
Knowledge Networking

Succeeding with Collaborative Technologies

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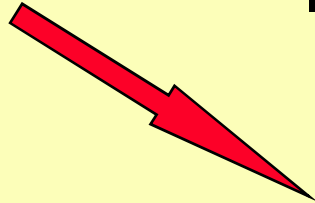
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Topics

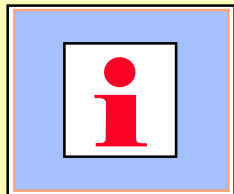
- ❑ Changing Nature of Organizations
- ❑ The Knowledge Advantage - 2 thrusts; 7 levers
- ❑ Collaborative Technologies - Knowledge Flows
- ❑ Virtual Collaboration in Practice
- ❑ Critical Success Factors - People, Processes and
Leadership

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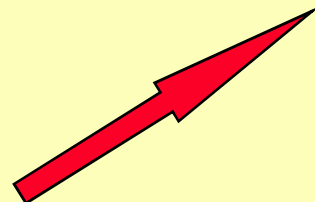
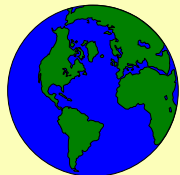
Networked Knowledge Economy



... Networking



Location
Independence



... A 'Virtual' World

Why Go Virtual?

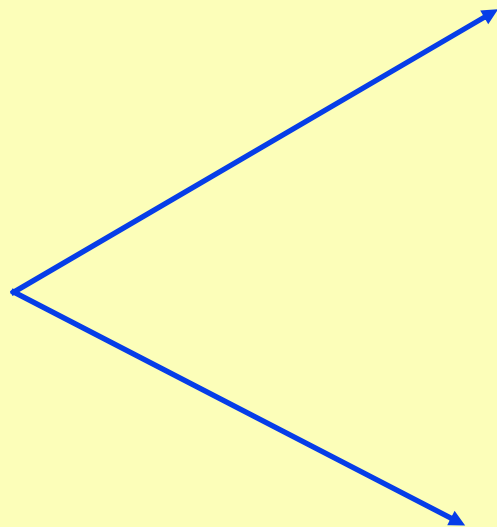
- ❑ Access to scarce/expensive resources (scale)
- ❑ Pooling resources/expertise (scope)
- ❑ New insights, new expertise (reach)
- ❑ Cross-fertilisation of knowledge and experience
- ❑ Creating communities of excellence
- ❑ Flexibility - resources with responsiveness

“Collaboration gives the ability to link diverse assets into unique capabilities and leverage in pursuit of new opportunities” (Ghoshal and Bartlett)

Working Definition

Knowledge Management is the explicit and systematic management of vital knowledge - and its associated processes of creation, organisation, diffusion, use and exploitation.

2 Key Thrusts



Sharing existing knowledge
“Knowing what you know”

Knowledge InnovationSM
“Creating and Converting”

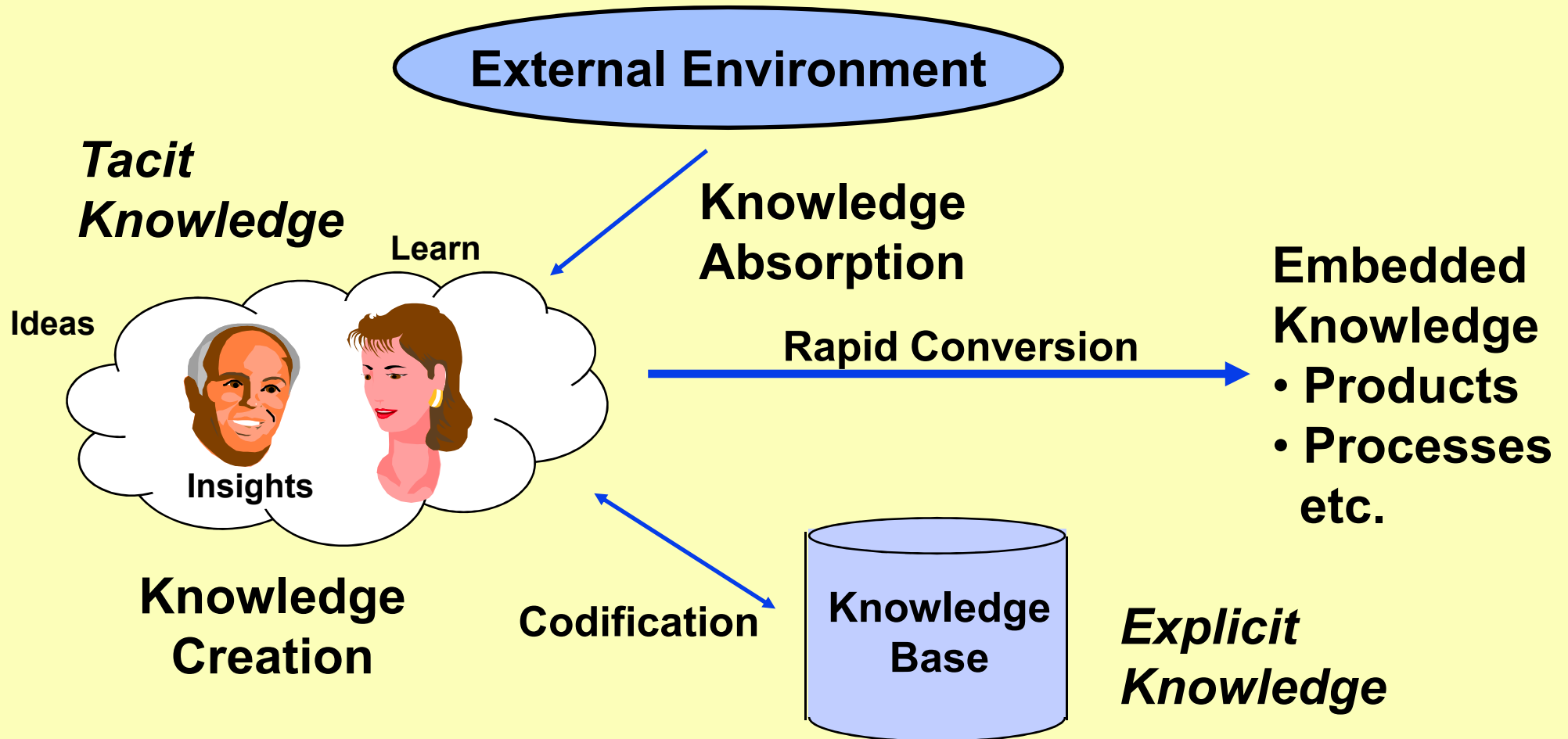
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Seven Levers

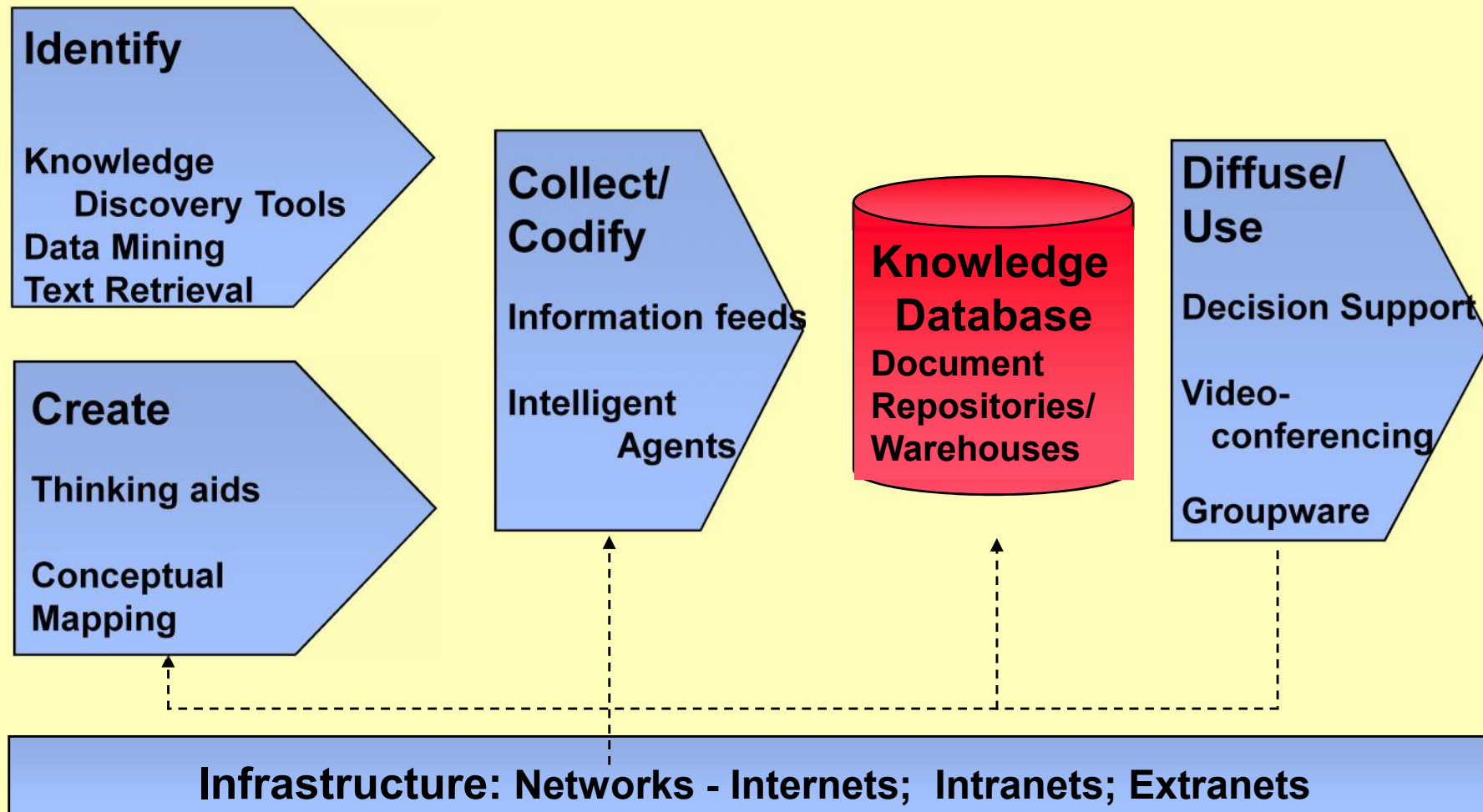
- Customer Knowledge - *the most vital knowledge*
- Knowledge in Products - *'smarts' add value*
- Knowledge in People - *but people 'walk'*
- Knowledge in Processes - *know-how when needed*
- Organizational Memory - *do we know what we know?*
- Knowledge in Relationships - *richness and depth*
- Knowledge Assets - *intellectual capital*

Value through Knowledge Flows



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Role of ICT



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Collaborative Technologies

“The best customer knowledge in my organisation is not in databases - it’s behind people’s eyeballs and between their ears”

(Bob Buckman, Buckman Laboratories)

Our research found that collaborative technologies, especially Lotus Notes and the Internet/Intranet provided the most leverage in enhancing knowledge flows.

Internet/Intranet - 3 Levels of Use

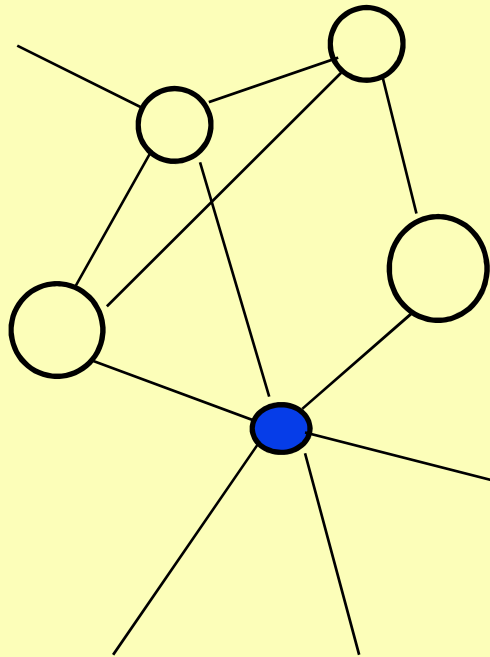
Knowledge

Information

Communication

- Connections
- 5Ds - discovery, dialogue, development, deployment, diffusion.
- The 'docuverse'
 - Web, files, search tools
 - directories etc.
- 1-1: email
- 1-many: lists
- many-many: groupware

Virtual Collaboration



- Many types e.g.
 - distributed people in a team/virt org
 - distributed teams around the world
- One person - many teams/links
- Used in design, projects, problem-solving
- Video-conferencing popular
- Becoming part of daily work
- Effectiveness varies widely

25 Principles

- ❑ Behaviours - trust, reciprocity, mutual support
- ❑ Teams - small, multiple leaders, roles, links
- ❑ Teaming - purpose, support, norms, values
- ❑ Communications - frequent, appropriate
- ❑ ICT - 'netiquette', share/develop knowledge
- ❑ Don't forget phone and face-to-face or teleconferencing (audio/video)

The ETD Experience

- 7 partners/40+ collaborators (global)
 - Extensive use of email/lists (not forums)
 - Basic communications standards/'rules'
 - Project Intranet (via the Internet - layers)
 - Web-centric knowledge focus - database driven
 - Periodic face-to-face meetings
- focus on communications - not technology

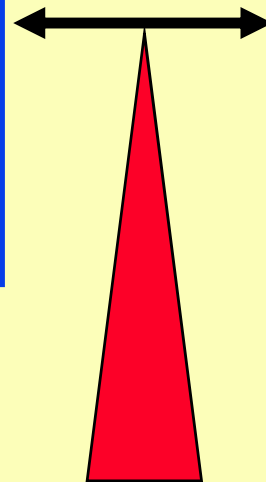
Virtualisation - a balancing act

Same Place-Time

- Close relationships
- High interaction
- Contextual awareness
- Physical resources
- 'Casual encounters'
- Creative stimulation

Different Place-Time

- Access 'world-class'
- Richness-Diversity
- Global perspective
- Quality - local validation
- Timeliness
- Cost avoidance



ICT (Hard) Infrastructure

- ❑ A key enabler
- ❑ Access anytime, anywhere, anyhow
- ❑ Lotus Notes, First Class, Intranets - groupware
- ❑ Applications - workflow, documents etc.
- ❑ Focus on the I (Information/Knowledge)
- ❑ Wide choice - architecture for scalability important

Soft Infrastructure

- A culture of sharing - sharefairs, rewards
- Build on natural 'Communities of Practice'
- Facilitating knowledge processes
 - change teams, development workshops etc.
 - FTF may be needed before going virtual
- Developing personal skills
 - info management, 'dialogue', online techniques
- New measures - outcomes, intellectual capital

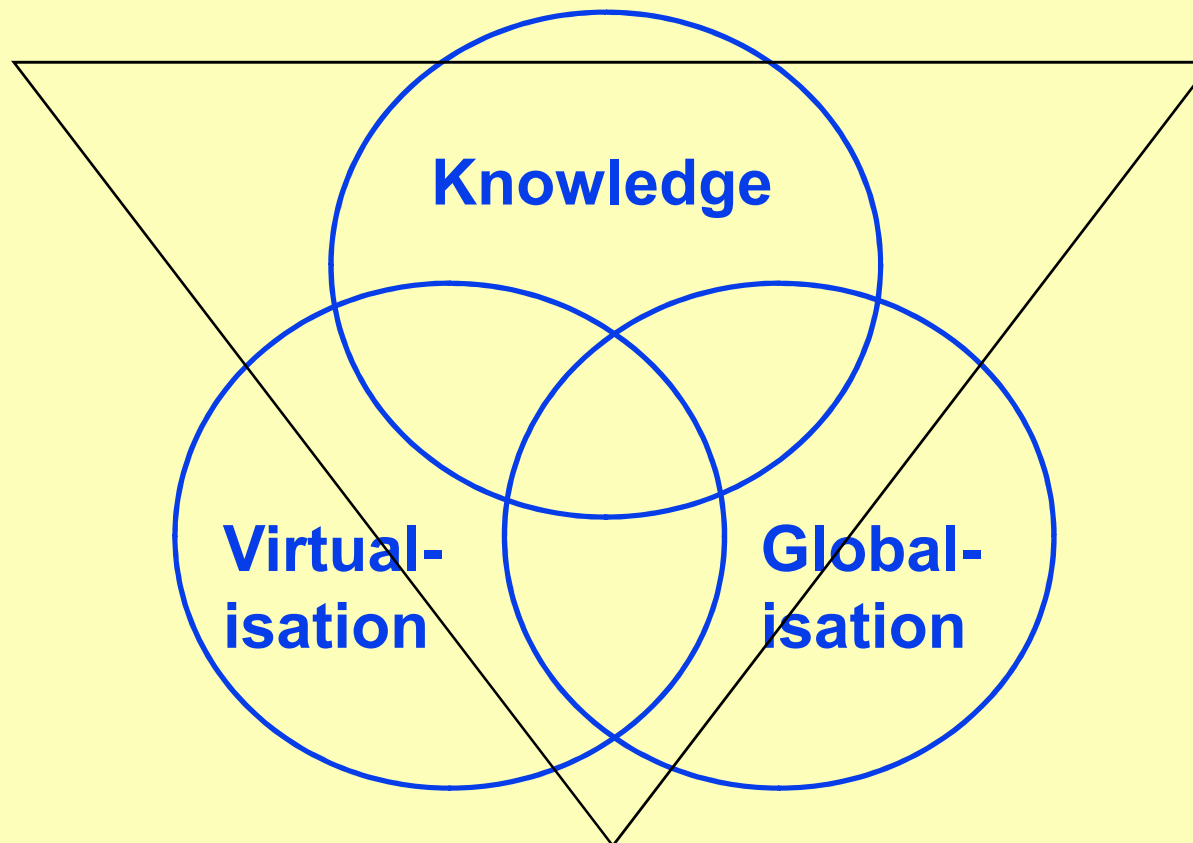
Knowledge Leadership

- Clear vision and value proposition e.g.
 - share best practice
 - reusable knowledge
 - intellectual assets
 - faster innovation
 - developing competency
 - know-how businesses
- Frameworks for action - simple models
- Find champions in the business - change agents
- Facilitate networking - tap into expertise
- Excellent communicators - internal and external

A Framework for Success

Technology
& Networks

Strategy
& Process



People & Organisation

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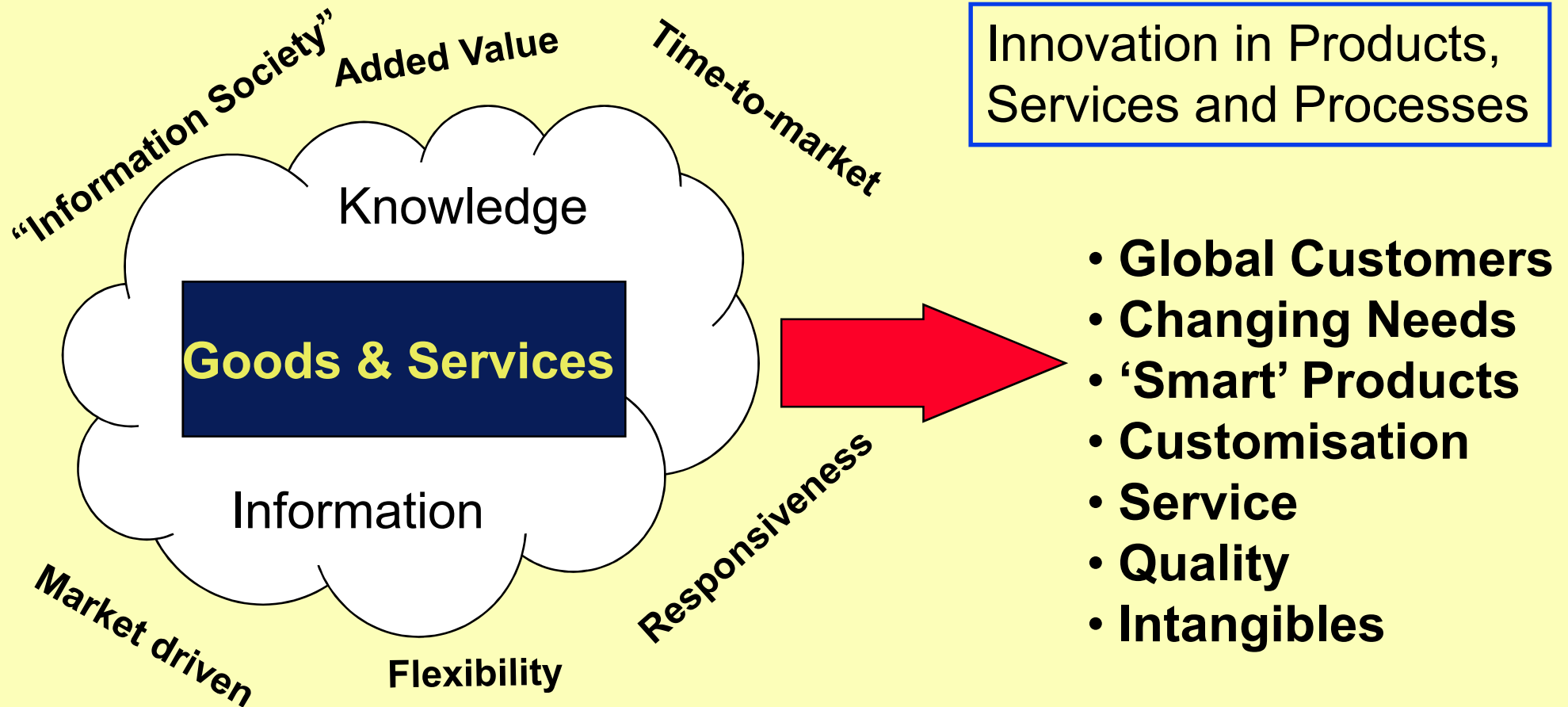
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Changing Environment



Virtual Products/Services



- ❑ Market reach - global
- ❑ Traditional and information products
- ❑ Tele-banking to tele-medicine
- ❑ Low cost transactions
 - e.g. E-ticket = 50 cents vs. \$5
- ❑ Round-the-clock service
- ❑ Deliver info goods via the Net
 - e.g. design work from Finland

... if you don't, overseas competitors will (and are) !!

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Knowledge Leadership Cases

- Create/discover - 3M, [Glaxo Wellcome](#), HCC
- Codify - [Hoffman La Roche](#), BHA etc.
- Diffuse - H-P, Thos. Miller, Rover, [BP](#)
- Use - [Buckman](#), Steelcase, [Price Waterhouse](#)
- Process/culture - Cigna, [Analog](#)
- Conversion - [Monsanto](#)
- Measure/exploit - Skandia, [Dow](#)

Electronic Communications

Effective

- ❑ Choosing right medium
- ❑ Setting context
- ❑ Cyberskills
- ❑ Structure e.g. headers
- ❑ Use of lists
- ❑ Use of filters
- ❑ Efficient personal filing
- ❑ Informality, humour

Ineffective

- ❑ Wrong medium for purpose
- ❑ Thinking aloud (mostly)
- ❑ Recipient action unclear
(c.f. speech acts)
- ❑ The 'copy to all' memo
- ❑ The essay
 - use one topic per email
- ❑ Repeating everything back

Knowledge Networking

Effective

- ❑ Clear shared purpose
- ❑ People profiles
- ❑ FAQs
- ❑ Threaded conversations
- ❑ Good moderation
- ❑ Knowledge editing
- ❑ Attention to process/FTF

Ineffective

- ❑ When time constraints
- ❑ Wrong participants
- ❑ No clarity/coherence
- ❑ Wandering 'off topic'
- ❑ Off vs. on record clarity
- ❑ No management participation
- ❑ Multimedia for the sake of it