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# Knowledge Management Concepts and Methodologies

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Africa Adaptation Programme

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# Agenda

- Introduction to knowledge management
- A few knowledge management methodologies
- IRTSC support to knowledge management
- Practical introduction to Teamworks
  - login
  - Update your profile
  - Adding content
  - TeamWorks spaces

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# Sounds familiar?

1. "I can't find what I'm looking for!"
2. "I don't know how to do this"
3. "Why haven't they told us about this earlier? We would not have wasted so much time"
4. "I've done all this work and now it's useless"
5. "I can't reach people quickly when I need to know something!"
6. "Colleagues who knew how to do this are gone and now nobody knows how this is done!"
7. "I have to start all over again on my own now!"

=> This is how/why knowledge management was invented!

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# Knowledge Management

Many definitions....

The objective is to provide the good knowledge  
to the right person at the right time

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# Nature of Knowledge

- Quite literally, what people know
- Knowledge is experience, insights, skills, concepts, feelings, ideas, ways of thinking or working
- Highly contextual
- Intangible, difficult to measure



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# Data, Information, Knowledge



## Data

"1855A313"



## Information

" Ethiopian Airlines flight 313 leaves Addis at 18:55"

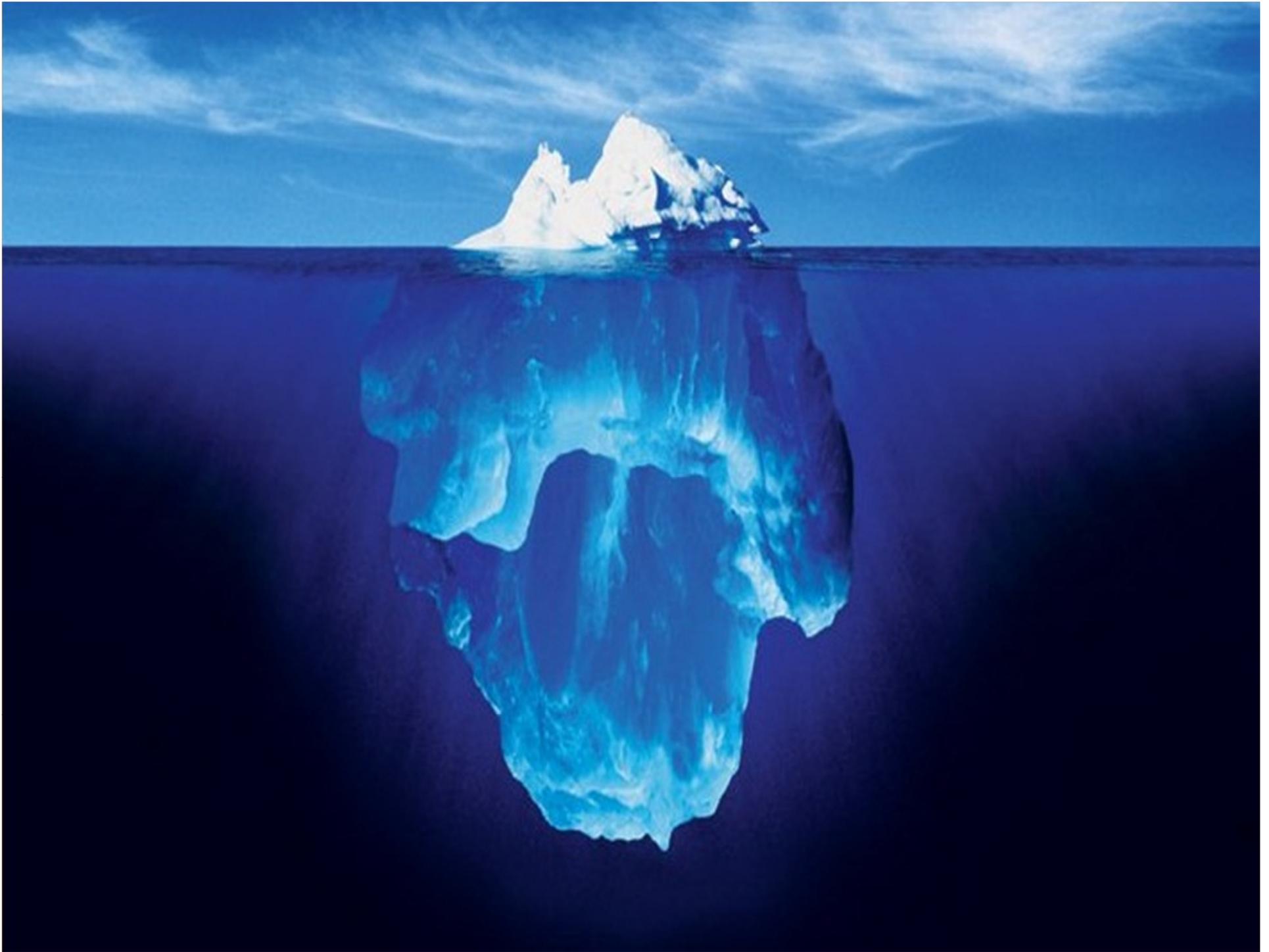


## Knowledge

"...That's not a good flight; often busy and delayed."

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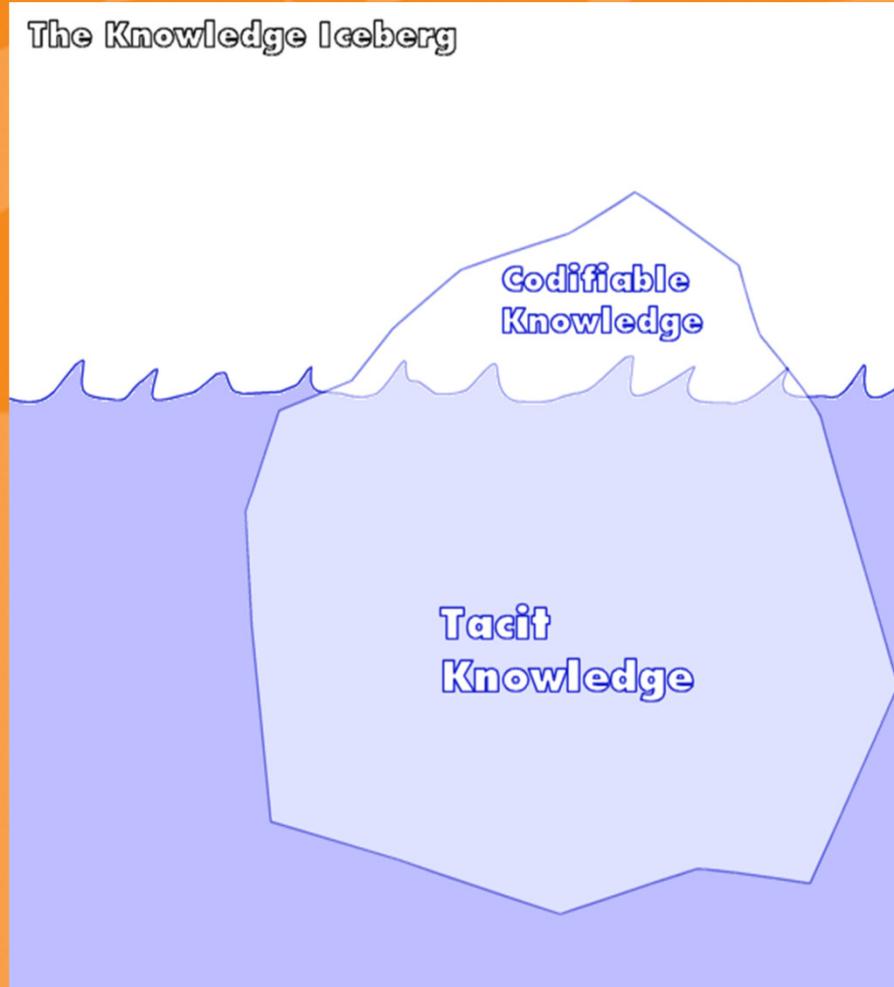




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# Tacit vs. Explicit Knowledge

- Only a small portion of what we know is codifiable or "explicit"
- The vast majority of knowledge is uncodifiable or "tacit"



Iceberg Metaphor taken from SigmaConnect <http://www.sigmacconnect.com>

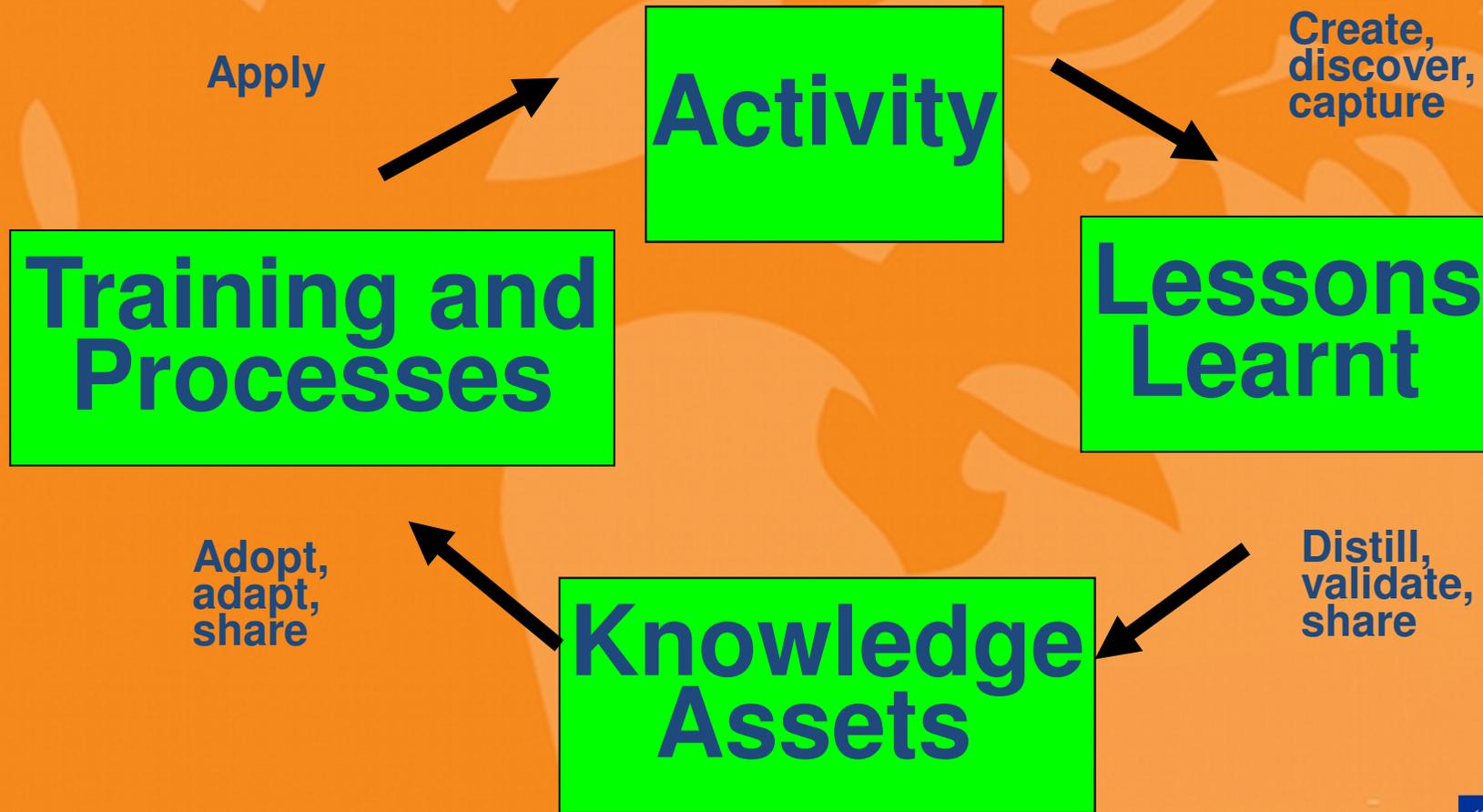
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# Knowledge Management Cycle



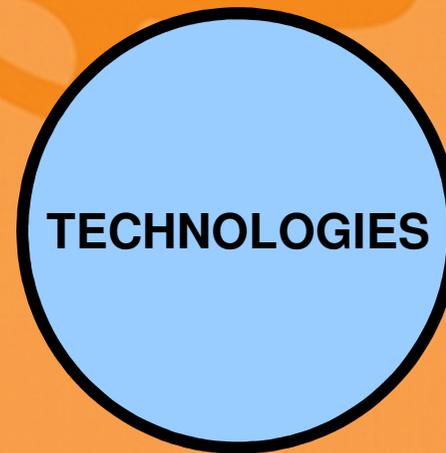
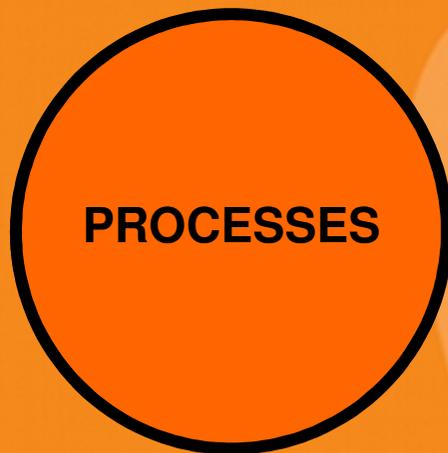
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# The three components of knowledge management



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# People are the Key...



## ■ Best Knowledge Transfer Technology

◆ Face-to-Face Interaction

◆ Not always possible but everything else aspires to it

## ■ Best Knowledge Repository

◆ A Community or Group of people

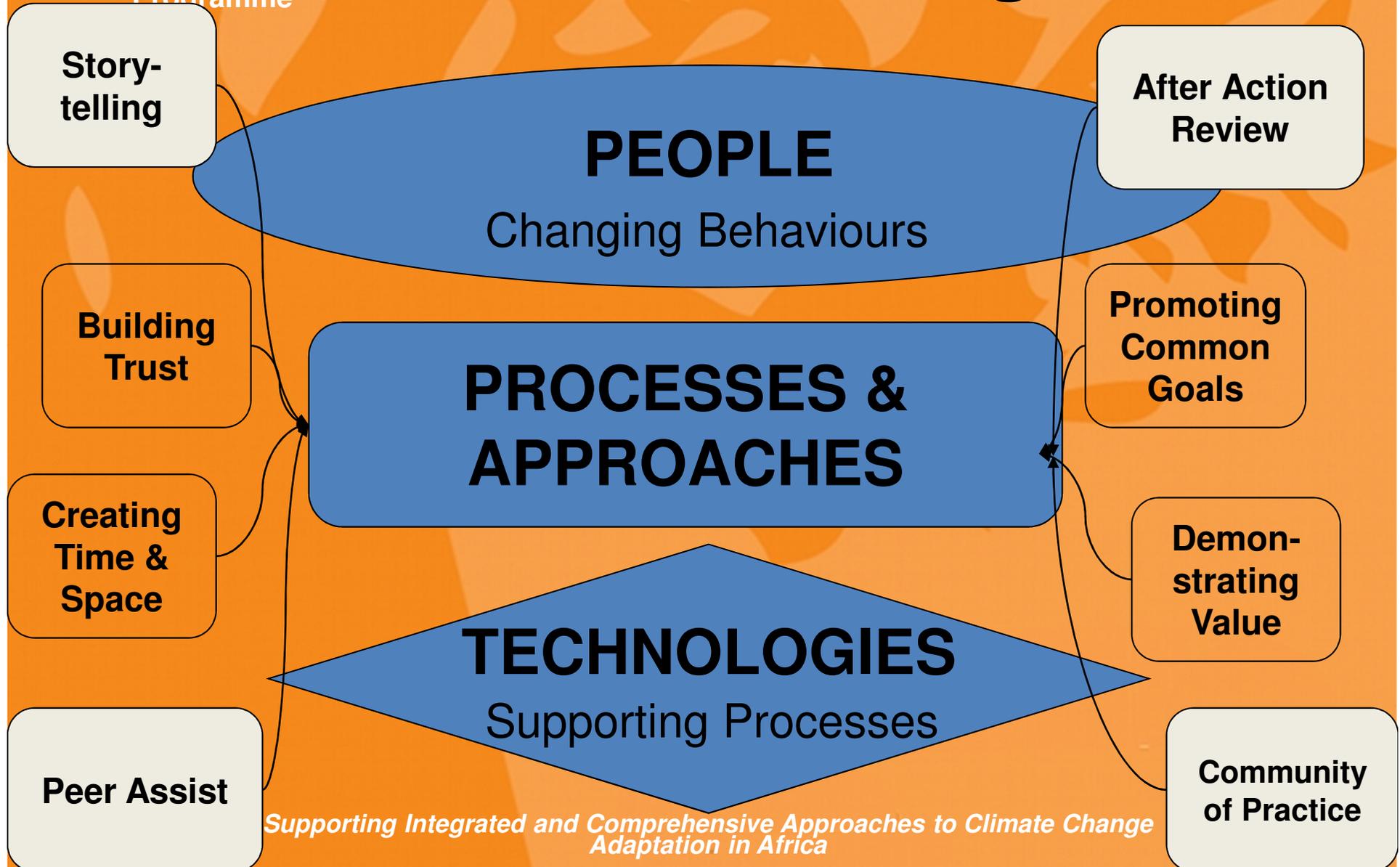
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# KM methodologies





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Storytelling

After Action Review

Peer Assist

Yellow Pages

Communities of practice

Exit interview

Social Network Analysis

Knowledge Fairs

Good Practices

Knowledge Audit

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# A Community of Practice...

**“Group of people who share a common concern, set of problems, or passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis” - Etienne Wenger**

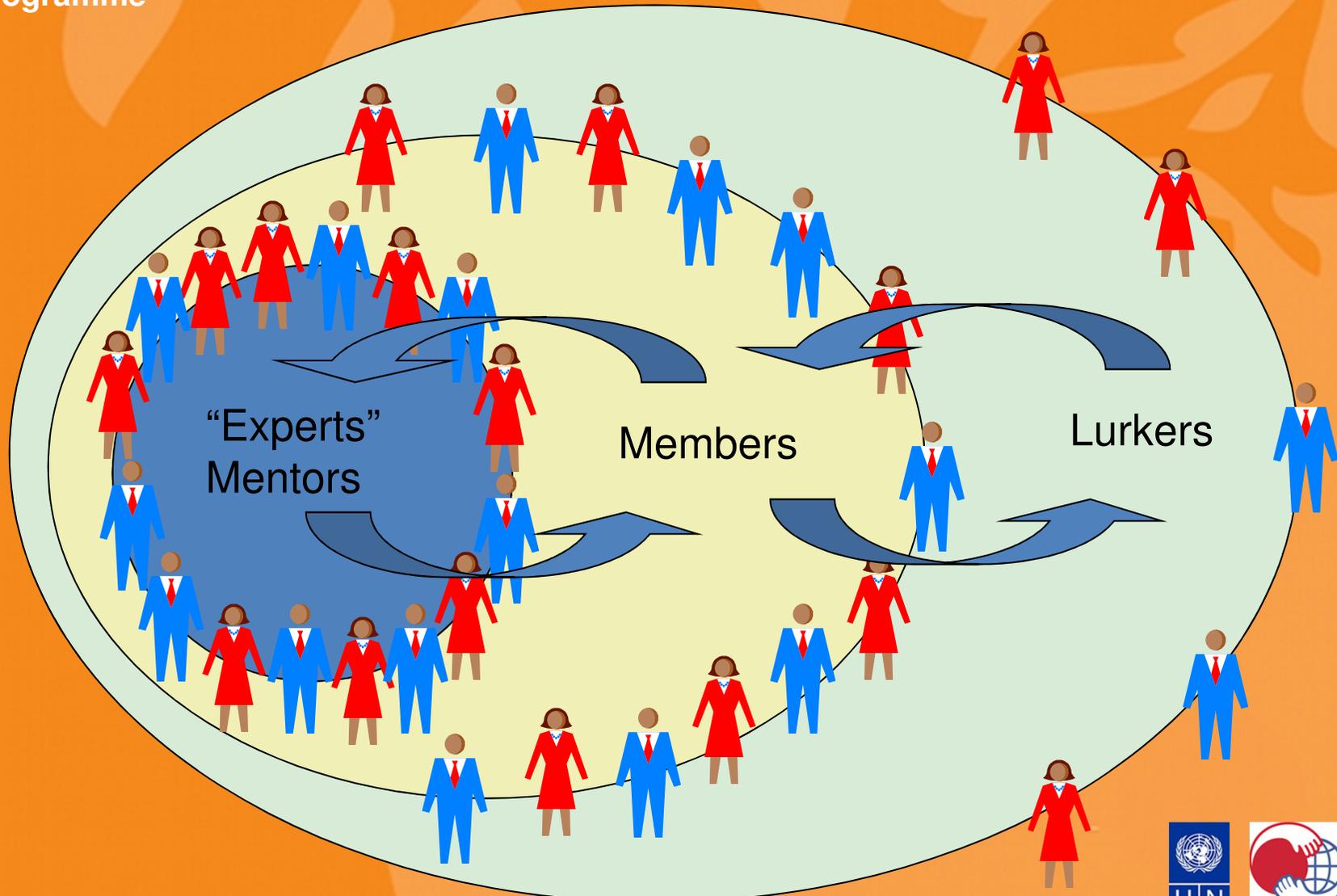
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# A Community of Practice...



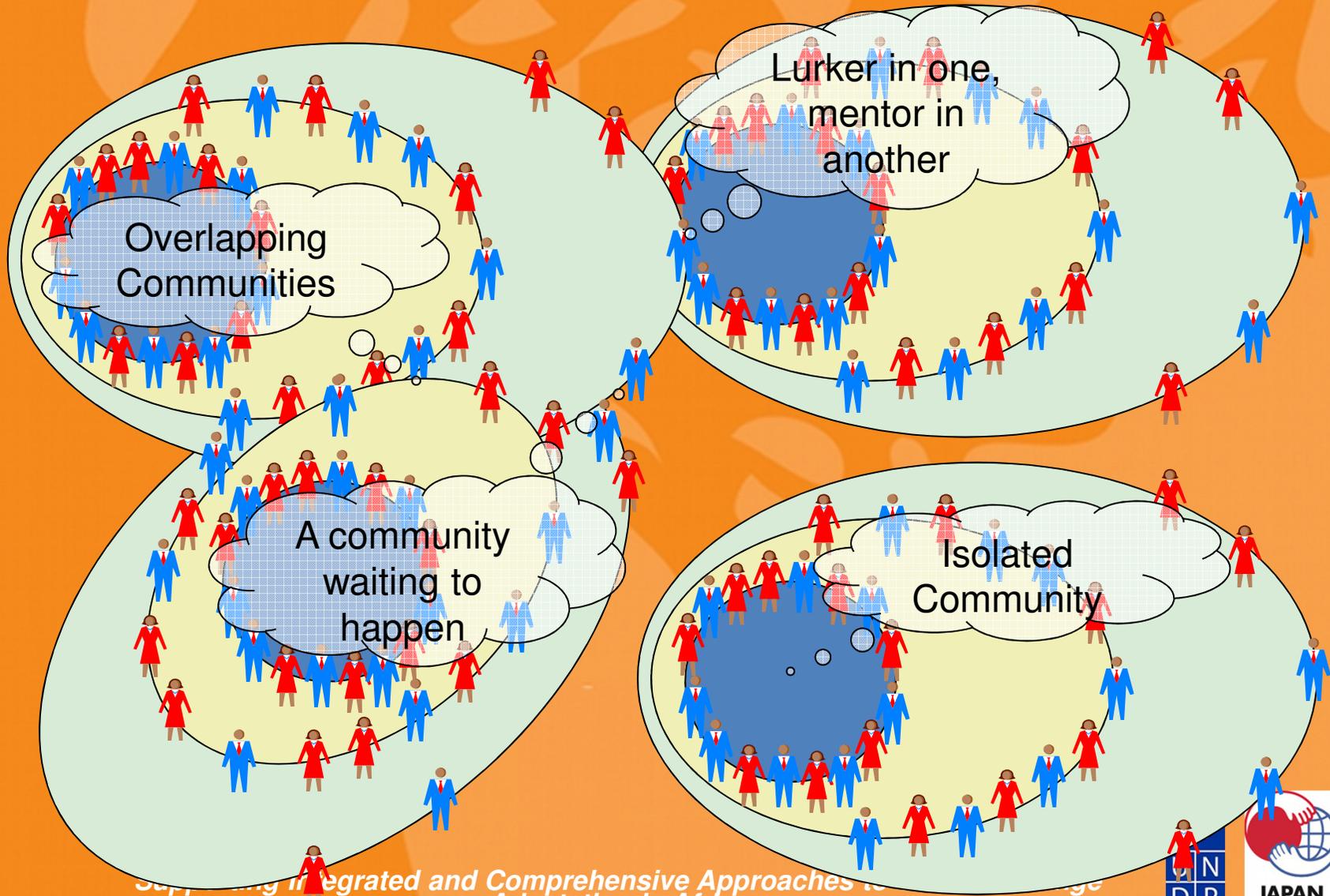
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# Multiple Communities



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# Benefits of Communities of Practice

- Individual level:
  - Allows opportunity to access new knowledge from others' experiences
  - Increases work effectiveness, e.g. through problem-solving
  - Provides an opportunity to remain informed in area of expertise
  - Leads to collective sense of purpose, of belonging



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# Benefits of Communities of Practice

- **Organizational level:**
  - Increased **credibility**, as part of knowledge partnership
  - **Impact** within topic area goes beyond own sphere of influence
  - **Collective strength** can lead to new **funding opportunities**
  - **New ideas and solutions** can lead to **more innovations**

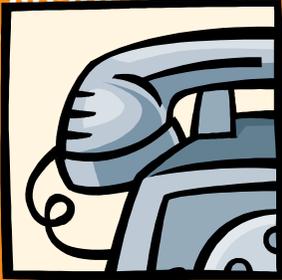


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Teleconference

Technologies

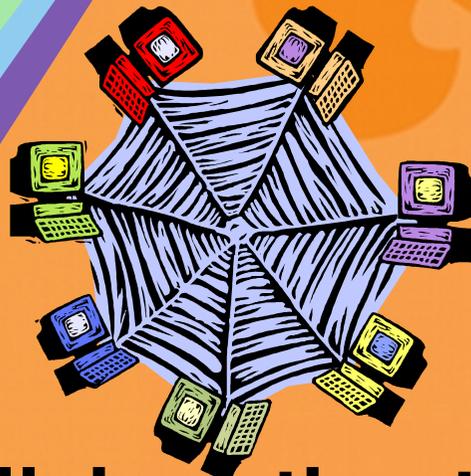
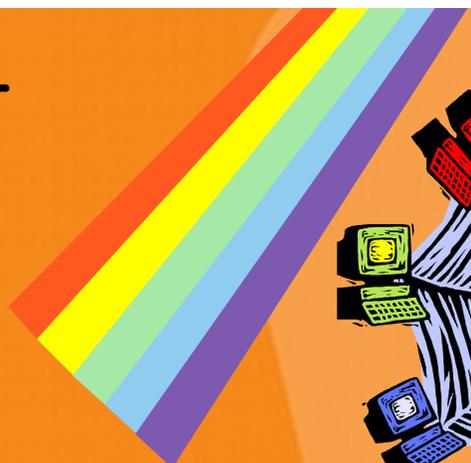


Email/lists



Utilize a vast array of technologies

Intranet



Video

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**Collaboration tools**





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## What you gain by adopting KM practices

- Saves ‘reinvention’, goes to right approach quicker
- Provides faster transfer of ‘good practices’
- Locates critical expertise
- Captures core knowledge for re-use
- Provides solutions to intractable problems
- Reduces risk of trial and error
- Bottom line – higher revenues, lower costs

David Skyrme

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## Teamworks uses Web 2.0 technology

A Web 2.0 site allows users to interact and collaborate with each other in a social media dialogue, in contrast to websites where users are limited to the passive viewing of content that was created for them. Examples of Web 2.0 include social networking sites, blogs, wikis, video sharing sites, etc.



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# Teamworks - let us practice!

Dashboard | Teamworks UNDP - Mozilla Firefox

File Edit View History Bookmarks Tools Help

tw unteamworks.org https://undp.unteamworks.org/dashboard

Most Visited Getting Started Latest Headlines Apache Tomcat/6.0.29... UN Job List

tw Dashboard | Teamworks UNDP

teamworks People Content Spaces Add Admin Search teamworks Settings ?

### My Private Dashboard

Announcements

Bookmarks

- Global Pulse - Harnessing innovation to protect the vulnerable Johannes SCHUNTER on 20-Oct-2010
- Facilitation Handbook by IngeniousPeoplesKnowledge Johannes SCHUNTER on 8-Oct-2010
- IMARK Free Online Learning Course: Web 2.0 and Social Media for Development Johannes SCHUNTER on 29-Sep-2010

Add bookmark More

Files

At KM Group retreat until Thursday - (54 sec ago) more ?

Change your status

140 characters remaining

Post

### Activity by my colleagues and in my spaces

- Michael Relevo: updated Development Space Access to Justice and Rule of Law and Legal Empowerment of the Poor 51 sec ago Comment
- Michael Relevo: updated Development Space Access to Information and E-governance 13 min ago Comment
- Sarah Simoneau: has added Simona Pari as a colleague. 28 min ago Comment
- Giulio QUAGGIOTTO: Looking forward to Teamworks training today 29 min ago Comment
- Mark CARDWELL: updated profile 34 min ago Comment
- Sarah Simoneau: has added Aboubacar Sidiki KOULIBALY as a colleague. 34 min ago Comment
- Sarah Simoneau: has added Brigette De Lay as a colleague. 35 min ago Comment

### Manage My Content

- Articles +
- Blogs +
- Bookmarks +
- Events +
- Files +
- Wikis +

### Memberships

- Access to Justice and Rule of Law and Legal Empowerment of the Poor
- Access to Information and E-governance
- Asia Pacific Gender Community of Practice
- Environmental Mainstreaming
- Environmental Finance
- Global Fund Partnership

My Profile Customize

Bookmark this Page

Done





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# What is "Teamworks"?

Teamworks is an online space where one can find colleagues, communities and meet them



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# How can I take advantage of Teamworks?

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## Teamworks enables users to :

- Feature professional knowledge, experience and skills on staff through user profiles;
- Connect to peers by professional networking with staff and external partners for knowledge exchange;
- Stay on top of the work of business teams through just-in-time and transparent communication via status
- Provide updates, comments and instant messaging;
- Join and contribute to Communities of Practice;

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- Create ad-hoc user groups to capture free-flowing knowledge and foster innovation, communication and collaboration;
- Share insights and innovative solutions by contributing knowledge assets, links to external resources and recommendations;
- Obtain advisory services and find experts and consultants;
- Conduct effective searches to access a repository of knowledge assets;
- Obtain project information and share project achievements, evaluations and good practices.

A photograph showing the silhouettes of approximately 15 hands reaching up from the bottom and sides, forming a circular shape against a bright blue sky with scattered white clouds. The hands are dark against the lighter sky, and some are slightly overlapping. The overall mood is one of unity and teamwork.

**Teamworks  
connects  
people....**



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## Communities of Practice: small group discussion

- Organized around a domain or interest
  - Members engage with one another
  - Members mutually benefit from participating
- 
- Which communities - either professionally or personally - are you part of? Can you give **one example?**
  - Can you tell a story of how you have **benefited** from this community?

**Cultivating communities of practice**  
a quick start-up guide  
by Etienne Wenger

**What are communities of practice?**

Communities of practice are groups of people who share a passion for something that they know how to do and who interact regularly to learn how to do it better.

**What elements to develop?**

Domain: the definition of the area of shared inquiry and of the key issues

Community: the relationships among members and the sense of belonging

Practice: the body of knowledge, methods, stories, cases, tools, documents

Where to start?

**educate**

Communities of practice are a familiar experience, but people need to understand how they fit in their work.

- Conduct workshops to educate management and potential members about the approach
- Help people appreciate how communities of practice are inherently self-defined and self-managed
- Establish a language to legitimize communities and establish their place in the organization

**support**

Communities of practice can use some light-handed guidance and technology infrastructure.

- Provide some process support, coaching, and logistic assistance
- Identify needs and define adequate infrastructure without undue emphasis on fancy technology

**set strategic context**

A strategic context lets communities find a legitimate place in the organization

- Articulate a strategic value proposition
- Identify critical business problems
- Articulate need to leverage knowledge

**get going**

Starting to cultivate communities of practice as early as possible creates early examples that allow people to learn by doing.

- Have a few pilot communities going as soon as possible
- Find communities to start with by identifying areas where there is potential and readiness
- Interview some prospective members to understand issues, start discussing a community, and identify potential leaders
- Gather a core group to prepare and initiate a launch process
- Help members organize an initial series of value-adding activities
- Encourage them to take increasing responsibility for stewarding their knowledge

**encourage**

Practitioners usually see the value of working as a community but may feel the organization is not aligned with their understanding.

- Find sponsors to encourage participation
- Value the work of communities
- Publicize successes

**integrate**

The formal organization must have processes and structure to include these communities while honoring their root in personal passion and engagement.

- Integrate communities in the way the organization works
- Identify and remove obvious barriers
- Align key structural and cultural elements

**Why focus on communities of practice?**

short-term value

long-term value

members  
organization

- help with challenges
- access to expertise
- confidence
- fun with colleagues
- meaningful work

- personal development
- reputation
- professional identity
- network
- marketability

- problem solving
- time saving
- knowledge sharing
- synergies across units
- reuse of resources

- strategic capabilities
- keeping abreast
- innovation
- retention of talents
- new strategies

**What are some critical success factors?**

community

organization

- Domain that energizes a core group
- Skillful and reputable coordinator
- Involvement of experts
- Address details of practice
- Right rhythm and mix of activities

- Strategic relevance of domain
- Visible management sponsorship, but without micro-management
- Dance of formal and informal structures
- Adequate resources
- Consistent attitude



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# What do you think?

- How do you share knowledge, experiences, ideas at the Mauritius AAP? With partners?
- What do you think of approaches presented? Could they be of help to Adaptation practitioners in Mauritius?

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# QUESTIONS



This presentation is based on the original from Marc Lepage, KM Team Leader at the Dakar  
UNDP Regional Services Center

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