

แนวคิดและกระบวนการ การจัดการความรู้

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ผู้อำนวยการฝ่ายบริหารและสนับสนุนกลุ่มเทคโนโลยีฐาน
ศูนย์เทคโนโลยีอิเล็กทรอนิกส์และคอมพิวเตอร์แห่งชาติ (เนคเทค)
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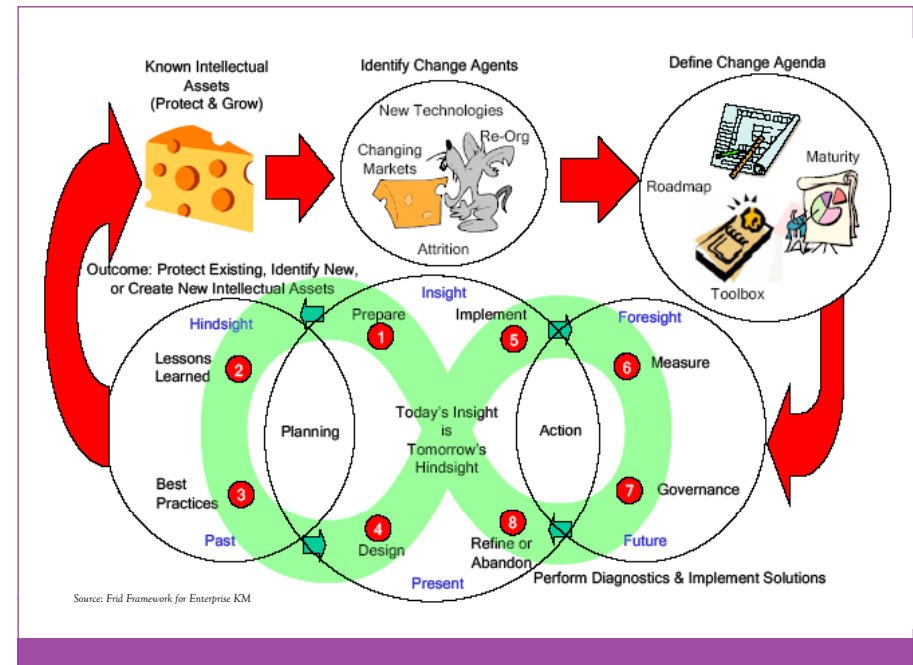
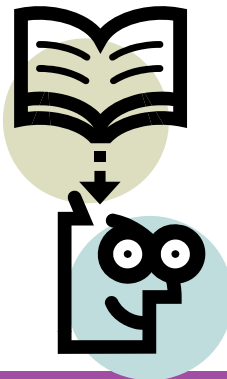
หัวข้อการบรรยาย

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- การบริหารจัดการ(ด้วย)ความรู้ คืออะไร
- Value Propositions
- ปัจจัยที่ส่งผลต่อการถ่ายทอดองค์ความรู้ภายในองค์กร
 - ธรรมเนียมปฏิบัติในองค์กร
 - โครงสร้างพื้นฐาน
 - เทคโนโลยีสารสนเทศ
 - การวัดและประเมินผล
- คำถาม แลกเปลี่ยนข้อคิดเห็น

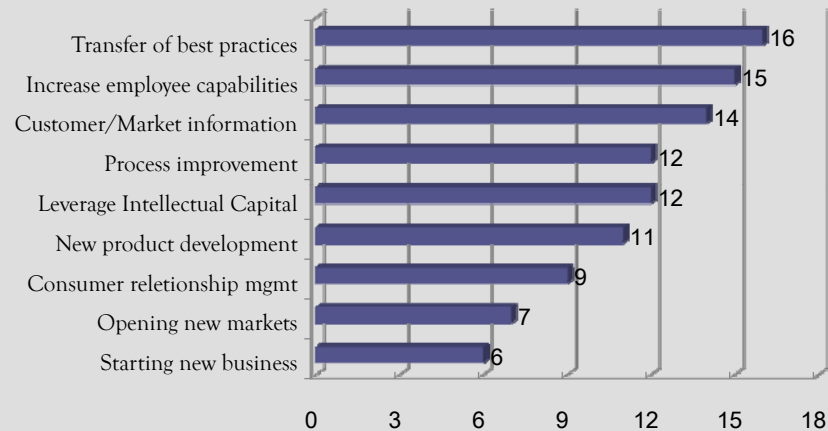
การจัดการความรู้ vs. การบริหารจัดการ(ด้วย)องค์ความรู้

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องค์กรชั้นนำเขาถ่ายทอดความรู้ไปทำไมกัน

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Source: An empirical study by APQC

Barriers (people-wise) to Internal Transfer

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- **Ignorance** – Those who have knowledge don't realize others may find it useful. Meanwhile those who could benefit from that knowledge have no idea someone in the company already has it.
- **No absorptive capability** – Even when they were not ignorant of the knowledge or best practice, they lacked the money, time, management resources to pursue and study it in enough detail to make it useful.

Barriers (people-wise) to Internal Transfer

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- **Lack of preexisting relationships** – People absorb knowledge and experience from people they know, respect, and trust. If two colleagues have no personal relationship which pre-establishes trust, they're less likely to incorporate each others' experiences into their own work.
- **Lack of motivation** – People may not perceive a clear business reason for pursuing the transfer of knowledge and best practices.

Systemic Obstacles to Internal Transfer

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- To the large extent, a set of organisational structures, management practices, and measurement systems may ... *discourage* ... rather than encourage knowledge sharing in an organisation.
- These systemic factors constitute 5 basic categories of organisational personalities:
 - The Silo Company Inc.
 - The NIH Company Inc.
 - The Babel Company Inc.
 - The By-The-Book Company Inc.
 - The Bolt-It-On Company Inc.

The Silo Company Inc.

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Common characteristics

- Departmental walls/Geographic barriers
- Each business unit is focused on maximizing its own accomplishment and rewards.
- Groups tend to hoard information to prevent others from excelling while improving their own relative performance.
- Zero sum game.

Possible remedies

- Leadership
- An incentive scheme
- Culture supportive of knowledge transfer



The NIH Company Inc.

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Common characteristics

- Not Invented Here Syndrome
- Emphasis on invention not adaptation
- An employees' value is determined by original thought, not necessarily clever commercialisation
- Unwilling to absorb

Possible remedies

- A clear business incentive to sharing of knowledge
- A supportive culture/corporate value
- Performance Assessment Criteria



The Babel Company Inc.

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Common characteristics

- Employees may be willing to share and absorb, but without a common “book of reference”.
- This company cannot begin to record its collective know-how and best practice.

Possible remedies

- A leadership
- A systematic transfer of explicit knowledge
- Supportive learning culture



The By-The-Book Company Inc.

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Common characteristics

- Consider documented knowledge the end-all and be-all of knowledge transfer.
- Rely solely on transmitting explicit rather than tacit knowledge - practices.
- Just creating databases will not make people share

Possible remedies

- Creating value of recognizing and trying to transfer tacit knowledge
- An incentive scheme that encourage people to share their insights.



The Bolt-It-On Company Inc.

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Common characteristics

- Believe they can add transfer and sharing responsibility on top of everyone's regular work and expect to get results



Possible remedies

- Embedding knowledge practice and information technology to support people in everyday process work is key.
- Let KM help people achieve their work objectives in support of organisation's mission.

Now what collective personality do we have?

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A road to successful Knowledge Transfer

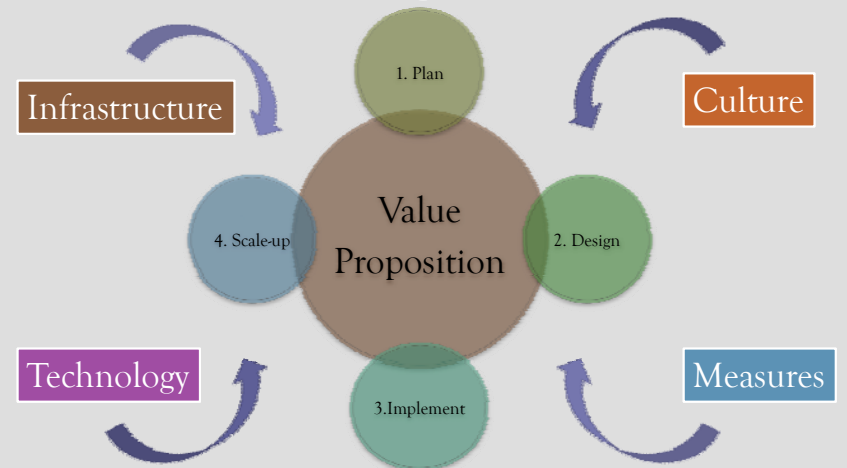
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To overcome hurdles and create a successful initiatives requires...

- A clear focus on the desired results
- An enabling environment
- An explicit change process

A model for Internal Knowledge Transfer

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Adapted from Carla O'Dell (2000), "If Only We Knew What We Know"

Value Propositions

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- What an organisation hopes to achieve through more effective management and transfer of knowledge
- The unique business rationale for embarking on a knowledge enabled change journey
- Reasons for wanting to transfer knowledge and best practices tend to fall into three basic categories:
 - Customer intimacy
 - Product-to-market excellence
 - Operational excellence

Which Value Proposition(s) is the right one?

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- The right value proposition must be a logical link between action and payoff:
 - if we do A then B will happen, and
 - the return of B is higher than either
 - ✦ the cost of A or
 - ✦ the potential risk of not making B happen
- Value proposition varies from one company to another.
- Service firms may drive their value through “**customer intimacy**”
- High tech firms compete more on the speed of product innovation. Hence “**product development**” is their major driver
- Capital-intensive or sophisticated process driven companies often find “**operational excellence**” the right proposition for them

Value Proposition#1: Customer Intimacy

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- The basic purpose of an organisation lies outside itself (Peter Drucker), therefore...
- Focus is placed on capturing knowledge about customers, developing and transferring knowledge and understanding of customers' needs, preferences, and business to increase sales, as well as bringing the knowledge of the organisation to bear on customer problems
- The customers of a commercial bank maybe a consumer, a business, a taxpayer who are interested in cutting down their income tax, a pensioner, an SME startup, or a single parent.
- The bottom line is we want to enhance revenue, increase margin, and customer satisfaction and retention

Why transfer knowledge around customers?

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Transferring knowledge and best practices around customers would help

- Present a **single face and corporate image** to the customer, not matter how many products or divisions the organisation has
- Provide “**one-stop-shopping**” for the convenience of business customers
- Give service reps the information they need to **treat customers as individuals** and to solve their problems more quickly
- Become so intimate with them that the **cost of exit become too high** for them to consider
- Help sales staff to grow **more effective selling**, cross-selling, up-selling, and repeat-selling

Which hospital to choose?

When choosing a hospital, patients follow their doctors' orders and rely on clinical quality. But McKinsey research finds that many also take into account nonclinical factors, like service and amenities. An online survey in 2007 of more than 2,000 commercially insured patients found that patients prefer hospitals that share information and respect appointment times. Less important were big-ticket items like fancy lobbies or waiting rooms.

Nonclinical Criteria Influencing Hospital Choice

Nonclinical criteria	Willingness to switch hospitals, % of patients
Keeping patients informed about treatment both during and after visit	77
Conducting scheduled appointments on time	75
Room appearance and furnishings	66
Ease of scheduling appointments and managing other details related to visit	64
Food and entertainment options in room	63
Value for money—eg, discounts	62
Simplicity of registration, access to medical records	61
Ease of understanding bill	59
An environment supportive of family and emotional needs	55
Convenience and ease of accessing the facility	52
Comfort of waiting rooms and other common areas	52

Value Proposition#2: Product to Market Excellence

The only monopoly there is, is to get to market first. Hence..

- We need to reduce time-to-market, design and commercialise new products more quickly and successfully
- Focus is on:
 - Ensuring **new ideas and new design from inside and outside** of organisation are incorporated into product and service offering, and
 - Accelerating the product **development process** by reusing lessons learnt from earlier attempts
- In this so-call Economy of Speed, it means less time to procrastinate on new product ideas, less time to rerun experiments or try out new product before a full launch
- If your product development pipeline is not full of new ideas/products, your company may become yesterday's news as well

Who has time to reinvent the wheel?

The growing pressure to invent more, faster, and better, is driving a two-pronged KM and transfer strategies:

- **Getting the right product out:** by transferring knowledge and know-how from the front-line customer service and marketing processes to the product development, companies can use that information to help guide the new development
- **Getting products out the right way:** by transferring knowledge and know-how from people who've been through the new product development process to those developing the next generation, companies can:
 - Avoid prior mistakes
 - Build on market knowledge, and
 - Cut cycle time
 - Moreover, if past practices were properly documented, we do not have to repeat research, trials, and errors

Value Proposition#3: Operational Excellence

Organisation performance lies in the improvement of processes and operations thru transferring of best practices, therefore...

- Focus is on the transfer of operational processes and know-how from top-performing business units and processes to less-well-performing businesses, ultimately improving the organisation's overall performance, reducing expenses, and increasing revenues
- Operational best practices do not **'diffuse'**, they need to be **"absorbed with some 'self' added"** in order to make a difference
- Firms that have more chances with operational excellence as their area of focus tend to ...
 - Have many different sites performing similar operations
 - Have variation of performance levels from one business unit to another

Closing Performance Gap

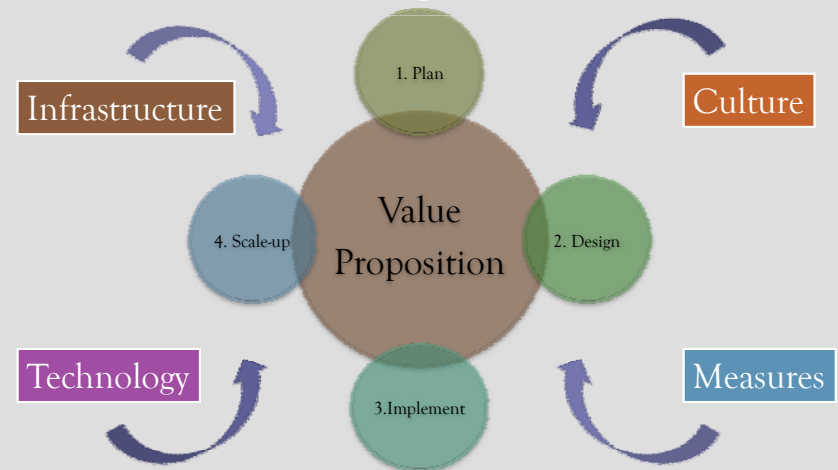
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We would need a conscious strategy that encourages, supports, and rewards best practices and knowledge transfer. But when would the right time be?

- When an organisation (no matter manufacturing or service) is in desperate to bring performance of all dozens similar operations to a higher level or at least the median!
- During mergers, when two firms want to create a true synthesis by combining best practices, not just getting economies of scale, but economies of knowledge as well
- During strategic alliances and outsourcing partnerships, when both parties need to share best practices to collectively achieve a desired result

A model for Internal Knowledge Transfer

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Adapted from Carla O'Dell (2000), "If Only We Knew What We Know"

Culture, The Unseen Hand

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Q: WHAT ARE THE THREE CRITICAL FACTORS IN KNOWLEDGE MANAGEMENT?

A: CULTURE, CULTURE, CULTURE

- BOB BUCKMAN, CEO OF BULAB HOLDINGS, INC.

Culture is ...

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- ... the combination of shared history, expectations, unwritten rules, and social mores that affects the behavior of everyone
- ... the set of underlying beliefs that, while never exactly articulated, are always there to color the perception of actions and communications
- ... the most potent enablers for knowledge transfer

In fact, each division, even each department, has one of their own.

A Pro-sharing Culture

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- Learning through teaching and sharing
- Communal understanding through story telling
- Continuous exchange and creation of new knowledge, as experimentation occurs, people share and learn
- Common areas of interest and expertise
- Common issues and problems; strong professional ethics
- **Personal relationships**

An anti-sharing culture

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- There are no incentives or sanctions to promote sharing of information and insights
- Staff feel they are constantly fighting the clock. Little time or attention is given to identifying lessons learnt from projects
- Assumptions about projects or activities are not challenged
- Individuals are hired and promoted based on technical expertise
- Management and staff are reluctant to talk about projects that did not work well
- The different missions and visions of divisions or departments produce different cultures that inhibit the transfer of knowledge and lesson learnt.

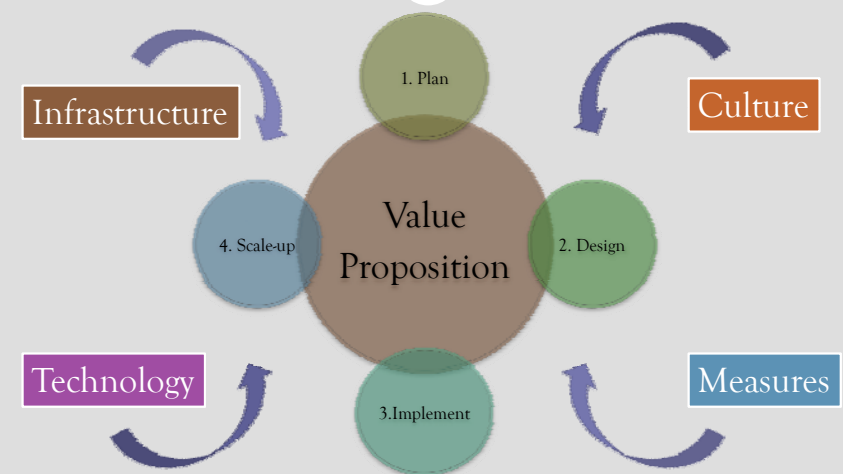
The bottom line is ...

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- To ensure practices and knowledge not only transfer, but transfer effectively and make a difference by **connecting people who can and are willing to share the deep, rich, tacit knowledge they have**
- Communities of practice and project teams are the vehicles by which the rich, tacit knowledge gets shared among people who feel **mutually obligated** to help each other (ลงเรือลำเดียวกัน)
- One of the strongest predictors of best practice transfer is the **strength of the relationship between the source and recipient** (Gabriel Szulanski, 1995)
- Effective knowledge management requires creating a supportive, collaborative culture and eliminating traditional rivalries

A model for Internal Knowledge Transfer

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Adapted from Carla O'Dell (2000), "If Only We Knew What We Know"

What is a knowledge infrastructure ...

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- ... specific mechanisms that have been put in place to ensure knowledge flow throughout the whole organisation
 - Technology
 - Work processes
 - Networks of people
- ... also includes organisational structure surrounding the knowledge transfer processes
 - Micro structure: Dedicated team organised into roles, systems, and structures to make transfer happen e.g. knowledge broker, facilitator, librarian etc.
 - Super structure: the link to formal organisation structure that the KM staff reports to e.g. CKO, CIO, or the likes
 - Cross-functional management processes that incorporate KM into the fabric of the organisation

Knowledge Transfer Hurdles

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- Hidden Knowledge
 - People always know more than they can say, and a lot more than they can write down.
- Blindness
 - Not knowing where to find knowledge, nor how to search for it is equally pitiful as being blind
- Locked-up Tacit Knowledge
 - ... is (often) the 80% of the valuable knowledge in a process made accessible to people needing it
- We're different
 - Focusing too much on the differences, instead of similarities, makes people reject valuable knowledge.
- Too busy
 - Even if the transfer would save people time, they don't have time to save time
- Implementation
 - Even when all the above hurdles are overcome, the transfer of knowledge occurs ... but action doesn't follow. It remains under construction for various reasons from no budget, no support, fear of change, lack of training, change of management, etc.

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3 Knowledge Transfer Approaches

- Self-Directed
- Knowledge Services & Networks
- Facilitated Transfer

Self-directed approach

- ... often augmented with "pointer system" which can be anything from knowledge maps to corporate yellow pages
- ... these systems don't contain bodies of best practice or information of people who might have knowledge
- ... they simply 'direct' users to personnel database, best practice repositories, or employ search methodologies to allow users easy access to the knowledge they need

Self-Directed approach in action

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A CASE OF SCB KNOWLEDGE PORTAL

SCB Portal

Personal Banking

- Deposit
- Investment
- Insurance
- Personal loan
- Credit card
- Bill paymenes
- Electronic Banking

Private Banking

- Government Bonds
- Corporate Bonds
- Mutual Funds
- Private Funds

Business Banking

- Trade finance
- Credit of business
- Collection & Payment
- Investment
- Foreign Exchange

Corporate Banking

- Business Lending
- Industry team
- Investment
- Trade Finance
- Money talk

Careers in SCB

- Job opportunities
- Student programs
- Campus activities
- Learning&Development

SCB Group

- SCBCS, SCBAM, SCB S, SCBL, SCB Samaggi insurance, SCB NYL

About SCB

- Vision
- Investor relation
- Board of directors
- Corporate Governance Awards

CSR (Corporate Social Responsibility)

- Youth Development
- Community Support
- Blood Donation, Tsunami Victims

Financial Research

Latest Updated Data

- เศรษฐกิจไทยไตรมาส 2 2551
- การขยายตัวของไตรมาส 1 ปี 2551
- สถาบันการเงินไทยจะเผชิญกับผลกระทบ 2551
- มาตรการช่วยเหลือเศรษฐกิจไทย 2551

Daily News

ข่าวเด่นเศรษฐกิจไทย 18 มิถุนายน 2551

1. เศรษฐกิจไทยไตรมาส 2 ปี 2551 เติบโต 3.6% ชะลอตัวลงจากไตรมาสก่อนหน้า โดยไตรมาสก่อนหน้าเติบโต 3.6% เมื่อเทียบกับไตรมาสก่อนหน้าปีเดียวกัน
2. สถาบันการเงินไทยจะเผชิญกับผลกระทบ 2551
3. มาตรการช่วยเหลือเศรษฐกิจไทย 2551

- Economic Analysis
- Financial Highlights
- Industrial Analysis
- SET Index
- Inflation
- Financial News

SCB announcement

Item	Unit	2009	2008	2007	2006
Assets	Million Baht	1,234,567	1,123,456	1,012,345	901,234
Liabilities	Million Baht	876,543	765,432	654,321	543,210
Equity	Million Baht	358,024	358,024	358,024	358,024

- Balanced Sheet
- Rate (interest, exchange, etc.)
- Asset
- NAV
- Transaction Fee
- Product details
- Branches information

FAQ in each business units

3.4 Q&A: เอกสารสำหรับกลุ่มผลิตภัณฑ์ Statement

เอกสารสำหรับกลุ่มผลิตภัณฑ์ Statement

ประเภท	ผลิตภัณฑ์
1) ฝากเงิน	ฝากเงิน
2) ฝากเงิน	ฝากเงิน
3) ฝากเงิน	ฝากเงิน
4) ฝากเงิน	ฝากเงิน

- Internal Communication
- Activities Plan
- Process Flow
- FAQ
- Campaign

Hurdles vs. Approaches

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KNOWLEDGE TRANSFER FRICTION	APPROACHES		
	Self-Directed	Knowledge Service & Networks	Facilitated Transfer
1. Hidden Knowledge			
2. Blindness	<input checked="" type="checkbox"/>		
3. Tacit Knowledge			
4. Difference			
5. Too busy			
6. Implementation			

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3 Knowledge Transfer Approaches

- Self-Directed
- Knowledge Services & Networks
- Facilitated Transfer

Knowledge Services & Network (1)

- ... provides a variety of knowledge management services and organised networks **to assist in the transfer process**
- ... knowledge managers and integrators add value by scanning the flow of information, and organising or **repackaging knowledge into a more digestible and applicable format**
- ... involves extensive **networks of people who come together to share and learn from one another** face-to-face and/or electronically

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3 Knowledge Transfer Approaches

- Self-Directed
- Knowledge Services & Networks
- Facilitated Transfer

Knowledge Services & Network (2)

- ... not only involves sophisticated databases, but establishes the services and networks to leverage the collective experience, skills, and intelligence of the organisation

*Descriptive keywords: Information services, Networks, **Community of Practices**, Knowledge managers, Knowledge integrators, Knowledge packagers, Discussion databases, Social Networking*

Community of Practice

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A group of people who ...



... share an interest in a topic

Why is this important to the organization?
Why would people want to participate?



... interact and build relationships

Who should be involved?
What are ways to foster trust and engagement?



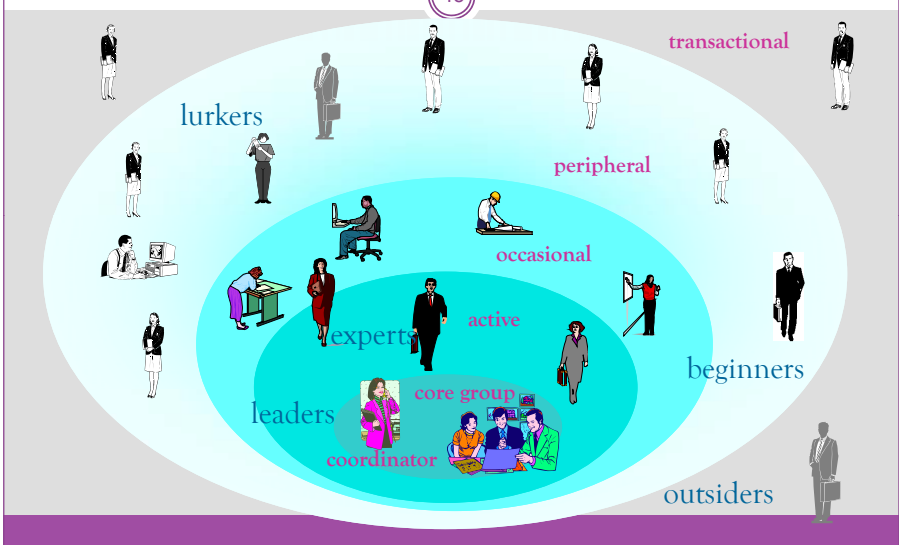
... share and develop knowledge

What knowledge matters?
What activities are needed?

... and so contribute to the success of the organization.

Typical CoP

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Hurdles vs. Approaches

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KNOWLEDGE TRANSFER FRICTION	APPROACHES		
	Self-Directed	Knowledge Service & Networks	Facilitated Transfer
1. Hidden Knowledge		☑	
2. Blindness	☑	☑	
3. Tacit Knowledge		☑	
4. Difference		☑	
5. Too busy			
6. Implementation			

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3 Knowledge Transfer Approaches

- Self-Directed
- Knowledge Services & Networks
- Facilitated Transfer

Facilitated Transfer

- ... focuses on “implementation” i.e. putting knowledge into action, therefore typical facilitator profile is:-
 - A leader, a team builder, a kind of person who people often turn to for help
 - Interpersonal skills - ability to network well with people
 - Knowledgeable about the benchmarking process
 - Flexible - has a tolerance for ambiguity
 - Comfortable with technology
 - Some training and consulting skills

Descriptive keywords: Facilitators, Change agents, Implementers, Technical assistance, Guidance counselors, Coaches, Shepherds

Hurdles vs. Approaches

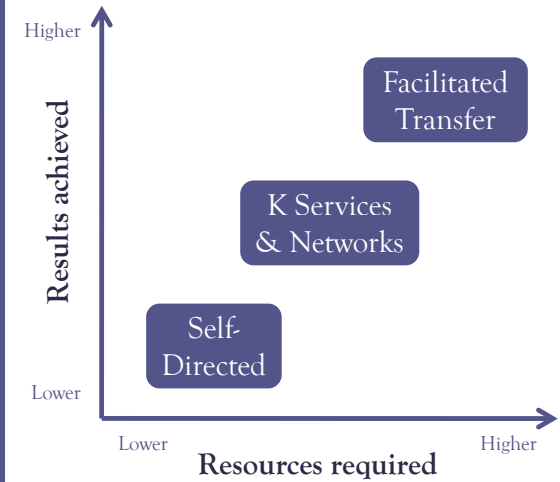
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KNOWLEDGE TRANSFER FRICTION	APPROACHES		
	Self-Directed	Knowledge Service & Networks	Facilitated Transfer
1. Hidden Knowledge		☑	☑
2. Blindness	☑	☑	☑
3. Tacit Knowledge		☑	☑
4. Difference		☑	☑
5. Too busy			☑
6. Implementation			☑

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Knowledge Transfer Approaches

These three approaches are, however, not mutually exclusive



Adapted from Carla O'Dell (2000), "If Only We Knew What We Know"

Knowledge Transfer Initiative: Measuring the Impact of Transfer

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What are the clues to potential value of knowledge within an organisation ...

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Value proposition areas

- Customer intimacy
- Product leadership
- Performance excellence

The three clues

- Clue#1 Stock prices
- Clue#2 Performance Improvement
- Clue#3 The cost of not knowing (CONK)

Tying measures to the value proposition

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Customer Intimacy

- Customer retention rate
- No. of calls handled per day
- No. of calls resolved on the first sitting
- Cross selling penetration
- Increased revenue from existing customers

Operational Excellence

- Cost per unit
- Productivity and yields
- No. of defects/poor quality data

Product Leadership

- \$\$\$ from commercialisation of new product
- % of revenue fr new product
- Time-to-market cycles
- Ratio of successful to unsuccessful product launches
- No. of launches per year
- Production cycle time
- Inventory carrying costs
- Industrial Standard compliance
- Safety records

Knowledge Transfer Initiative: Using Technology to Support Knowledge Transfer

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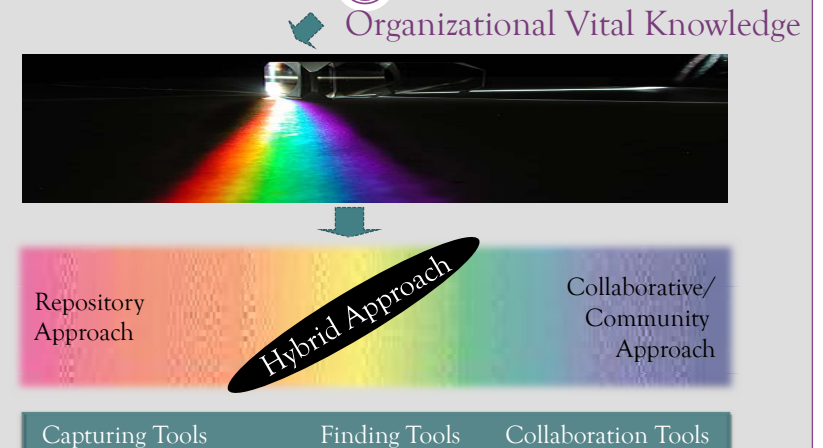
Some common issues ...

55

- Use of the wrong approach will lead to meaningless measurements.
- Lack of great content will lead user to nowhere.
- Lack of common platform or too many choices of 'great' platforms.
- Complicated technology (three clicks is more than enough)
- Inadequate technology and knowledge to use it

From Explicit to Tacit

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Web 2.0 Principles

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- **Conversation:** User participation, discussion and feedback are encouraged
- **Community:** Open conversations can lead to a sense of community and belonging with social sites
- **Participation:** New information is created via collaboration between users. Everyone can create content; ideas and knowledge flow freely and are remixed and reused
- **Experience:** Engagement with other users and the community as a whole is rewarding and provides some types of fulfilment
- **Sharing:** Users can post about as much or as little of their lives as possible
- *Ref. Michael Stephens & Maria Collins Serials Review (Online October 2007)*

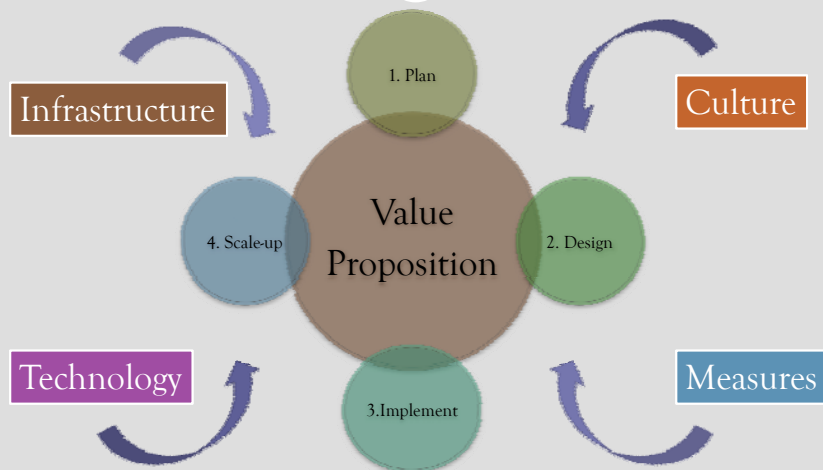
Social Networking Tool

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- **Blogs:** New style library sites invite patrons to open comments and conversation as community meeting points
- **RSS:** Libraries offer feeds of new materials and event information, customize catalog to monitor new catalog additions from the library
- **Wikis:** Online interactive reference desk where librarians and users can discuss subject searching
- **IM:** Virtual reference
- **Social Networking Sites:** MySpace page for special groups, personal pages created by users and staff to share knowledge more freely

Recap: Internal Knowledge Transfer

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Adapted from Carla O'Dell (2000), "If Only We Knew What We Know"

คำถาม & แลกเปลี่ยนข้อคิดเห็น

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