MANAJEMEN PENGETAHUAN

- Pengantar
- Pembelajaran organisasional dan transformasi
- Inisiatif manajemen pengetahuan
- Pendekatan pada manajemen pengetahuan
- Teknologi informasi dalam manajemen pengetahuan
- Implementasi sistem manajemen pengetahuan
- Peran manusia dalam manajemen pengetahuan

Referensi lihat SAP : [5] Bab 9,
[7] Chapter 9

Knowledge Management

- Leverages intellectual assets
- Delivers appropriate solutions to anyone, anywhere
- Good managers have always done this
- Ancient concept

Requires a major transformation in organizational culture to create a desire to share

Helps organizations

- Identify
- Select
- Organize
- Disseminate
- Transfer

Important information and expertise within the organizational memory in an unstructured manner

Knowledge

As a form of capital,
must be exchangeable among persons, and
must be able to grow

Information that is *contextual*, *relevant*, and *actionable*

Knowledge is INFORMATION IN ACTION

Higher than data and information

Knowledge Types

- Advantaged knowledge
- Base knowledge
- Trivial knowledge
- Explicit knowledge
- Tacit knowledge

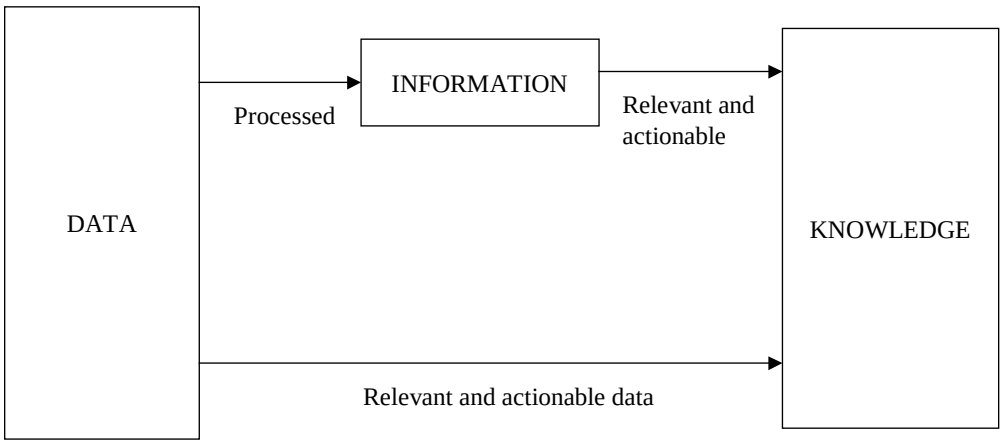
Explicit Knowledge

- Objective, rational, technical
- Easily documented
- Easily transferred / taught / learned

Tacit Knowledge

- Subjective, cognitive, experiential learning
- Hard to document
- Hard to transfer / teach / learn
- Involves a lot of human interpretation

Data, Information and Knowledge



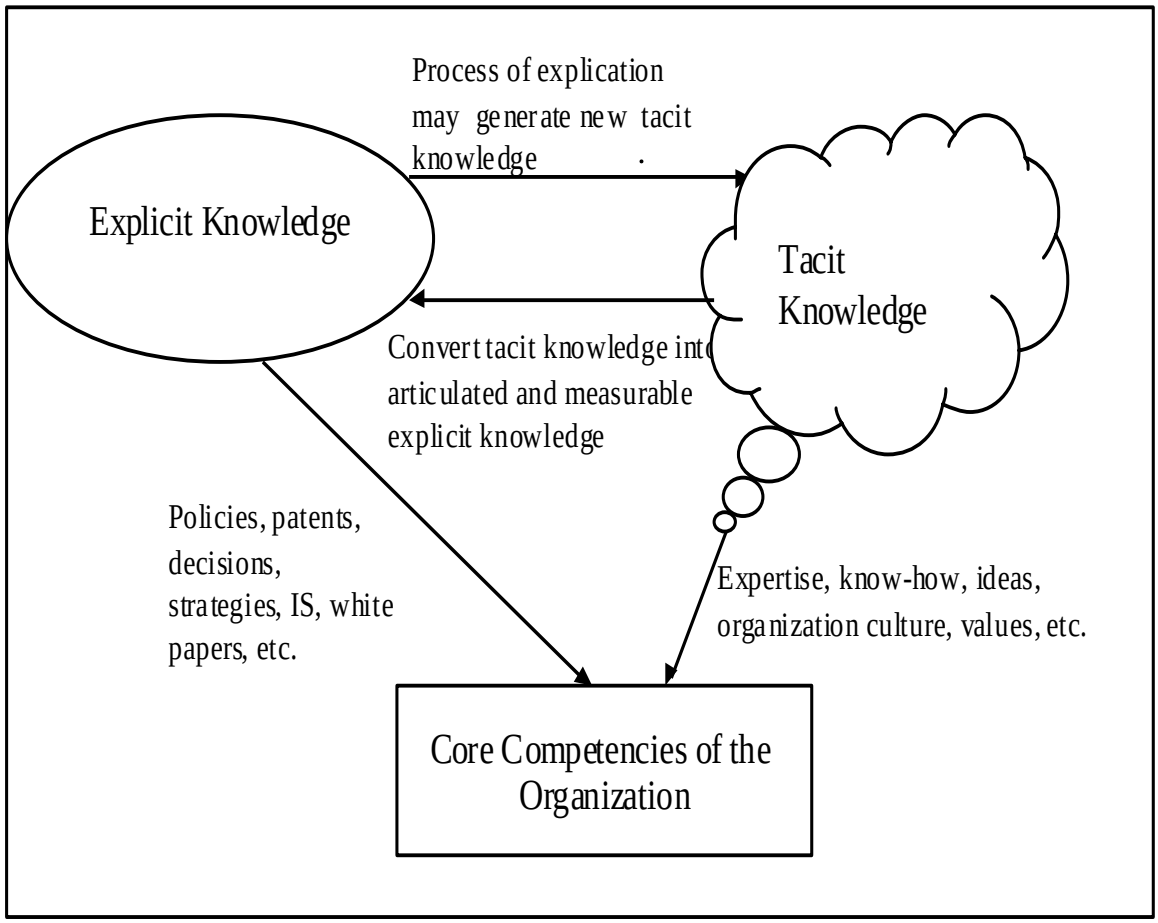
Knowledge Management (KM)

- A process of elicitation, transformation, and diffusion of knowledge throughout an enterprise so that it can be shared and thus REUSED
- Helps organizations find, select, organize, disseminate, and transfer important information and expertise
- Transforms data / information into actionable knowledge to be used effectively anywhere in the organization by anyone

Objectives

- Create knowledge repositories
- Improve knowledge access
- Enhance the knowledge environment
- Manage knowledge as an asset

How Core Competency is Linked to Explicit and Tacit Knowledge



KMS Manage

- Knowledge creation through learning
- Knowledge capture and explication
- Knowledge sharing and communication through collaboration
- Knowledge access
- Knowledge use and reuse
- Knowledge archiving

Knowledge Repository

- Not a database
- Not a knowledge base (like for ES)

- A collection of internal and external knowledge

Types

- External
- Structured internal knowledge
- Informal internal knowledge

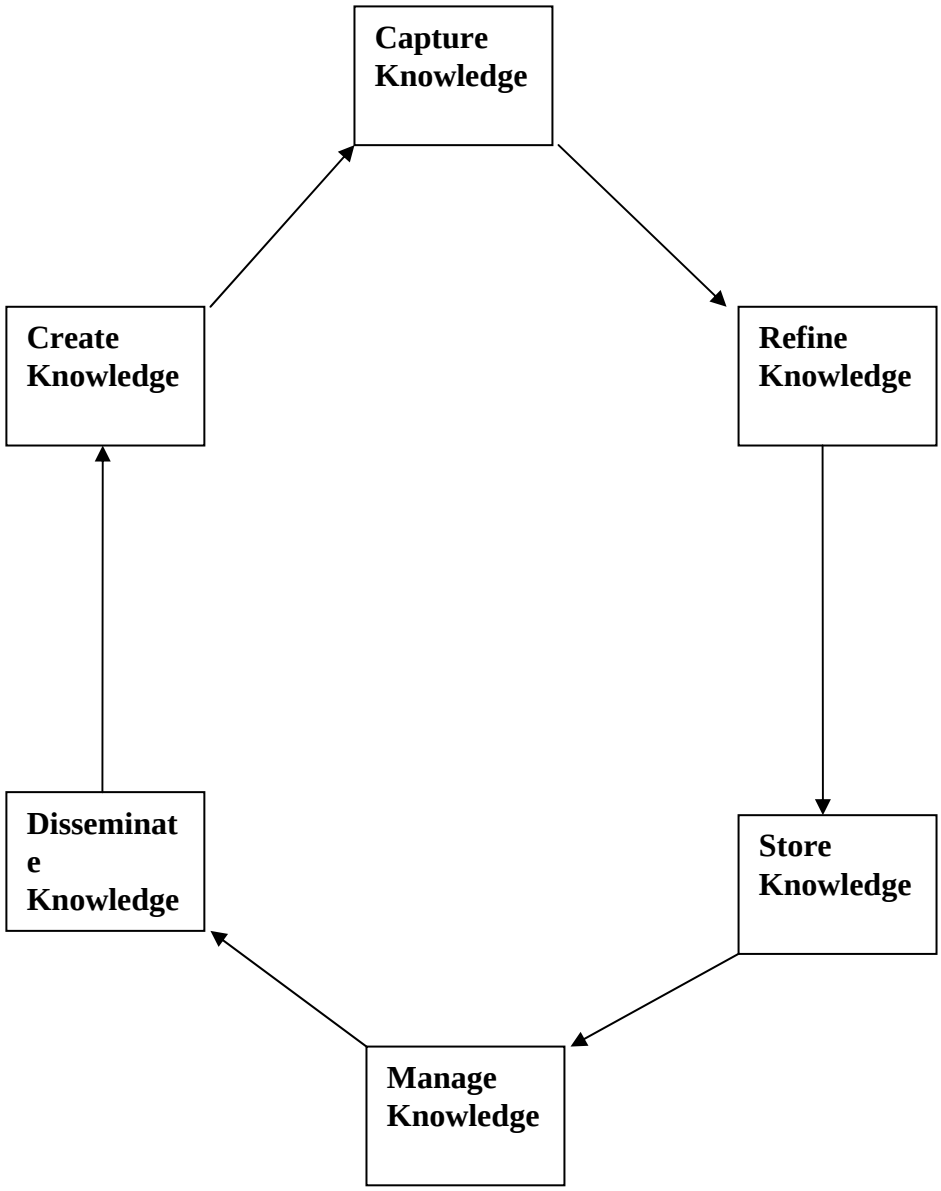
KM Activities

- Externalization
- Internalization
- Intermediation
- Cognition

KM Features

- Create a knowledge culture
- Capture knowledge
- Generate knowledge
- Explicate (and digitize) knowledge
- Share and reuse knowledge
- Renew knowledge

Cyclic Model of KM



KM Examples

- Mitre
- Dow Chemical Company
- Xerox
- Chrysler
- Monsanto
- Chevron
- Buckman Laboratories
- KPMG
- Ernst & Young
- Arthur Andersen
- Andersen Consulting

Why Adopt KM

- Cost savings
- Better performance
- Demonstrated success
- Share *Best Practices*
- Competitive advantage

KM Development

- Need a knowledge strategy
- Identify knowledge assets

1. Identify the problem
2. Prepare for change
3. Create the team
4. Map out the knowledge
5. Create a feedback mechanism
6. Define the building blocks
7. Integrate existing information systems

How to KM

- Integrate the technologies to manage knowledge effectively

Strategies for Successful KM Implementation

1. Establish a KM methodology
2. Designate a pointperson
3. Empower knowledge workers
4. Manage customer-centric knowledge
5. Manage core competencies
6. Foster collaboration and innovation
7. Learn from best practices
8. Extend knowledge sourcing
9. Interconnect communities of expertise (communities of practice)
10. Report the measured value of knowledge assets

KM Methods, Technologies, and Tools

- Email or messaging
- Document management
- Search engines
- Enterprise information portal
- Data warehouse
- Groupware
- Workflow management
- Web-based training
- Others

KM Tool Categories

- Information architecture
- Technical architecture
- Application architecture

KM Success

- Economic performance
- Technical and organizational infrastructure
- Standard, flexible knowledge structure
- Knowledge-friendly culture
- Clear purpose and language
- Change in motivational practices
- Multiple channels for knowledge transfer
- Worthwhile level of process orientation
- Nontrivial motivational encouragement
- Senior management support

Measuring Success

- Balanced Scorecard
- Skandia Navigator
- Economic Value Added
- Inclusive Valuation Methodology

KM Failure Causes

1. Unclear definition of knowledge
2. Overemphasis on knowledge stock, not flow
3. Belief that knowledge exists outside people's heads
4. Not recognizing the importance of managing knowledge
5. Failure to manage tacit knowledge
6. Failure to disentangle knowledge from its uses
7. Downplaying reason and thinking
8. Focusing on the past and present, not the future
9. Failure to recognize the importance of experimentation
10. Substituting technology contact for human interface

KM and AI

- Can use AI in KM
- Can use KM in AI
- Data mining can create knowledge

Electronic Document Management

- A KM for documents
- Everyone is on the *same page*
- Documents are *up to date*
- Simple example: corporate phonebook

- Lower costs
- Better performance

KM – The Future

- Not a fad
- Impact is immense
- Research on organizational culture
- How to do each step
- Are they the right steps?

Knowledge Management Key Issues

- Organizational culture
- Executive sponsorship
- Measuring success

- The future: Comprehensive standardized KM packages

Kesimpulan

- The definition is clear
- The concepts are clear
- The challenges are
  - Clear
  - Surmountable
- The benefits are clear (and can be huge)
- The tools and technologies are viable

"The wise see knowledge and action as one" (Bhagvad Gita)

Intelligent organizations recognize that knowledge is an asset, perhaps the only one that grows over time, and when harnessed effectively can sustain the ability to continuously compete and innovate.