

Why we trust in others what we need to do ourselves.

Applying Lean principles to knowledge management

Biography

Craig is the President of Australian Organisation for Quality Inc and sits on the Council Australian Organisation for Quality (SA) Inc. He has been employed in positions of quality management and business improvement where he worked with functional areas to assist them in the improvement of their systems and process. He enjoys working in strategy rollout and business planning. He uses knowledge management, Six Sigma and Lean methodologies as an effective method to improve the understanding of business improvement philosophy. More recently, Craig has entered the consultancy market and in this role aims to improve businesses in various industries and sizes

Outline

- Whilst tacit knowledge to be a simple subject; it is one which is not widely understood.
- Therefore has far reaching consequences in organisational management.
- Can lean principles be applied to the process of tacit knowledge transfer and
- related knowledge flows within the organisation?

What is the clinical defn of Lean

"Lean"

- is a production practice that considers the expenditure of resources for any goal other than the creation of value for the end customer to be wasteful, and thus a target for elimination. Working from the perspective of the customer who consumes a product or service, "value" is defined as any action or process that a customer would be willing to pay for.

Introduction

- A 'Lean Enterprise' can be loosely defined as a business system for organizing and managing product development, operations, suppliers, and customer relations
- Why cant it be applied to knowledge?

Quality Process Flow - tangibles

Flow of tangibles through the organisation

- As defined by the Australian Standard on Knowledge Management (AS 5037-2005), Knowledge Management can be considered to consist of:
 - people
 - process
 - technology
 - content

Capturing Tacit Knowledge

- Parsaye (1969), there are three major approaches to the capture of tacit knowledge from groups and individuals. They are:
 - Interviewing experts.
 - Learning by being told.
 - Learning by observation.

Capturing Tacit Knowledge

- Some other techniques for capturing tacit knowledge identified during this research include:
 - Ad hoc sessions
 - E-learning
 - Action learning
 - Learning history
 - Road maps

Knowledge flows and constraints

- Effective information management is dependent on standards. Includes:
 - thesauri, subject headings, information management schemes such as;
 - metadata, cataloguing rules and classification schemes
- Information Management standards have probably been used ever since libraries were first established

Knowledge mapping

- ongoing quest to help discover:
 - the constraints,
 - assumptions,
 - location,
 - ownership,
 - value and use of organisational knowledge assets, artefacts, people and their expertise

Knowledge mapping

- Uncover blocks to knowledge creation,
- and find opportunities to leverage existing knowledge. Knowledge mapping may involve developing and conducting social network analysis, executing a survey, engaging a group of people in sense making, action research.
- Organisations are being challenged like never before on how best they leverage their people and knowledge resources

Data collection and storage is not knowledge management

- Collection of data is not information unless
 - there is a relationship between the data that is understood by the observer
 - Information is therefore an understanding of the relationships between pieces of data, or between data and other information
- Tacit knowledge consists often of ***habits*** and ***culture***

Data collection and storage is not knowledge management

- the concept of tacit knowledge refers to a knowledge which is only known by an individual and that is difficult to communicate
- The process of transforming tacit knowledge into explicit knowledge is known as codification or articulation.
- Once wisdom is accomplished so the opportunity for innovation.

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Improvement Lifecycle



Conclusion

To help generate and sustain a knowledge management system, there must be a clear strategy in place and enablers to ensure that the aspects of both tacit and explicit knowledge are not only captured and maintained, but are then used by the organisation in a positive way that ensures the creations of wisdom and ultimately creativity and innovation.

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