

# Day 3 Programme

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Time	Topic
08:30 – 09:00	
09:00 – 11:00	<b>Module 6: Communities of Practice; Social network analysis; exercises</b>
11:00 – 12:00	<b>Module 7: KM &amp; Leadership; KM Champion roles; knowledge café</b>
12:00 – 12:30	
13:15 – 16:30	<b>: Conducting a KM audit – Introduction; knowledge café</b>

**Tea/coffee breaks: 10:15 – 10:30; 14:30 – 14:45; Lunch: 12:30 -13:15**

**DAY  
THREE**

# Session 6

## Communities of Practice

# Communities of Practice (CoP's)

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- **Communities of practice are groups of people who share a passion for something that they know how to do and who interact regularly to learn how to do it better (Wenger)**
- **In our (eThekweni) context: Work-related & not social**



# Three essential components of CoP's

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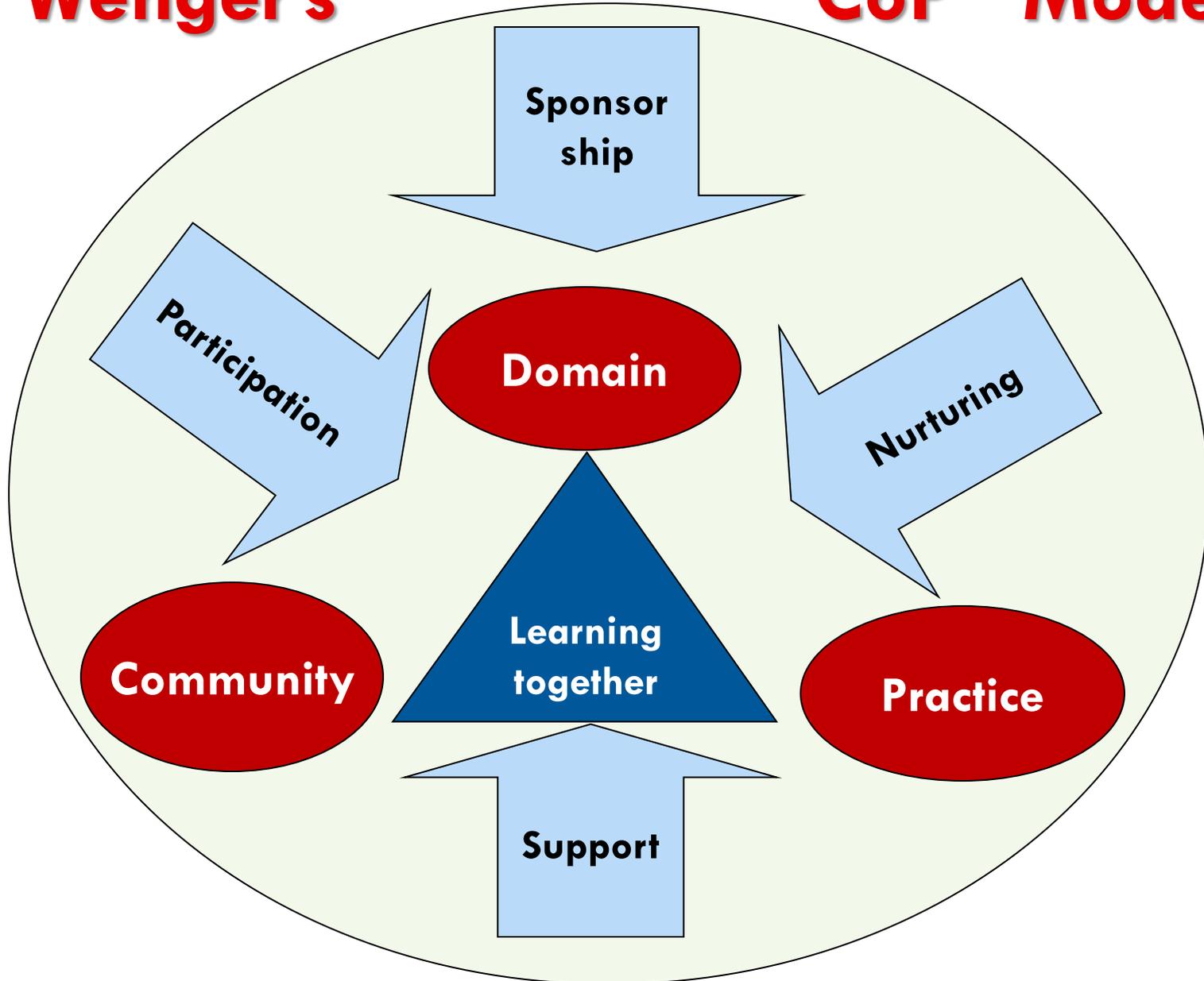
1. **Domain:** the definition of the area of shared inquiry & of the key issues
2. **Community:** the relationships among members and the sense of belonging
3. **Practice:** the body of knowledge, methods, stories, cases, tools, documents being applied

In combination, these three elements constitute a COP – only when they are developed in parallel do we cultivate a CoP



# Wenger's

# CoP Model



# Main aspects of COP's: Wenger

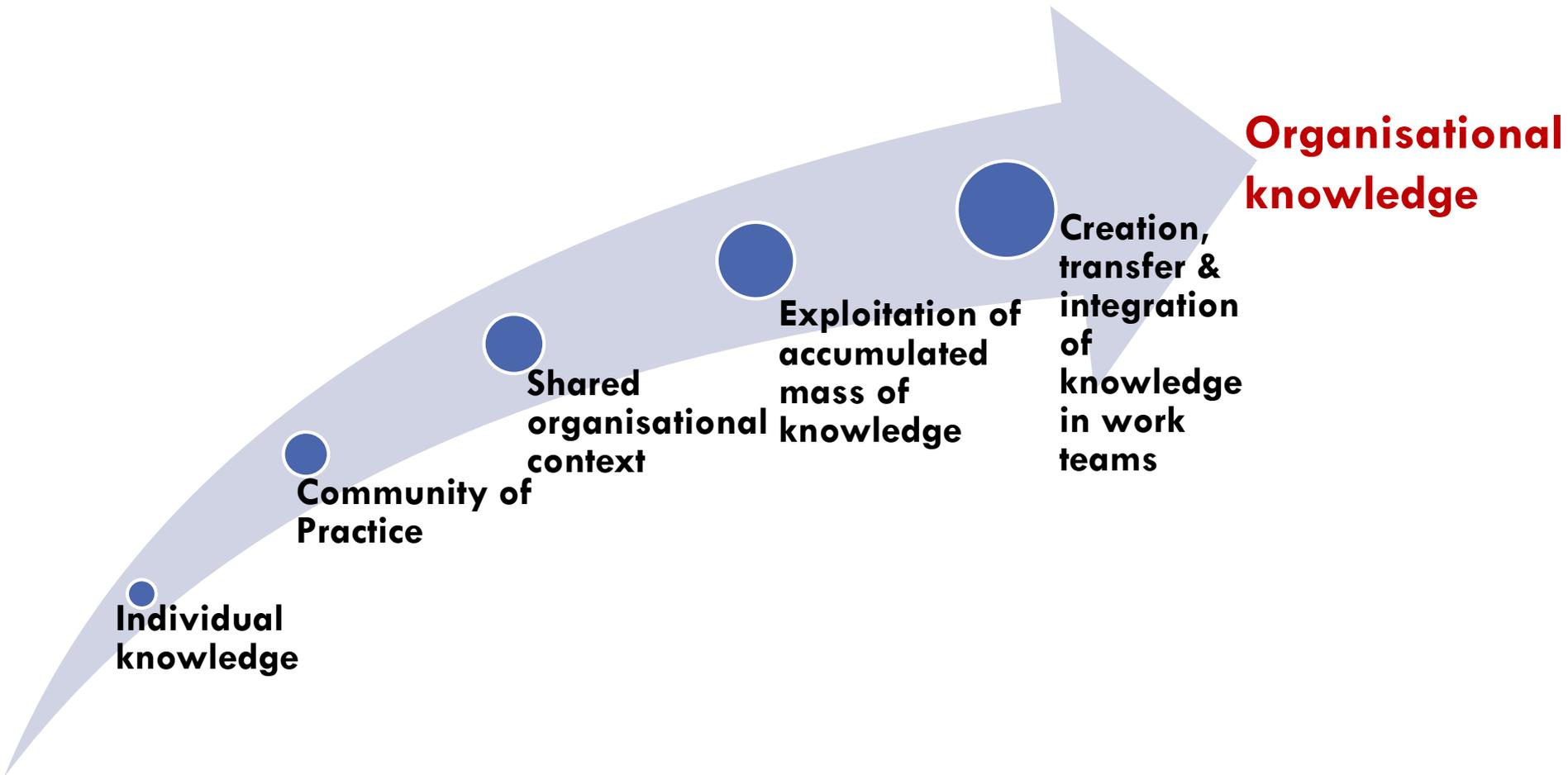
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- **Communities of practice manage their knowledge - If you had enough knowledge you would not need them**
- **They are essentially self-organizing: should not be too micro-managed / over organized**
- **Organisation-wide communities make learning available to all concerned - learning from various locations within & beyond the organization synthesized & integrated, organized / encoded & distributed**
- **Executive sponsorship NB**
- **Valuable because they help with:**
  - ▣ **driving strategy; problem solving; development of professional skills; transfer of best practice; starting new services, etc.**



# CoP's contribution to Organisational Knowledge (Zarroga & Garcia-Falcon)

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# RELEVANCE OF COPs (Wenger)

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<b>Short-Term Value</b>	<b>Long-Term Value</b>
<p><b>Members</b></p> <ul style="list-style-type: none"><li>• help with challenges</li><li>• access to expertise</li><li>• confidence</li><li>• fun with colleagues</li><li>• meaningful work</li></ul>	<p><b>Members</b></p> <ul style="list-style-type: none"><li>• skill development</li><li>• reputation</li><li>• professional identity</li><li>• networking</li><li>• marketability</li></ul>
<p><b>Organisation</b></p> <ul style="list-style-type: none"><li>• problems solved quickly</li><li>• time saving</li><li>• knowledge sharing</li><li>• synergies across units</li><li>• reuse of resources</li></ul>	<p><b>Organisation</b></p> <ul style="list-style-type: none"><li>• helps drive strategy</li><li>• transfer of best practice</li><li>• keeping abreast</li><li>• innovation</li><li>• retention of talents</li></ul>

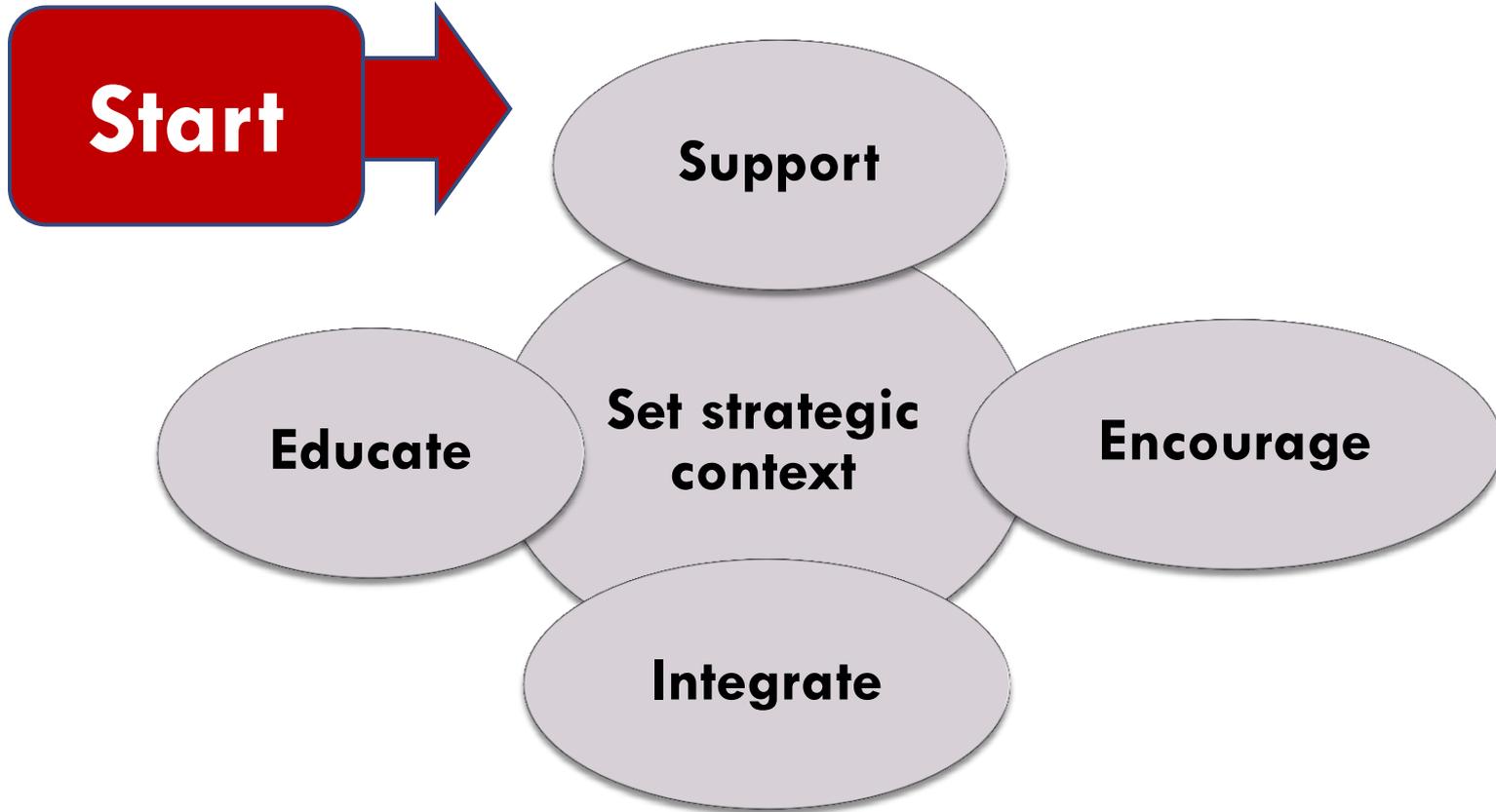
# A successful COP? (Wenger)

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<b>Community factors</b>	<b>Organisation factors</b>
<ul style="list-style-type: none"><li>• <b>Domain that energizes a core group</b></li><li>• <b>Skillful and reputable coordinator</b></li><li>• <b>Involvement of experts</b></li><li>• <b>Meeting practice requirements</b></li><li>• <b>Right rhythm and mix of activities</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Strategic relevance of domain</b></li><li>• <b>Visible management sponsorship, but without micro-management</b></li><li>• <b>Interplay of formal and informal structures</b></li><li>• <b>Adequate resources</b></li><li>• <b>Consistent attitude</b></li></ul>

# Setting up a CoP? Wenger

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# Starting-up actions (Wenger)

## Educate

People need to understand their relevance to the work situation

Educate by communicating the message & value, how they evolve & what their functions are

## Support

They need light-handed guidance & infra-structure support

Identify assistance required & provide infra-structure – ICTs - need not be sophisticated

## Encourage

Participants constantly need to be motivated to continue with process

Find sponsors to promote participation, show appreciation & publicize successes

## Integrate

Create Structures to integrate COPs & still respect their root in personal passion & engagement

Create the organisational culture to accommodate them & remove barriers

# Example of a Virtual COP Griffith & Sawyer

vPresenter



**Topics** | **Transcript**

right now.

And similarly in the back end for assembly and test we've reduced the number of facilities that we have from about 23 back in the '97 timeframe, to about in fact two right now. So we still have several front end facilities in Phoenix and in Austin.

A couple in Europe, or three in Europe, in East Kilbride in Scotland, where I was from originally.

## Motorola, Inc.

# Global Manufacturing Sites 2003



**Employees:** 24,000  
**Revenues-'02:** \$4.8B  
**Alliances:** SEMATECH, Crolles2

**LEGEND:**  
- Wafer Fab Location  
- Final Mfg Location

April 2003 Page 3  
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**MOTOROLA** | digitaldna

Ron Boyd

Playing 02:07 / 39:18



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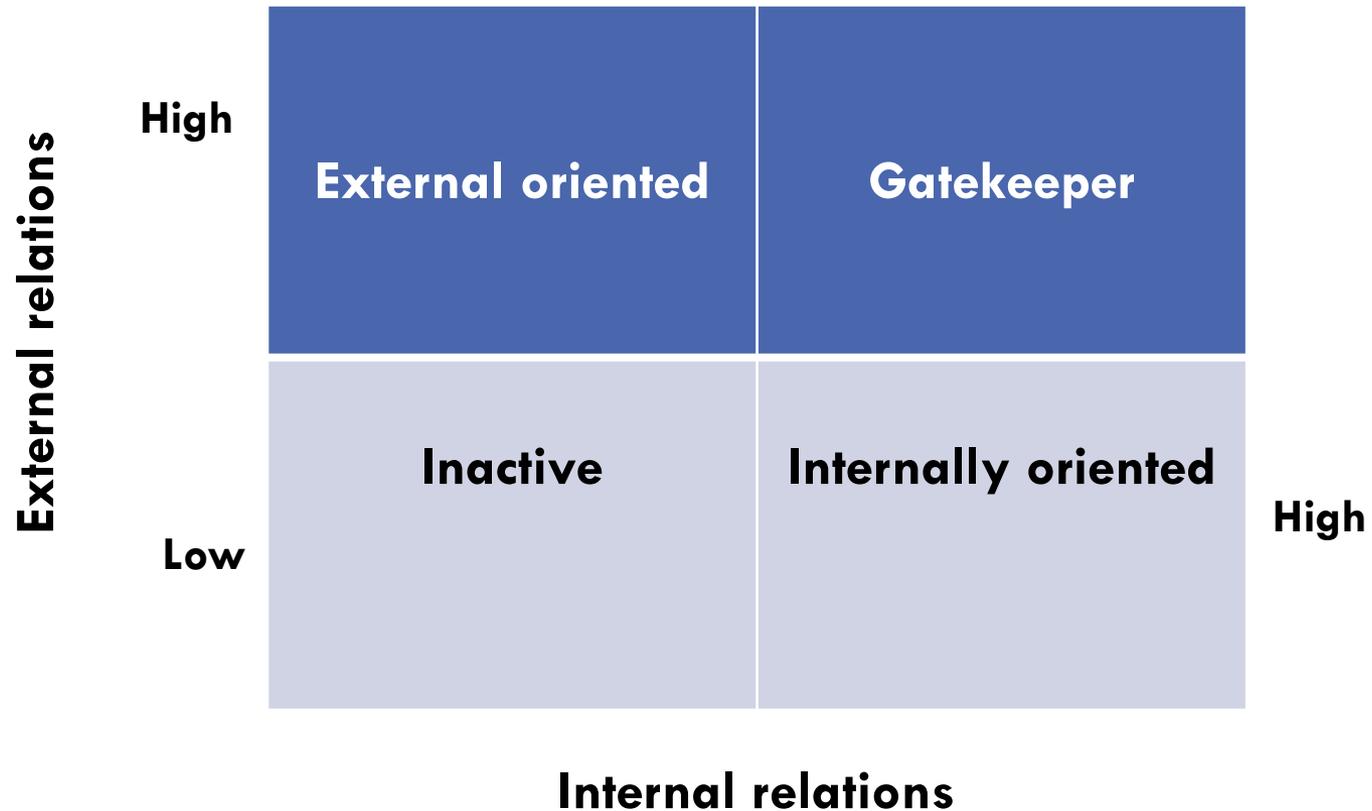


## **ROLES, RESPONSIBILITIES & SKILLS OF KNOWLEDGE WORKERS AND KM CHAMPIONS**



# Gate Keepers in Organisations

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# The Roles of Gatekeepers / Boundary Spanners in Organisations

- They fulfil a key role in knowledge creation, transfer & knowledge renewal in their organisations, as well as between their organisations & external stakeholders

- **The story of Bob**



- **General Discussion:**

- ▣ Reflect on the roles & management of boundary spanners in your organisation – positives and negatives
- ▣ What could/should your organisation do from a KM perspective to capitalise on the knowledge contributions of boundary spanners? Does your organisation have strategies in place?

# Knowledge Management Champions

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- ❑ **Public & private sector organisations are increasingly recognising the value of their gatekeepers/knowledge brokers & are formalising their roles as “knowledge champions” to support other knowledge workers in their respective units/divisions**
- ❑ **A KM champion is thus a knowledge worker in an organisation who has been identified to fulfil particular KM functions & tasks on behalf of his/her department or division on a part-time or fulltime basis**
- ❑ **KM champions usually have dual roles - members of KM team & in their operating divisions**
- ❑ **KM champions are selected for their innate ability to act as “gate keepers”, “boundary spanners” & “networkers”**

# Innovation Champions

- **An innovation champion is an individual (or team) who promotes, encourages, prods, supports or drives innovation in their organisation**
- **They find creative thinkers and encourage them to think and work in new ways**
- **They encourage a working environment in which sharing and developing new ideas is the norm**
- **They build collaboration and the trust upon which collaboration flourish**

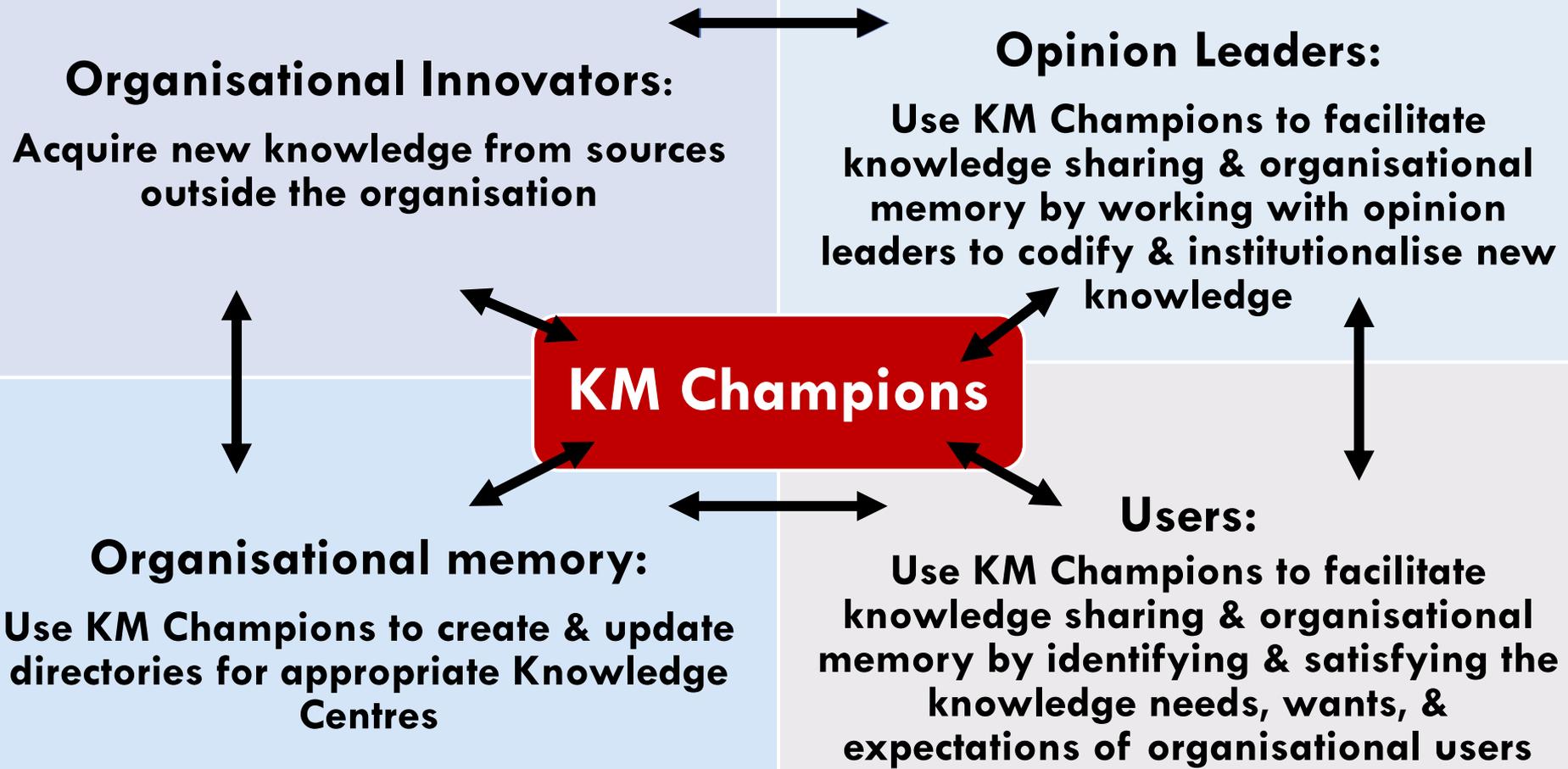
# Thumbnail Case Studies of Formal and Informal KM Champion Roles

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- **Blue collar and clerical workers are empowered to become KM champions**
  - **Municipal gardeners**
  - **British hotel staff**
  - **Nissan assembly teams**

# Knowledge Champions Facilitate KM

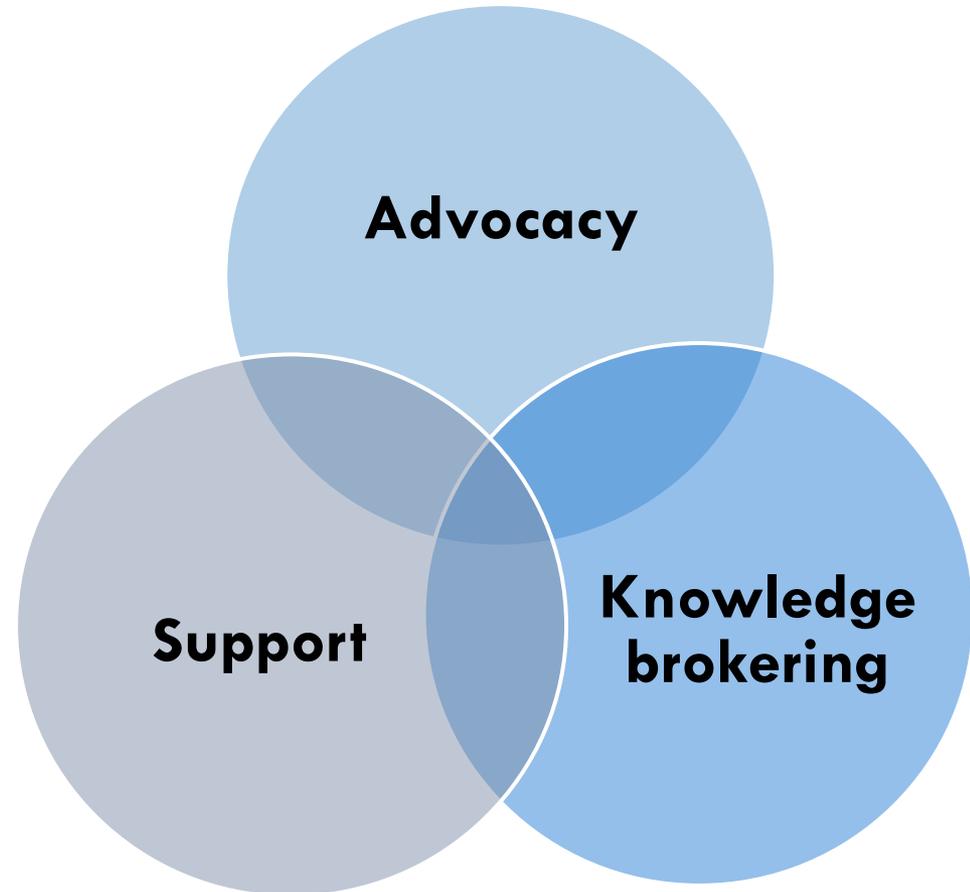
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# KM Championship Roles: ASK Framework for KM Champions

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- **Advocacy** – spreading the KM message
- **Support** – acting as local departmental representatives for KM initiatives
- **Knowledge Brokering** – linking their departmental colleagues to knowledge and information resources outside their immediate context



Source: Straits Knowledge  
2006

# Typical Activities of Knowledge Champions

(Source: Straits Knowledge)

## Advocacy

- Communicate KM messages from central KM team
- Encourage knowledge sharing & learning behaviours verbally & by example
- Lead KM awareness sessions, including KM briefings at department orientations
- Be a reference point for clarification & explanation of KM matters
- Gather and communicate feedback from colleagues to central KM team, collect stories about KM impact from within their department

## Support

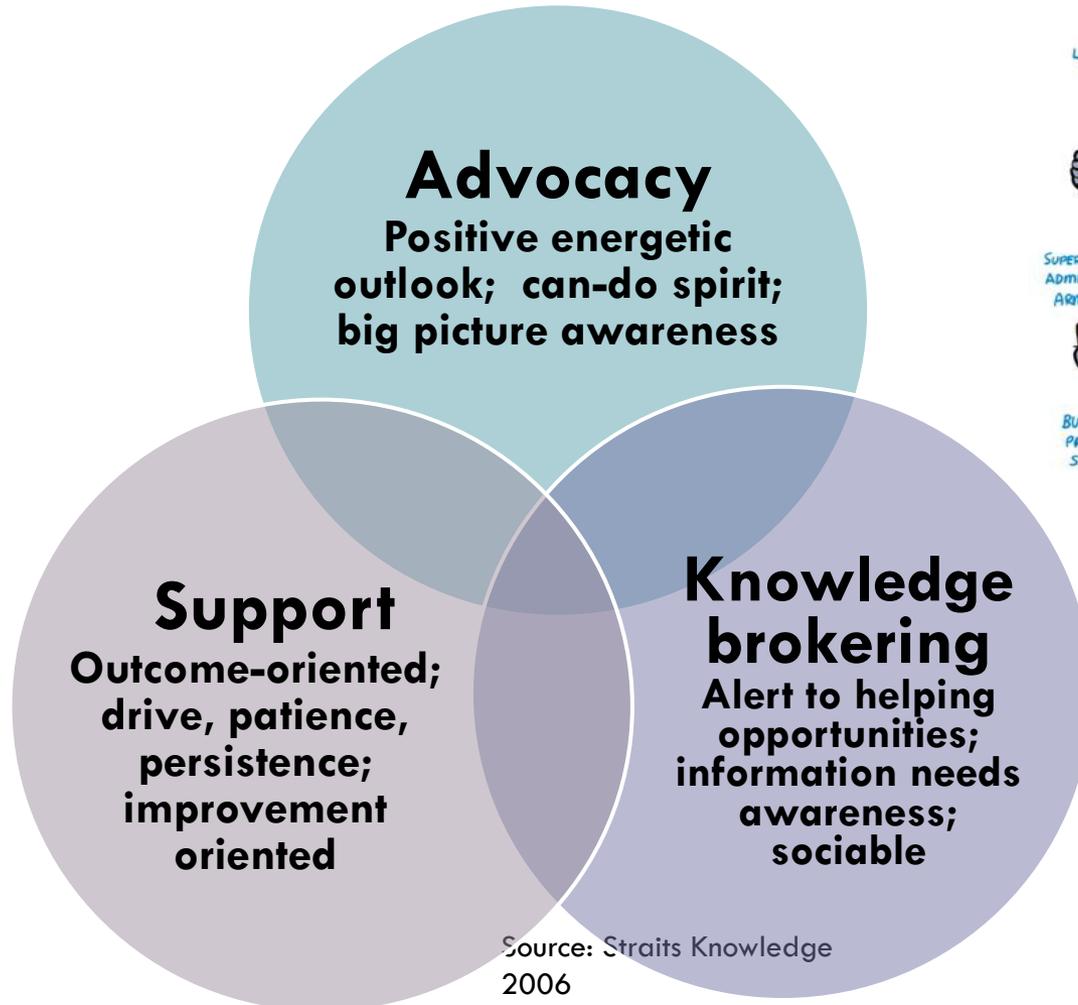
- Act as KM activity liaison officer between central KM team & department manager & colleagues
- Play a role in KM projects at department level, coordinate & delegate KM activities, coach colleagues in KM-related duties
- Provide feedback on usefulness/impact of KM initiatives at department level
- Provide ideas & suggestions for new initiatives or improvements to KM services & tools
- Represent department in KM initiatives planning & review, &/or KM needs analysis

## Knowledge Brokering

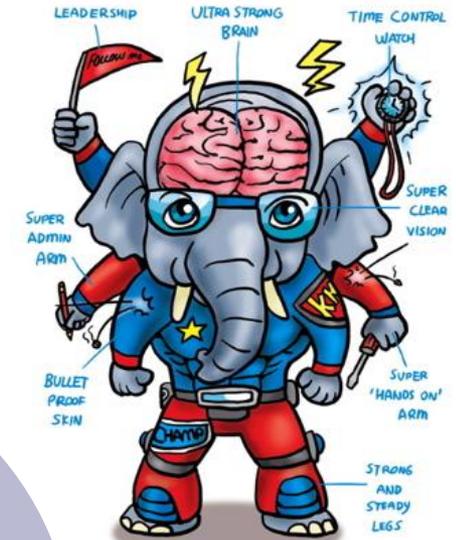
- Facilitate knowledge sharing, learning & capturing sessions e.g. AARs
- Network, mentor and support
- Identify knowledge needs
- Respond to requests for assistance
- Point colleagues to relevant resources or colleagues

# Attributes of Successful KM Champions

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Source: Straits Knowledge 2006



www.greenchameleon.com 2007

# People leveraging KM – Everyone in organisation & specifically

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**KM Team**

**Knowledge Management Unit**

**Knowledge Manager**

**Knowledge Champions/  
Brokers**

**Communities  
of Practice**

**Knowledge workers**

# 10 Step Roadmap to Create effective KM Champions Networks

- ❑ **Ensure organisational leaders support knowledge champions initiative**
- ❑ **Select people who are credible in the eyes of their peers as knowledge champions**
- ❑ **Be clear about their responsibilities – clear role description**
- ❑ **Ensure representation from key functions & geographic locations**
- ❑ **Arrange regular – monthly – get-togethers for the champions team - team has to create a common purpose**
- ❑ **Treat knowledge champions as key members of the departmental or divisional team – involve them**
- ❑ **Make sure that they are clear about the boundaries of their role**
- ❑ **Train them in the basics of internal communication**
- ❑ **Develop a knowledge champions’ “toolkit” : pro-formas & guidance notes**
- ❑ **Do not expect too much too soon** (Source: Lee Smith, Foureighty Consultancy)

# Knowledge Champions Exercise

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**Meet in your groups and**

- ❑ Discuss the informal and formal innovation & knowledge champion roles which exist in eThekweni**
- ❑ Debate the need for formal innovation & knowledge champion roles eThekweni**
- ❑ Report back on your conclusions**

**DAY  
THREE**

# OPTIONAL SESSION

## CONDUCTING A KM AUDIT - INTRODUCTION

# Scoping the Knowledge & Information environment

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Initiate a KM programme by conducting an audit to understand the organization's KM maturity, its KM strengths & weaknesses and the gaps in its knowledge & information resources & assets

## Establish

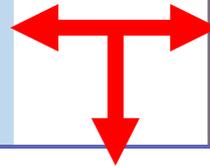
- ❑ Impact of current KM practice (or lack of it) on organisation's operation?
- ❑ What are the knowledge & information resources & needs of the organisation / employees & how does knowledge & information flow?
- ❑ What knowledge & information already exists in the organisation?
- ❑ What gaps exist & what needs to be fixed?
- ❑ Whether the organisation's culture, processes & systems are acting as drivers/enablers, or barriers to good KM practice?

# KM Auditing

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**Strategic audit: implications for enterprise competitive advantage (strategy)**

**Compliance audit: implications for corporate governance compliance with legal, policy & standards requirements**



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- **Information resource mgt (libs/infocentres)**
- **Records/Archive mgt**
- **Document mgt (incl. workflow)**
- **Information architecture/structure – Usability, findability, taxonomy, metadata; Info quality (accessibility, integrity, currency, reliability)**
- **Information security**
- **Systems, networks, IT infrastructure**
- **Publishing, portals and intranets, email, internet access**
- **Knowledge practices: org learning - sharing, conversion, innovation; trans org. knowledge networks, CoPs, IP mgt**
- **I&K values and behaviours of knowledge workers/staff**

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# Phased Audit Process Model

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**Audit Objectives**

**Organisation's strategy & performance (What? Why?)**

**Method, Techniques & Tools (How?)**

**Strategic Audit**

**Compliance assessment**

**Gap Analysis (How?)**

**Findings – Conclusions – Recommendations – Report  
(What? How?)**

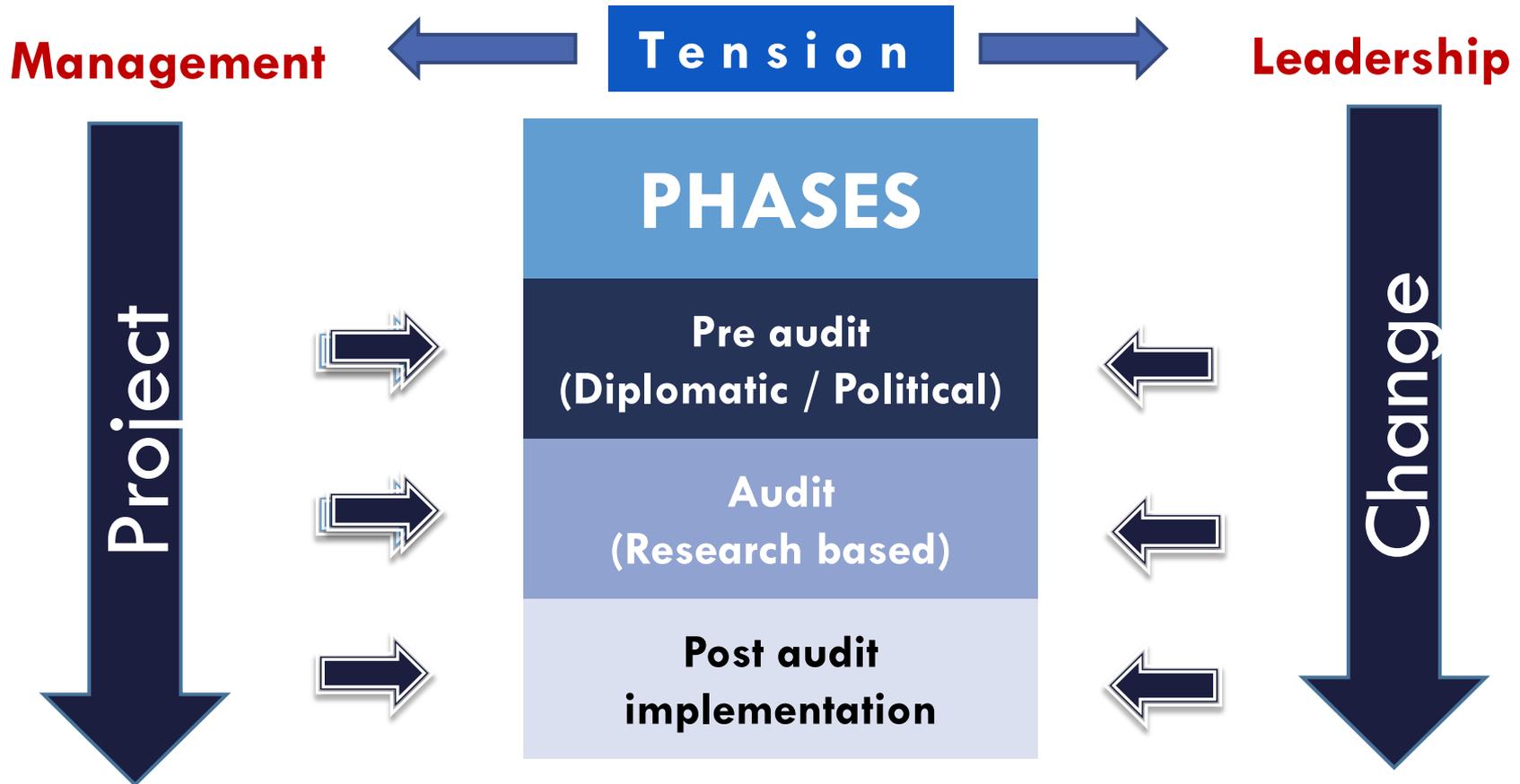
# Key Questions to Answer

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- Who are the information/knowledge providers and users?
- What are their typical information/knowledge roles?
- Do they require training in information/knowledge skills?
- What are the information/knowledge sources in use?
- By whom are they used, how and why?
- How much does it cost?
- What are the benefits to the organisation?

# Knowledge / Information Auditing Process & Phases Framework

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# Pre Audit Phase

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Steps	Questions
<b>1 Problem definition: Probe &amp; clarify issues.</b>	<b>Indications? What are stakeholders signaling?</b>
<b>2 Assess impact on org/div. objectives/strategies</b>	<b>Key issues? Who affected? Implications? Complexity level?</b>
<b>3 Define objectives for I/K audit</b>	<b>How should solutions be sought?</b>
<b>4 Promote: top management sponsorship &amp; stakeholder buy-in.</b>	<b>Obj./outcomes widely negotiated &amp; clearly communicated? Stakeholder buy-in forthcoming?</b>
<b>5 Develop project plan. Clarify responsibility/accountability. Communications &amp; change management plan. Methods. Resources.</b>	<b>Transparency &amp; consultation? Responsibility/accountability clear? Resources? Project &amp; change mgt. implications? Methodology?</b>

# Audit Phase

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Steps	Questions
1 Preliminary investigation – scoping exercise	Org. background/dynamics? Focus areas? Methodology?
2 I&K Maturity assessment	Current state of I&K practices & behaviours?
3 I&K Needs assessment	Needs & usage patterns. Docs, d/bases, systems, infra-structure, HR – internal & external? Cost, value, currency, adequacy ?
4 I&K flow assessment & resources inventory	I/K relationships & flows? patterns, gaps? What resources available, where kept, value, security?
6 Information & knowledge mapping	Strengths, weaknesses, gaps?
7 Analysing & recording results, e.g. Gap analysis	Findings, conclusions, implications, recommendations? Communicated ?
8 Reporting	Accepted? Resource implications?

# Post Audit Implementation Phase

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Steps	Questions
<b>Ensure buy-in &amp; support. Link to enterprise strategy</b>	<b>Stakeholder identification? Enough communication? Advantage emphasized?</b>
<b>Resourcing: financial, people, systems</b>	<b>Phased approach? Quick wins? Priorities? Resource limitations?</b>
<b>Simultaneous attention to project management, change management, communication &amp; strategic fit</b>	<b>All players involved ?</b>
<b>Ongoing measurement &amp; assessment</b>	<b>Benefits realized?</b>
<b>Adjust implementation plan</b>	<b>Ongoing strategic analysis, planning &amp; implementation?</b>