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Designing and Implementing a Knowledge Management Strategy to Improve Performance of Training Companies

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MANAGING EXPECTATIONS



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Are you here because you would like to receive practical answers/solutions to the following questions:

1. What are the most efficient methods of knowledge dissemination?
2. How to effectively embed KM in organizational strategy and culture?
3. What are the most relevant KM Tools to increase productivity and profitability?
4. How can an organization enhance its knowledge creation and sharing practices?
5. How to boost knowledge sharing practices within a small and large organization?
6. How to better preserve existing knowledge (using KM to minimize employee turnover, manage succession planning etc.)
7. Any other expectations? 😊

AFTER THIS COURSE, YOU WILL BE ABLE TO...



1. Understand KM lifecycle and its components
2. Know how to devise a KM strategy that derives from and supports a training company's business
3. Understand why it's important to identify and invest time in empowering KM champions
4. Understand the key steps to implement a KM strategy within an enterprise, the pitfalls to avoid and the appropriate tools to use
5. Understand the need to launch initiatives small with the end in mind

ROADMAP



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Understanding Knowledge Management (KM)



Common KM Problems



Steps to KM Strategy



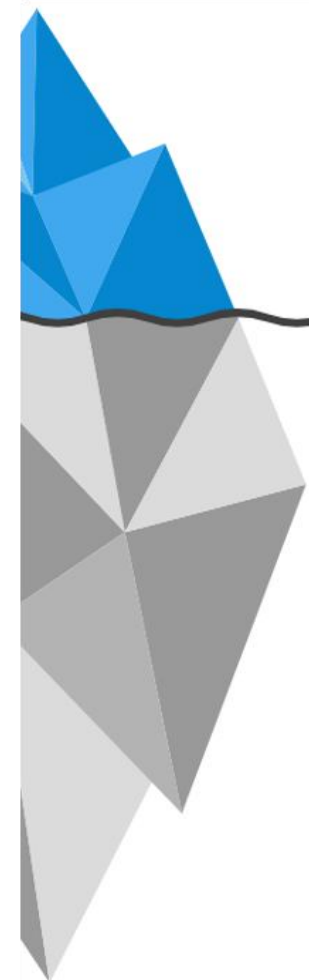
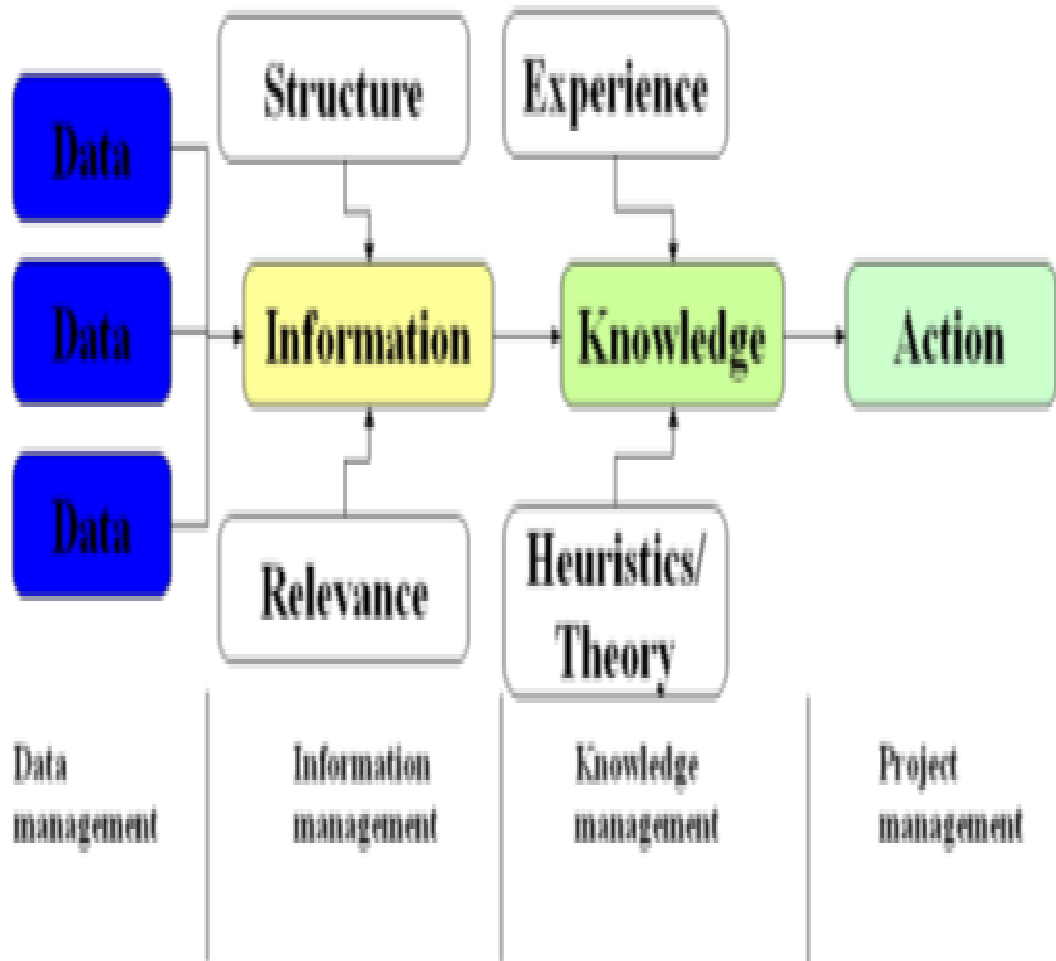
Selecting relevant KM Tools



WHAT IS KNOWLEDGE MANAGEMENT?



LEVELS & TYPES OF KNOWLEDGE



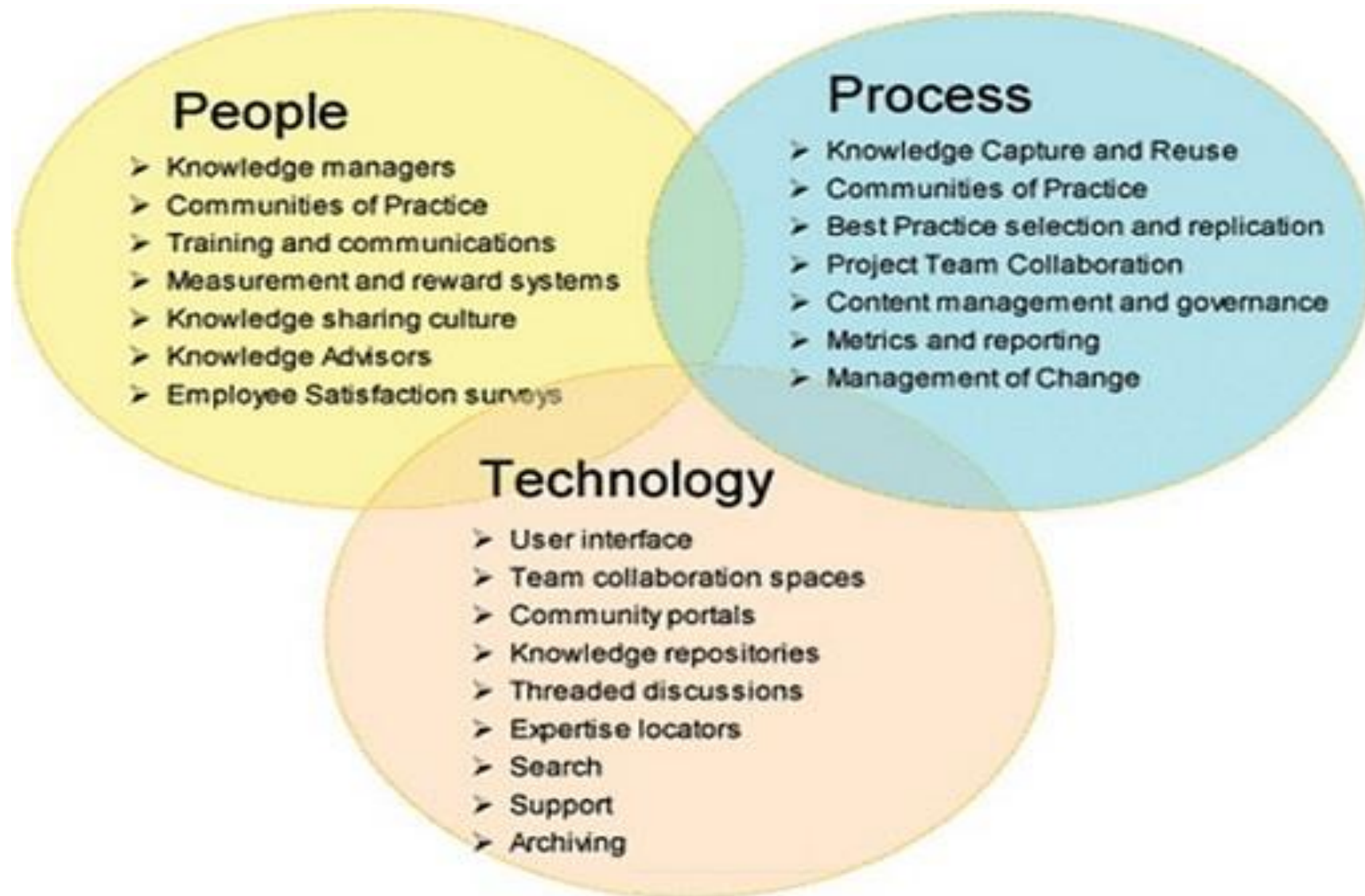
EXPLICIT KNOWLEDGE

- | | | |
|------------|---------------|---------|
| Manuals | How-to guides | Memos |
| Documents | Videos | Notes |
| Procedures | Databases | Records |

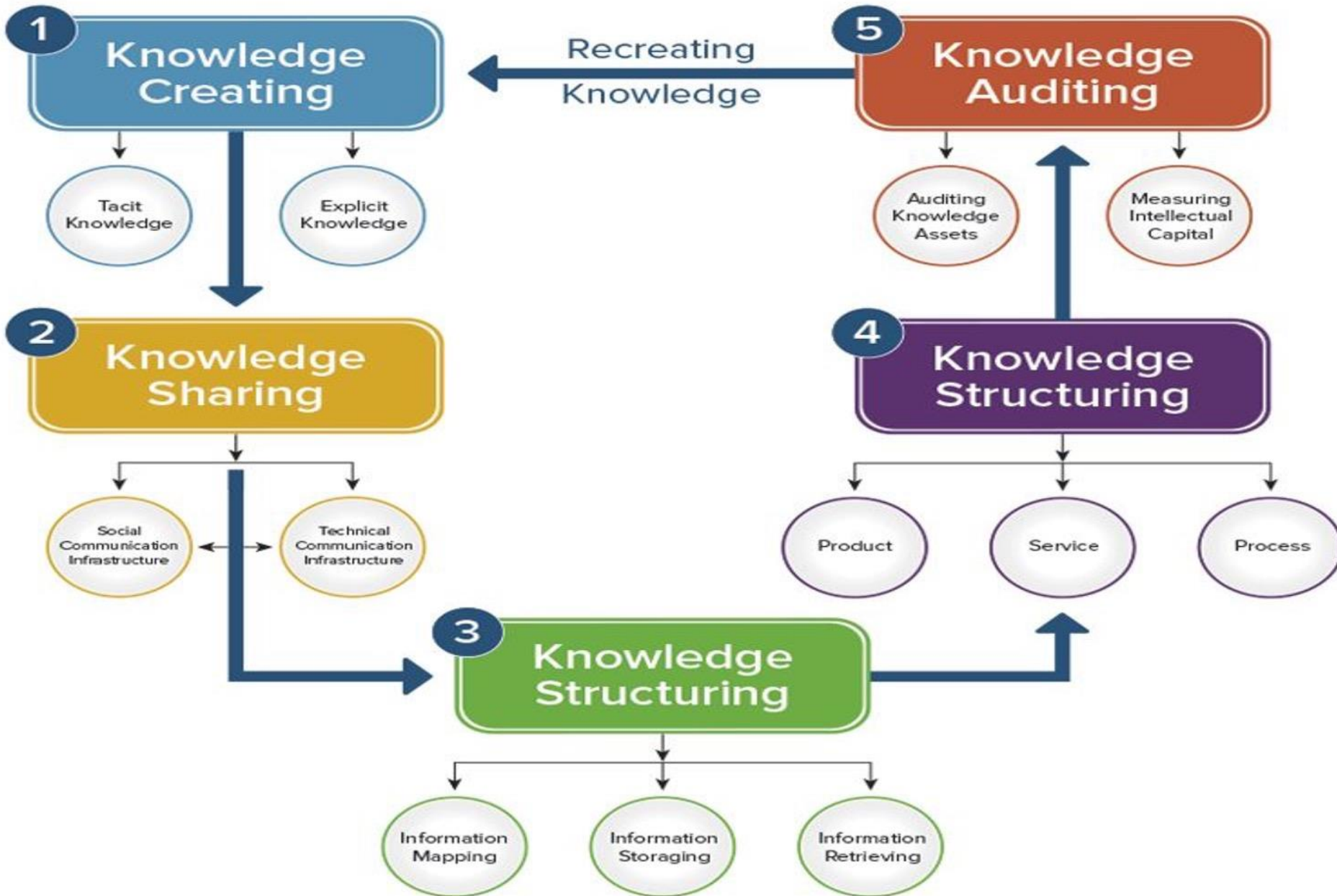
TACIT KNOWLEDGE

- | | | |
|---------------------|--------------|------------------|
| Individuals' skills | Ideas | Cultural beliefs |
| Expertise | Insights | Values |
| Education | Intuition | Attitudes |
| Experience | Observations | Mental models |

WHAT ARE THE COMPONENTS OF KM?

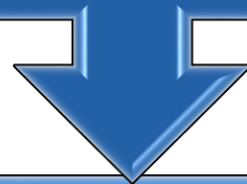


Knowledge Management Lifecycle



ACTIVITY

Does your training company have a formal KM Strategy?



If yes, what triggered its development and what was the process you went through ?

1. Vision

- Prov 29:18 - Where there is no vision, the people perish
- If you do not work with a **vision**, attempts to manage knowledge are doomed to fail.
- You should have an in-depth understanding of the organization's identity, strategy, and culture before embarking on KM.

2. Assess Your Organization

- Do a KM audit to have a clear diagnostic and derive goals.
- Make sure that the assessment is not overdone. **Over analysis** can lead to paralysis.

3. Derive KM Goals & Indicators

- An organization's strategy is the source for deriving KM goals
- **Simplicity** is golden.
- Avoid initial failures by being **focused** on the most relevant issues when choosing your indicators.

A STEP-BY-STEP PROCESS TO KM IMPLEMENTATION



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4. Begin with Pilots

- You may choose pilots that promote **interactions**, focus on capturing, learn from Clients....
- Experiment with innovative methods such as knowledge cafés to engage as many stakeholders as possible in the strategic planning process.
- Pilots that succeed should be copied and repeated.

5. Be specific and start Small

- Do not undertake a **revolution**, start with some carefully chosen projects.
- Begin with changes that require a high potential contribution and with a high likelihood of success.
- Otherwise, expect an insurmountable wall of resistance.
- The revolution will develop after accumulation of enough **small successes**.
- *Better KM Strategy start with better priorities.*

WHO SHOULD DRIVE THE KM STRATEGY

1. The Initiator

- If you are a manager of an L&D department, begin by doing it yourself, or delegate it to someone who has proximity to the subject, such as the R&D manager.
- What is important is that the person you recruit to initiate KM should have a **passion** for the topic — otherwise it is doomed to fail.

2. KM Officer or Chief Knowledge Officers

- For large organizations that value knowledge

3. Consultants

- They are **catalysts**, sources of additional perspectives through a familiarity
- Provide **coaching** of the relevant people.
- Not be expected to manage your knowledge for you.

AREAS OF FOCUS IN KMS IMPLEMENTATION



Technology Infrastructure

Ensuring The Accessibility Of Knowledge For Different Stakeholders

Ensuring Easy Navigability And Utilization Of Knowledge Resources

Building Templates For Teams And Communities

Creating An Environment Conducive To Knowledge Sharing

Knowledge Creation

Best Organizational Practices

Communities Of Practice

Culture And Leadership Values And Principles

Knowledge Infrastructure

Managing Knowledge For The Greatest Impact On Capability Generation

Structuring The Knowledge System To Leverage Issue Resolution And Agility

Developing Knowledge Managers

Fostering Shared Ownership And Interdependence

WHAT CHALLENGES SHOULD YOU EXPECT?



HOW WILL YOU OVERCOME THE KM BARRIERS BELOW?



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Lack of company **resources** for knowledge sharing

Lack of **transparency** in recognition and reward system

Missing corporate **culture** to encourage sharing practices

Lack of **time** and informal office space to share knowledge

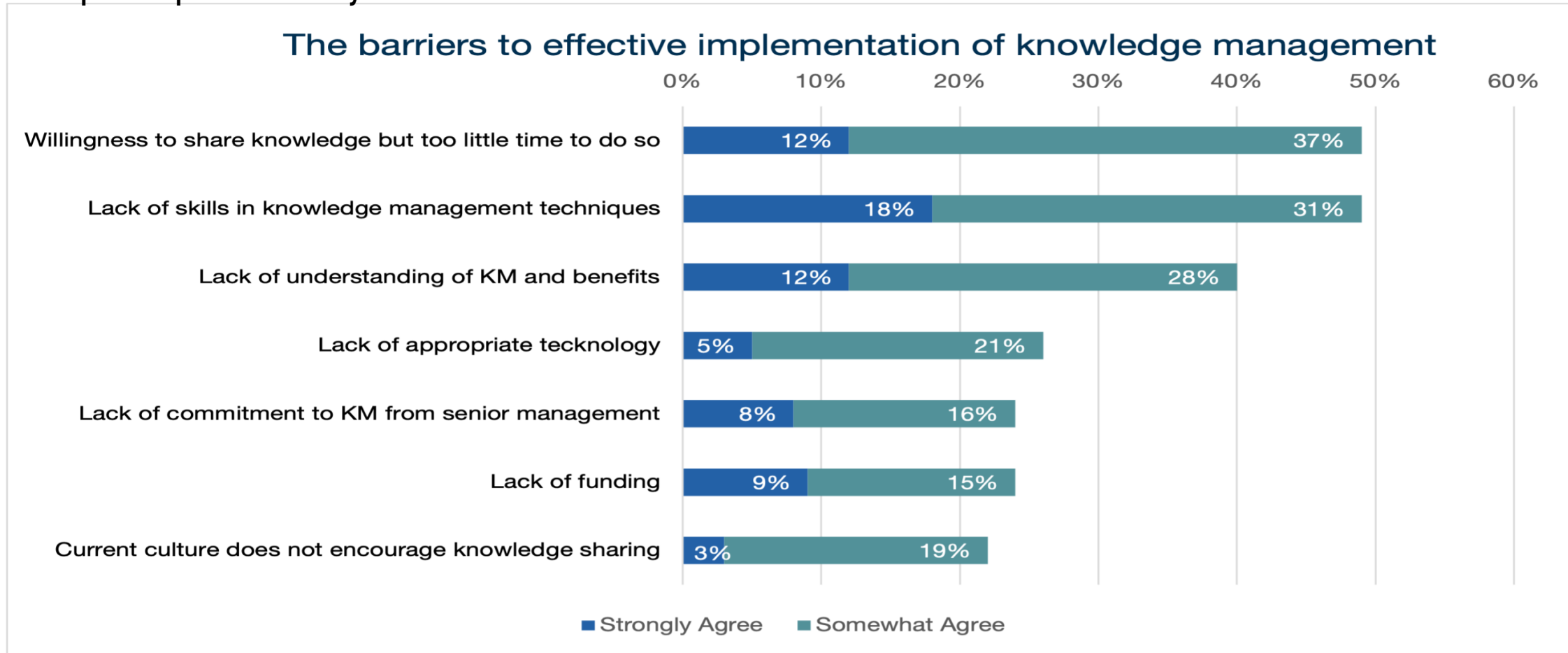
External **competitiveness** among different business functions

Bureaucracy and hierarchical rigid structures leading to low sharing practices

Lack of **managerial** direction to communicate the benefits of sharing knowledge

KM Survey: Willingness to Share Knowledge

KPMG Management Consulting Survey also reveals that individuals are willing to share knowledge but do not have the time to participate actively



Source: KPMG

Benefits Organizations Emphasize When Motivating Employees to participate in KM



60% Save time on research



52% Improve productivity/quality by applying best practices and lessons learned



41% Improve productivity/quality by reusing IP across projects and groups



38% Improve decision making through better access to knowledge



21% Decrease time-to-competency for new hires & new roles



20% Reduce risks related to inaccessible knowledge



18% Increase innovation through cross boundary collaboration



14% Support professional development



3% Help employees build their brand



3% Increase cohesion after a merge, requisition or reorganization

SCENARIO 1

Kojo is a leading member of a team of aerodynamic designers. Their work requires using several different codes for estimating aerodynamic properties, such as lift and drag. Kojo made an obvious and simple suggestion: Whenever somebody uses a code, he should write comments detailing the experience. These comments would be useful for others: determining which code suits a specific family of configurations or flight velocity, bug alerts, and so on. In the old days, this suggestion would have been hailed by workers and managers alike. Surprisingly, objections sprang up like mushrooms after the rain:

- **Why would an employee want to spend time for the benefit of others when tight schedules and deadlines pull him back to his work?**
- When and why would coworkers read the comments? Who would sponsor the extra work? Where would the money come from in light of tight budgets and narrow profit margins?



- How can employees learn from each other when they don ' t have the time, money, or managerial attention?
- Is Kojo ' s idea the best solution?
- Are there other, better solutions?

SCENARIO 2: DESIGN OF THE CONFERENCE TO ENABLE PEER-TO-PEER LEARNING THROUGH ADEA KIX EVENTS

How do you design a large conference to ensure maximum peer-to-peer learning?

1. Focus more on **implementation experience** rather than expert knowledge.
2. Encourage **all stakeholders to contribute** their experiences, as opposed to one group organizing presentations to inform and instruct everyone else.
3. Ensure all **participants** are seen as having relevant experiences to contribute and share with others.
4. Structure the conference to include plenty of **interactive sessions**, which open avenues for different participants to collaborate and learn.
5. Ensure moderators (session chairs) are instructed to manage the time of each session to **allow participant-driven discussions** and not use the entire time for presentations.
6. In addition to the oral presentation sessions, plan also for **poster presentations** at which individual providers explained how they had made improvements in quality and impact on education services in their respective countries.
7. To provide a forum for sharing different approaches, organizers designed a **live showcase** of the approaches implemented by different partners. The highly engaged audience moved from one station to the next.

SCENARIO 3: E-Learning to Support Knowledge Management (KM)

1. Within the larger category of financial management system strengthening, understanding how to set up and ensure proper use of a US Gov't compliant timesheet system was identified as a high priority need of their partners.
2. Partner organizations' implementation of timesheet systems varied: some **did not have** a system, others simply used a sign-in sheet to track staff attendance or tracked staff's hours worked, but **did not allocate these hours to the specific projects on which staff worked**.
3. Building with the grantees in this area required **significant time** on the part of the financial Technical Assistance advisors.
4. USG compliant timesheets are necessary to track employees' hours worked, to provide adequate documentation for salary payments, to allocate these salaries to the respective donors based on the actual hours worked, and to meet donor requirements.
5. All e-Learning modules include activities to give hands on practice and application of the concepts taught, provide feedback after each activity, and provide the learner with templates and tools to use at their organization.
6. Three modules were developed to walk learners through:
 - a) the steps to develop a timesheet template for their organization

SCENARIO 4: Creating Technical Assistance Libraries to Capture Tacit Knowledge

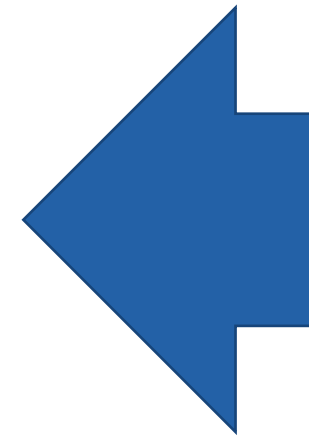
Summary

- In international nongovernmental organizations such as **Pathfinder International**, staff often lack quick and easy access to the expertise of their colleagues due to demands on time, competing priorities, and lack of systems to capture this knowledge. To address this issue, Pathfinder created a collection of high-quality technical resources that also includes the experiences of technical advisors in using the resources.
- These technical assistance libraries enable easy sharing and dissemination of high-quality resources and expertise with all Pathfinder staff worldwide—a form of technical assistance at a distance.

Challenges

- 1. **Competing priorities.** All organizations struggle with prioritization and in the face of competing demands, it is difficult to prioritize capturing tacit knowledge and take time from the other work of technical advisors.
- 2. **Access.** Pathfinder's country offices had difficulty accessing the TALs due to slow Internet bandwidth.
- 3. **Learning curve.** Before the launch of the TALs, many technical advisors had not used the intranet. Because the intranet was new, training technical advisors to add their own resources required far more than anticipated—it required a comprehensive overview of working with SharePoint.
- 4. **User experience.** Because Pathfinder created the TALs before any other KM system on the intranet, it developed separately from other repositories of technical information on the intranet.

WHAT ARE YOUR EXISTING KM TOOLS?



How do you measure their effectiveness?

Frequency?

KM Tools & Techniques (con't)

1. Community of practices

- Online collaboration space: sharepoint etc.
- Sustained group from learning program
- Monitored and evaluate them for improvements

2. Knowledge Sharing Events

- Series of quaterly fail fairs with senior leaders
- Monthly or quaterly journal clubs in different offices
- Archive Expo
- Other events: brownbags, guest speakers, etc.
- Recordings of all internal relevant meetings.

3. BEFORE, DURING, AND AFTER ACTION REVIEWS

- Bank of review questions
- Embedded in project and organizational activities
- Key is **feedback loops**
 - Implement improvements and track their success
 - Synthesis of findings over the course of many reviews

KM TOOLS & TECHNIQUES (CON'T)

4. ONBOARDING/OFFBOARDING

- Overview of KM systems when coming into the org.
- Knowledge capture interview when changing or ending role
- Bank of questions aimed to preserve institutional knowledge and ensure continuation of tasks
- Synthesis of findings

5. KNOWLEDGE PRODUCTS

- Production of knowledge products to share your org's implementation experience
- May need to organize trainings to empower team on knowledge capture techniques for effective process documentation and other M&E activities, such as implementer diaries, post cards, etc.

6. LIBRARIES & ARCHIVES

- Access to external literature & materials
 - Monthly technical area update
- Storage of your org. produced materials
- Technical Assistance Libraries
 - Curated materials selected by technical advisors with guidance on how best to use and adapt that material.
- Taxonomy

7. DIGITAL WORKPLACE

- Staff Expertise Directory
 - Online searchable directory internal to find experts on various topics
- Intranet
- Collaboration Spaces
 - Online sites for document development and project management

TRAINING & CHANGE MANAGEMENT

- Onboarding for all staff
- Exit interview for all staff.
- KM Capture trainings for all senior leaders and coaching of KM Champions
- Technical Assistance on knowledge exchange, learning, and documentation
- Digital Workplace trainings
- Library trainings on accessing external literature, internet searching, etc.
- Constant communication, improvement, and offers of support

MONITORING & EVALUATION

REGULAR MONITORING

- Library & archive requests
- Knowledge sharing events and attendees
- Trainings and attendees
- Intranet support request
- Documentation requests
- Knowledge products produced
- Usage statistics of online repositories

EVALUATIONS

- Bi-yearly user survey
- Knowledge Management Champions
- Yearly KM Report
- Feeds into yearly workplan and KM improvements and products for next year

GOOD KNOWLEDGE MANAGEMENT

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graph TD; A([GOOD KNOWLEDGE MANAGEMENT]) --- B[EFFICIENCY]; A --- C[EMPOWERMENT]; A --- D[EFFECTIVENESS]; A --- E[CREATIVITY];
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EFFICIENCY

Planning
Operations
Monitoring

EMPOWERMENT

Equitable knowledge flows
Choice
Informed decision making

EFFECTIVENESS

Evidence-based work
Learning

CREATIVITY

Unplanned links
New combinations of information
Fresh insight

Source: Adapted from *Information Management for Development Organisations* (second edition) by Mike Powell (2003) with the permission of Oxfam GB, 274 Banbury Road, Oxford, OX2 7DZ www.oxfam.org.uk.

MY 7 TAKEAWAYS

Knowledge is the **most important** asset of a modern organization.

Engagement is a key success factor in strategy development and implementation

KM should be led by **managers**, and you need to regularly equip, coach and motivate your team.

KM is **relevant for all** types of organizations: small & large businesses, government and civil society.

There are many KM methods and tools but not all are relevant. **Choose wisely**, be focus, pilot and start small.

A KM strategy is successful when knowledge creation & sharing is **embedded** in organizational culture and values.

Be **patient**. True and real change takes time. People don't care how much you know until they know how much you care.

FINAL REMARKS



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What is your key **takeaway** from this webinar?

Do you understand the key **steps** in developing a KM Strategy?

Do you understand **your role** in the implementation process?

What **actions** will you take to improve organizational KM practices?

What will be your **priorities**?

What next? What will you be interested?

- How to conduct a KM Audit?
- How to demonstrate the business and economic value of KM ?
- How to measure the effectiveness of KM initiatives?
- How to integrate KM to MEL activities?
- How to smoothly integrate AI to KM Solutions?
- Any other topic of interest

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- Pasher, Edna. *The complete guide to knowledge management: a strategic plan to leverage your company's intellectual capital (2011)*

“ Knowledge is like paint.
It does no good unless
it is **applied.**”

Zantamata

A vibrant background of colorful paint splashes in shades of red, yellow, blue, and green, radiating from the center.

Any Questions

CONTACT INFORMATION



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