

Knowledge Management and Communication

Knowledge Communities and Strategy (KCS)

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Overview

- KM and Communication
- KCS and Communication
- Tools and Techniques
- References
- Discussion



KM and Communication

Communication is central to the broader knowledge management framework, or the

continuum of knowledge

(Prusak 1999)

This continuum covers a process of creating, capturing, distilling, sharing, embedding and applying tacit as well as explicit knowledge

(Collison, Parcell 2004)



KCS and Communication

Providing a **tailored mix** of techniques and technology to **specific needs** of individual groups to stimulate **learning and exchange** and ultimately capture the **tacit knowledge** contained within them



Techniques

Communities of Practice

Within them other KM techniques can be used including:

After Action Reviews.

A retrospect.

Knowledge competencies (self assessment).

Mentoring.

Narration/Story Telling.

Peer Assist.

...



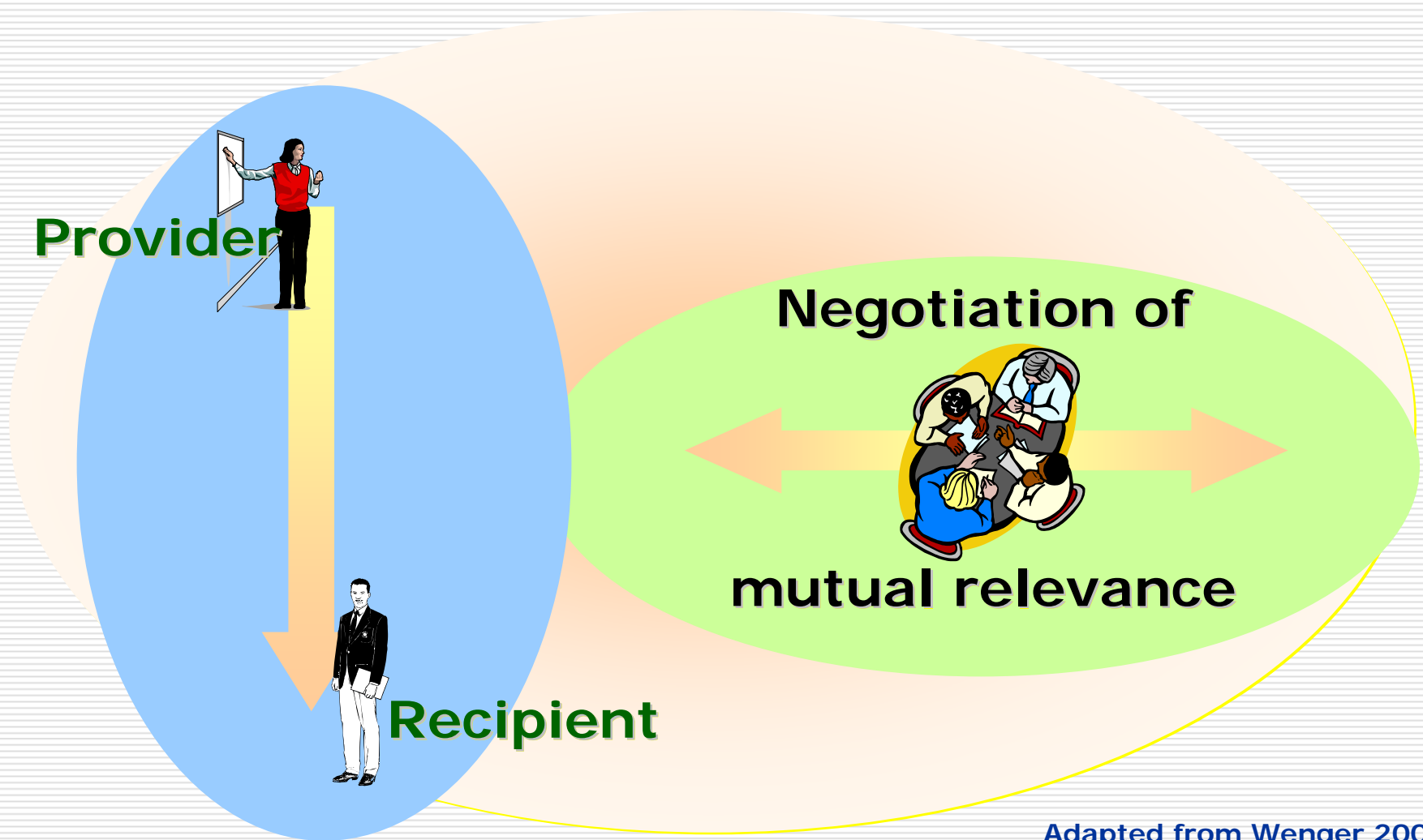
Communities of Practice

"CoP are those **communities** that are formed by people who engage in a **process** of collective learning in a shared **domain** of human endeavour"

(Wenger 2004)



Horizontalisation of Learning



Adapted from Wenger 2005



A Practical KM Exercise: AAR

A technique you can practice everyday

The FOUR QUESTIONS:

1. What was supposed to happen?
2. What actually happened?
3. Why was there a difference?
4. What will you do differently next time?



Tools

The screenshot shows a SharePoint site for 'QI Community' with the following annotations:

- Branding:** Points to the top navigation bar and the site logo.
- Shared Resources:** Points to the 'Documents' and 'Pictures' sections in the left sidebar.
- Scheduling:** Points to the 'Events' section on the right sidebar.
- Document Collaboration:** Points to the 'Shared Documents - Let's Work Together!' section.
- Assignments:** Points to the 'Tasks' section on the right sidebar.
- Discussions:** Points to the 'General Discussion - Let's Talk About It!' section.

The main content area includes a 'Documents' section with a 'KCS' document, a 'General Discussion' section with a table of discussions, and a 'Shared Documents' section.

Subject	Replies	Posted By	Modified
Site Design????	0	Lippman, Marc	07/07/2005 08:45

The right sidebar contains sections for 'Links' (NHS KM toolkit, SharePoint Early Adopters site), 'Events' (QI Presentation), and 'Tasks' (BAseline Survey, CoP presentation).

KM: Global Database of PH Partners

- Database of various PH Partners for:
 - Partnerships and Networks
 - Education and training
 - Expertise locating
 - Knowledge translation
 - Knowledge sharing



Selected References and Links

- C. Bailey, **Using knowledge management to make health systems work**, Bulletin of the World Health Organization 2003, 81 (11)
- C. Collison, G. Parcell **Learning to Fly: Practical Knowledge Management from Leading and Learning Organisations**. Chisester: Capstone Publishing Ltd, 2004
- R. McDermott R. **Knowing in Community: 10 Critical Success Factors in Building Communities of Practice**. <http://www.co-i-l.com/coil/knowledge-garden/cop/knowning.shtml> (Found on March'04)
- I. Nonaka and H. Takeuchi **The Knowledge-Creating Company**, New York: Oxford University Press, 1995
- E. Wenger, Richard McDermott, William M Snyder, **A Guide to Managing Knowledge: Cultivating Communities of Practice**. Boston: Harvard Business School Press, 2002
- T. Pangl; A. Pablos-Mendez; C. IJsselmuiden **From Bangkok to Mexico: towards a framework for turning knowledge into action to improve health systems** Bull World Health Organ vol.82 no.10 Geneva Oct. 2004
- Knowledge Sharing at the Worldbank
<http://web.worldbank.org/WBSITE/EXTERNAL/WBI/0,,contentMDK:20251495~menuPK:204788~pagePK:209023~piPK:207535~theSitePK:213799,00.html>
- <http://www.knowledgeboard.com/>
- <http://intranet.who.int/homes/KCS>

