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David J. Skyrme
David Skyrme Associates Limited
18 Gorselands, NEWBURY
Berks, England RG14 6PX

Tel/Fax: +44 1635 551434

e-mail: david@skyrme.com

Knowledge Connections - http://www.sskyrme.com
Knowledge Innovation<sup>SM</sup> - http://www.entovation.com

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Changing Environment

Knowledge Networking

Innovation in Products, Services and Processes

- Global Customers
- Changing Needs
- ‘Smart’ Products
- Customisation
- Service
- Quality
- Intangibles

Goods & Services

Knowledge

Information

Added Value

Time-to-market

Market driven

Flexibility

Responsiveness

“Information Society”

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Virtual Products/Services

- Market reach - global
- Traditional and information products
- Tele-banking to tele-medicine
- Low cost transactions
  - e.g. E-ticket = 50 cents vs. $5
- Round-the-clock service
- Deliver info goods via the Net
  - e.g. design work from Finland

... if you don’t, overseas competitors will (and are) !!
Knowledge Leadership Cases

- Create/discover - 3M, Glaxo Wellcome, HCC
- Codify - Hoffman La Roche, BHA etc.
- Diffuse - H-P, Thos. Miller, Rover, BP
- Use - Buckman, Steelcase, Price Waterhouse
- Process/culture - Cigna, Analog
- Conversion - Monsanto
- Measure/exploit - Skandia, Dow
Effective

- Choosing right medium
- Setting context
- Cyberskills
- Structure e.g. headers
- Use of lists
- Use of filters
- Efficient personal filing
- Informality, humour

Ineffective

- Wrong medium for purpose
- Thinking aloud (mostly)
- Recipient action unclear (c.f. speech acts)
- The ‘copy to all’ memo
- The essay
  - use one topic per email
- Repeating everything back
## Knowledge Networking

<table>
<thead>
<tr>
<th>Effective</th>
<th>Ineffective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear shared purpose</td>
<td>When time constraints</td>
</tr>
<tr>
<td>People profiles</td>
<td>Wrong participants</td>
</tr>
<tr>
<td>FAQs</td>
<td>No clarity/coherence</td>
</tr>
<tr>
<td>Threaded conversations</td>
<td>Wandering ‘off topic’</td>
</tr>
<tr>
<td>Good moderation</td>
<td>Off vs. on record clarity</td>
</tr>
<tr>
<td>Knowledge editing</td>
<td>No management participation</td>
</tr>
<tr>
<td>Attention to process/FTF</td>
<td>Multimedia for the sake of it</td>
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