WARNING:
Knowledge Management is not a topic for parties.

Knowledge:
- familiarity gained by experience
- feelings, facts, beliefs, experiences
- know-how (know why, what, who, where & when)

"After eras dominated by land, labour and capital, a fourth era, the era of knowledge, is dawning."


"Knowledge Management may be difficult for hardened business professionals to approach. But successful and ambitious executives must wrestle with it in order to conquer the new world. ... and they will find that proven management techniques are adequate for the task, as long as they are applied with an understanding of the different characteristics of knowledge."

KM Overview

**KM Definition**

"Knowledge Management is the process of applying a systematic approach to the capture, structure, management and dissemination of knowledge throughout an organisation in order to work faster, reuse best practices, and reduce costly rework from project to project."

(Nonaka & Takeuchi, 1995; Fastenack and Vlasco, 1996; Pfeiffer & Sutton, 1999; Ruggles and Holtshouse, 1999)

**KM Definition**

"Knowledge Management is the deliberate and systematic coordination of an organization’s people, technology, processes and organizational structure in order to add value through reuse and innovation.

This coordination is achieved through creating, sharing and applying knowledge as well as through feeding the valuable lessons learned and best practices into corporate memory in order to foster continued organizational learning."

(Dalkir, Kimiz (2005) Knowledge Management in Theory and Practice)

**KM Definition**

"Knowledge Management is identifying, organising, transferring and using the information and knowledge, both personal and institutional, within the organisation to support strategic objectives."

Swiss Re Group
“Knowledge Management has been around since business began, but has only recently been labelled.”

Jerry Ash

Potted History of KM

- Greek philosophers
- Apprenticeships
- Printed word
- Education – first mass market example of KM
- News Letters, newspapers and books
- Telephone, television
- IT

1950s  Rational Goal model

Highly structured management approaches
Management by Objectives.
Electronic data processing
1950s Rational Goal model
1960s Human Relations model
- McGregor’s theory X and theory Y
- T groups (experiential and reflective learning)
- Interpersonal dynamics
- Power of people.

1950s Rational Goal model
1960s Human Relations Model
1970s Co-ordination
- portfolio management
- experience curve
- strategic planning.

1950s Rational Goal model
1960s Human Relations model
1970s Co-ordination
1980s Competitive effect of co-ordination
- MBWA
- TQM
- Downsizing.
1950s Rational Goal model
1960s Human Relations model
1970s Co-ordination
1980s Competitive effect of co-ordination
1990s Competitive potential of the human resource
   Learning and unlearning
   Competences and competencies
   The learning organisation
   BPR: Purpose, processes, people
   Sense of shared values.

2000s Knowledge Management

Emerging technology allows
a group of people
scattered around the globe
who have never met
to create a product or service which is to be sold
to people they never see

50 years ago nearly half of all workers in industrialised countries were making things, or helping to make things.

Today it is less than 20%
Most people in most advanced economies produce nothing that can be weighed: communications, software, advertising, financial services.

They trade, write, design, talk, spin and create: rarely do they make anything. The assets they work with are just as ephemeral as their output.