Knowledge Management
DPSA KM Workshop

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14 / 15 February 2008
Snapshot - The Journey

Milestones
- Establ. Company

Customers
- 20+

Revenue
- <R5M

Accolades

- Born in Africa, building a global bridge, living a simple philosophy of, ‘Knowledge Empowerment’.
- We assist our Partners in establishing Intelligent & Agile Information Management Practices, the foundation for establishing a “Knowledge Enterprise”.

Revenue:
- <R5M
- >R12M
- >R25M
- >R100M

Customers:
- 20+
- 150+
- 100-
- 30-

Accolades:
- Black Achiever Award
- Variety of Technology Top 100 Awards

Global Ops - Caribbean - India - Dubai

Clients are our Partners

> R270M FY08

Fortune Client Partners

We assist our Partners in establishing Intelligent & Agile Information Management Practices, the foundation for establishing a “Knowledge Enterprise”.

Clients are our Partners
Our Company Structure

e.com institute holdings (Pty) Ltd.

- e.com institute
  - Business Solutions
    - Business Engineering
    - Business Intelligence
    - Information Management
    - ERP
    - Knowledge Management
  - Human Capital
    - Recruiting
  - Training
    - Turnaround
      - Buy - Fix - Sell
    - Consulting
      - Natural Fibre Products
  - Turnaround
    - Buy - Fix - Sell
  - Business Solutions
    - ICT
    - Business Management
    - Project Management
    - Finance
  - coir institute
  - eco2liv
  - Aquismart
  - Health Products
  - Property
Value Chain

- Concept
- Thought leadership
- Creating the need
- Awareness

- Business
   - Strategy
   - Vision
   - Purpose
   - BPR
   - E biz strat

- Business Implementation
  - Strategy
  - Change Mng
  - Capacity building
  - Mentorship
  - Leadership

- MIS Strategy
  - Technology Strategy
  - Architectures
  - Applications
  - Implementation
  - Networks
  - Systems Integration
  - H/W
  - S/W development
  - Call center
  - Facility mgt
  - Administration

- Business Intelligence
  - Knowledge Mng
  - Client satisfaction
  - E commerce
  - E Gov
  - CRM

Feedback Loops
Why Knowledge Management?

• What is Knowledge Management

• Knowledge Management - a broader perspective
  - The Knowledge Economy, Globalization, Competitive Advantage
    ✓ The “effective use of knowledge is becoming the most important factor for international competitiveness and for creating wealth and improving social welfare”.

• Knowledge Management and the SA Public Sector

• In a knowledge organization constantly competing in two markets
  - market for key customers and market for key employees
    - developing this dual perspective and understanding is first step in managing a knowledge based org.
What is KM?

- KM is a business enabler.
  - It is Management of Corporate – Intellectual Assets.

- Human Capital: the skills, talent, and knowledge that a company’s employees possess; their capability, creativity, capacity, relationships and networks.

- Information Capital: the company’s databases, information systems, networks, and technology infrastructure.

- Organizational Capital: the company’s culture, its leadership, how aligned its people are with its strategic goals, and employees’ ability to share knowledge. This includes:
  - Formalized business processes; and
  - Intellectual Property Patents, Trademarks, Branding, etc.

These assets are often intangible, have perceived value that can only be recognized when transacted, and are not measured by GAAP.

KM is a key enabler of modern comptrollership (Financial Management and Control).

**Explicit (Rules) based**
- Structured processes lead to answers; can be automated
- Libraries & Taxonomies. Make everything explicit Control the informational space

**Tacit knowledge:** less structured, answer varies with context, takes form of wisdom, experience, stories

**Collaboration between people**
- Connect people to people - networks for learning. Limit information to that which supports action
Knowledge - A starting point: The Industrial Revolution

• Of course knowledge existed before the industrial revolution, but it existed and resided with for example organized religion, with individuals, as crafts.

• What the industrial revolution did was to convert experience into knowledge, apprenticeship into textbooks, secrecy into methodology, doing into applied knowledge – think of the ‘guilds’

• Technical schools were established and brought together, codified and published knowledge which had developed over millennia.

• These essentials are what we call “the industrial revolution” - the transformation by technology of society and civilization worldwide.
Taylorism and Scientific Management

- The next major step forward was a great leap in the productivity revolution.
- F.W. Taylor (1856-1915) in the United States applied Scientific Management to the application of knowledge to work.
- In the industrial revolution - knowledge was applied to tools, processes, products.
- Taylor applied knowledge to the study of WORK, the analysis of work and the engineering of work.
- All earlier economic powers in history- GB, Germany, US - emerged through leadership in new technology.
- In the post war period - Japan, Korea, Taiwan, Hong Kong, Singapore –
  - all owed their rise to training and the application of scientific of knowledge to work enabled a largely pre industrial, low wage work force with world class productivity in practically no time at all.
PORTER’S FOUR-PHASE MODEL OF NATIONAL COMPETITIVE DEVELOPMENT and RECENT DEVELOPMENTS IN GAUTENG

Knowledge driven economy

- Post apartheid
- GPG Smart Province
- Social spending
- Blue IQ
- GEDA
- GSSC
- Innovation Hub
- Automotive sector
- Logistics
  - Inland port
  - Gautrain

Investment driven economy

- Gauteng City Region
- Triple Helix
- Indigenous innovation
- Own R&D and technologies
- ICT,
- Automotive
- Manufacturing
- Aeronautics
- Chemicals
- Environment
- Transport

Resource driven economy

- Gold driver.
- Related industries
- Financial and other Support services
- Industrial base

Wealth driven economy

Late 1800’s To mid 1980’s

1995’s to present

2008 ’s to 2020

2020 and beyond

Adapted from Porter 1990 and Hernesniemi and others 1996.
Global View: Knowledge Economy Index 1995 and most recent year

Source: World Bank Knowledge Assessment Methodology
Knowledge Management and the SA Public Sector
“we expected too much of public service”
Fraser - Moleketi – Public Service Review 1999/2000, tabled in Parliament April 13th, reported in the Star April 14th, 2000

• Yes - progress in making public service more representative, but

• Government underestimated difficulties of transformation and tried to achieve too much too fast

• Failed to develop management cadre capable of implementing new policies – complexity of new policies and change

• Timeframes over optimistic

• Caught up in issue and crisis, very little strategic planning, piecemeal solutions, no coherent strategy, no visionary management takes place in practice
Knowledge Management in the Public Sector

- (Local) Government in South Africa (and indeed in all Developing Countries) are very complex businesses

- Face more complex issues than commercial enterprises

- Are a heady mix of
  - policy development, strategic planning, project management
  - line function responsibilities,
  - the deliverers of hard services and in the case of LG need to develop
  - sustainable economic growth and development

- This requires a multitude of skills

- And like any other complex organizations LG requires information and systems to deliver it, business processes, good governance, business intelligence, innovation, CRM, call centers and a very heavy dose of intellectual capital

- And the leadership required to make it happen
Knowledge Workers and the War for Talent

- South Africa has been ranked 24th of 30 economies surveyed in the first Global Talent Index, a report that compares how well countries nurture and retain skilled people.

- Each country was assessed on factors that included demographics, quality of compulsory education, quality of universities and business schools, and ability of the environment to nurture talent.

- Labour mobility and the openness of the labour market, trends in foreign direct investment, and propensity for attracting talent were other considerations.

- “South Africa has a massive challenge ahead to develop, nurture and attract talent in an international environment in which skills are becoming increasingly sought after and increasingly mobile.”
KM and Your Desired Outcome

Business Strategic Intent & Vision

Effective, efficient driver of the use of information and knowledge for Development

- Innovation and Continuous Improvement
- Able to respond to changing environmental conditions.
- Deliver in line with mandate & National Imperatives

Growing operational capability
Greater skills capacity
Leveraging technology
Organizational culture
Growing institutional capability
Professionalism Learning integrity
Build, Acquire, Retain IP/IC

An ‘Integrated’ Knowledge Management System’. On line access to continuously growing and changing organizational knowledge

Enabling the change and managing the process via a KMO
**Our Model**

**Know-why** refers to the scientific knowledge of the principles and laws of nature.

**Know-how** relates to the skills or the capacity to do something.

**Know-what** relates to a person’s knowledge about facts.

**Know-who** who knows what and who knows how to do what.
Developing a KM strategy

- KM strategy is to help firm achieve its strategy and goals
- Must be rooted in the business context
- Successful program takes years
- Formulation of a vision and strategy important
- Market program internally
- Strong leadership supports essential
- Good program on business results
- Usually best to use multiple approaches and tools
What KM will do for you?

• Knowledge management provides organizations with a methodical approach to managing their knowledge requirements and assets.

• Knowledge management incorporates management of intellectual assets.

• By adopting KM as a set of sound management principles, rules, conventions, standards, values and procedures, organizations can measure and manage their growing investments in intellectual assets. These are assets over which organizations have historically had little control.
Process For A Systematic Approach In SASSA

• KM principles and concepts
  ✓ Information vs. KM
  ✓ KM is about effective management of corporate knowledge assets
  ✓ What are intellectual assets
  ✓ What is intellectual capital
  ✓ Does talent deliver
  ✓ Invisible / intangible assets
  ✓ How Intangible assets are converted into bottom line revenues
  ✓ Knowledge Continuity - between employee generations
  ✓ Institutional Memory - organizational forgetting
  ✓ Leadership issues
  ✓ Cultural issues
  ✓ Knowledge and Information as a ‘commodity’
  ✓ The ‘Social Life of Information’
  ✓ What types of knowledge to stock
• **Tools**
  - Justifying, ROI and Metrics
  - Demand side mgt. Information and knowledge as a commodity
  - Pushing Vs Pulling Information
  - Find out who knows what. Capabilities audit. Expertise locator
  - Determine which jobs to focus on
  - Develop - know which abilities to grow
  - Peer Assists - Learning Before.
  - Shared learning’s - Learning During
  - Project retrospectives / audits - Learning after
  - Communities of interest
  - Partner- know whose expertise we should have on tap
  - Buy - know who we need to recruit
  - Buy - what kind of technology enablers

• **KM vision and Strategy – the ‘to be’**

• **Operational / Implementation Plan**
  - KM Projects