
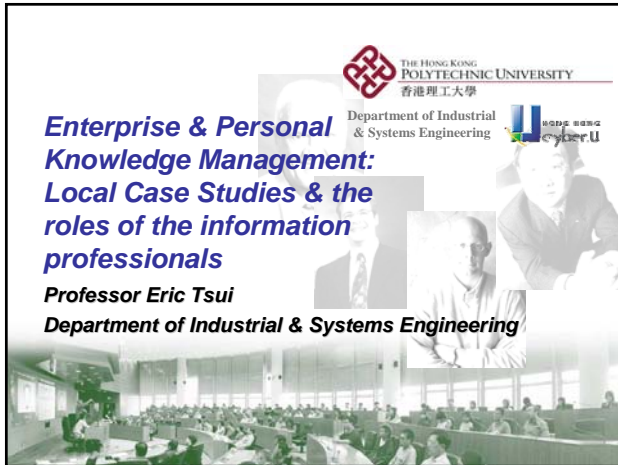

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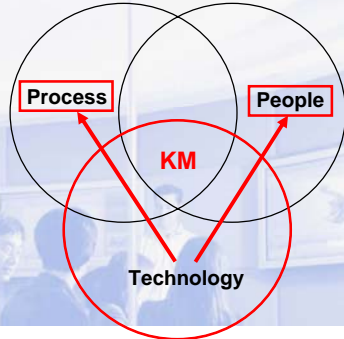
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Enterprise & Personal Knowledge Management: Local Case Studies & the roles of the information professionals
Professor Eric Tsui
Department of Industrial & Systems Engineering




An appropriate balance of people, process & technology is the key to success in KM





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Major category of Enterprise KM tools

- Search tools
- Content Management Systems
- Business Process Management Systems
- Automated answering / FAQ systems
- Data / Text Mining / Business Intelligence tools
- Taxonomy / Ontological tools
- Groupware / Collaboration tools / Portals
- Document / Information Repositories
- Measurement and Reporting tools
- E-Learning




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Enterprise, group and personal KM systems

Levels of Knowledge Management Systems

- Enterprise-wide KM systems (EKMS)
 - Centralised, top-down design, require a corporate infrastructure, limited flexibility, need processes and a governance model, considerable effort and cost to customise and deploy
 - e.g. Enterprise search engines, taxonomy servers, document and content management tools, data mining tools, portals etc.
- Group-based KM systems
 - “e-collaboration” tools (sometimes part of an EDMS or a portal)
 - Support intra and inter-organisational collaborations
 - Top down or bottom up deployments
- Personal KM systems/tools
 - Entirely user-centric i.e. decisions, operations, membership
 - Business and Social needs


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Book titled “Most Wanted – the quiet birth of the free worker”
(J. Knell, The Industrial Society, 2000.)




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Key statistics about workers in the New Economy

- 65% of US workers say employers are less loyal to them than five years ago and 78% of US middle managers say employees are less loyal to them than 5 years ago
- Only 28% of employees will remain with their current employer if they are offered higher pay elsewhere
- One technical company in California’s Silicon Valley estimates it costs them an average of US\$125,000 when an employee leaves
- The average 32-year-old American has worked for nine different firms
- Only 25% of executives strongly agree that their companies attract highly talented people and just 10% believe that they retain almost all their high performers
- Only 16% of executives think their companies know who are their high performers


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Job hoppers cost billions of dollars

Yamson See

The search for greater pastures cost Hong Kong's employers and employees almost HK\$3 billion last year as 12 percent of the workforce changed jobs, according to professional accounting body CPA Australia.

There is also a huge divide between employers and employees on recruitment issues and in addressing employees' needs, the firm's survey found.

"Our study highlights the pressing need for companies to re-align their human resources and recruitment strategies," said Sebastian Bonhoff, chairman of the human management committee of CPA Australia Hong Kong China division.

The findings were based on government data from over 23 years which covered job-changing in all major industries, and the responses of 109 decision makers in multinational and small-and-medium enterprises, including 43 listed companies, between June and August.

About 35,500 employees changed jobs last year or three times an average last year, resulting in a total of about one million job hops. This cost Hong Kong companies at least HK\$3 billion, excluding lost productivity and the cost of training new staff. The survey also cost local employers HK\$2.7 billion in salary for while workers were moving between jobs.

The high level of job changes also had a significant impact on the economy through reduced consumer spending.

"The impact is likely to be similar this year, as polled employers expect 10 to 15 percent of the workforce to leave their current jobs, according to Vitan Sun, National Education Board member at the accounting body.

The approach to recruitment by companies in Hong Kong also underlines a disconnect between employers and employees. While about 70 percent of employers polled chose advertising as the main method of recruitment, 63 percent of employees preferred to use personal contacts to seek new jobs and only 25 percent responded to recruitment advertisements.

The survey also found companies made minimal use of open communications, despite recruitment and formal procedures to provide employees a suitable working environment.

About 40 percent of employees said a lack of opportunity was the main reason they changed jobs. Only 10 percent cited poor earnings, yet more than a third of employers said they used financial-based incentives to retain employees.

In the early 1990s, when Hong Kong was still a manufacturing base, as many as 58 percent of workers who changed jobs were motivated by necessary incentives, Sun said.

www.auditandtax.com/cpa

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Contrast between Enterprise KM and Personal KM

- Common questions in Enterprise KM
 - How can I locate person X who is an expert on product Y in industry Z in our organisation?
 - What is our collective knowledge about client ABC in country XYZ?
 - What is our organisation's best practice in producing product X?
 - Are there any project/design templates or proposals that I can re-use?
- Common questions in Personal KM
 - I have encountered this piece of information before. When was that and what did I do with it?
 - Are there any tools that filter, classify, synchronise and search all of information that arrived and stored on all my devices?
 - What are some of the best tools and sites (e.g. search engines, automatic alerts, people locator, comparison engines) on the Internet?
 - How can I best link up with my colleagues and friends to maximise my personal goals?

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Types of knowledge workers

(Source: T. Davenport, Harvard Management Update, Nov 2002.)

A Segmentation Scheme for Knowledge Work

Level of Intelligibility	Collaborative Groups	Integrated Workers <ul style="list-style-type: none"> • Systematic, repeatable work • Relies on formal processes, methodologies, or standards • Needs tight integration across functional boundaries 	Collaborative Workers <ul style="list-style-type: none"> • Improvisational work • Highly reliant on deep expertise across multiple functions • Involves flexible teams deployed fluidly
	Individual Actes	Transaction Workers <ul style="list-style-type: none"> • Routine work • Relies on formal rules, procedures, and training • Employs low-discretion workflow or automation 	Expert Workers <ul style="list-style-type: none"> • Judgment-oriented work • Relies on individual expertise and experience • Employs star performers
		Routine	Interpretation/Judgment
		Complexity of Work	

Can You Improve Your Work's Impact? It's a lot like this.

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The Growth of Information Workers in the U.S. Economy

Using detailed census data to trace the growth in U.S. information workers from 1980-2000 and examining the role of institutional and organizational effects.

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Phases of a Knowledge Worker's workday

Source: R.P. MacHowald and M. Levitt, New breed of Webconferencing to make Everyday meetings more productive, IDC White Paper, May, 2004.

Phases of the Knowledge Worker's Workday

Communicate <ul style="list-style-type: none"> • Emailing and calendaring • Information sharing • Publishing 	Collaborate <ul style="list-style-type: none"> • Meeting • Brainstorming • Demonstrating
Decide <ul style="list-style-type: none"> • Taking action • Managing projects 	Absorb <ul style="list-style-type: none"> • Reading • Annotating • Analyzing
Research <ul style="list-style-type: none"> • Accessing information • Accessing people • Subscribing to data services • Searching for and gathering information 	Create <ul style="list-style-type: none"> • Authoring documents • Composing products
Assess <ul style="list-style-type: none"> • Reviewing • Reflecting • Evaluating 	

Source: IDC, 2004

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Challenges to an IKW in the New Economy

An Individual Knowledge Worker (IKW) needs to

- Find the necessary information quickly
 - Need an effective way to process, understand and categorise received information
- Stay abreast with business and technology trends
 - Receive only relevant information and in a timely way
 - Not just information/knowledge but also the context
 - Retire/Archive obsolete knowledge
- Be constantly learning and practicing
 - The synergy of E-Learning and Knowledge Management
- Be innovative and create new knowledge
 - Combine and reuse existing pieces of knowledge
- Collaborate and build trust with peers
 - Understand the competencies and needs of peers
 - An active "knowledge sharer" and a collector

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Difficulties in practicing Personal KM

- Multi-modal
- Highly unstructured to structured information
- Information may arrive at anytime, from various sources and store on multiple locations and devices
- Potential usage may not be readily identified
- Copyright, privacy and confidentiality considerations
- “Infoglut” problem

Criteria for a Personal Knowledge Management (PKM) tool

- Supports one or more knowledge processes
- Functions in a Standard Operating Environment i.e. MS Windows, Mac OS, Linux
- Tight integration with other desktop or handheld tools
- No technical knowledge is needed to install, configure and uninstall the software
- Can operate offline and on a public infrastructure
- Free or less than US\$250

Technologies for Personal Knowledge Management (PKM)

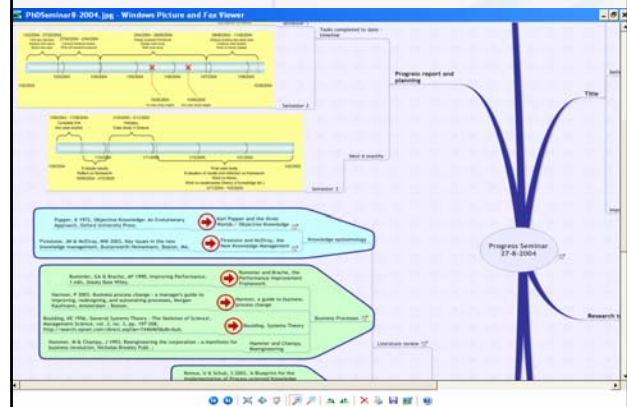
Major categories

- Index/Search
- Meta-search
- Associative links/search
- Information capturing and sharing
- Concept/Mind mapping
- E-Mail management, analysis and Unified Messaging
- Speech recognition
- Collaboration, Networking and Synchronisation
- Learning



Available at
www.kmimag.com/pkmanchart

Mind Maps



Technologies for Personal Knowledge Management (PKM)

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- **Collaboration, Networking and Synchronisation**
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Major categories

- Index/Search
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- **Social Software**
- Learning



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Characteristics of Social Software

- Focus more on people-to-people than people-to-documents
- Highly adaptive – individual and group-governed
- Bottom-up
- Harness and leverage on group norms
- Persistent identity – profile
- Sharing - files, pictures, links
- Presence - visibility
- Relationships – discovery, form, display, foster
- Conversations - synchronous, asynchronous
- Groups - formation, inclusion, exclusion
- Social feedback/reputation - ratings, typologies
- Recommendation - implicit, explicit



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Examples of Social Software

- Instant Messaging (MSN Messenger, Yahoo!, Skype)
- Chat (IRC, Java)
- Listserves (Yahoo!)
- Forums/Bulletin Boards e.g. YahooGroups
- Weblogs (Salon)
- Podcasts
- Wikis (Wikispaces)
- Collaborative editing (Writely)
- Peer-to-Peer (imeem)
- Social network sites (Friendster, Myspace, LinkedIn)
- Social Recommendations (Squidoo, Digg, del.icio.us)
- Social Tagging/folksonomies /tag clouds (Flickr, Technorati)
- Virtual Worlds/ MMOGs (Everquest)
- Socially enhanced transactions (Amazon, Ebay)



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Organic Communication (J. Imber, Portalsmag, 2004.)

BOVINE BLOGOSPHERE

The Stonyfield Farm blogs are promoted on the company's internet portal site. A quick click takes users to a hyper-linked list of the blogs and descriptions of their respective subject areas.

Each Stonyfield blog follows standard blog formatting and is XML-enabled so that visitors can receive automatic content updates. Content is updated once a day.



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Advantages of RSS tools

- User-driven PULL capability
- Highly customisable e.g. source, content, frequency, detail
- Almost like a "self-compiled electronic newspaper"
- Sources can be corporations or individuals, moderated or raw
- Classification improves as XML and RDF become more pervasive
- A truly bottom up approach



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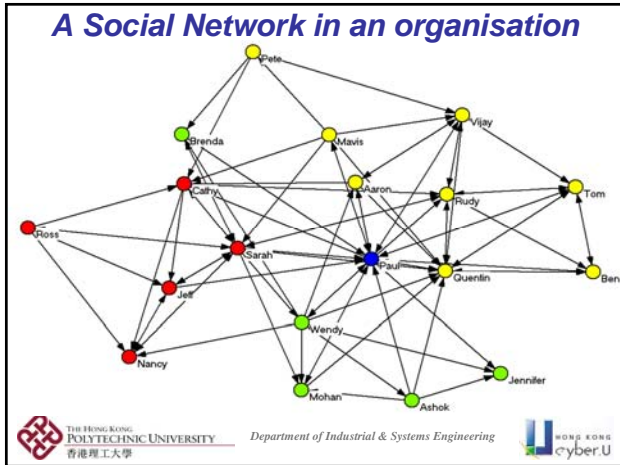
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