KNOWLEDGE MANAGEMENT AWARDS FOR EXCELLENCE

KMSA CONVENTION 2019

CONTENTS

BACGROUND AND CONTEXT

MAKE AWARDS

- **Most Admired Knowledge Enterprises**
- Obtain a consensus of expert opinion regarding which organizations are leaders in long-term wealth creation based on transforming enterprise knowledge into superior processes/products/services/solution.

MAKE AWARDS

- **Most Innovative Knowledge Enterprise**

- A diagnosis tool for improving innovations in enterprises and forms the basis for conducting an international benchmarking study.

KRO AWARDS

- **Knowledge Ready Organization**
- Seeks to award organizations in recognition of their significant KM efforts.

THE BUSINESS CASE

- Often required to prove R.O.I vs V.O.I

- An Organization's intangible assets have become the core of competitive advantage and sustainability; it is for this reason that knowledge has to be exploited to create value (Desouza, 2003)

- The successful implementation of Knowledge Management Systems is key for organizations to be competitive and solution oriented.

- The main challenge facing Knowledge Management Practitioners is the evaluation and measurement of impact of Knowledge Management initiatives.

- Knowledge Management unlike other disciplines tends to be complex, nebulous and lacking in evidence based Return On Investment (ROI) that can be measured in a scientific manner. It often proves difficult although doable to link business successes with effective management of knowledge.

OBJECTIVE

- The Knowledge Management Award for Excellence is an annual Award commissioned by (KMSA) to recognize dynamic Knowledge Management initiatives/programmes in South African organizations across industries or sectors.

- To recognize innovative Knowledge Management solutions that are geared towards resolving South Africa's challenges as a country

- To celebrate the excellence and proven track record in using Knowledge Management to solve these challenges;

- To improve and elevate the role of Knowledge Management Practitioners;

- To motivate Knowledge Management Practitioners; and

- To illuminate and leverage innovative best practice approach in Knowledge Management Strategy that is responsive and measurable.

KM PILLARS

People

To have the right knowledge at the right time in the right package to the right people
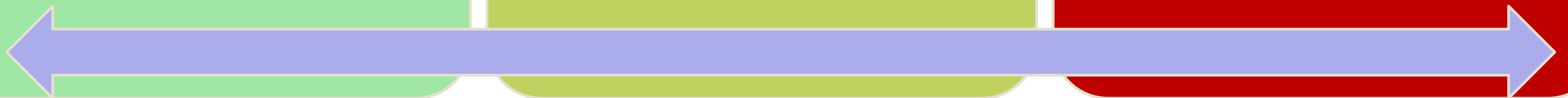
Process

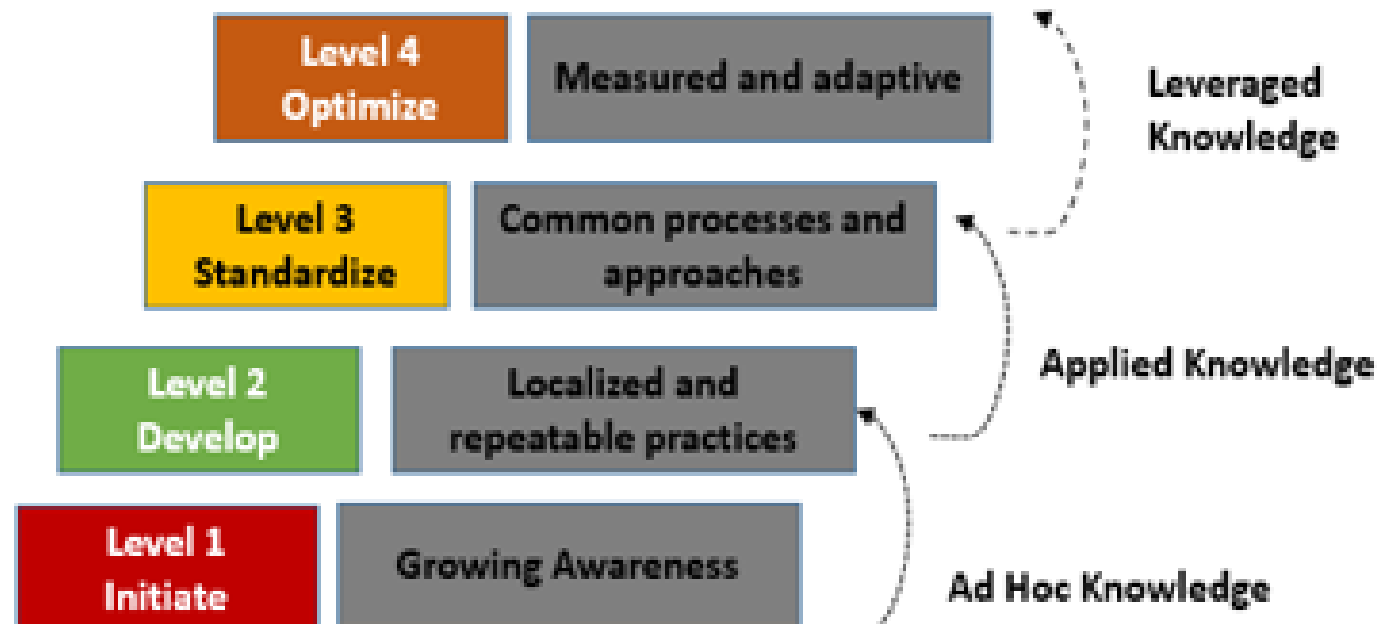Systematic processes to identify, create, gather, share and apply knowledge

Technology

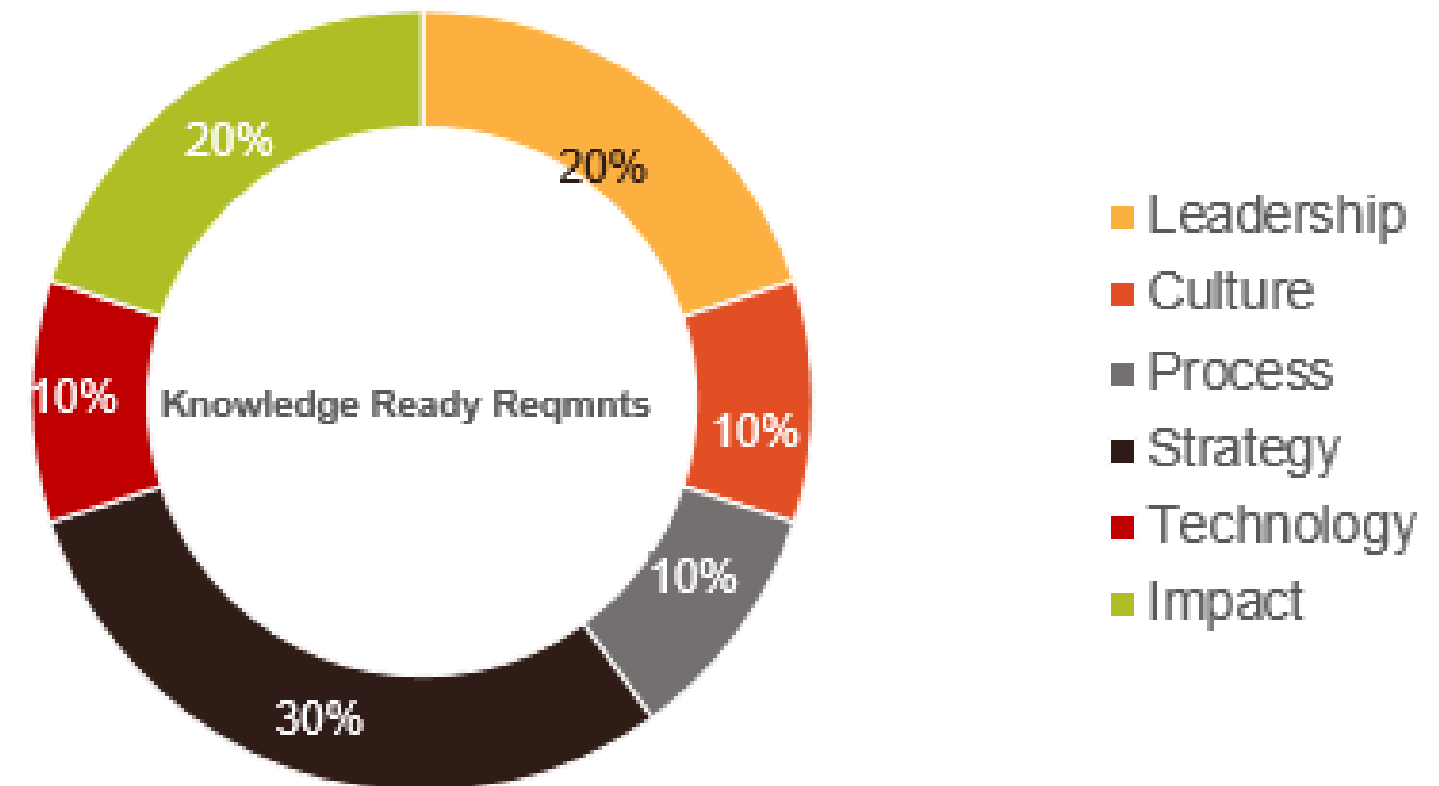Big Data, Business Intelligence, Collaboration, Search Engines and Intelligent Agents

KNOWLEDGE READY ORGANISATIONS

KM MATURITY MODEL

APQC's KM Maturity Model

Requirements for Knowledge Ready Organisations

AWARD CRITERIA

Level	Requirement	Description
Level 1: Initiate **Growing Awareness**	Strategy	✓ How effectively is the KM initiative aligned with organizational goals? ✓ How connected are KM activities with organisational strategy setting? ✓ How effectively do KM initiatives adjust with (or drive) strategic changes in the organisation? ✓ How well applied are the KM governance policies and standards?
	Leadership	✓ What is the extent of leadership involvement in formulation of KM strategy? ✓ How much executive support for KM, is demonstrated from the highest leadership levels? ✓ What is the extent of leadership participation in KM initiatives, processes, activities and tools?

AWARD CRITERIA

Level	Requirement	Description
Level 2: Develop **Localized and repeatable practices**	Culture	- To what extent has the attributes of KM culture been defined? - How are people inspired to learn, share and grow? - What are the incentives to grow and sustain the KM initiatives? - How widely is training and support given to reinforce knowledge work and initiatives? - To what extent has KM initiative been branded and communicated across entire organization? - How effectively are knowledge principles/insights embedded into normal organizational practices? - How regularly are KM successes celebrated at organizational events?

AWARD CRITERIA

Level	Requirement	Description
Level 3: Standardize **Common processes and approaches**	Process	✓ How well are processes designed to promote knowledge creation, capture, sharing and adaption? ✓ How are knowledge principles embedded into workflows and practices to enhance performance?
	Technology	✓ What forms of technology legacy and emerging tools are used to support and drive KM in the long run? ✓ How effective is the training provided to knowledge workers, on how to use these tools? ✓ How effectively do people use these tools? ✓ To what extent do these tools support suggestion/validation/reuse of knowledge & collaboration?

AWARD CRITERIA

Level	Requirement	Description
Level 4: Optimize **Measured and adaptive**	Impact	✓ What good stories of organizational successes have been told that were achieved through efficient and effective use of KM initiatives? ✓ Are there any KM Measurement Metrics in place?

KNOWLEDGE READY ORGANISATION GROWTHPATH

Strategy

- ✓ How effectively is the KM initiative aligned with organizational goals?
- ✓ How connected are KM activities with organisational strategy setting?
- ✓ How effectively do KM initiatives adjust with (or drive) strategic changes in the organisation?
- ✓ What are the demonstrated evidences of KM plans / phases to increase maturity and performance?
- ✓ How are knowledge-related outcomes embedded into individual's objectives and corporate policies?
- ✓ How well applied are the KM governance policies and standards?

Leadership

- ✓ What is the extent of leadership involvement in formulation of KM strategy?
- ✓ How much executive support for KM, is demonstrated from the highest leadership levels?
- ✓ How do leaders of KM initiatives demonstrate passion and inspire organisation to excel through KM?
- ✓ What is the extent of leadership participation in KM initiatives, processes, activities and tools?
- ✓ How widely are connections made by organisational leaders to external KM bodies and academia?

Culture

- ✓ To what extent has the attributes of KM culture been defined?
- ✓ How effectively is KM nurtured to create and sustain a knowledge sharing culture?
- ✓ How are people inspired to learn, share and grow?
- ✓ What are the incentives to grow and sustain the KM initiatives?
- ✓ How widely is training and support given to reinforce knowledge work and initiatives?
- ✓ What are the evidences of learning from past successes/failures that have been applied to enhance future activities?
- ✓ To what extent has KM initiative been branded and communicated across entire organization?
- ✓ How effectively are knowledge principles/insights embedded into normal organizational practices?
- ✓ How regularly are KM successes celebrated at organizational events?

KNOWLEDGE READY ORGANISATION GROWTHPATH...

Process

- ✓ How well are processes designed to promote knowledge creation, capture, sharing and adaption?
- ✓ How are knowledge principles embedded into workflows and practices to enhance performance?
- ✓ To what extent, are processes implemented to ensure knowledge behaviours are a natural part of work?
- ✓ How effective are embedded processes for improvement, and pre/post action review activities?
- ✓ How is knowledge succession embedded into handover of roles and across development projects?
- ✓ What are the formal communication processes for sharing knowledge successes and improvements?
- ✓ To what extent, are knowledge activities appropriately resourced with KM competent people?

Technology

- ✓ What forms of technology legacy and emerging tools are used to support and drive KM in the long run?
- ✓ How effective is the training provided to knowledge workers, on how to use these tools?
- ✓ How effectively do people use these tools?
- ✓ To what extent are these tools aligned with knowledge processes and cultural objectives?
- ✓ To what extent do these tools support suggestion/validation/reuse of knowledge?
- ✓ Do the tools promote collaboration?

Impact

- ✓ What good stories of organizational successes have been told that were achieved through efficient and effective use of KM initiatives?
- ✓ Are there any KM Measurement Metrics in place?

SELECTION PROCESS

Screening: Screening commences immediately applications are received and continues on an ongoing basis until the competition is closed. The Selection Panel assesses that the received applications meet the minimum requirements and verifies applicant's employer where the Knowledge Management initiative was implemented.

Preliminary Assessment by Judges: Each application will independently reviewed by the Selection Panel. The Selection Panel will select 5 nominees after the assessment and the names will be announced shortly thereafter.

Presentations: The selection panel will conduct face-to-face interviews with the top five nominees. The nominees have to appear personally before the judges and present how the Knowledge Management initiative works. The interviews will be conducted just before the awards ceremony. The winner will be chosen after the presentations and announced during the awards ceremony.

 Award Ceremony. Knowledge Management Award for Excellence winner 2020 will be announced and awarded at a special ceremony at a venue to be announced.

The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.

-Alvin Toffler

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"Before people can begin something new, they had to end what used to be and unlearn the old way. "
~ William Bridges

Q & A