Thought leadership for Knowledge Management in Hong Kong

Making KM work– a framework for designing & managing knowledge organizations

Rivadávia C. Drummond de Alvarenga Neto

2013

The University of Hong Kong

unibh
A MARCA DA EDUCAÇÃO

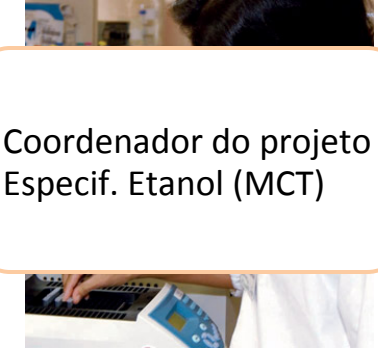
FUNDAÇÃO DOM CABRAL
FDC
DESENVOLVIMENTO DE EXECUTIVOS E EMPRESAS

UNIVERSITY OF TORONTO

TOUGH QUESTIONS

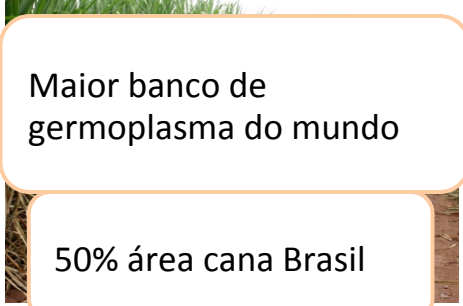
... when easy answers don't cut it.

TOYOTA
Itaú
imaagination at work
Nokia Siemens Networks
CTC
Centro de Tecnologia Canavieira
CANAL RURAL
Grupo RBS
Bradesco
VALE
SIEMENS
NEC
SERASA Experian
CAMARGO CORRÊA
uni-bh
IBRAVIN
INSTITUTO BRASILEIRO DO VINHO
PRICEWATERHOUSECOOPERS
SOUZA CRUZ
Votorantim Metais
Unilever
Swiss Re
FNQ FUNDAÇÃO NACIONAL DA QUALIDADE
ânima EDUCAÇÃO
AstraZeneca International
Embrapa
BT
NTT DoCoMo
infogroup/ORC
TOSHIBA
ERNST & YOUNG
Quality In Everything We Do
Microsoft
SONY
kagro
3M
MARTINS
BR PETROBRAS
PHONAK hearing systems
xerox
Gemini Global Consulting Ltd
Frito Lay
DOW
Pif Paf ALIMENTOS
ONS
Operador Nacional do Sistema Elétrico
Chevron
Human Energy
FIDENS
NOVARTIS



Coordenador do projeto Especif. Etanol (MCT)

Laboratório



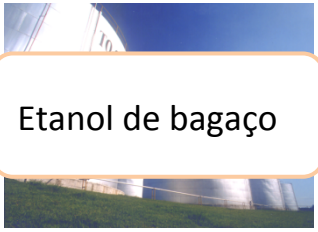
Maior banco de germoplasma do mundo

50% área cana Brasil

Variedades

1ª Cana Transgênica

Biotecnologia



Etanol de bagaço

Etanol

CTC Centro de Tecnologia Canavieira

P&D

Plataforma de Inovação!

Ferrugem Alaranjada

Fitossanidade

Açúcar s/ enxofre

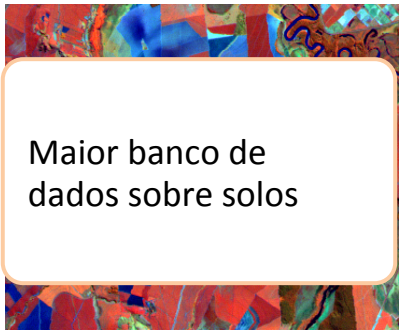
Açúcar

Limpeza de Cana a seco

Energia

Sistema de Plantio Mecanizado

Mecânica

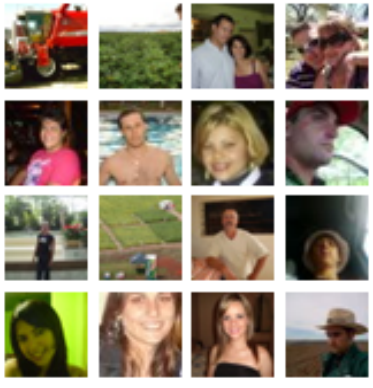


Maior banco de dados sobre solos

Agronomia

Fonte: Rogério Loureiro, CTC, 2010,2011.

Membros



Exibir todos

Mercado Físico

Confira aqui as cotações das principais commodities agrícolas!

Indicadores Econômicos

Grupos

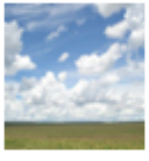
Trans X Não Trans
68 membros

Pragas e Doenças
245 membros

Agricultura de Precisão
159 membros

Passo Fundo (RS)
144 membros

Mercado da Soja
190 membros



Clima nas Lavouras
145 membros

Soja Brasil
199 membros

Rio Verde (GO)
113 membros

Campo Verde (MT)
153 membros

Maringá (PR)
102 membros

Exibir todos

Mensagens de blog

Dúvida

A participante Daniela Kunkel tem uma dúvida. Alguém pode ajudá-la?

Olá,
Gostaria de saber quais serão as perspectivas do mercado para a comiecialização da soja para a safra de 2011. Visto que pelas notícias recentes essa perspectiva

Bem-vindo a Lavouras do Brasil

Registre-se

ou acesse

Sobre

Canal Rural criou esta Rede do Ning.

Crie uma Rede do Ning! »

Badge

Eu sou...
Lavouras do Brasil

Obter badge

Confira todos os vídeos do projeto

Acesse a página do Lavouras do Brasil no site do Canal Rural!

Fiat Mio. Um carro para cha

www.fiatmio.cc/pt/

Apple LinkedIn Facebook Twitter foursquare Itaú Santander TAM SMILES G1 Uai Choo CNPq GC2 Detran FDC Other Bookmarks

entenda o projeto

mio

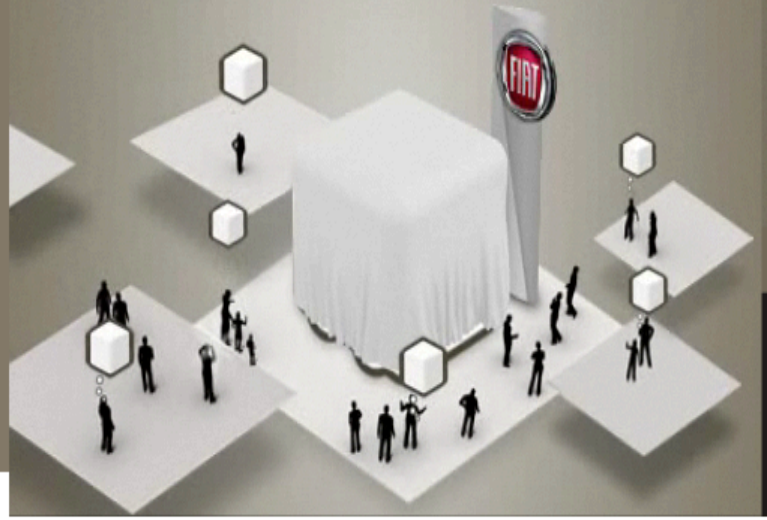
FIATMIO.CC
Um carro para chamar de seu.

creative commons
› o que é isso?

› português

Curtir Gerd Leonhard, Marco Brum e 1.679 outros curtiram isso.

› ideias › conheça o FCC-III › participantes busca › ok



1 2 3 assine o RSS do Fiat Mio

Chegando agora?

Entenda o que é e como começou o Projeto Fiat Mio.

Fazer login Quero me cadastrar Conectar com Facebook

Chrome File Edit View History Bookmarks Window Help Wed Dec 5 08:09 RCDAN

iCasei-Site de casamento-Er

www.icasei.com.br

Apple Twitter Facebook LinkedIn G1 foursquare Itaú PJ Itaú TAM SMILES Uai Choo CNPq Detran R&A CEF Other Bookmarks

iCasei! 5 ANOS

"O melhor site de casamento-recomendo"
Andrew & Magali - Sabrina & Mathews

Edite seu site de casamento!

Login ••••• entrar

Tweet 151 Curtir 144 mil +1 223

Home | Criar Site | Planos | Guia de Empresas | Blogs | Depoimentos | Indique | Quem Somos | Fale Conosco

iCasei: Sinônimo de qualidade, tecnologia e sofisticação

- Suporte telefônico nas principais capitais
- Confirmação telefônica de presença (R.S.V.P) GRÁTIS
- Mais de 50 modelos de layout
- Músicas, vídeos , mapas, fotos e muito mais...

Escolha o melhor para seu casamento!
iCasei - Desde 2007
o primeiro, o maior e melhor provedor de sites para casamento do Brasil.

Crie seu site e confira! Teste Grátis

Recursos site dos noivos

- Confirmação de presença telefônica
- **GRÁTIS:** Aplicativo iPhone e iPad
- Página personalizada do casal no facebook + postagens automáticas (e).
- Scraps, lista de casamento, cotas de lua-de-mel, e muito mais...
- + de 80 recursos - Crie um site grátis durante 10 dias

Ver recursos

Modelos de Layouts Diferenciados

O único com mais de 60 Designs

NOVOS LAYOUTS CUSTOMIZÁVEIS COM SUA FOTO

Escolha o seu e comece agora mesmo!

Teste **GRÁTIS** por 10 dias!

Cotas de Lua-de-mel

Lista de casamento - Receba, de maneira elegante, os presentes em dinheiro **iCasei - O primeiro, o melhor e o mais barato (1,99%)**

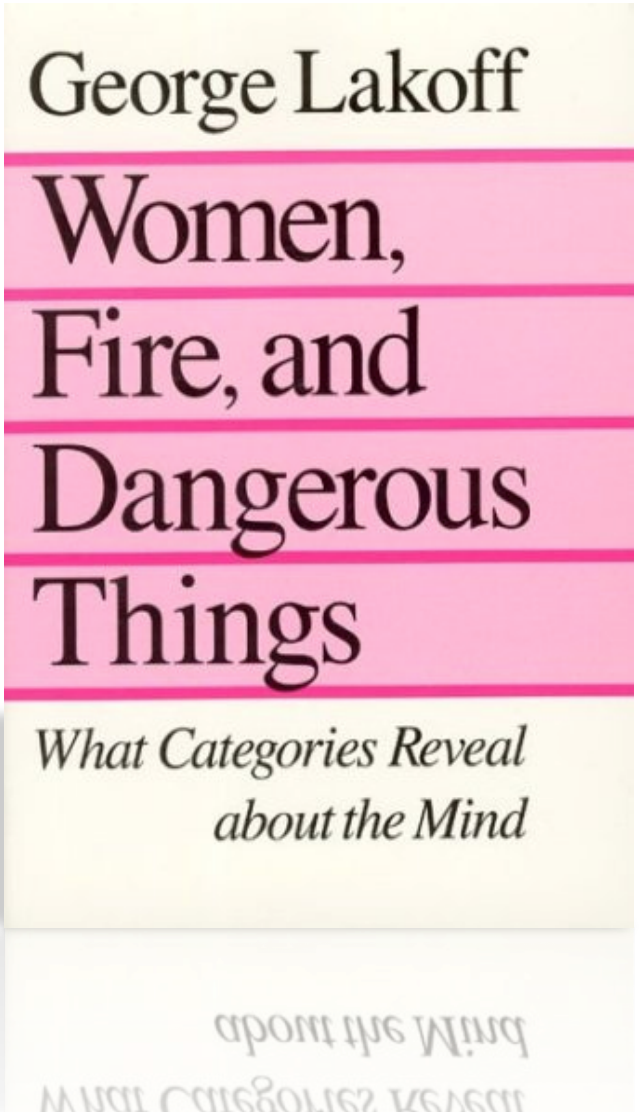
Information Overload

The Magical Number 7 plus or minus 2....

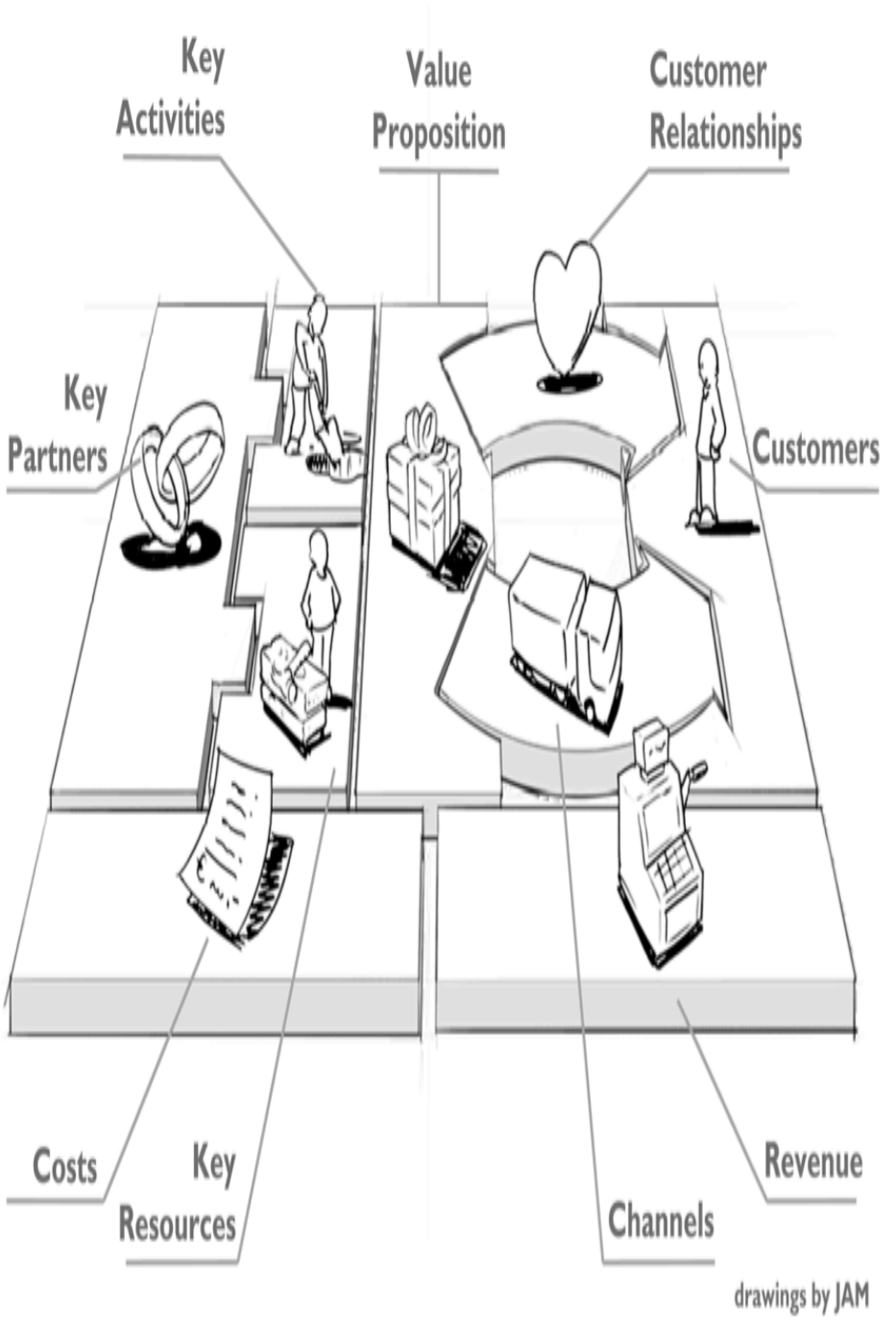
Source: Miller, 1956

MODELS!

Ontologies, Taxonomies, Typologies, Frameworks, Recipes and so on...

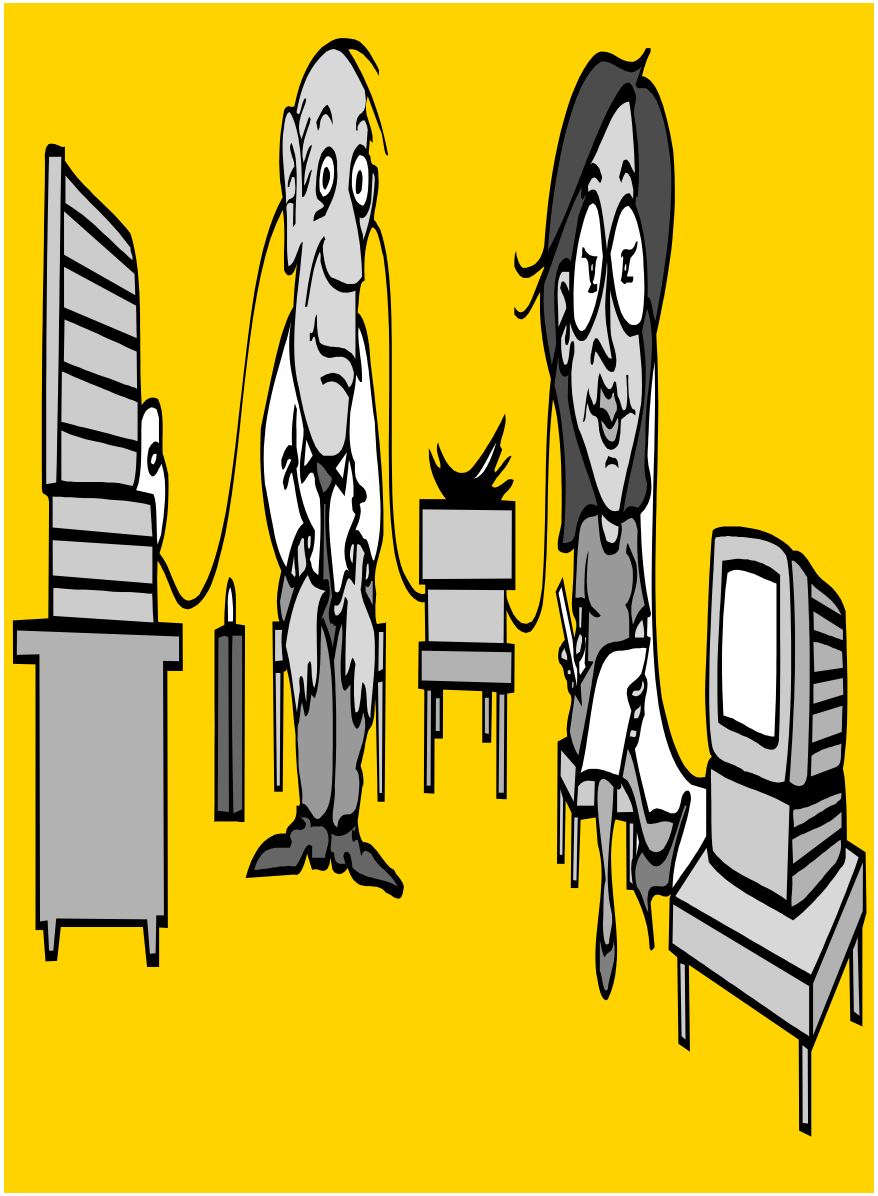


5 CHARTS THAT CHANGED BUSINESS



http://hbr.org/web/slideshows/five-charts-that-changed-business/1-slide

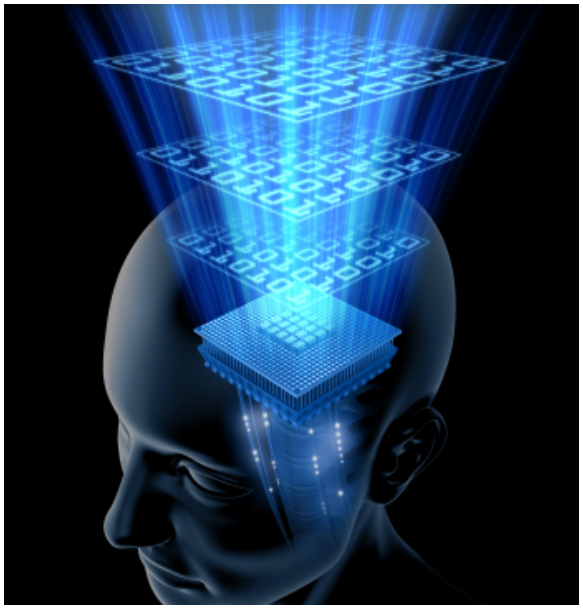
Knowing Organization? Learning Organization?

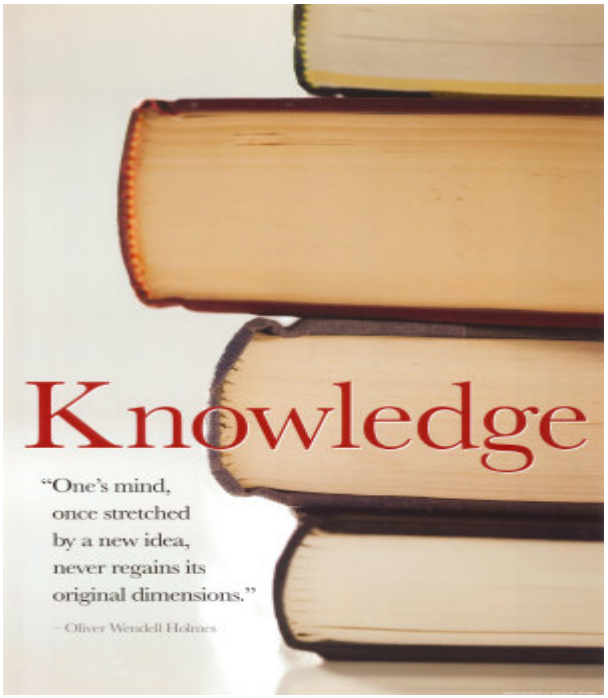


Organizational Knowledge Creation….
WHAT IS IT?

- a <u>fragile organizational process</u>, particularly towards the nature of knowledge itself:
  - fluid, dynamic, intangible…. (measurement x assessment)
  - tacit and explicit, embodied in individual and groups,
  - socially constructed, and constrained by individual and organizational barriers

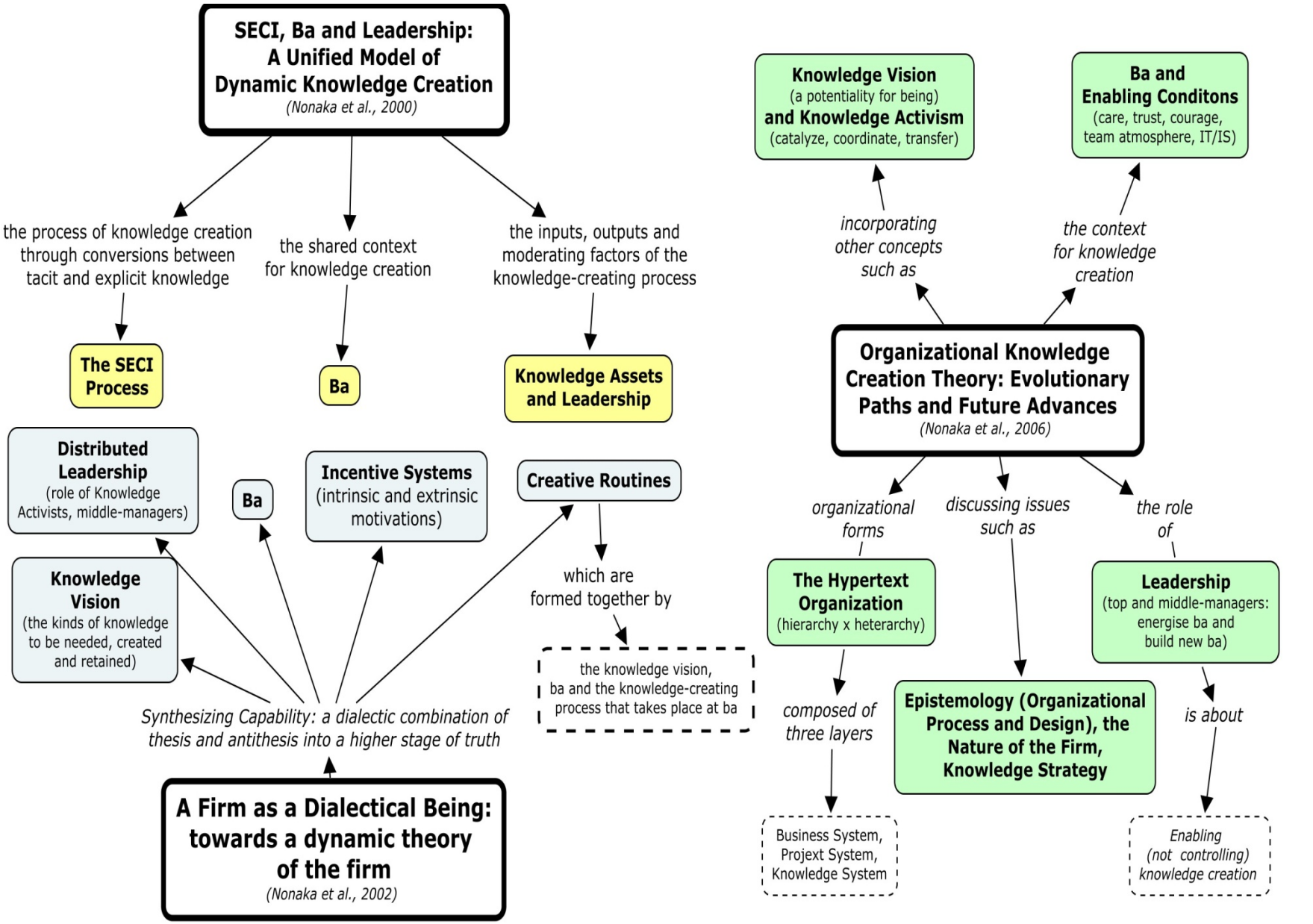
Source: Alvarenga Neto and Choo, 2009





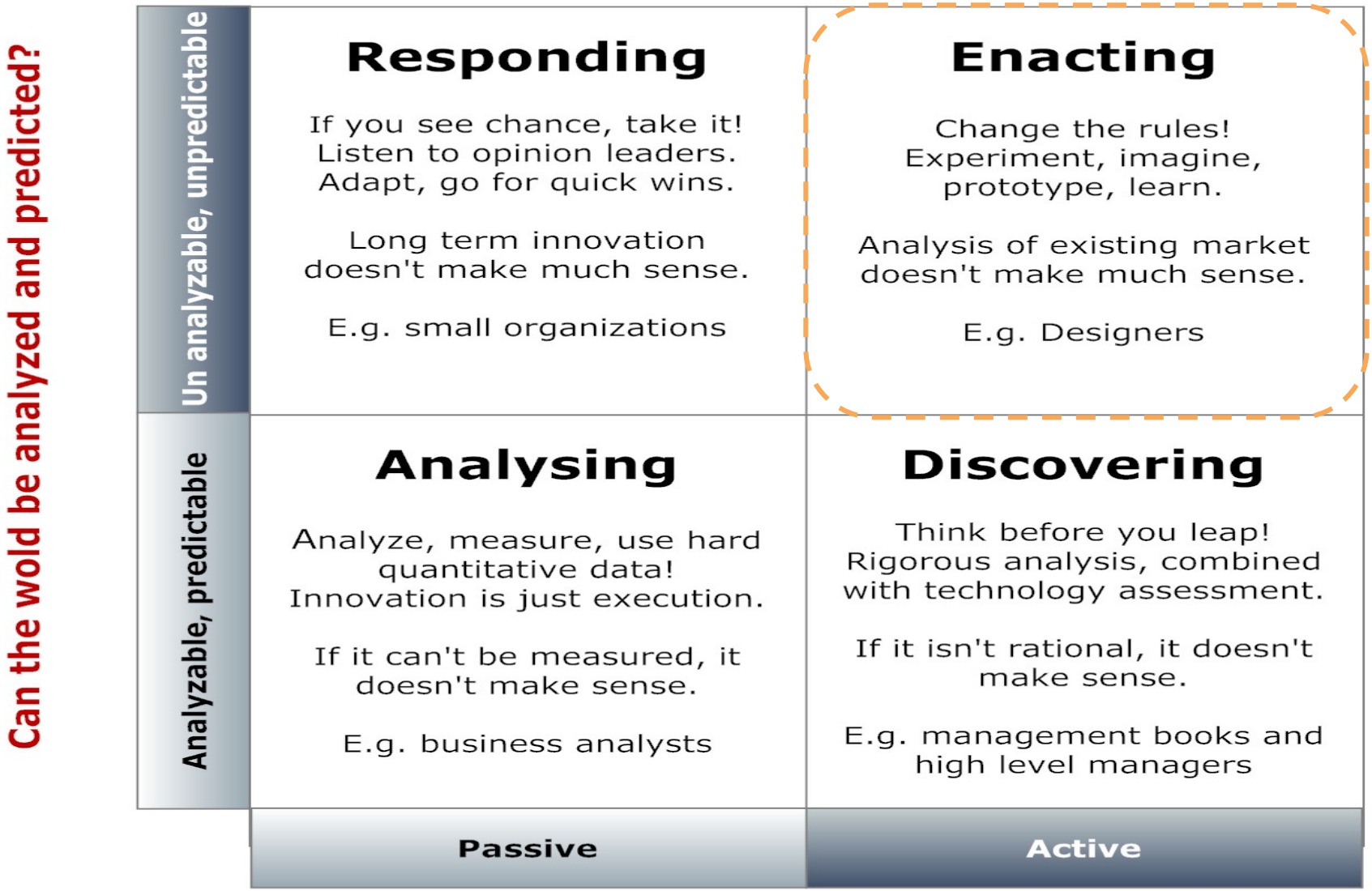
- Knowledge is approached through a constructionist perspective, as human cognition is not an act of representation and not just a machine for information processing and logical reasoning.
- In the constructionist perspective, cognition is an act of construction and creation (MATURANA and VARELA, 1987), as well as knowledge is tacit, explicit and cultural (CHOO, 1998).
- Knowledge resides in one's cognition as well as in between creative heads with synergetic purposes.

Source: Alvarenga Neto and Choo, 2009

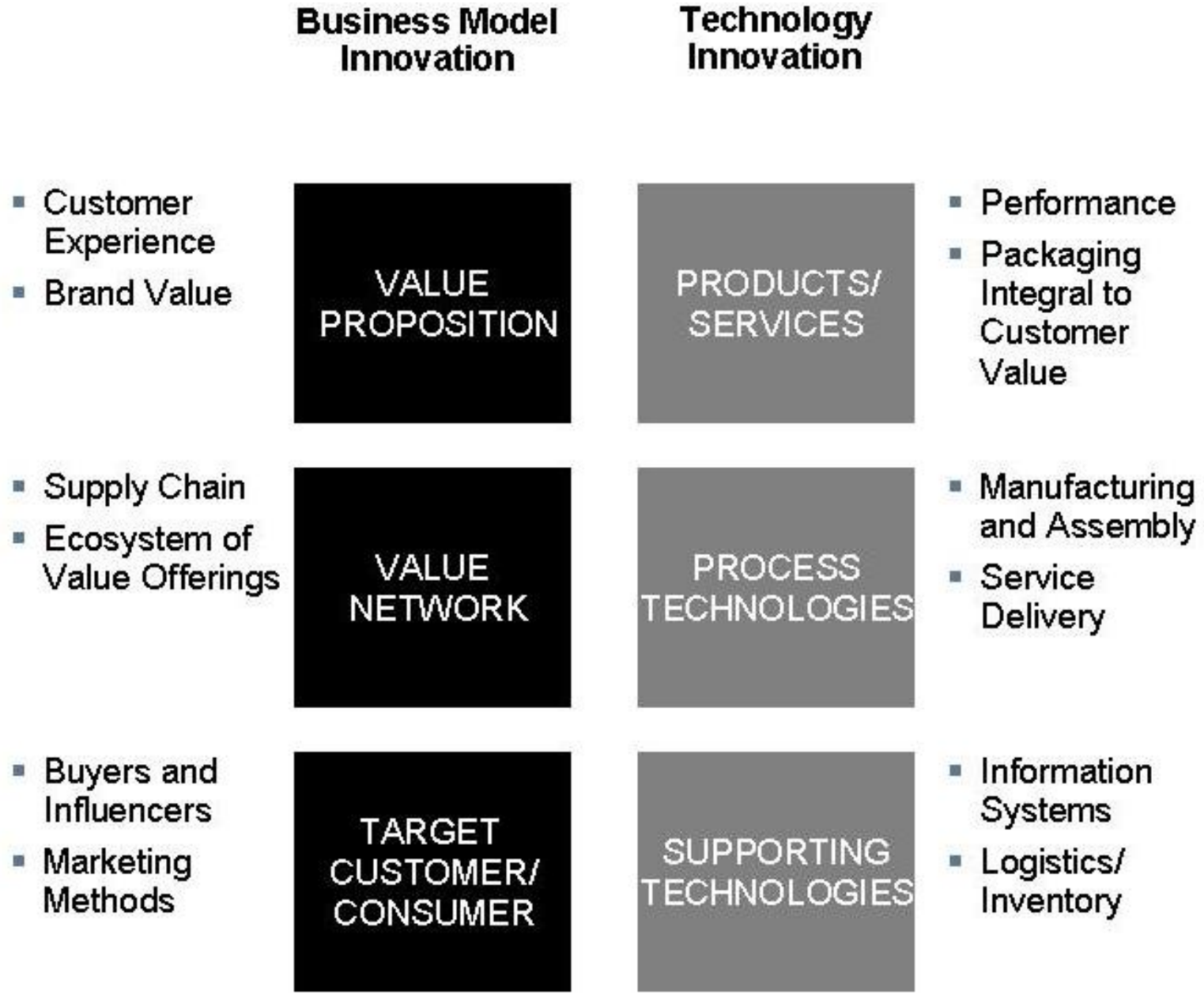


Source: Alvarenga Neto and Choo, 2009

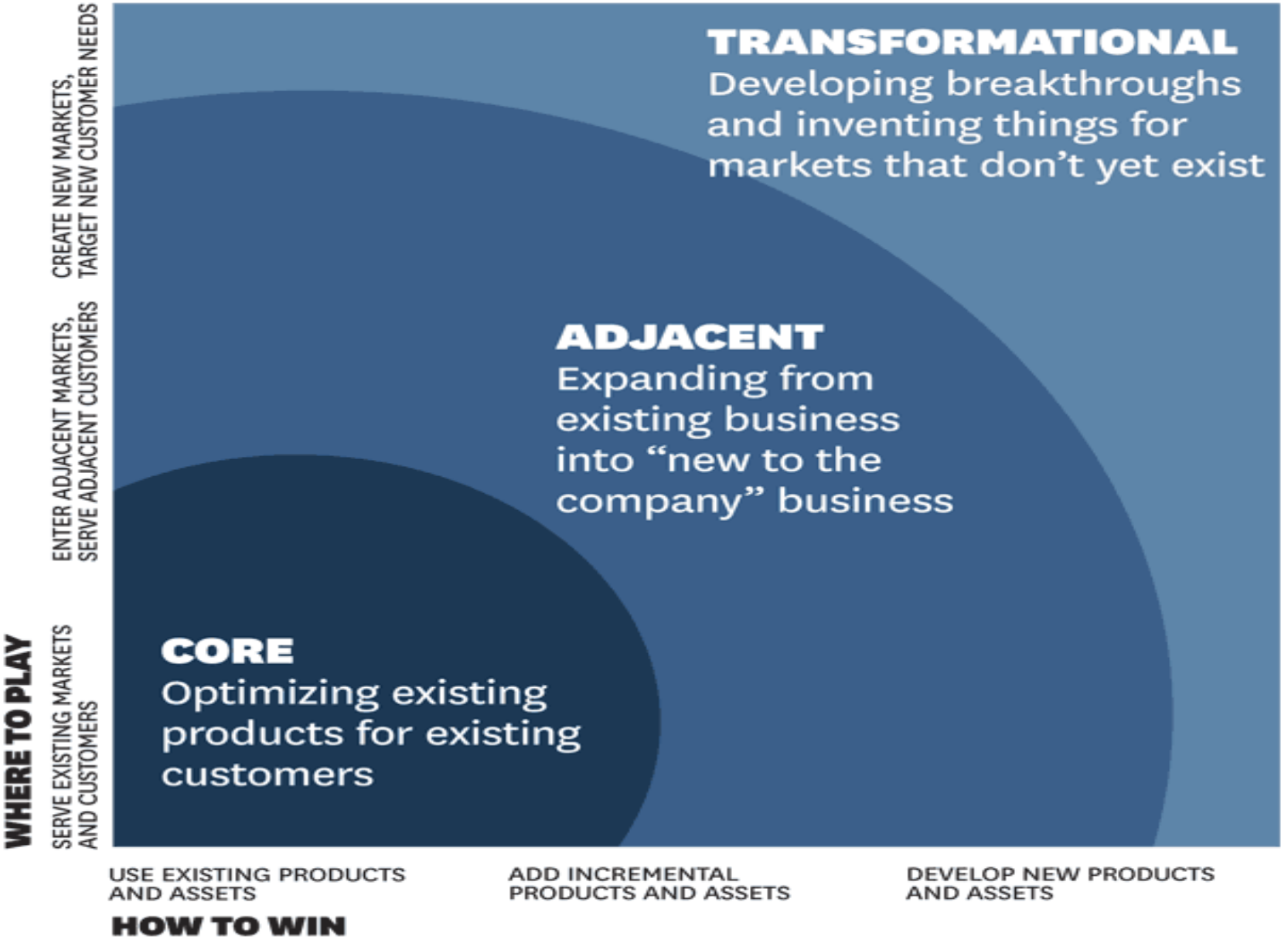
STRATEGY	EXECUTION	TOOLBOX
CHOO (1998) The Knowing Organization Model		
1. Sensemaking ***2. Knowledge creation:*** *organizational learning and Unlearning* ***3. Decision-Making:*** *bounded rationality principle*		



Source: http://www.klatergoud.com/2011/02/the-unbearable-lightness-of-design-thinking/


Business Model Innovation
Technology Innovation
Customer Experience
Brand Value
VALUE PROPOSITION
PRODUCTS/ SERVICES
Performance
Packaging Integral to Customer Value
Supply Chain
Ecosystem of Value Offerings
VALUE NETWORK
PROCESS TECHNOLOGIES
Manufacturing and Assembly
Service Delivery
Buyers and Influencers
Marketing Methods
TARGET CUSTOMER/ CONSUMER
SUPPORTING TECHNOLOGIES
Information Systems
Logistics/ Inventory

MANAGING YOUR INNOVATION PORTFOLIO – HBR 2012



Source: http://hbr.org/2012/05/managing-your-innovation-portfolio/ar/1

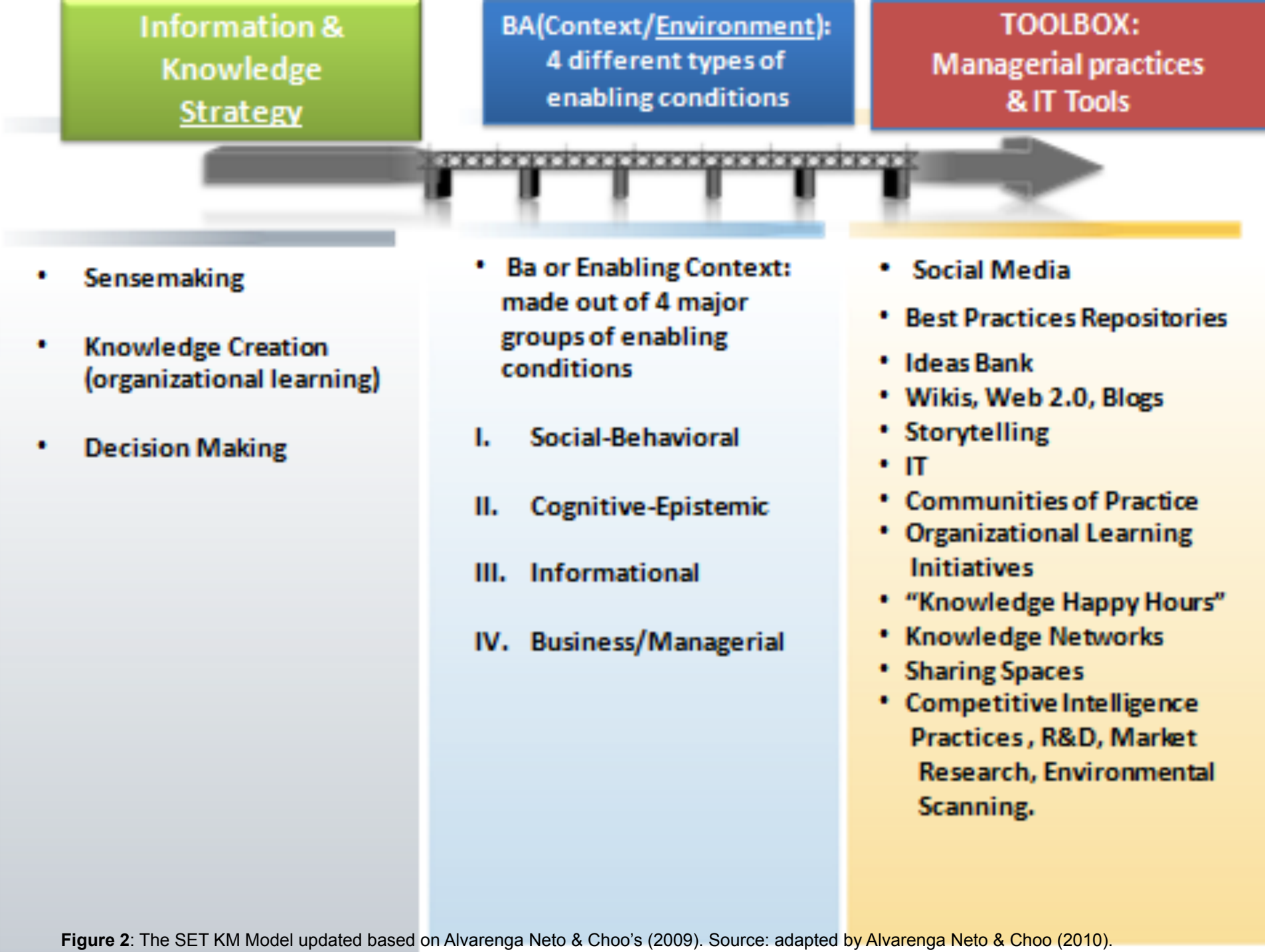
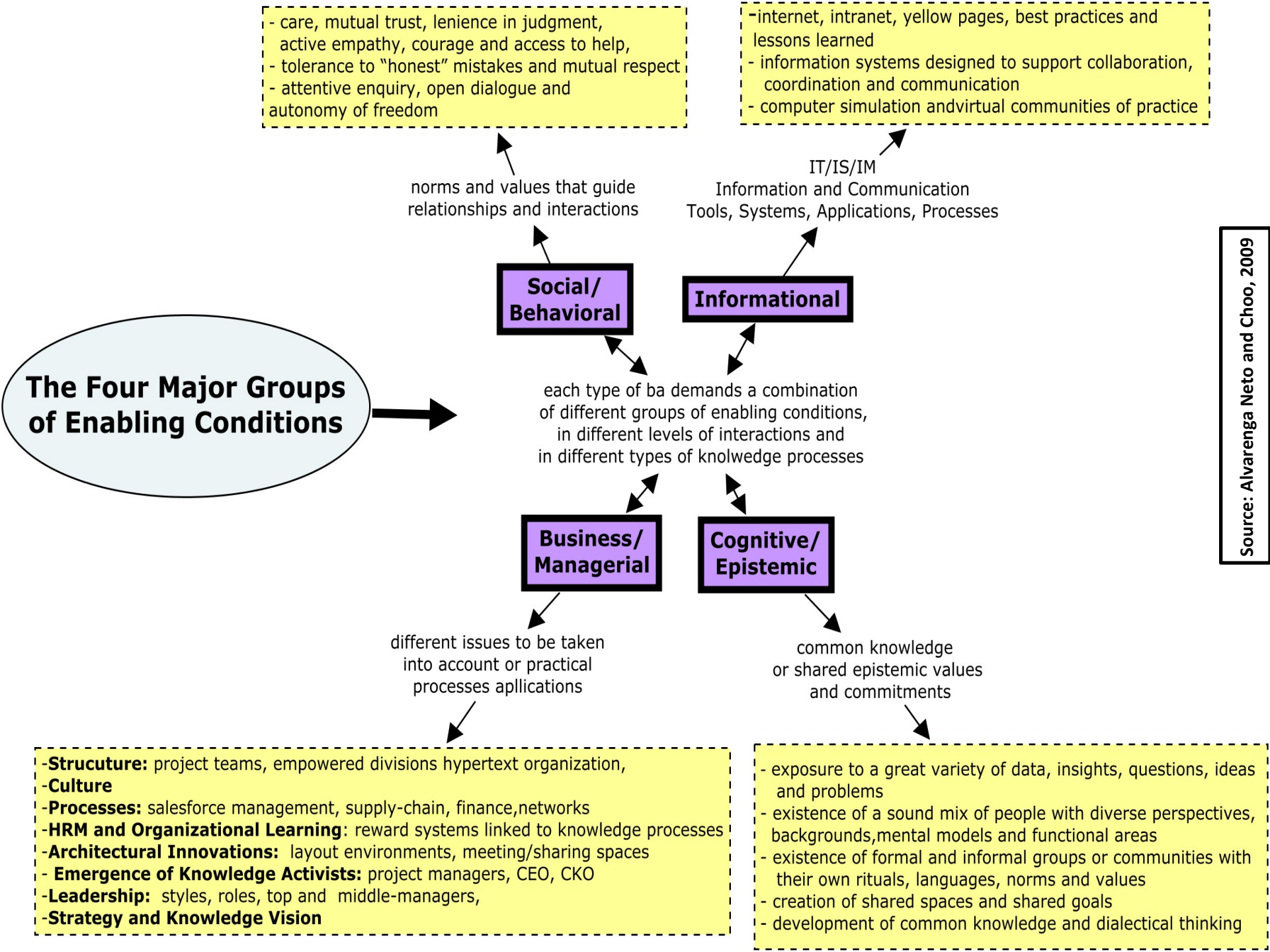
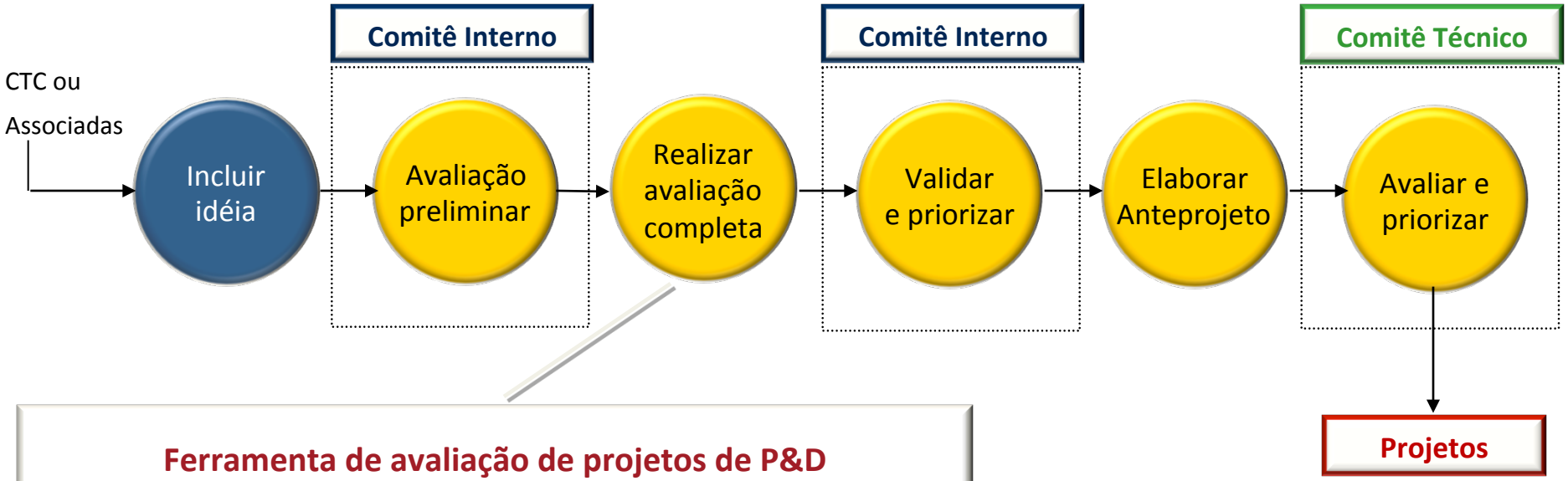


Figure 2: The SET KM Model updated based on Alvarenga Neto & Choo's (2009). Source: adapted by Alvarenga Neto & Choo (2010).


- care, mutual trust, lenience in judgment, active empathy, courage and access to help,
- tolerance to "honest" mistakes and mutual respect
- attentive enquiry, open dialogue and autonomy of freedom
-internet, intranet, yellow pages, best practices and lessons learned
- information systems designed to support collaboration, coordination and communication
- computer simulation andvirtual communities of practice
norms and values that guide relationships and interactions
IT/IS/IM
Information and Communication
Tools, Systems, Applications, Processes
Social/ Behavioral
Informational
The Four Major Groups of Enabling Conditions
each type of ba demands a combination of different groups of enabling conditions, in different levels of interactions and in different types of knolwedge processes
Business/ Managerial
Cognitive/ Epistemic
different issues to be taken into account or practical processes apllications
common knowledge or shared epistemic values and commitments
-Strucuture: project teams, empowered divisions hypertext organization,
-Culture
-Processes: salesforce management, supply-chain, finance,networks
-HRM and Organizational Learning: reward systems linked to knowledge processes
-Architectural Innovations: layout environments, meeting/sharing spaces
- Emergence of Knowledge Activists: project managers, CEO, CKO
-Leadership: styles, roles, top and middle-managers,
-Strategy and Knowledge Vision
- exposure to a great variety of data, insights, questions, ideas and problems
- existence of a sound mix of people with diverse perspectives, backgrounds,mental models and functional areas
- existence of formal and informal groups or communities with their own rituals, languages, norms and values
- creation of shared spaces and shared goals
- development of common knowledge and dialectical thinking
Source: Alvarenga Neto and Choo, 2009

CTC's "Bank of Ideas"



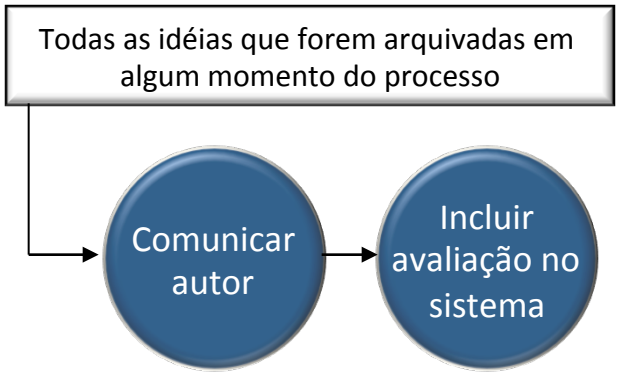
Ferramenta de avaliação de projetos de P&D

Objetivo

- A ferramenta de avaliação de Anteprojetos de P&D determina, com base em critérios **técnicos, econômicos e estratégicos**, os projetos de maior prioridade.

Filtros

a. **Valor Agregado** (25%)
b. **Risco** (10%)
c. **Foco da Estratégia Corporativa** (25%)
d. **Homogeneidade de Absorção** (10%)
e. **Vantagem Competitiva** (15%)
f. **Impacto Tecnológico** (15%)



Fonte: Alvarenga Neto ,2008.

MB(D) with CP113D - Microsoft Internet Explorer provided by Siemens Ltda

File Edit View Favorites Tools Help

Back Search Favorites Media

Address https://sharenet.siemens.com/ic/forums/urgent/one-thread?message_id=6228723&show_deleted_p=f Go Links

SIEMENS

ShareNet

| ICN | ICM | Employee Portal | Print | Help | Contact

My Communities

Search in Urgent Request Forum | advanced

ICN/ICM ShareNet

You are logged in as → FILIPE CASSAPO | Your role here: member | → Logout

ICN/ICM ShareNet → Discussion Forums → Urgent Request Forum → MB(D) with CP113D

→ My Workspace

→ Community Home

→ What's new?

Knowledge Library

→ Sales | → R&D

→ Urgent Requests

→ Discussion Forums

→ MaterialsXchange

→ News & Events

→ Chat

→ Member Directory

→ Quality Guidelines

→ Success Stories

Orientation

→ --- Please select ---

My Stuff

→ --- Please select ---

Quick View

→ enter object ID View

MB(D) with CP113D

reply | add to bookmarks | add to clipboard | add thread alert | send this page

Show: [**undeleted only** | all] Hits: 14 < previous thread | next thread >

Urgent Request Category

EWSD - TDM Solution for Carriers

Original Message:

Urgent: MB(D) with CP113D

Dear All,
Does anybody know whether we can install a MBD with CP113D in EWSD V12 or not?
Thanks!

by Ricardo Fuentes, 17 Jul 2003

Answers:

Re: MB(D) with CP113D (given on urgent request)

I have raised the same question last year.
The answer is yes. See the attachment

Done Local intranet

PRICEWATERHOUSECOOPERS

GLOBAL BEST PRACTICES®

Best practices | Benchmarking | Help | Contact us | Marketing center | Search | Site map Quick search:

You are here > Home > Framework > Category > Document > Practice appraisal

Knowledge base

Framework

> Process classification framework

Process

> 9.1.3 Leverage organizational knowledge

Category

> Overview
> Best practices
> Benchmarking
> Best companies
> Business risks
> Studies & articles

Log out

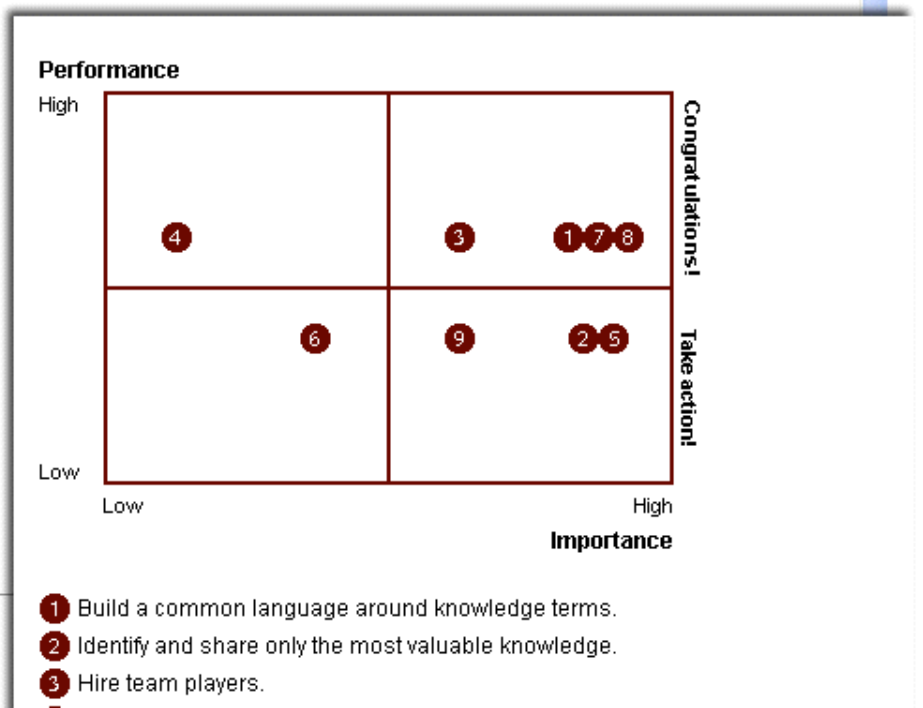
printable version

Practice appraisal

B. Eliminate organizational barriers that inhibit knowledge sharing.

Indicate your company's performance for each of the action steps listed below. Next, rank the importance of each action step for your company. When you finish, click on the submit button below for your results.

	Performance (Low – High)	Importance (Low – High)
1 Build a common language around knowledge terms.	○ ○ ◉ ○	○ ○ ○ ◉
2 Identify and share only the most valuable knowledge.	○ ◉ ○ ○	○ ○ ○ ◉
3 Hire team players.		
4 Design office space that fosters a collaborative work style.		
5 Train employees to be effective communicators.		
6 Create space for reflection and experimentation.		
7 Show how knowledge sharing helps employees reach their personal objectives.		
8 Encourage risk taking to foster learning and innovation.		
9 Flatten the organizational hierarchy.		



Fonte: Alvarenga Neto, 2005.

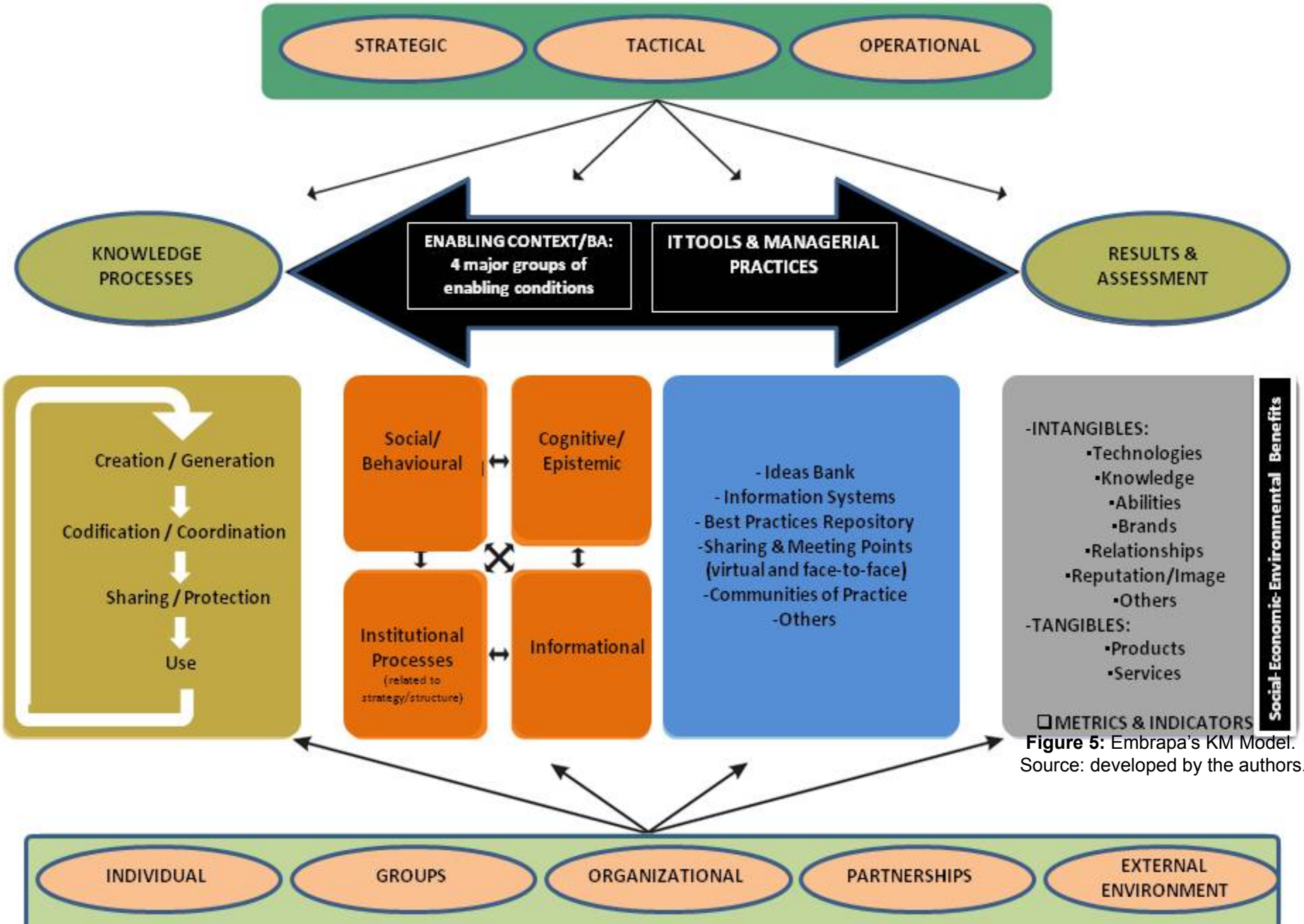


Figure 5: Embrapa's KM Model. Source: developed by the authors.

http://www.catir.sede.embrapa.br/pages/index

Google

Ministério da Agricultura, Pecuária e Abastecimento

Destaques do Governo

Embrapa

CATIR

Comunidade de Aprendizagem, Trabalho e Inovação em Rede

Principal

Bem-vindo

LOGIN

Email

Senha

Entrar

Novo na comunidade? Cadastre-se!

Esqueceu sua senha? Recupere.

Saiba mais sobre o CATIR.

NOTÍCIAS

Dados gerais

Caro Usuário:

Por recomendação de diversos colegas do nosso ambiente, disponilizamos um campo específico para a inserção de dados referentes à instituição e ao país de origem de cada pessoa. Caso seja de interesse, recomendamos que cada usuário informe essas informações, entrando diretamente no painel de controle - Minha Conta - Editar.

Aproveitamos e também informamos que o sistema já está aceitando fotos, e que cada usuário já pode inserir uma foto em Minha Conta.

Bom uso !

Gestor da CATIR

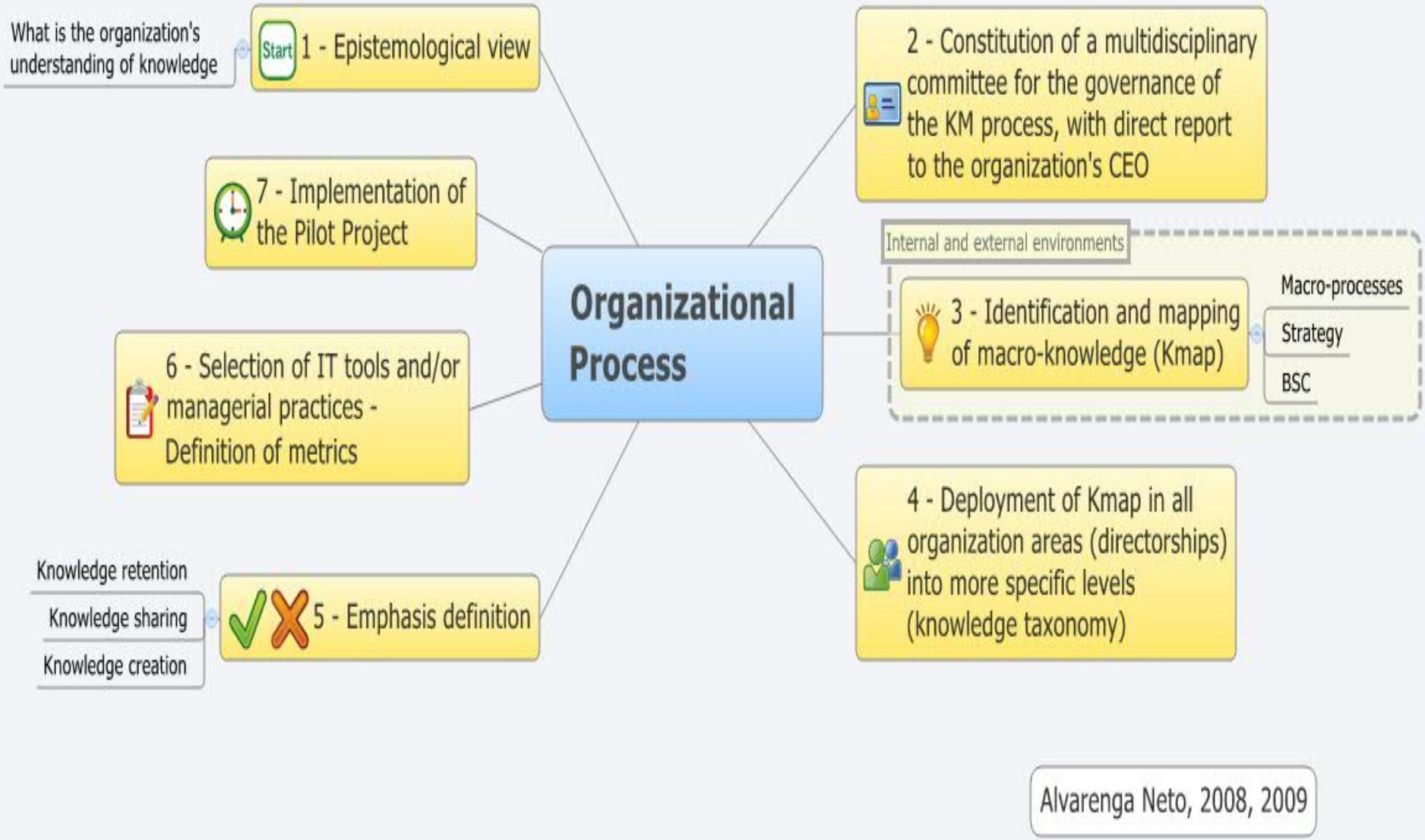
04:25 PM, 16 Out 2006 por Administrador do Site

Nova versão da CATIR [www.catir.sede.embrapa.br]

Caros Usuários da CATIR:

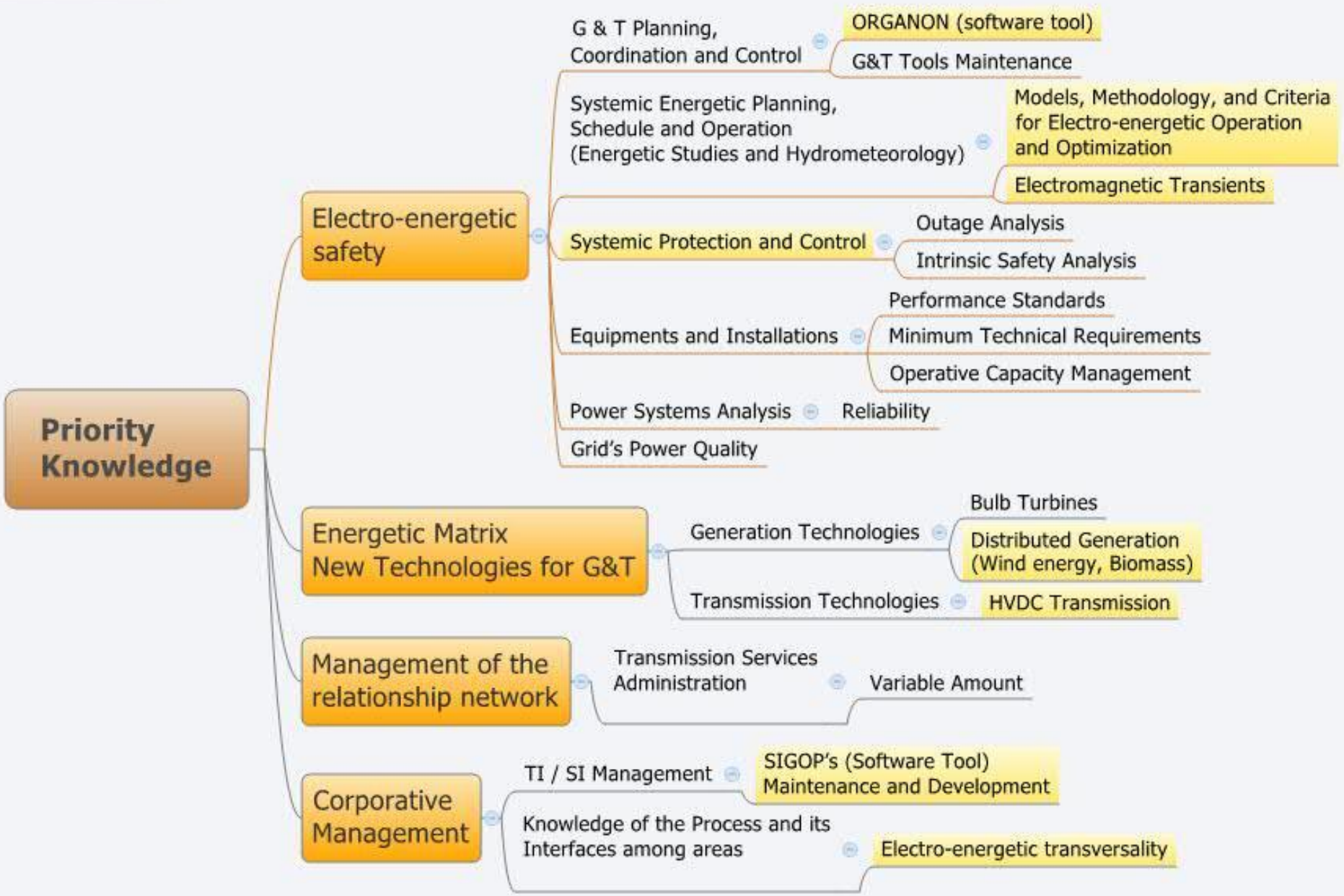
Em processo de instalação do ambiente das Comunidades Virtuais da Embrapa, temos a satisfação de informar que estamos implantando uma nova versão do aplicativo, com o

KM Implementation Process



Source: Alvarenga Neto et. al, 2009

ONS Knowledge map - Priority focus



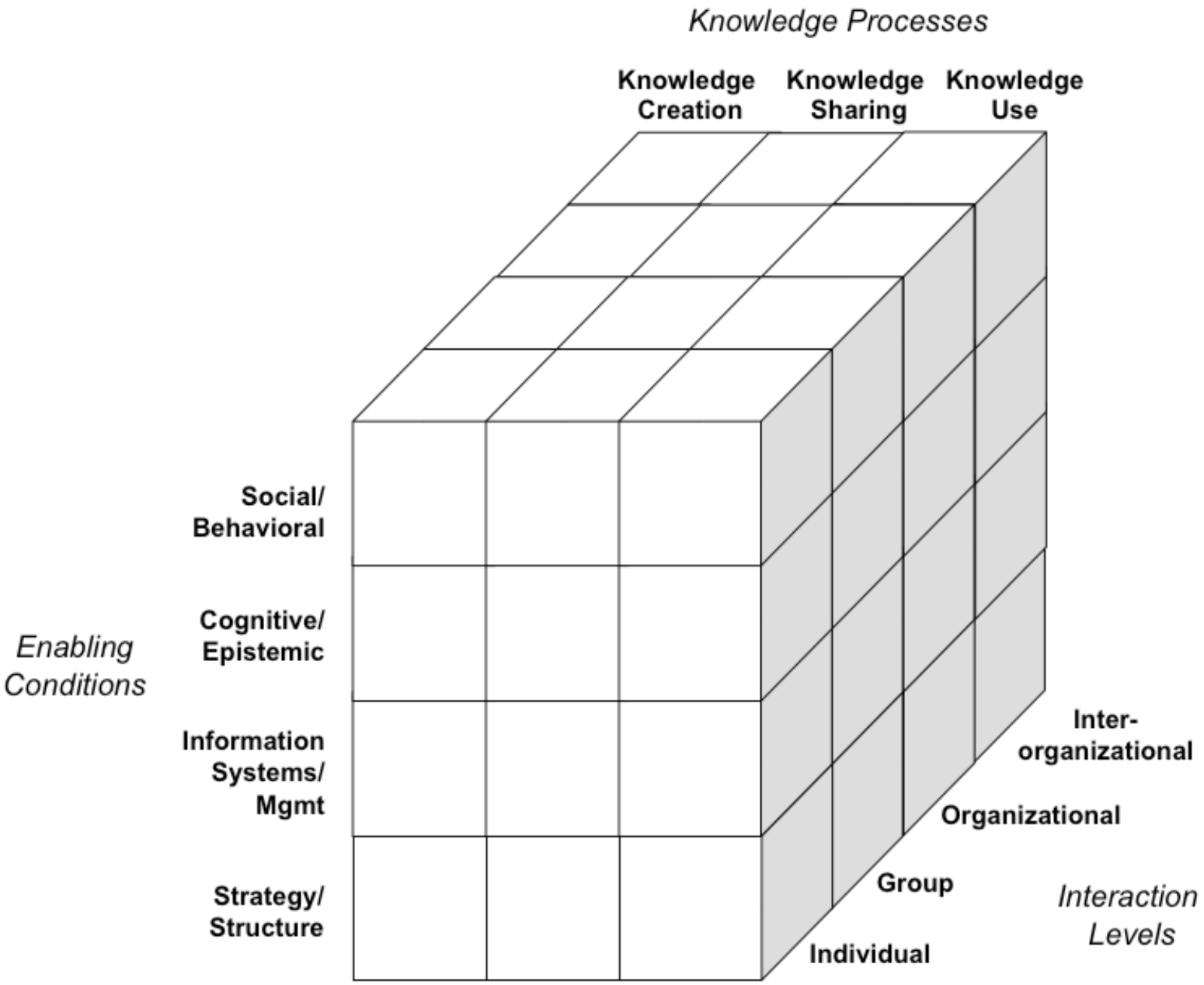
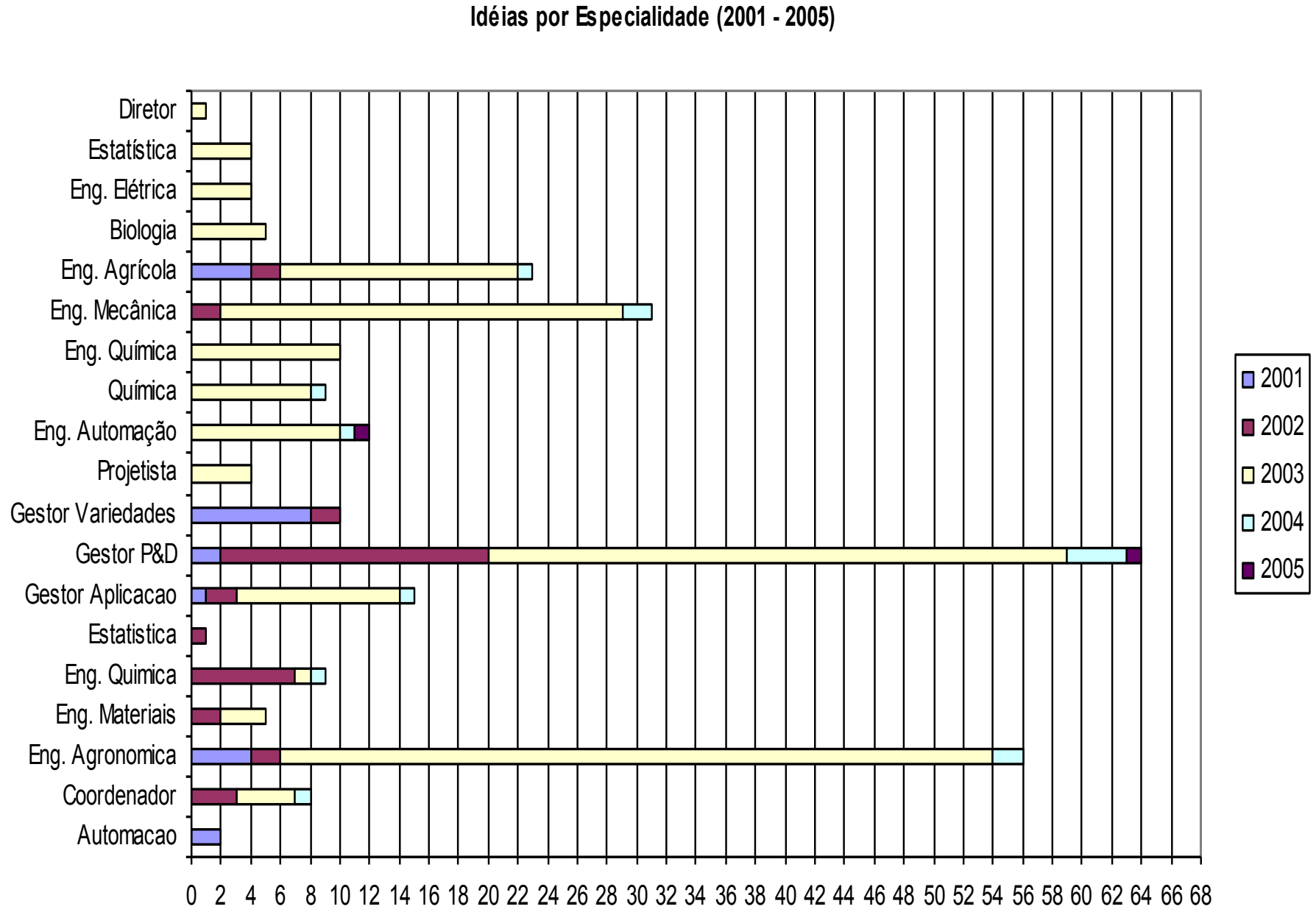


Figure 10. Framework for designing an Enabling Context in KM

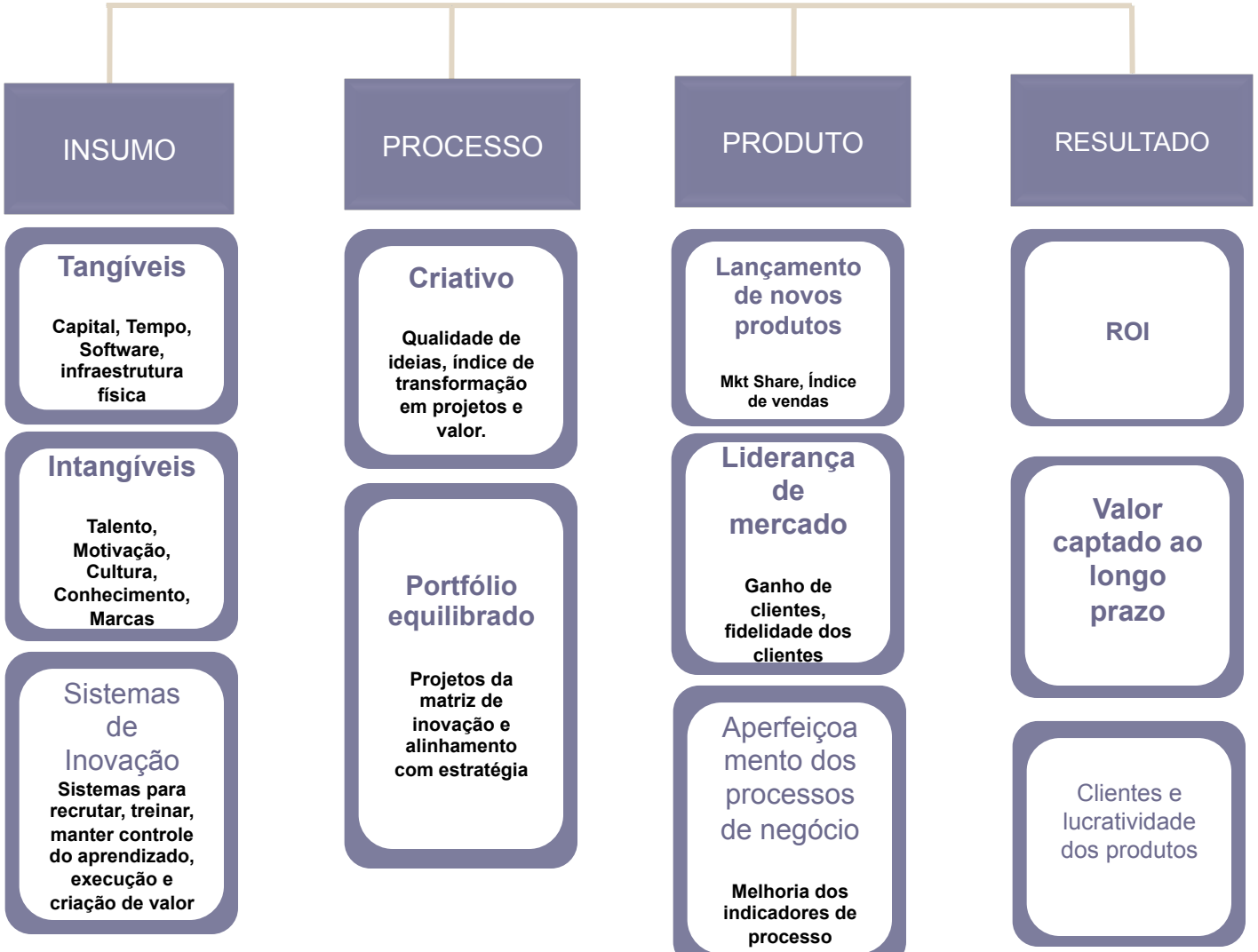
Source :ALVARENGA NETO & CHOO, 2010



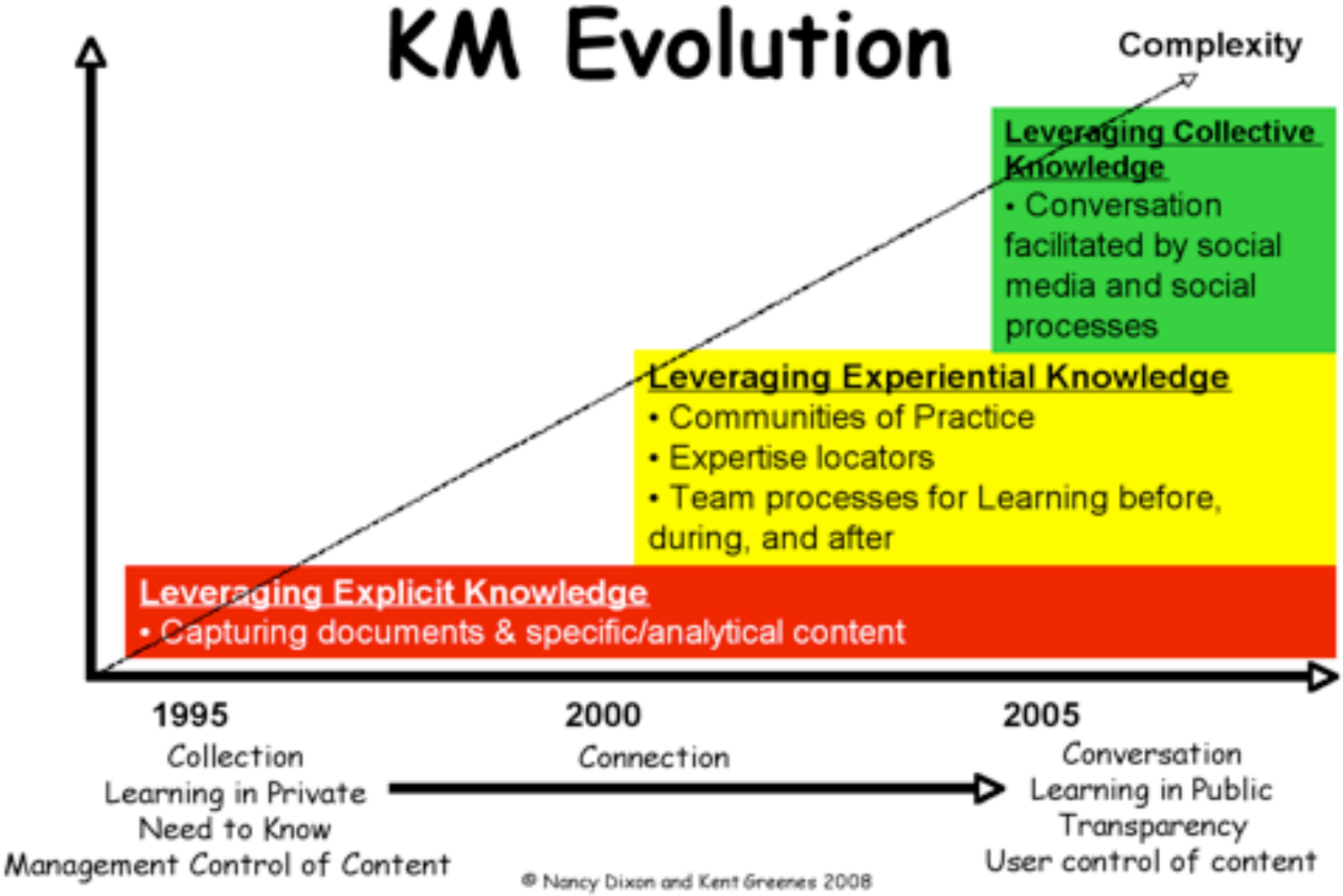
Fonte: Alvarenga Neto, 2008 & Rogério Loureiro, CTC, 2010.

METRICS & RESULTS

BSC



Source: Davila, Epstein & Shelton,2007.



Source: Nancy Dixon, 2008

COLLABORATION IS POSSIBLE!

"Necessity is the Mother of All Invention!" (Einstein, Plato)

"The best way to predict the future is to create it!" (Lincoln, Drucker)

THANK YOU! Obrigado! 谢谢

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Beyond the ba: managing enabling contexts in knowledge organizations

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Abstract:
Purpose – Looking at the practical experience of organizations pursuing knowledge management, it is found that their efforts are primarily focused on creating the conditions and the context that will enable knowledge creation. This need for developing enabling conditions and contexts was identified more than a decade ago when Nonaka and associates introduced the concept of “ba.” This paper aims to map the development of the concept of “ba” in a number of disciplines in order to understand its theoretical evolution and practical application.

Design/methodology/approach – A comprehensive search and evaluation of the literature resulted in a database of 135 papers, four dissertations and four books. Using content analysis, citation analysis, and concept mapping, four categories of research findings are identified that in turn suggest four groups of conditions for enabling knowledge creation.

Findings – The paper discusses each of these conditions (the social/behavioral, cognitive/epistemic, information systems/management, and strategy/structural), and introduces a framework that relates these conditions to the type of knowledge process and the level of interaction that characterize a knowledge management activity in the organization.

Originality/value – It is concluded that managing knowledge in organizations is fundamentally about creating an environment in the organization that is conducive to and encourages knowledge creation, sharing and use. Organizations interested in pursuing knowledge management and innovation may wish to be guided by the enabling conditions presented here that have been discovered over ten years of research. These conditions and the frameworks of which they are part can help managers to analyze, discuss, and introduce specific combinations of enabling factors that are tailored according to the type of knowledge process and level of interaction needed to address a particular knowledge problem or vision.