



Knowledge and information management skills for the workplace (BMSK5006)

BA LEADERSHIP AND MANAGEMENT SKILLS FOR THE WORKPLACE

Faculty of business and management

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1.0 Priscilla Wakefield House (PWH)

Priscilla Wakefield House, nursing care home, opened in 2007, with a vision of creating high standard care and support environment, giving a sense of community to both the residents and their relatives. PWH provides residential and quality of life care to those with physical disabilities and dementia. PWH thrives on a philosophy that PWH nursing home environment standardizes the quality of care given, respect for dignity is ensure, and that talented employees stay motivated.

2.0 Knowledge management in PWH

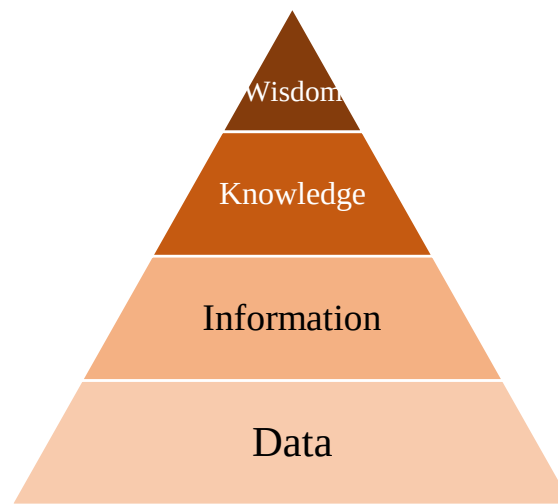
Knowledge management in an organization denotes to the various approaches used at different levels to manage knowledge within the organization (Wibowo and Waluyo, 2015). At Priscila Wakefield house, it is necessary to improve and innovate new ways of increasing the company's performance, and thus to PWH, knowledge management is that vehicle driving innovation and improved performance as suggested by Kamara etal (2002).

Knowledge management is critical to PWH's strategic role in organizational knowledge management when it comes to the strategic positioning of the company in the healthcare industry and is used to give PWH a competitive advantage as denoted by Dalkir (2013). Browser-based tools such as the CMS (ERP) system, eLearning and company social media platforms such as WhatsApp groups of Facebook, remotely accessible to staff enables quick access to information updates. However, the knowledge exchange through meetings and discussion is still fundamentally used besides the computer web-based systems as Alwert &Hoffmann, (2003) argue.

PWH's philosophy capitalizes on the quality of care, dignity, and respect, all of which require a knowledge management process as argued by Bhatt (2001), involving the creation, validation, presentation, distribution and application of knowledge through relevant activities. However, the process alone is ineffective without other techniques and process in the knowledge management theory which facilitate optimal knowledge utilization by readily availing knowledge to support the knowledge process (Stenholm ETAL., 2015).

Availability of knowledge and information when required such as on the CMS system and shift handover sessions in PWH facilitates learning within an organization, encouraging best practice and areas of improvement as for staff members as suggested by Cooper, (2017).

Data, information and knowledge



Gargasz-info
Figure 1. DIKW Hierarchy

Although data are discrete entities, the progression to information, to knowledge, and finally to wisdom may not occur in a linear fashion.

Data (or more correctly a datum) consist of a value, often a clinical measurement, for example 120 or 50, and a descriptor e heart rate. By itself data do not have meaning. Information is data together with a context, so that it gains meaning for the recipient. Information answers the 'who', 'what', 'where', and 'when'. The significance of a heart rate of 50 may be very different if the patient is a neonate or a young adult. Knowledge is information that is structured and organized as a result of cognitive processing and validation. Knowledge can be gained by learning. Knowledge answers the 'how' questions. For knowledge to be passed on entails encoding knowledge into information and decoding again into knowledge. Knowledge and information are not the same but have as symbiotic relationship. Knowledge may be explicit (e.g. written guidelines) or implicit (experience, intuition).

Cooper, (2017).

3.0 Individual knowledge versus organisational knowledge.

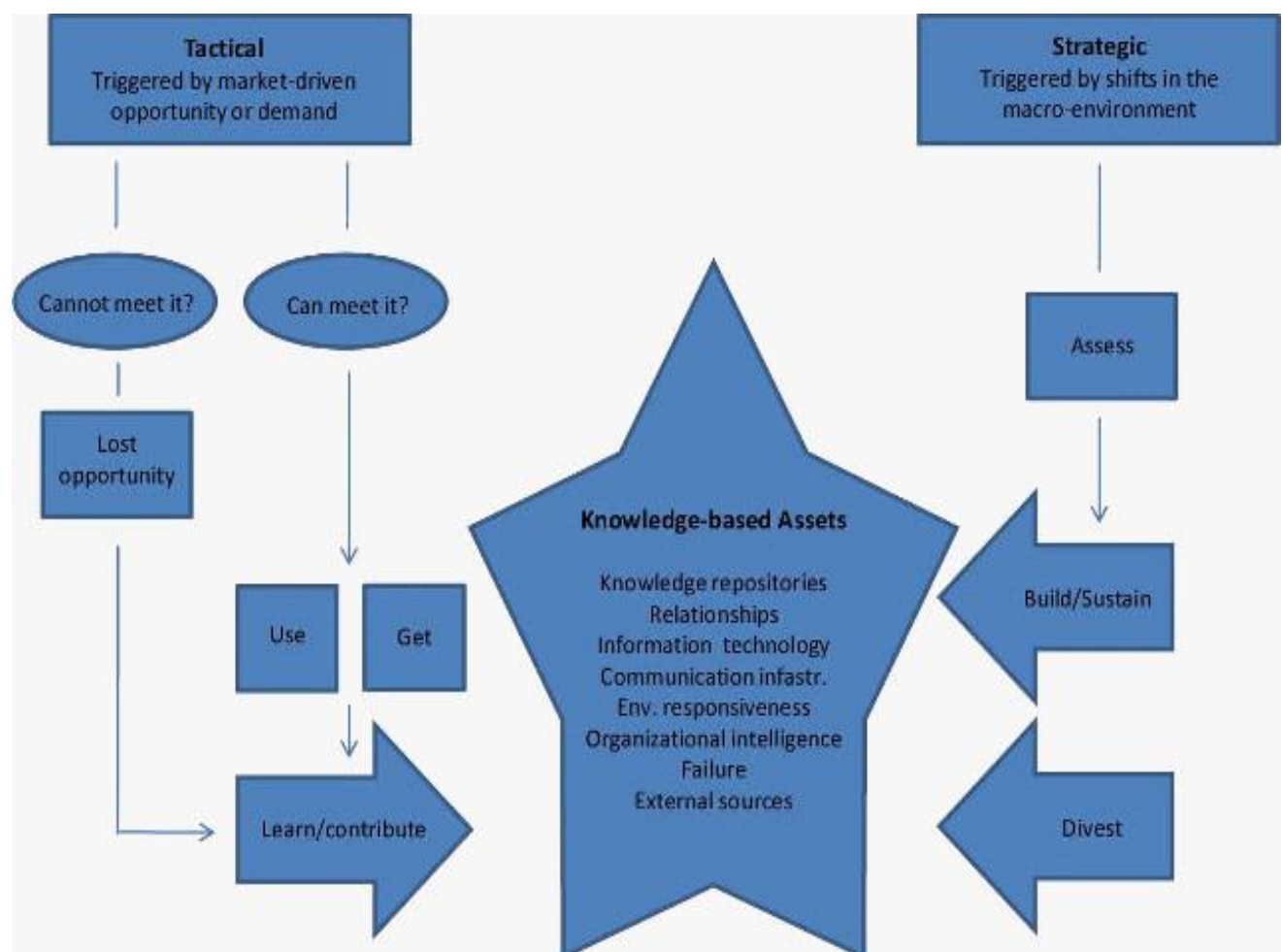
All business processes at PWH require knowledge to be an integral part to achieve total quality management of the home, starting from the creation, protection and application of Knowledge in the day to day activities of the nursing home as suggested by North & Kumta (2018). However, identifying the relevant knowledge assets and efficiently and cost effectively put the knowledge assets t us can be challenge sometimes and therefor there is a need for organisations

to ensure the correct understanding of knowledge, identify, model and represent the knowledge explicitly, make the knowledge shareable and re-usable across users in the organisation and hence emphasizing a knowledge sharing culture (Ann et al., 1999).

4.0 Modelling approaches to identify knowledge assets

It is better that an organisation applies a multi- perspective modelling approach where more than one model is developed to represent the organisation according to Kingston et al (1997). The organization can perform tasks by answering simple questions such as, what, How, where. Who, why and when, enabling the organization to know what resources may be necessary to be created, used, destroyed or changed while carrying out a task? Answering the “who” would then enable the organisation identify roles that each individual needs to play, whereas “where” indicates to the location the task will be carried out according to (Ann et al., 1999).

Figure 2: The KM Process Framework



Source: Bukowitz and Williams (1999)

4.1 Knowledge table

The figure below is a checklist used by PWH to identify knowledge assets and any other processes related to knowledge management.

Figure 3 a knowledge table used to identify knowledge assets at Priscilla Wakefield house.

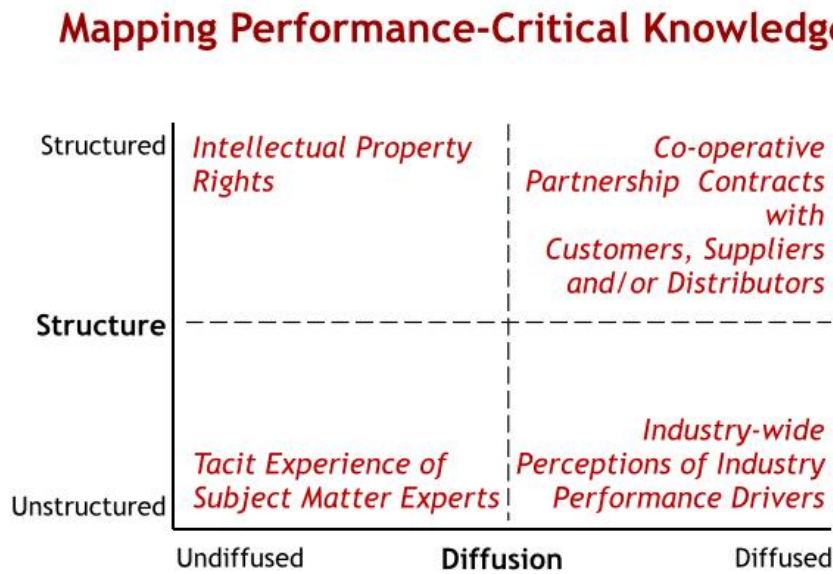
Checklist used to identify knowledge assets at Priscilla Wakefield House	
Knowledge Asset Characteristics	Content
What domain is it about?	Company policies and procedures
What type of knowledge?	Implicit ☐ Explicit ☐ procedural ☐ Factual ☐
What is its quality?	<i>Scope, completeness, correctness, up to date</i>
When is the knowledge available?	<i>Time:</i>
In what physical form is it acquired?	
How Is the knowledge asset preserved?	Safe guarding
How was the knowledge acquired?	Acquired ☐ Discovered ☐ Created ☐
How is the knowledge updated?	Why is it updated?
	Frequency.
	How is it updated?
How is the knowledge asset used?	Task
	Frequency
	Who/What applies the knowledge?
What is the duration of its application?	
How will the knowledge asset be transferred?	Shared ☐ Communicated ☐ Distributed ☐
How is the knowledge asset transformed?	
How is the knowledge standardised?	
How Is the knowledge formalised?	
How is the knowledge compiled?	
How is the knowledge assessed	

Source: author

5.0 Evaluate actual and potential knowledge assets.

The organization's success is driven by knowledge assets which can be tacit, unstructured such as having a panel of deep expertise, or it could be explicit, structured and codified knowledge. This kind of knowledge presents inform of copyrights, patents, and intellectual property rights that have been codified. Structured knowledge is codified and easier to share on both an external and internal level in as minimal time as possible as opposed to tacit expertise knowledge which could take time to be shared with people according to MacMillan,2015).

Figure 4. Knowledge map.

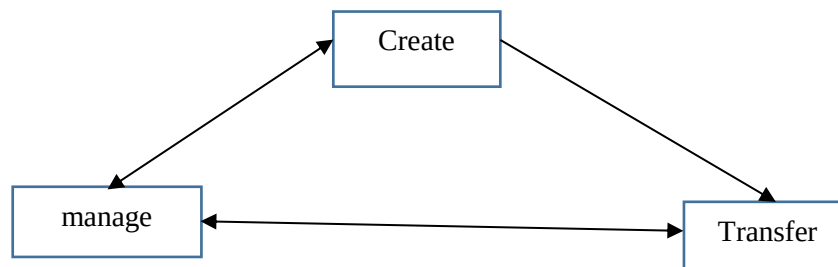


I-space institute (2005)

As illustrated in figure 4 above, a knowledge map is used to identify the major knowledge assets that constitute an organisation's competitive advantage. The knowledge assets (resources) are mapped along two dimensions, unstructured structured, explicit and tacit knowledge along side the diffusion dimension. These two dimensions are fundamental to the knowledge mapping. During this process organisations can find out if only a handful of people in this organisation have access to the knowledge, whether the competitions has access to the same knowledge and is it available for everyone to see (MacMillan,2015).Furthermore the figure 4 indicates codified, highly diffused, and highly undiffuse and uncoded knowledge availing four blocks of knowledge.

5.1 The Life -cycle of Knowledge

Figure 5. The Knowledge life cycle.



Bhatt (2000)

There are several phases or functions that knowledge goes through, such as creation, transfer and management as indicated in figure 5 above according to (Bhatt, 2000). To PWH, the knowledge management part of the knowledge cycle a sequence of activities with a positive influence on the creation of knowledge, aid in conversations and relationships between people as the knowledge diffuses

in and out of the organisation making knowledge management an enabling process as suggested by Hasan & Al-Harari (2002).

6.0 Creating, storing, applying and integrating knowledge

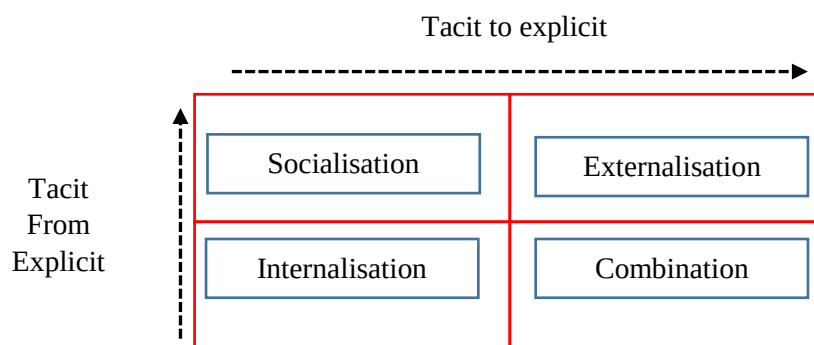
6.1 Creating knowledge

The existence of people or a person to generate a set of information, abilities and skills or new competencies and to come up fresh ideas an innovation process in business is a requirement from knowledge creation which is often linked to knowledge sharing (Matzler, 2011).

As per Priscilla Wakefield house, an open culture where interaction if constantly promoted is crucial which is a fundamental prerequisite when it comes to evolution of knowledge as denoted by Sánchez et al., (2013), because through open interaction, employees can make their individual contribution to knowledge creation, via innovation and hence giving the company a competitive advantage.

Knowledge create is now one of the fundamental results of knowledge management in an organisation (Argote, 2003). There are two main dimensions constituting knowledge creation and conversation according to Nonaka (2000) with the first showing that knowledge is created by only people and the second dimension Is based any contact or interaction between tacit and explicit with only the two dimensions.

Figure 6 : (SECI) Modes of knowledge conversion



Nonaka (2000)

According to Nonaka (2000) during socialisation tacit knowledge is transformed or converted into simply another form of tacit knowledge, but when we get to Externalization the tacit knowledge is then converted into explicit knowledge for documentation with in organisations in form of manual, documents. Combination involves the conversion of the current explicit knowledge into another form of explicit knowledge and at the internalization level, individuals convert the current explicit knowledge into tacit knowledge.

6.2 Knowledge storing

Literature referred to storage of knowledge in organisations inform of databases, files, reports, records, letters, minutes, people's memories and software according to (Lucier,1992). A study by (Yusuf, 2012 p34) indicated that 42 percent of the human brain is used to store knowledge, often referred to as tacit knowledge, often hidden.26 percent of the knowledge is often stored inform of paper documents and 12 percent is stored electronically. Tacit knowledge allows room for extraction and transformed in to

explicit or organised with other components to be farther transferred into other forms. It is impossible to separate Tacit from explicit knowledge because each compliments the other calling for a process of knowledge conversion comprised of four steps as suggested by Nonaka & Yusup, 2012, p.34), namely; socialization, externalization. Combination and internalization.

6.3 Application of knowledge

After knowledge has been processed and stored in an explicit form, and therefore has been identified, assessed and requisitioned, the application process is carried out to make it ready for implementation and useful to other application. Consideration is put on the possibility of the existence of a software that can be used to avail the transformed knowledge especially at the early stages of identification. And in the absences of such a facility a basic system should be implemented or use free system with the potential for integration into computers onsite or off site with easy to solve requirements like existing system optimization and good use of documents as cite in (Lee et al., 2012)

6.4 Knowledge integration

The ability to combine, generate, recombine and exploit knowledge for the foundation of any organisation's performance (Kogut & Zander, 1996). In practice knowledge contains information which is often referred to as "know-that, know-how (knowing) the two of which are interdependent. Know-how provides a platform to demonstrate how to use information and to a certain extent, it works in favour of tacit knowledge even though sometimes there is clear documentation of procedures enabling the know-how to use the information. Both information and know how are essential in the accomplish of tasks with in organisations McIver (2012).

7.0 Framework used to establish a knowledge management culture

The Identification of knowledge assets deemed important to the organisation, determining which ones need better management through analysis, selection of actions to apply, disseminate or otherwise manage and finally reviewing the progress to enable decision making is often referred to as Knowledge management (KM) (Ann Mackintosh, John Kingston, Ian Filby, 1999).

The knowledge management framework is structured based on the process of codification. The codification process is the foundation of all other knowledge processes. The knowledge creating company model as denoted by Nonaka and Takeuchi (1995), indicate the effect of the organization's inability to adopt the codification of knowledge.

Besides the stimulation of organization knowledge creation mechanisms in organisations, private and public knowledge inform of formalized knowledge outside the organization context is acquired through knowledge codification.

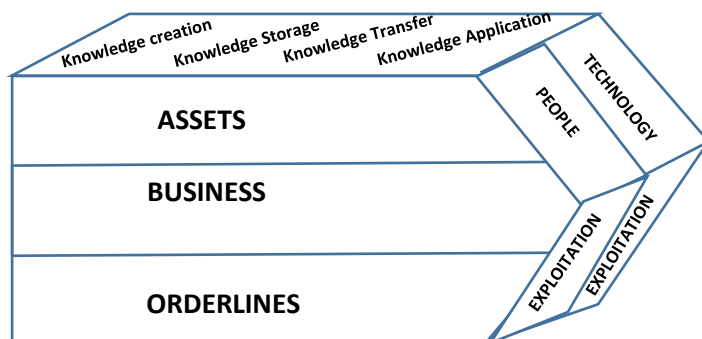
Through knowledge codification, knowledge transfer effectiveness and the process of sharing the know with intent to overcome socialization process constraints via exchange of tacit knowledge. (Yasar et al., 2010).

Many knowledge management frameworks have been developed by scholars, but they have generally not been accepted and they also need constant refinement (Rubenstein-Montano et al. 2001; Holsapple and Joshi 1999). But most authors were inclined more to use the systems thinking knowledge management frame work according to Rubenstein-Montano et al (2001).

7.1 System knowledge management framework

In the system Knowledge management framework, the system represents the organisation made up of several elements which are mutually interconnected, one to another to achieve a unanimous goal. The relationship between elements is government by the natural or unique laws. A systems approach make is easy to understand knowledge management within an organisation because an effective system needs each part in place and removing of some part automatically eliminates the use of other parts (Rubenstein-Montano et al. 2001, 6). According to Gupta and Govindarajan (2000, 72) a social system should be comprehensive system made up of several elements interacting with each other, other than a random collection of desperate elements.

Figure 7: System knowledge management framework



Source: Biloslavo and Zornada (2004)

Figure 7 above illustrates the knowledge management framework made of Assets, Business, and Orderliness as the strategic building blocks presents the organisation as both dynamic and static, hard and soft at the same time. The knowledge management processes (knowledge creation, storage, transfer and lastly application) are seen to permeate through the four building blocks relying on technology and people following a matrix of exploitation and even exploitation of knowledge itself.

8.0 Intellectual property rights.

Intellectual property rights are inevitable to deal with the tension between public welfare and private gain since most intellectual products not usually have no rivals in the market. Once a product which has

no market rivalry has been created, it tends to be used by, majority of the people without and additional cost. Ensuring that the inventors are appreciated for their hard work, and that their creating is protected is away of the government encouraging innovation (Gould and Gruben, 1996).

9.0 The contribution of knowledge assets to the organisation.

When very experienced employees leave the company, there is a threat of knowledge erosion occurring in the companies, despite the absence of formal studies done on and hence the consequential effect from these circumstances, the problem sure does look serious (Ahmad, 1997). A group of knowledge assets which steer the organisation's intellectual capital (IC) tend to drive the organisation's value creation mechanism or competitive advantage (Carlucci & Schiuma, 2007).

Deferent components of IC can be identified and evaluated by looking at the Knowledge Assets 's classification as suggested by Marr and Schiuma (2001), where IC was defined as a sum of stakeholder assets and structural assets. This form of classification shows the two main components of a company. Parts such as the company's infrastructure item and actors are the main categories running the organisation and are often later divided into sub categories for purposes of proper identification of ICs dimensions in the organisations.

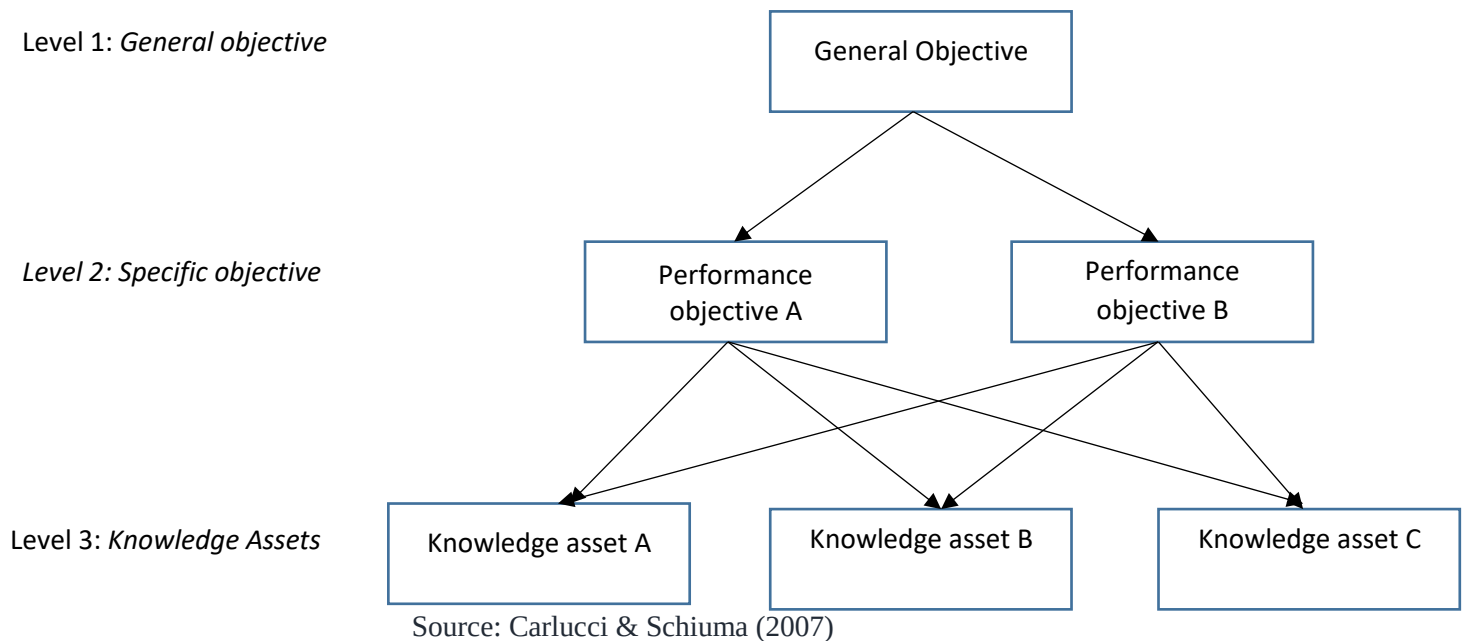
Stake holders' assets farther break down into human assets and stake holder relationship assets whereas the structural assets are broken down into physical and virtual assets in other words tangible and nontangible assets. Virtual Assets are broken down into culture assets, practice and routine assets and intellectual property assets. While the stake holder relationship assets stand for a relationship between the company stakeholders and the company itself. The human assets are representative of the human resources knowledge.

Furthermore Carlucci & Schiuma (2007) suggest that physical assets consist of all tangible infrastructure, asses including the specific codified knowledge structure laying out all the information and communications technology. Management philosophies, corporate culture and organisational value are incorporated within the culture Assets embrace. The practice and routine assets usually constitute internal routines and practices whether formal or in tacit rules. Intellectual assets. In intellectual property Assisting the search of patents, copyrights, brand and trade secrets registered brand. The sum of patents, trademarks, copyrights, registered designs, brands trade secrets owned by the company is referred to as intellectual property assets. These are the enablers and tools which give the company protected competitive advantage.

The proposition of the Knowledge assets value creation map (KAVCM) which provides an opportunity to evaluate the connection between knowledge assets and organisational performance., furthermore the other advantage of using the KAVCM is that it can also perform evaluations inform of levels of

importance in value creation. Ultimately, it is a representation of knowledge assets' interaction amongst each other with a goal of achieving performance as posited by (Carlucci & Schiuma, 2007).

Figure 8 Linking knowledge assets to performance objectives



10.0 Evaluation of the knowledge requirements for the organisation.

Knowledge management is an indicator of organisational learning maturity. For better decision making, an organisation must be able to optimise the usefulness of the experienced and captured knowledge and therefore repetitive mistakes can otherwise be avoided. Although primarily knowledge come from experience developed over time with in the organisation, there are multiple sources of knowledge both external and internal such conferences to published and standardised methods in form of books as suggested by the (APM) Association of project management (2018).

Furthermore, organisations both formally and informally tend to capture, and document experiences learned from the past as denoted by the (APM,2018) although they challenge remains because this information is not necessarily documented in a format that may be easily understood by others which calls for a standard way of capturing and sharing information.

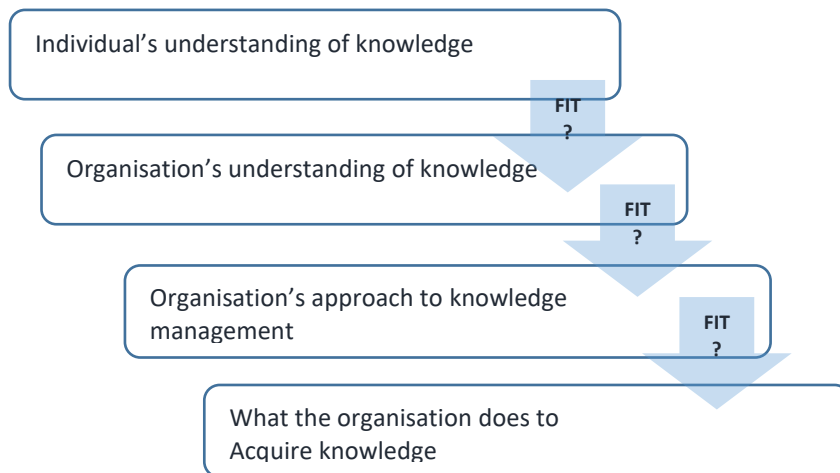
The main steps set up by the (APM,2018) to ensure that knowledge is captured and shared include the following below:

- Confirmation of the knowledge management ownership and its support systems.
- Implementation of schemes that locate external knowledge and relevantly apply it on an internal level.
- Identifying the main experiences and contextualising the lessons.

- Making the structures and stored knowledge easily accessible.
- Updating the maintained knowledge repository
- Monitoring the progress from the effective use of the knowledge.

There is often confusion, poor focus and misunderstandings when the knowledge is not aligned well between how the organisation understands knowledge and what is done to manage this knowledge as denoted by the (APM,2018).

Figure 9: Alignment between the approach to knowledge management, the knowledge perspectives and knowledge management practices.



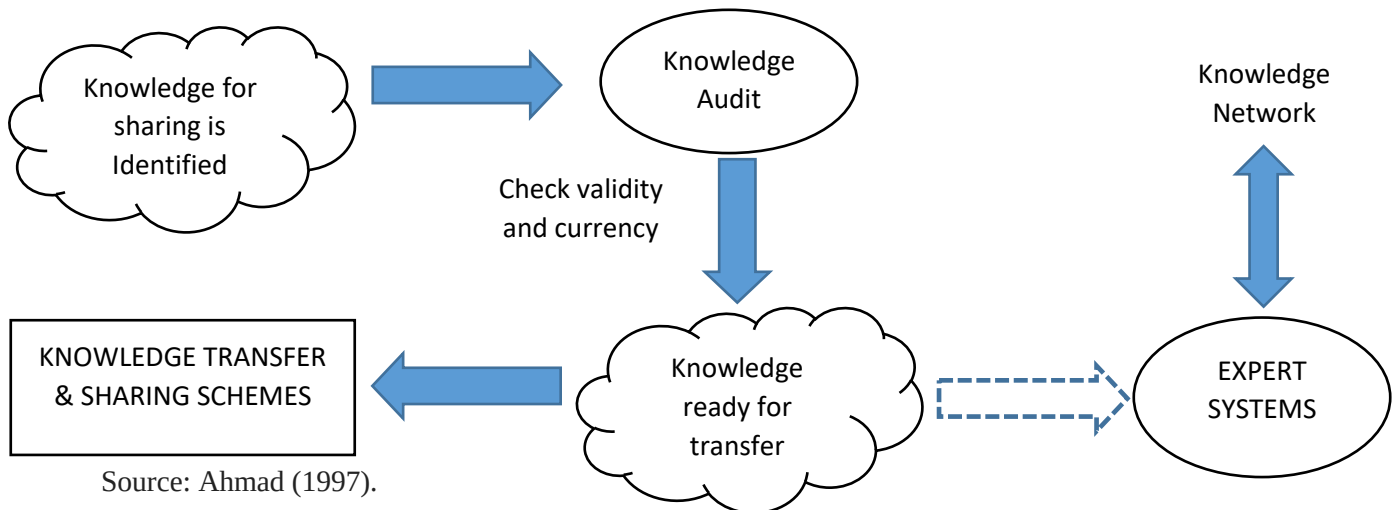
Source: Association of project management (2018)

11.0 Evaluation of the organisation's framework for enabling knowledge sharing.

As per PWH the framework for enabling knowledge sharing relays on the following approach to share and utilise knowledge as posited by Ahmad (1997). The approach involves the use of several activities such as:

- (a) Identification of the task deemed to produce long-term competitive advantage to the organisation through asking a series of questions.
 - Is there need for special skills to accomplish the task?
 - Do we have access to the required knowledge to complete the task?
 - In case we fail to perform the task, does it work at our advantage or disadvantage?
- (b) Make sure a knowledge audit is done.
- (c) The quality of knowledge is evaluated in terms of currency and validity.
- (d) The knowledge transfer and sharing scheme is implemented based on the structure of the knowledge, by means of a communication system such as electronic mail, voice or use of intelligent agents such as knowledge circulars like directives, documents, newsletters, seminars, developmental training programs, and conferences as denoted by (Ahmad, 1997).

Figure 8: Knowledge transfer and sharing



11.1 Knowledge enablers

VonKrogh et al (2000,p8) listed five knowledge enablers working in cycle to ensure knowledge transfer, although they discouraged the notion of presenting knowledge enabling as an evolution process, which is constantly, creating, improving and assisting organizations to reach their full potential. These knowledge enablers include;

1. Manage conversation cycle (MCC)
2. Instil knowledge vision cycle (IKVC)
3. Create the right context cycle (CRCC)
4. Mobilize knowledge activist cycle (MKAC)
5. Create the right context cycle (CRCC)
6. Globalise local knowledge cycle (GLKC)

12.0 Recommend improvements to the current framework.

Even though the current framework makes an even display of guidelines and principals of knowledge management, it lacks the breadth of strategy by itself. There is need to have a universal framework which could work better for all organisations, regardless of the nature of business. The framework should universally solve the know management problems associated with any organisation which most of the currently frameworks don't do. The principals need re adjustment from organisation to organisation in order to come up with a complete knowledge management strategy. How ever current elusive changes in technology at spontaneous speeds have made it rather difficult to adopt the framework full to cover business objectives of the various companies as scenarios elusively shift and change shifting shape as they move between organisations. This innately evades the effective administration of the framework to acquire a complete knowledge management strategy. With learned experience still not properly diffused and integrated into the organisation's knowledge base, it is still difficult to ensure that the framework meets the organisations objective.

A few of my recommendations below perhaps would contribute to better KMS.

Understand that the future is dependent on research

A properly developed search tool has the potential to bring relevant knowledge to employees which they may not have known to exist in other words. A comprehensive and predictive search architecture which is also easy to use is a must.

We shall have an already profiled future

The framework should have informative KMS where individual experiences can be placed and sought by those seeking to learn from the experts prior to their departure from the organisations. This should encourage collaborations and connecting with other people in other words allowing room for profiling so that as users can be searched for their profile, they also search about others for the same reason.

Making easy to navigate KMS

Make sure that the KMS in place is user friendly and easy to navigate through. This encourages employees to seek for information which would be very beneficial for the success of both the company and the individual.

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