



APO KM Tools and Techniques

Objectives

- To present and discuss some of the key KM methods, tools, technologies and techniques to be considered for selection within a KM Implementation initiative, especially in Small and Medium Enterprises.
- To give more in-depth knowledge so as to assist the National Productivity Organizations (NPO) trainers to become "KM Consultants".
- To provide a framework, simple method, and some very practical tools to get started quickly and produce some "Quick Wins"

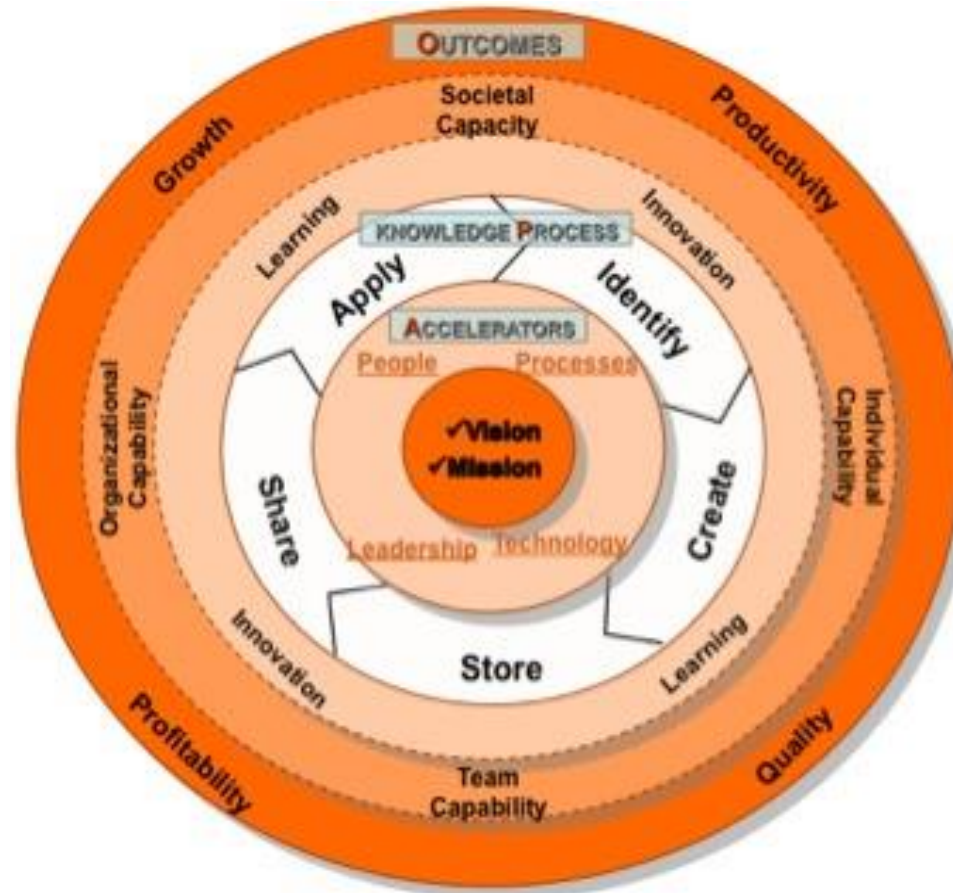


Agenda

- Introduction
- APO KM Framework
- Mapping KM Tools & Techniques to APO KM Framework
- Twenty Essential KM Tools & Techniques
- Six Highly Recommended Tools



APO KM Framework



Mapping KM Tools & Techniques to APO KM Framework

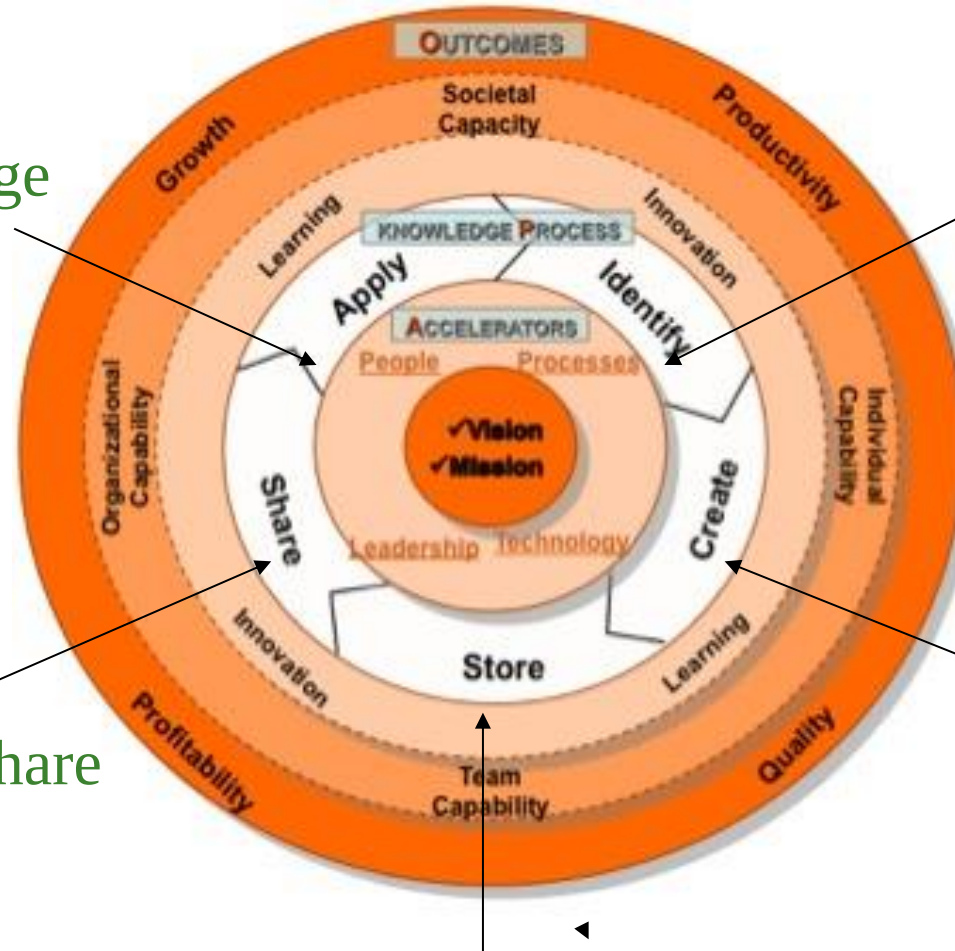
5. Tools to Apply Knowledge

1. Tools to Identify Knowledge

2. Tools to Create Knowledge

4. Tools to Share Knowledge

3. Tools to Store Knowledge



Twenty Essential KM Tools & Techniques

1. Brainstorming
2. Learning's ideas capture
3. Peer Assist
4. Learning Reviews
5. After Action Reviews
6. Expert Locator
7. Communities of Practice
8. Storytelling
9. Virtual Work Spaces
10. Physical Work Spaces
11. Document Libraries
12. Knowledge Bases
13. Knowledge Assessment
14. Blogs
15. Social Network services
16. Voice & VOIP
17. Advanced Search
18. Knowledge Clusters
19. Taxonomy
20. Knowledge Cafe



1. Brainstorming



What is Brainstorming?

- Brainstorming is a simple way of helping a group of people generate new and unusual ideas
- It is split into two main phases:
 - Divergent thinking - generation of ideas
 - Convergent thinking - selection of ideas
- There are some important rules that make brainstorming effective



Why use this tool?

- It is a powerful means to generate new and unusual ideas
- It helps people feel involved in the problem solving process
- It is very simple to learn



How to do it

- 1) Agree who will facilitate the activity
- 2) Make sure everyone is aware of the basic guidelines
- 3) Ideally, give everyone sticky notes and pens
- 4) Write the problem on a flipchart, so that everyone can see it
- 5) Ask everyone if they understand the problem - clarify if necessary
- 6) If necessary, have a group discussion about the criteria that will be used for idea selection
- 7) Ask everyone to write down their ideas (one per sticky note) and hand them to the facilitator, who sticks them on the chart
- 8) When the group has run out of ideas, ask them to:
 - Look for duplicate ideas and combine them
 - Vote for their favourite ideas - usually by putting a dot on the ideas - based upon the agreed criteria
 - Pick the highest rated ideas and discuss how they could be implemented



Guidelines for brainstorming

■ Divergent Stage

- ❑ Defer judgment
- ❑ Go for quantity
- ❑ Seek wild and unusual ideas
- ❑ Combine and associate
- ❑ Write everything down

– Convergent Stage

- Improve ideas as you go
- Use affirmative judgment
- Be deliberate
- Seek novelty
- Check with your objectives



When to use ... (and when not)

- Brainstorming is useful when you need to generate a large number of options or ideas
- It is not appropriate when a problem is known to have a single correct answer that requires careful analysis to determine



Where to use

- It can be used in any situation where a group (two or more people) can find a space to work together
- It can also be used across the internet



2. Learning's and Ideas capture



Mobile & Wireless tools to capture



2. Learning's and Ideas capture

What is Learnings and Ideas capture?

Why capture Learnings and Ideas?

How to use Learnings and Ideas capture

Personal capture tools

Collective capture tools

Examples

References & links



2. Learning's and Ideas Capture

- What is Learnings and Ideas capture?
- Why capture Learnings and Ideas?
- How to use Learnings and Ideas capture
- Personal capture tools
- Collective capture tools
- Examples



‘The problem is not a shortage of new learning’s and ideas, but that we do not effectively capture these learning’s and ideas - and that we do not systematically do anything with them’



'The very process of writing down explicitly what you think you have learned, or a new idea, is a fundamental process of knowledge organization that will develop further and refine the tacit knowledge in the individual to the next higher level.'



Personal Capture Tools

- Own Memory (vulnerable as the only method)
- Notepad (useful but can be fragmented)
- Personal paper based organisers (adding more structure)
- Personal Digital Assistant (PDA) notes and don't forget (more structure and electronic storage and dissemination)
- Personal Computer – email, notes, documents, databases (more structure and electronic storage and dissemination)
- Blogs and K-logs (Knowledge Blogging) - a very powerful way to capture both spontaneous and structured learning's, ideas and insights
- Camera (pictures to add more information and context)
- Camcorder (videos to add more information and context)
- Voice recorder (to capture speech)
- Scanner (to capture documents to computer)
- Google Knols (units of knowledge) for writing and sharing articles



Collective Capture Tools

- Corporate Communities of Practice, Network Forums and discussion forums
- Electronic chat rooms
- Corporate Intranet(s)
- Internet and Websites
- Team (Collective) k-logs (team blogs)
- Wiki's
- Social Networks (Facebook, Linkedin etc)
- Corporate telephone system
- Audio conferencing
- Video conferencing (and PC based video conferencing)



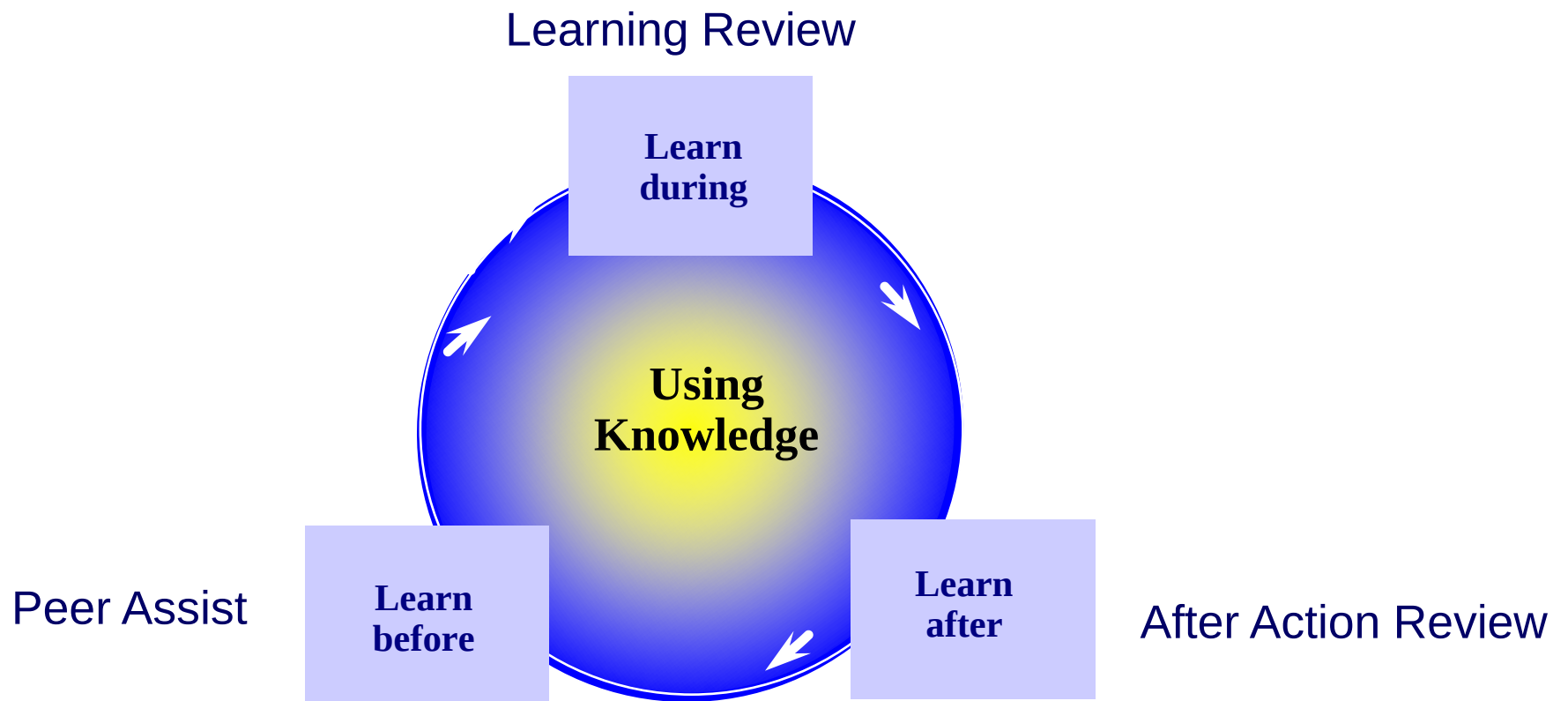
What to Capture?

- The date and time
- The person capturing the learning/idea
- The situation
- The Project or work (code)
- The Client or customer (code)
- The Location
- The context
- The new learning or idea or insight
- The next step/action



Learning before, during and after

BP's Knowledge Management Framework



3. Peer Assist



3. Peer Assist

- It is a technique used by a project team to solicit assistance from peers and subject matter experts regarding a significant issue the team is facing.
- The purpose is to shorten the learning curve of the project team.



Peers Assist

- The project leader normally initiates the assistance when assistance is required in the project.
- There is no fixed timetable as to when the peers can be called in. Some Peer Assists are called early in a project and some are called later. It depends on the needs of the project team and the complexity of the project.



4.Learning Review



4. Learning Review

- It is a technique used by a project team to aid team and individual learning during the work process.
- It can be conducted after any identifiable event. An event can be either an entire small action or a discrete part of a larger action e.g. a project-planning meeting.
- The purpose is to continuously while carrying out the project.



- The learning review revolves around the following four simple questions:
 1. What was supposed to happen?
 2. What actually happened?
 3. Why was there a difference?
 4. What have we learned?



5. *After Action Review*



5. After Action Review

- It is a technique to evaluate and capture lessons learned upon the completion of a project.
- Learn from project success and failures to improve future projects.



- The following questions can be used to conduct the AAR:
 1. What was expected to happen?
 2. What actually happened?
 3. What went well and why?
 4. What can be improved and how?
 5. What are the lessons that can be used in the future?



6. Expertise Locator



6. Expertise Locator

- What is Expertise Locator?
- Why Expertise Locator? / Why for SMEs?
- How Expertise Locator looks like?
- How to build and use Expertise Locator?
- When to use / not use?



What is Expertise Locator?

- Expertise Locator (Expert Locator, Who's Who) is an IT tool to connect people who need knowledge and people who own the knowledge.
- It also helps building a new team/project by finding right people.
- It can be simple electronic yellow pages or a combination of IT and people (often called Knowledge Brokers) who support finding and connecting people.

The screenshot shows a 'Public Profile...' window with a tabbed interface. The 'General' tab is active, displaying a profile for a person named William. The profile includes a photo, a descriptive job title, contact information, and a current job description. The 'Phones and Location' section on the right provides detailed location and contact data.

Field	Value
Pref 1st Name	[Redacted]
Actual 1st Name	William
Last Name	[Redacted]
Div	30
Org	6M70
MS	4B
Shift	1
Work Phon	[Redacted] 0308
Red Phone	[Redacted]
Photo	[Photo of William]
Descriptive Job Title (Department Internal)	Flight Control System Engineer
E-Mail Address	[Redacted]
Xref Page URL	[Redacted]
Current Job Description	Responsible for supporting flight control system flight test and maintenance at Edwards AFB, Site 4 and Whiteman.
Public Notes	[Redacted]
Work Phone	[Redacted] 0308
Red Phone	[Redacted]
Pager 1	[Redacted] 5768
Pager 2	[Redacted]
Fax	[Redacted]
Other Phone	[Redacted] 4515
Description	Home
Mail Stop	4B
Site	Palmdale-Site 4
Building	401
Floor	2
Mezz	[Redacted]
Aisle	[Redacted]
Room	[Redacted]
Column	C34-2

Last update: 8/13/99 9:21:00 AM

My Notes Print 8 1/2 x 11



Why Expertise Locator?

- Knowing who knows what is often more valuable than knowing how to do.
 - To quickly solve any problem that you cannot solve by your own,
 - to form a good team with right experts,
 - to generate new ideas...

there are many critical situations when you need to find right people.

Expertise Locator helps finding and connecting right people.

Why for SMEs?

- To find right people among many SMEs, especially in the Knowledge Cluster (*refer “Knowledge Cluster” section.*)
- To support retaining and transferring key expertise owned by veteran people.



How Expertise Locator looks like?

- It depends on types of knowledge/expertise a firm want to find and connect, but typical EL includes...

- name, photo
- contact
- experienced work/project
- key competences
- education/training
- human network

Public Profile...

General | Business | Computing | Systems | Programs | Parts | Documents | Tasks | Training | Languages | Govt

Prof 1st Name: [Redacted] Actual 1st Name: William Last Name: [Redacted] Div: 30 Org: SM70 MS: 48 Shift: 1 Work Phone: [Redacted] 3-0308 Red Phone: [Redacted]

Photo: [Photo of William] Descriptive Job Title (Department Internal): Flight Control System Engineer

E-Mail Address: [Redacted]

Xref Page URL: [Redacted]

Current Job Description: Responsible for supporting flight control system flight test and maintenance at Edwards AFB, Site 4 and Whiteman.

Public Notes: [Redacted]

Phones and Location:

Work Phone: [Redacted] 3308

Red Phone: [Redacted]

Pager 1: [Redacted] 5768

Pager 2: [Redacted]

Fax: [Redacted]

Other Phone: [Redacted] 4515

Description: Home

Mail Stop: 48

Site: Palmdale-Site 4

Building: 401

Floor: 2

Mezz: [Redacted]

Aisle: [Redacted]

Room: [Redacted]

Column: C34-2

Last update: 8/13/99 9:21:00 AM

My Notes | Print 8 1/2 x 11



How to build and use Expertise Locator?

<Usage>

When you want to find someone who has certain knowledge, you access Expertise Locator and insert key words to find the right person.

<Building>

1. Define Objectives of KM
2. Designing User's Interface
3. Registering User's Expertise
4. Maintain the system



When to use / not use?

- If everyone in the organization know who knows what, there is no reason to build Expertise Locator. Just ask right questions to the right people when needed.
- When one of the key problems in the organization is one does not know who knows what, it may be the opportunity to consider building Expertise Locator.
- Again, to find the right people in Knowledge Cluster with many SMEs would be a good opportunity to use Expertise Locator among SMEs.



7. Communities of Practice



7. Communities of Practice

- What are Communities of Practice?
- Why CoPs for SMEs?
- How to nurture CoPs?
- Key Enablers



What are Communities of Practice?

- **Definition:**

CoPs are groups of people who share a concern or a passion for something they do, and learn how to do it better as they interact regularly. In the context of KM, CoPs are formed -intentionally or spontaneously, to share and create common skills, knowledge and expertise among employees.

- **Characteristics:**

The size varies from 2-3 people to thousands of people, and members of expertise could be either homogeneous or heterogeneous. The following three elements are crucial when one designs CoPs.

1.The domain: CoP has an identity defined by a shared domain of interest.

2.The community: A Platform that enables frequent interactions to share and develop common knowledge is essential for CoP.

3.The practice: Members develop a shared repertoire of resources: experience, tools, ways of addressing recurring problems -in short, a shared practice.



Why CoP for SMEs?

- To effectively share and develop skills and knowledge among employees without huge investment
- To solve problems effectively by sharing knowledge.
- To give opportunities to exchange best-practices on a common subject
- To increase employee's satisfaction and retain valuable workforce
- Share common skills and knowledge across your company
- To accelerate innovation by forming CoP with people from various backgrounds



How to nurture Communities of Practice?

1. Find opportunities around strong needs:

CoPs work well when strong need for sharing common interest/passion/knowledge exist. Find opportunities to connect people and share knowledge that make a difference.

2. Invite passionate people and take in their thoughts:

To design a good CoP, you need key people who play a role of steward in the CoP. He/she is usually very passionate and knowledgeable on the subject. Then you discuss the CoP design with them with the following focuses:

- What is the strategic context of the COP?
- What is the key knowledge to share and create?
- Who are potential participants benefiting from and contributing to the COP?
- What are key activities that sustain vigor of the COP?
- Where can community members physically (and virtually) interact?
- What are key values for both the organization and participants?

3. Launch the COP with socializing events:

Development of any COP always start at people's social relationship. One easy way is to use existing social network, which is often becomes a core group of the CoP.

4. Create results through activities and share the stories:

~~You need key activities that sustain vigor as well as produce results of the community.~~



Key Enablers

- **Stewards:**

Key people who have passionate for the area and are willing to take care of the COP are the most important component of any CoPs.

- **Incentives:**

Spontaneous motivation for continuous participation is essentially needed to sustain active CoPs.

- **Physical/virtual spaces:**

CoPs need spaces where members can interact.

- **Information Technology:**

Some CoPs do not require any IT, whereas IT is a key platform to share knowledge.

- **Management's support:**

Management's support not only allows participants to understand the importance of CoP activities but gives sufficient resources.



8. Storytelling



8. Storytelling

- ❑ What is storytelling?
- ❑ Why use storytelling?
- ❑ When to use?
- ❑ How to use?



- What is storytelling?
- Why use storytelling?
- When to use?
- How to use?



What is storytelling?

- Storytelling is conveying of events in words and sounds often by improvisation or embellishment. In the context of KM, storytelling has been used as a powerful way to share and transfer knowledge, especially experiential and tacit knowledge.
- It is literally about telling a story; a person who has knowledge tells stories of his/her experience in front of people who want the knowledge. Though the method is quite simple, storytelling is able to share deep knowledge when it is appropriately done. It has a strong power to share one's experience and lessons learned since effective stories can convey rich contexts along with contents.



Why use storytelling?

1. Transfer tacit part of knowledge:

Because it conveys much richer contexts through stories than other means of KM, storytelling by a vastly-experienced person in any field has the power to transfer his or her experiential knowledge.

2. Nurture good human relationship:

When someone tells his/her story, the action also conveys significant volume of the storyteller's personal information through the story itself, facial expressions, tone of voice etc. This aspect nurtures trust among the storyteller and audiences that often becomes a seed bed for a community of the practice, which enables further sharing and creating of knowledge.

3. Bring out passion of audiences:

Great part of storytelling is that it is able to address logical as well as emotional part of brain. As a result, good storytelling can change people's mindset and behavior to share and create more knowledge than before.



When to use?

- Many organizations utilize storytelling to transfer experts' knowledge to younger people.
- Some organizations use storytelling to share lessons learned from project to colleagues who were not participating in the project.
- Since storytelling session may rouse participants' interest and let audiences find other people with common interest, designing following systems to discuss the topic such as communities of practices or virtual collaboration spaces which sustain and increase the advantage created through the storytelling session.



How to use?

Step 1: Identify key area of knowledge to transfer and share in your firm.

Step 2: Find the right person who has rich experience and ask him/her to tell the story. The storyteller's eagerness and eloquence are keys for success.

Step 3: Market the storytelling session to candidate participants.

Step 4: Hold the session. It is may be effective to create informal atmosphere by changing layouts, serving refreshments, holding icebreaker etc. You may want to hold a small social gathering after the session to help networking.

Step 5: Leverage the output of the storytelling session. This step is critical to maximize the effectiveness of storytelling.

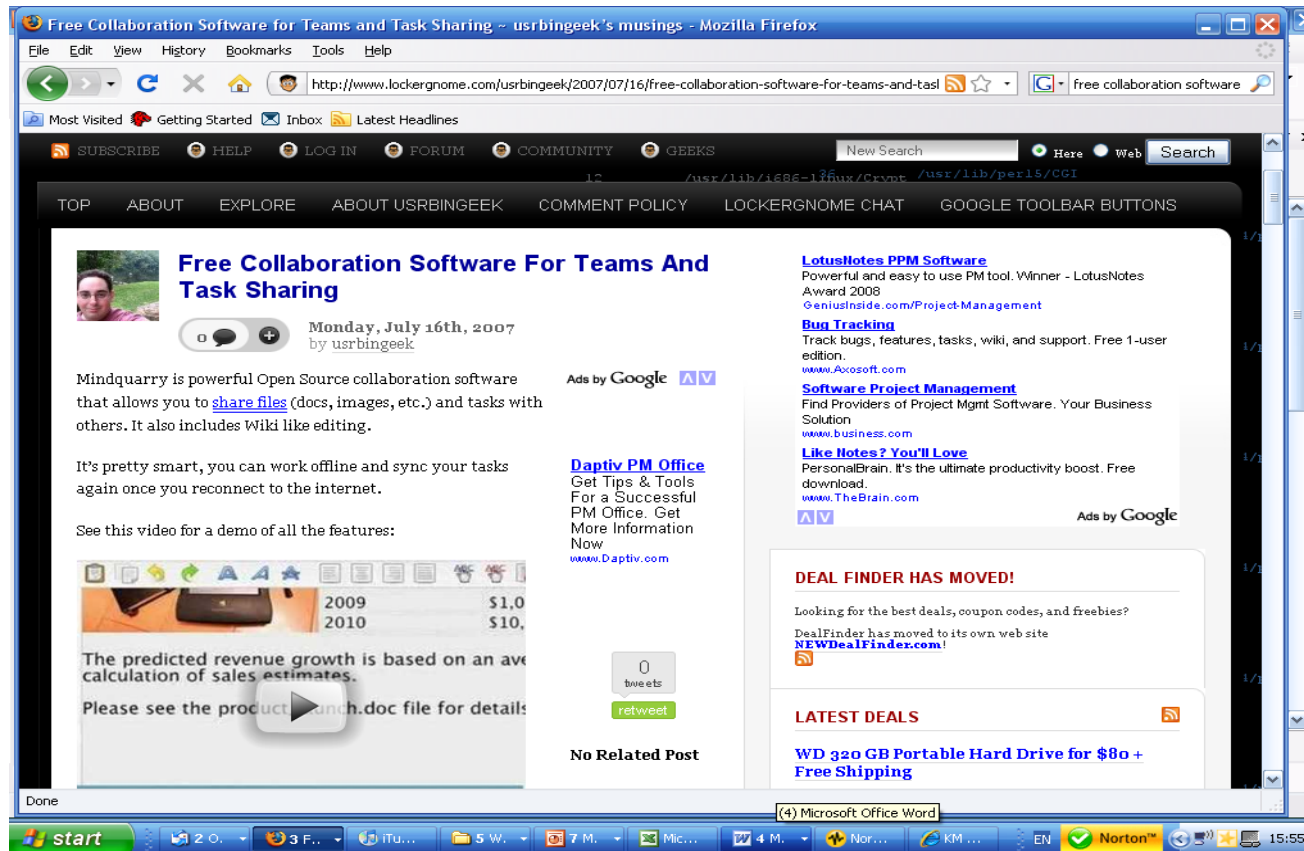
- Capture and share the movie of the session among employees.
- Form a community of the topic among the storyteller and participants who have interest. The storyteller often becomes the owner of the community.
- Hold sessions regularly to give employees chances to both participate and tell a story.



9. Collaborative Virtual Work Space



Collaborative Virtual Workspaces



What is it?

- Collaborative virtual work spaces enable people to work together, irrespective of where they are physically located
- They involve a combination of document sharing, collaborative editing, and audio/video conferencing
- Although suppliers offer software packages that contain all these elements, many users assemble their own collection of tools to meet their specific needs



Why use this tool?

- It allows organisations to access the best skills, anywhere in the world
- It can dramatically reduce travel costs
- It allows people to work when and where is most effective for them, as well as giving them access to information when they need it



How to use

- 1) Start with the people. The tools will tend to amplify existing work practices. Therefore, before introducing virtual tools, it is important that any work group, or team, reviews its work practices and reflects on how it would work ideally.
- 2) Make sure the technology is up to the job. Poor quality equipment, e.g. slow internet links, or poor quality audio / video will create a negative experience for users, and will discourage them from future use.
- 3) Train users at the appropriate time. Training is important for successful implementation. However, it should be provided as close to the intended use of the tools, as possible.
- 4) Start with human-centred tools. Audio and video conferencing build on natural human behaviour. They also offer immediate benefits that - if the quality is good enough - save people time and stress.
- 5) Introduce collaborative content creation in association with the audio/video conferencing, so that it builds on top of the existing experience, and allows the more experienced users to offer



When to use ... (and when not)

- Virtual workspaces are rapidly becoming an essential part of many organisations' work practices. And, this trend is likely to continue. It is therefore important to identify the situations where this approach may be inappropriate. The key situations would include:
 - ❑ *Poor internet connections.* Although various software tools enable people to work in poorly connected environments, if the connection proves to be too much of a barrier, the frustration caused to the users may outweigh the benefits of virtual working.
 - ❑ *The task requires direct physical collaboration.* Although fashion design is increasingly being supported through virtual tools, there will be a range of tasks that genuinely require physical co-location.
 - ❑ *Security and privacy are paramount.* In situations where privacy is absolutely essential, for example the relationship between doctor and patient, co-location may be essential.



Example

- A powerful collaboration suite can be assembled through combining [Skype](#) (for audio video conferencing) with the [Google Docs](#) collaborative editing system. The resulting combination allows teams to jointly author documents, discuss action plans and capture their key knowledge in a wiki. The total package is available for free, and needs relatively low speed internet connections.
- Moving up one level, in both cost and capabilities [Adobe Connect Pro](#). This integrated suite enables teams to create documents, and discuss their decisions, but also offers additional features such as screen sharing, team break-out rooms, voting, and meeting management. The entire system runs on the Flash plug-in and is therefore available on the vast majority of PCs, without any further installation required.
- [Teleplace](#) is an example of the state-of-the-art in virtual collaboration. The system provides a very powerful three-dimensional world that supports the full range of collaboration, in an immersive environment. Although the system is very simple to use, it is also likely to require more training for the users to fully exploit the power.



10. Collaborative Physical Work Space



10. Collaborative Physical Workspaces

- Why Physical Workspace as a KM tool?
- Example 1: Open space for ad-hoc/informal interactions
- Example 2: Space for team collaboration
- Example 3: Space for prototyping
- Tips for Physical Workspace Design



Why Physical Workspace as a KM tool?

- When we share or create knowledge, we usually interact with other people through face-to-face communication –we discuss, dialogue, or simply just ask a question. Physical workspace is where such human interactions take place – and it can support knowledge sharing/creation if it is well-designed.



Do you think you can have creative discussion in this room?

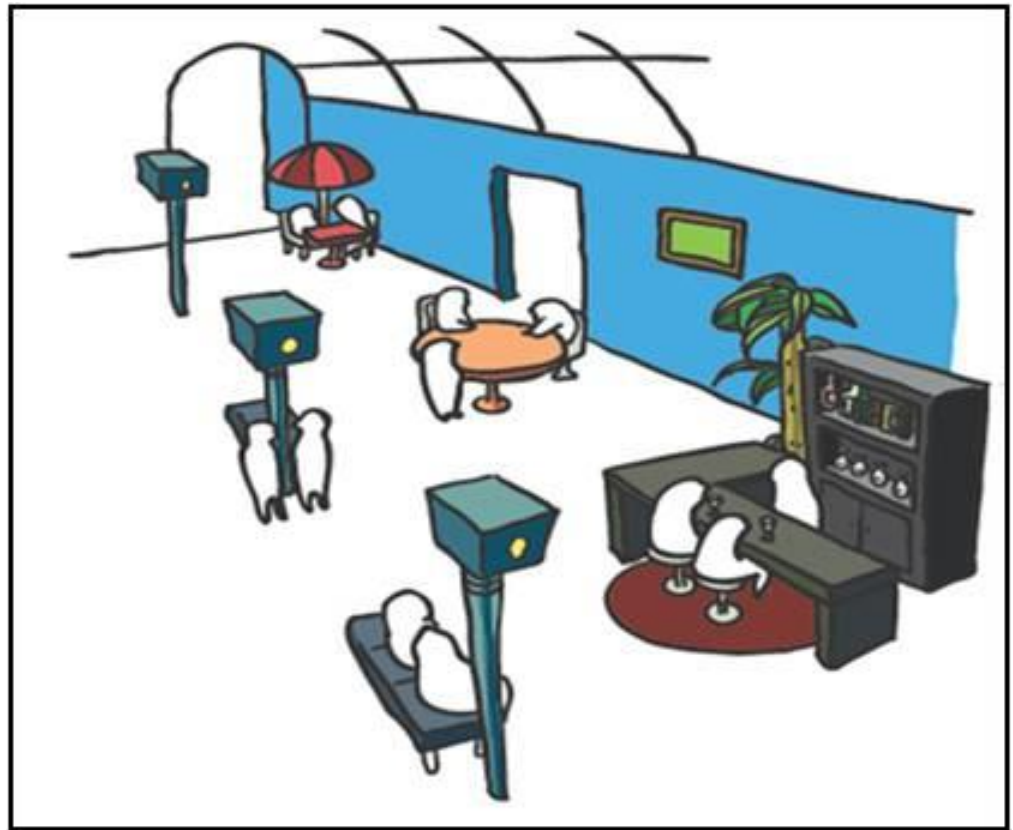


What about this space?



Example1: Open space for ad-hoc/informal interactions

- Sometimes, unexpected interactions generate unexpected (good) results. Good open space encourages such ad-hoc, informal interactions among employees, or even between staff and customers.
- The key for encouraging such ad-hoc interactions through physical space is to create reasons for employees to come to commons: could be coffee and snacks, magazines and books, or mail boxes and printers to pick up letters and copies.



Example2: Space for team collaboration

- A meeting room is not necessarily a good place for team collaboration. Any good collaborative space has a lot of small, but well-thought devices.
- For instance, walls of a room can support collaboration significantly by putting information to visualize contexts of the project. You do not have to invest in IT, but just simply use papers and magnets to turn walls into collaborative tools.



Example3: Space for prototyping

- Ideas can only turn into value when they are put into actions. Does your organization have a physical space for that?
- Space for prototyping is where people can experiment their ideas. If you are in manufacturing industry, probably you need some equipment for quick and dirty prototyping in the room.



Tips for Physical Workspace Design

- Producing creative workspace does not always lead knowledge creation, unless members who use the space understand and become enthusiastic about the concept of how to work in the environment.
- Thus, you need to discuss how they want to work and how physical space can support the way of work among members who use the space.
- One good start would observe how employees are actually working to find opportunities to support their behaviors that can lead more knowledge creation and sharing.



11. Document Libraries



Google Docs

Google Docs - All items - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://docs.google.com/?tab=mo#all

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Opened by me
Shared with me
Starred
Hidden
Trash
Items by type
More searches

My folders
APO KM Tools & Tech
New Folder
Folders shared with me

All items

Share Folders Delete Rename More actions

1-21 of 21 Last modified

Name	Folders / Sharing	Date
TODAY		
APO KM Tools and Technologies Cou	me to 8 collaborators	6:14 am me
OLDER		
My Personal Learnings Log.doc	APO KM Tools & Techniques me to everyone, 8 collaborators	11/23/09 me
APO KM Tools and Technologies Cou	me to 8 collaborators, 35 viewers	11/7/09 me
Learnings and Ideas.ppt	me to 8 collaborators	11/7/09 me
Document Libraries.ppt	me to 8 collaborators	11/7/09 me
Document Libraries.ppt	me to 8 collaborators	11/7/09 me
Shared Vision and Values document	1. Shared Vision and Values me to 4 collaborators, 2 viewers	10/28/09 me
KMFG Powerpoint slides	APO KM Tools & Techniques New Folder KSP to everyone, 9 collaborators	10/2/09 KSP
Module 1 additional slides	APO KM Tools & Techniques KSP to everyone, 9 collaborators	10/2/09 KSP
Mod. 2 slides New!	APO KM Tools & Techniques KSP to everyone, 9 collaborators	10/2/09 KSP
Mod. 1&2 additional slides by Naok	APO KM Tools & Techniques KSP to everyone, 9 collaborators	10/2/09 KSP
Mod 3 slides	APO KM Tools & Techniques KSP to everyone, 9 collaborators	10/2/09 KSP
APO KM Tools Framework List	APO KM Tools & Techniques Andy.burnett to everyone, 9 collaborators	10/1/09 Andy.burne
Knowledge bases	APO KM Tools & Techniques me to everyone, 11 collaborators	9/25/09 me
PIP (Manual on KM Tools and Technic	APO KM Tools & Techniques me to everyone, 8 collaborators	9/11/09 me
EGM on tools and techs plan by RY	APO KM Tools & Techniques me to everyone, 8 collaborators	9/11/09 me
Expenses 2009 1st July - 31st Decerr	Not shared	7/1/09 me
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Document Libraries

- What are Document Libraries?
- Why use Document Libraries?
- How to use Document Libraries
- Examples



12. Knowledge Bases & Wiki's



Knowledge Bases

Home (apokmtools) - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://sites.google.com/site/apokmtools/

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ronyoung.uk@gmail.com | My sites | Help | Sign out

Google sites Home Updated 29 Sep 2009 03:45

Create page Edit page More actions

apokmtools

Search this site

- Home
 - 0.0 How to use this space
 - 1.0 Project Description
 - 2.0 Project Team
 - 3.0 Action Plan
 - 4.0 Communications
 - 5.0 KM Tools Courseware
 - 6.0 KM Tools Manual
 - 7.0 Learnings & ideas
 - 8.0 APO KM Community
 - 9.0 KM Measurements
- Sitemap
- Edit sidebar

Home



The collaborative workspace for the APO KM Tools and Technologies Expert Group

Subpages (10): [0.0 How to use this space](#) [1.0 Project Description](#) [2.0 Project Team](#) [3.0 Action Plan](#) [4.0 Communications](#) [5.0 KM Tools Courseware](#) [6.0 KM Tools Manual](#) [7.0 Learnings & ideas](#) [8.0 APO KM Community](#) [9.0 KM Measurements](#)

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Done

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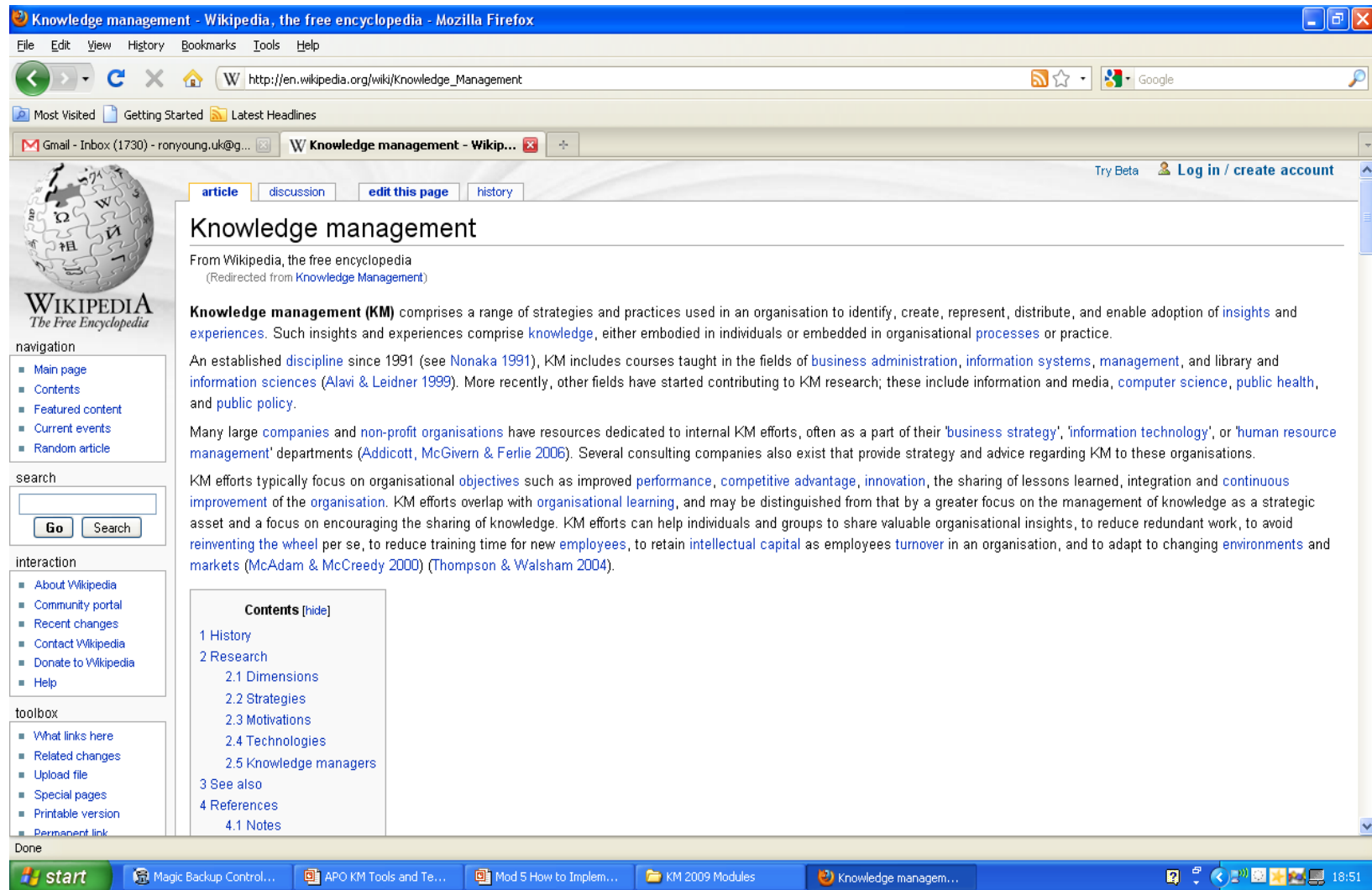


Knowledge Bases

- ❑ What is a Knowledge Base?
- ❑ Difference between a knowledge base and a database?
- ❑ Knowledge Bases and Wikis
- ❑ Structured and unstructured Knowledge Bases
- ❑ Why use a Knowledge Base?
- ❑ How & When to use a Knowledge Base
- ❑ Examples
- ❑ References & links



Wikipedia

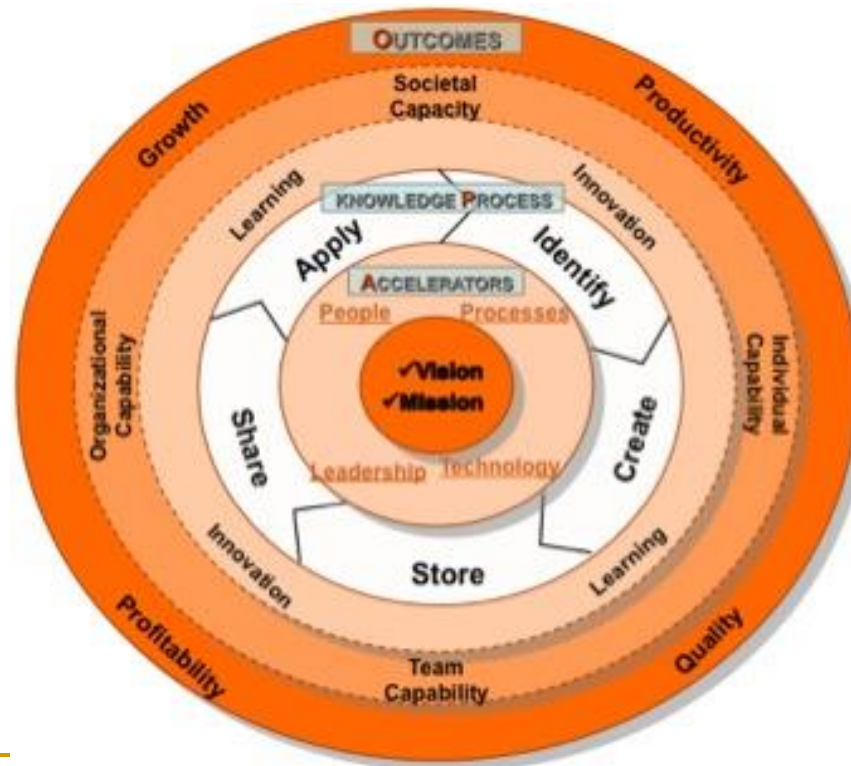


13. APO Knowledge Assessment Tool



APO Knowledge Assessment Tool

- It is a tool designed to help organizations conduct an initial and rapid assessment of its readiness for KM.
- The APO KM Assessment Tool is based on the APO KM Framework.



APO Knowledge Assessment Tool

- There are seven audit categories in the APO KM Assessment Tool based on the key elements of the Framework:
 1. KM Leadership
 2. Process
 3. People
 4. Technology
 5. Knowledge Processes
 6. Learning and Innovation
 7. KM Outcomes



14. Blogs



Blogs

KM Consulting: Knowledge Management for SME's - free ebook - Mozilla Firefox

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KM Consulting

Wednesday, November 11, 2009

Knowledge Management for SME's - free ebook

I am glad to let you know that a new free ebook has been published today called 'Knowledge Management for SME's. I am one of the co-authors and the book was a collaborative effort from KM practitioners in London, Tokyo, Singapore and Taiwan.

The book is published by the [Asian Productivity Organization](#), in Tokyo, and they describe the book below.

ABOUT THE BOOK

Knowledge management (KM) has generated considerable interest over the years. Numerous books and articles have been written on the subject, and many conferences on KM have been convened.

In our attempt to understand how KM may enhance and promote productivity, the APO has also organized three international conferences and several study meetings, seminars, workshops, training courses, study missions, and research on KM practices in member countries. Through these endeavors, we noted that while KM is well entrenched and practiced among large organizations, this is not the case in the vast majority of small and medium enterprises (SMEs).

Our own research indicated that SMEs are far behind in terms of KM implementation in most member countries and that KM is either poorly understood or understood differently by SMEs. Our experience also suggests that while it is easy to talk about KM, it is not necessarily easy to practice it. This in a sense is compounded by the fact that there is no one "right" way to implement KM. Likewise, there exists very little literature on KM implementation at the SME level.

Blog Archive

- ▶ 2010 (1)
- ▼ 2009 (20)
 - ▶ December (2)
 - ▼ November (2)
 - [Knowledge Management for SME's - free ebook](#)
 - [Disaster Risk Management and effective Knowledge M...](#)
 - ▶ September (2)
 - ▶ August (2)
 - ▶ June (1)
 - ▶ April (3)
 - ▶ February (2)
 - ▶ January (6)
- ▶ 2008 (40)

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What is a Blog?

- A blog is a very simple 'journal style' website that contains a list of entries. The entries are typically short articles, or stories, often relating to current events, and potentially containing photographs, videos and audio recordings, as well as text.
 - The content of a blog may be created by a single author, or, in the case of some of the more popular blogs, a whole collection of writers.
 - Although any web site could call itself a blog, there are several features that are generally found in blogs. These are:
 - ❑ The content is essentially linear. Stories, and items, are added to a growing list, and readers can scroll through the list to see how the author(s) thoughts have developed.
 - ❑ The blog has a focus. This is interpreted very liberally - people's blogs wander across a whole range of topics.
 - ❑ The blog usually has a mechanism through which readers can comment on items.
-
- ❑ The blog publishes an electronic index that allows people to automatically be aware when something new has been added.

Why use this tool?

- Blogging offers at least three distinct benefits:
 - 1) The software used to host blog sites is usually very easy to use. This means that people can create simple websites in just a few minutes.
 - 2) The process of writing blog entries is one of the easiest ways of engaging in knowledge capture, and sharing.
 - 3) The simplicity of the blog sites, coupled with the ability for readers to be automatically notified of new entries, makes the process of knowledge distribution very simple.
- In essence, blogs offer an easy way for individuals, teams, and entire organisations, to capture and publish information about specific topics. And, to make this information available automatically to as wide an

How to use

- 1) Decide who you are writing for, and what tone you wish to adopt. For instance, do you wish to be very formal, or more informal? It is well worth reading a number of blogs to see the range of ways in which people communicate.
- 2) Decide what topic(s) your blog will cover.
- 3) Agree who will write entries.
- 4) Decide how you wish to promote your blog. One of the simplest ways is to start adding relevant comments on other people's blogs, with links back to your own articles.
- 5) Create the blog. If you are in a larger organisation, you may wish to discuss the options with your IT department.
- 6) Create your first entries.
- 7) Keep going. Blogs are all about the ongoing creation of useful content.



When to use ... (and when not)

- Blogging is a useful and appropriate tool for communicating with a wider audience. They have also been used as personal journals, without any intended audience beyond the author.
- Over time, the contents of a blog can build up to become a very useful, searchable knowledgebase.
- A blog should not be used for information that needs to be revised frequently. A Wiki is a more appropriate tool for that problem.



Example

- There are, quite literally, millions of blogs.
- Try looking at some of the entries listed in All Tops to get an idea of a different range of blogs that are popular.



15. Social Networking



Social Networks - Facebook



What is Social networking?

- A social network is a group of people who share a common area of interest.
- Social network services are online systems that support social networking. The core services they offer usually include:
 - Finding people who have similar interests or needs
 - Aggregating people into groups, or subgroups, and being able to communicate with those groups
 - Sharing content such as documents, links to relevant websites, or even streaming video

Why use this tool?

- Social networks can be very powerful knowledge sharing tools. A well targeted network can provide its members with access to highly relevant knowledge, connections and advice.
- In a business setting, the knowledge sharing allows companies to have a much closer relationship with customers, and potential customers.
- Internet-based social networking has opened up a totally new way of managing customer relationships.



How to use

- Steps for getting involved in a social network would therefore look like this:
 - ❑ Identify the topics you wish to network on.
 - ❑ Search the major social networks to see if there are any existing groups. We recommend exploring [Facebook](#) and [LinkedIn](#) as good starting points. If you want to use social networking as part of your strategy to service your customers more effectively, you are likely to both join relevant existing networks, and to start a new one specifically dedicated to your business.
 - ❑ Join a network, and read through some of the previous discussions, in order to understand the tone and level. Many social network sites have different discussion areas depending upon, for example, people's level of expertise.
 - ❑ Once you feel comfortable in a network, join in the discussions, and start to make connections.
 - ❑ If you want to start your own network, because your specific areas of interest are not being well covered, it is often easiest to simply propose the new network within the discussion areas of your existing network. If enough people share your interest, it is usually very simple to create a new space.



When to use ... (and when not)

- Social networks offer cheap and effective tools for knowledge sharing. If knowledge is important to your organisation, there is almost certainly a network that you should be part of.
- In addition, the networks offer new ways to build deeper relationships with current and future customers.
- However, social networks, by their very nature, are designed to encourage discussion. If customers like your products, they will talk about them, and if they don't, they will probably shout about them. Many companies have been shocked at the strength of feeling that can be generated through social networking sites.



Example

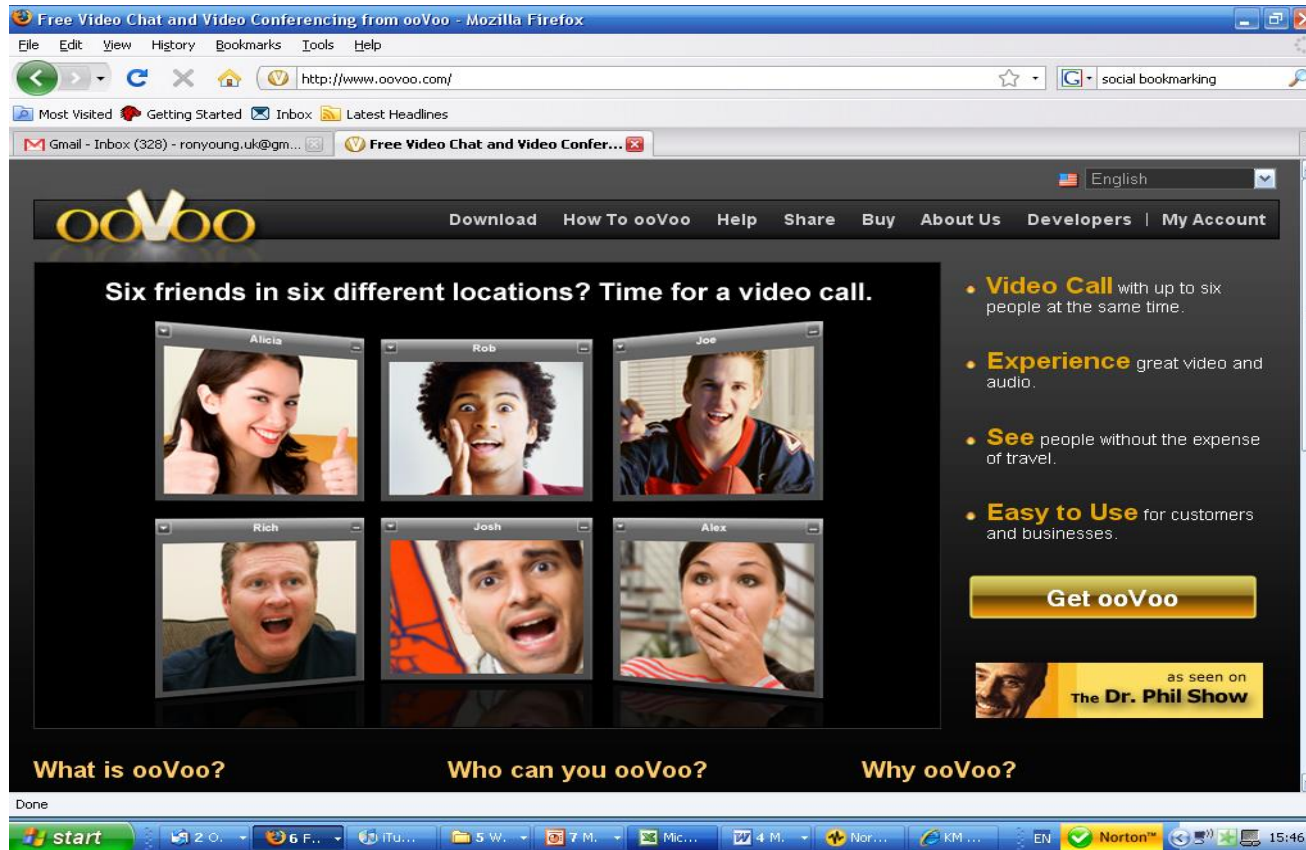
- The Ecadamy was one of the earliest social networks dedicated to business and business relationships.
- The network provides a useful example of what can be achieved through professional networks.



16. Video and VOIP



VOIP - Videoconferencing



What is it?

- In very simple terms, the internet is now capable of sending both audio and video signals between computers, using nothing more than a broadband connection, and some low cost equipment such as a webcam, and a headset. This capability is often referred to as VOIP. You can read more about it in [this Wikipedia article](#).
- The adoption of broadband has lead to the creation of a number of companies that offer various VOIP services. In general, they all offer, instant messaging, voice transmission, and many of them provide video calls as well.
- The cost of the service varies from company to company. However, almost all of the providers offer free computer-to-computer audio, and many of them provide free one-to-one video calls

Why use this tool?

- VOIP offers a free, or very low cost, means of calling people anywhere in the world - provided that they have a suitable internet connection.
- When combined with video calling, the service offers a significantly richer form of communication.
- The addition of screen sharing allows people to deliver presentations, and e-learning, at very low cost, and with surprisingly high levels of interaction.



How to use

- 1) Select the service you wish to use. Skype is probably the most popular provider, and is available on many different operating systems and devices. It is certainly possible to be subscribed to several different services, at the same time.
- 2) Make sure that your computer is suitable. Typically, this means having a webcam and a pair of headphones. Webcams that support 640 by 480 pictures provide significantly better image quality, and are recommended.
- 3) Register with your selected service(s). This is normally no more than a few minutes work.
- 4) Download and install the software.
- 5) Make a test call.
- 6) Publicise your new service to your colleagues.



When to use ... (and when not)

- Given the cost advantages of VOIP, combined with the benefits of video calling, the key question should probably be "when wouldn't one use VOIP"? There are several times when it would make sense to use an existing telephone, or video conferencing, system.
 - 1) *Legality* – there are a number of countries in the world that are currently protecting the existing -- government-owned -- telephone provider. In those countries, it may be illegal to use VOIPs.
 - 2) *Call quality* – in general the quality of calls via the Internet is at least as good as those via the traditional telephone system, and often significantly better. However, quality varies over time.
 - 3) *Video quality* – VOIP video quality can also vary over time. So, if the quality of the image is important to you, for instance if you're giving a presentation to a large audience, you may choose to use one of the dedicated videoconferencing systems that can guarantee image quality -- for a price!
 - 4) *Firewalls* – your organisation may use firewalls to limit the access of software both into and out of your organisation. It is therefore possible that the VOIP software may not work at all.
- 5) *Mobility* – in general, VOIP is associated with computers. If you are choosing to travel without a computer, or, you don't have Internet access, you will need to fall back on the traditional telephone service.

Links

- The following organisations represent a subset of companies who offer VOIP services:

- ☐ Skype

- ☐ ooVoo

- ☐ Apple

- ☐ Google

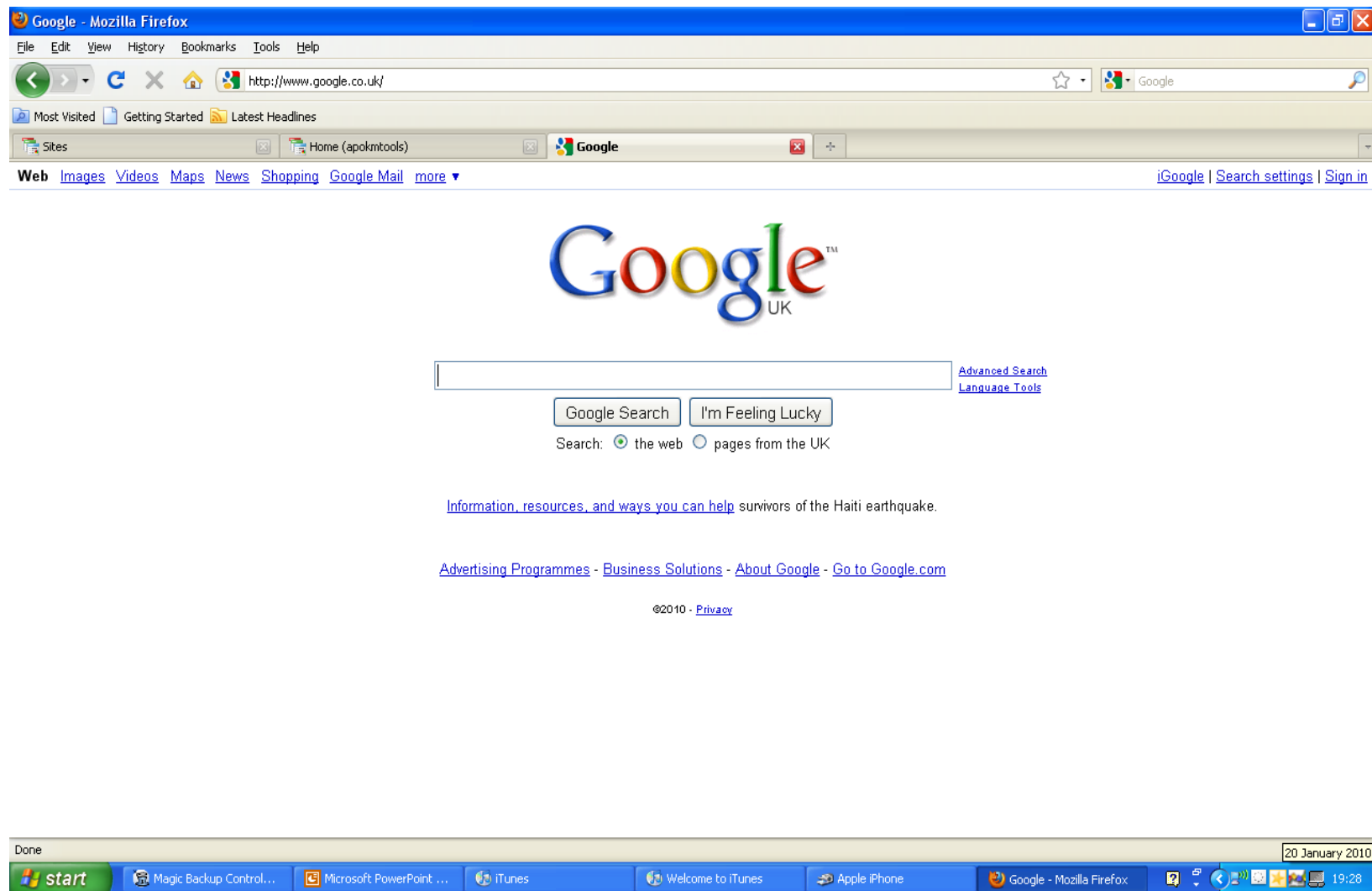
- ☐ Yahoo



17. Advanced Search Tools



Advanced Search



What is it?

- Almost everyone who has used the world wide web will, at some point, have used a search engine.
- However, very few users take advantage of the advanced search tools that are offered by most of the search engines.
- Understanding these tools can result in a significant improvement in the quality of search results.



Why use these tools?

- Getting the right information can be a hit or miss affair.
- Knowing how to use the search tools, to narrow down the options, is an important skill for any knowledge worker.



How to use

- The advanced commands will differ between the search engines. However, the basic principles are common. For simplicity, we are using Google to demonstrate the main tools that we recommend:
 - 1) To search for the exact phrase, put the text in double quotes. For example, "Association of South East Asian Nations" will only find documents with that exact phrase.
 - 2) To limit your search to a specific web site, use the word **site:.** For example to search for GDP figures within the ASEAN site, you would enter **GDP site:aseansec.org**
 - 3) To exclude certain words from a search, put a minus sign in front of the word. For example, if you want to search for Lotus, but not lotus cars, you would enter **lotus –cars.**
 - 4) You can search for phrases that contain some words you are not worried about, by replacing them with the * symbol. The * will then match any word. For example, a search for **How to * a car** will produce information on how to drive, wash, sell, make or donate a car.



When to use ... (and when not)

- Advanced search tools are powerful, and easy to use.
- You should consider using them if:
 - You are having difficulty finding the information you are looking for
 - You want to make sure that you are retrieving as complete a set of data as possible



18. Knowledge Clusters



Knowledge Clusters

- What are Knowledge Clusters?
- Why use Knowledge Clusters?
- How to develop a Knowledge Clusters
- Examples



19. Taxonomy



19. Taxonomy

- A taxonomy is a technique that provides the structure to organize information, documents, and libraries in a consistent way.
- It assists people to navigate, store and retrieve needed data and information across the organization in an efficient way.



Example of a Taxonomy

Dimension (Level 1)	M
Description of Dimension	
Level 2	
Knowledge Management	



20. Knowledge Cafe



Knowledge Café's

- What is a Knowledge Cafe?
- Why use Knowledge Café's?
- How to use Knowledge Café's
- Examples



Six Highly Recommended KM Tools and Techniques

1. Knowledge Worker Competency Plan
2. Knowledge Mapping
3. Knowledge Portal
4. KM Maturity Model
5. Video Sharing
6. Mentor / Mentee Scheme



21. Knowledge Worker Competency Plan



Knowledge Worker Competency Plan

- What is a Knowledge Competency Plan?
- Why develop Knowledge Competencies ?
- How to develop Knowledge Competencies
- Examples



22. Knowledge Mapping



Knowledge Mapping

- What is a Knowledge Map?
- Why develop Knowledge Maps ?
- Examples



23. Knowledge Portal



Knowledge Portal

- What is a Knowledge Portal?
- Why develop Knowledge Portals ?
- Examples



24. KM Maturity Model



KM Maturity Model

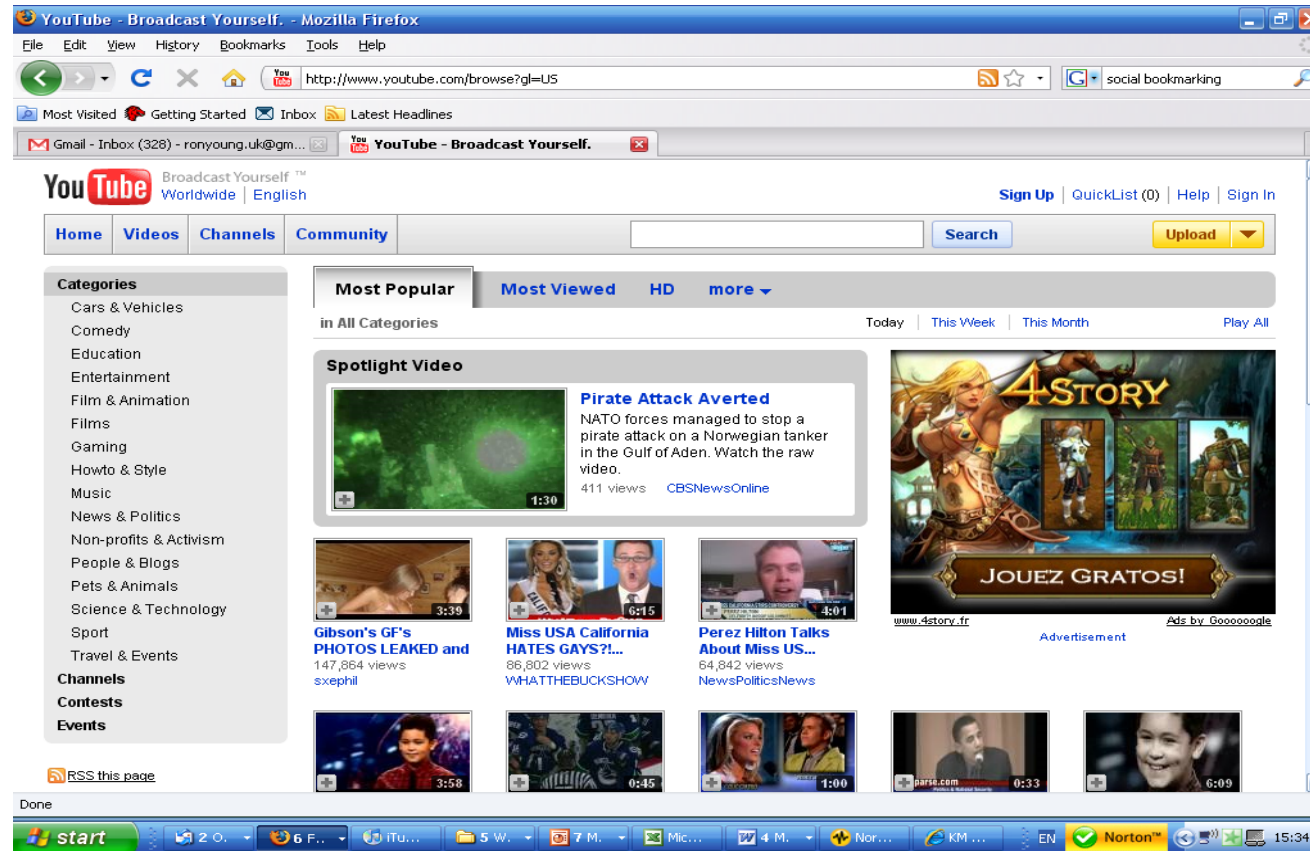
- What is a KM Maturity Model?
- Why develop KM Maturity Models ?
- Examples



25. Video Sharing



Video Sharing - YouTube



Video Sharing

- What is Video Sharing?
- Why Video Share ?
- Examples



26. Mentor / Mentee Scheme



Mentor / Mentee Scheme

- What is a Mentor / Mentee Scheme?
- Why conduct a Mentor / Mentee Scheme ?
- Examples

