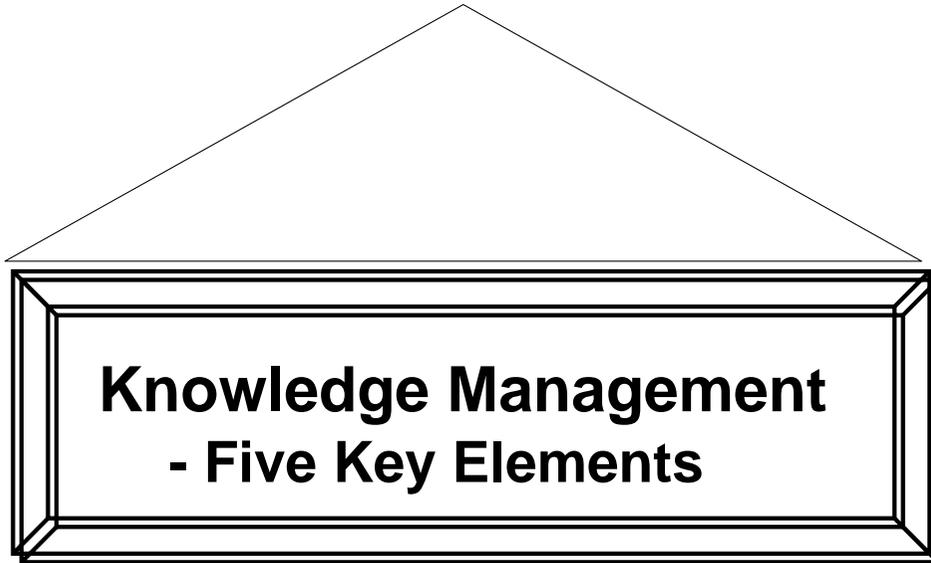


**Leadership Development Program (LDP)
Khon Kaen University**



Five Key Elements

- 1 On a personal level, knowledge can be what we want it to be. For an organization, it is what we need for wise decisions and actions.
- 2 Knowledge is found in people, processes, and information, and information includes images and all forms of multi-media.
- 3 To understand the development of knowledge, the knowledge spiral is a very effective starting point.
- 4 Management means thinking of knowledge as a resource. Some resources may justify the description as *Intellectual Capital*.
- 5 The effective implementation of knowledge management is directly related to *Change Management*

1

What is knowledge?

"Knowledge is power."

"But mere knowledge is not power; it is only possibility. Action is power; and its highest manifestation is when it is directed by knowledge."

Francis Bacon

1

What is knowledge?

KNOWLEDGE:

**That which enlightens decisions and action
.. in an organisational context**

INFORMATION:

Data organised for a purpose

That which reduces uncertainty

DATA:

Facts

1

Knowledge in Management: Why Is It Important?

The value of knowledge is derived from the value of the decisions with which it is associated.

Knowledge Management success is therefore related to improved decision making and the achievement of objectives.

Some measures may be objective, others may be more subjective such as attitude surveys among stakeholders.

1



Knowledge Management is making better decisions by understanding the knowledge ingredients for decision making.

2

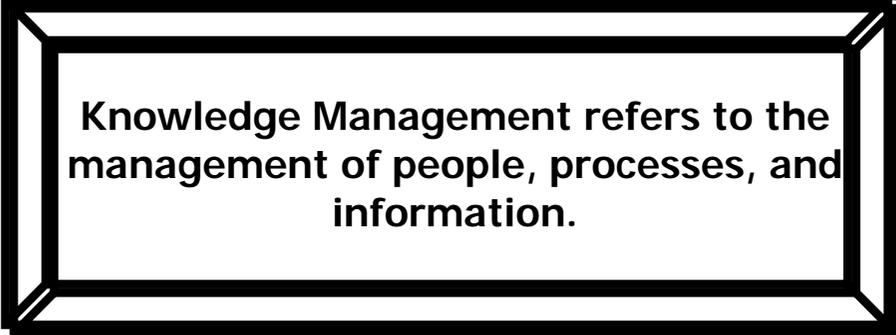
Where is knowledge?

People - tacit knowledge.

Processes - for example, WSU's Business Policies and Procedures Manual (BPPM) is an extensive collection of knowledge. This is called *embedded knowledge*.

Information - information enlightens decisions. It is a key area of knowledge.

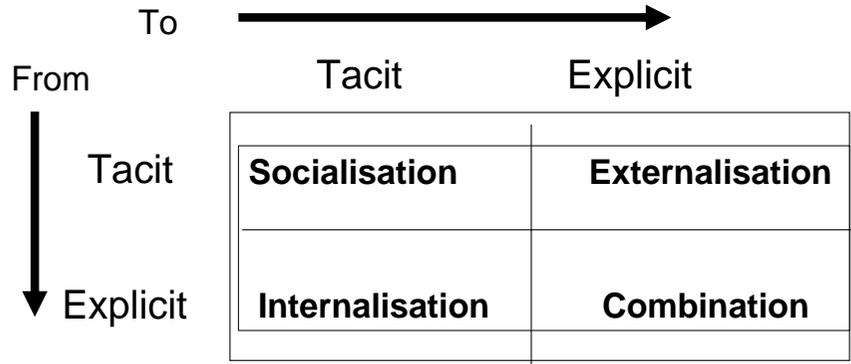
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Knowledge Management refers to the management of people, processes, and information.

3

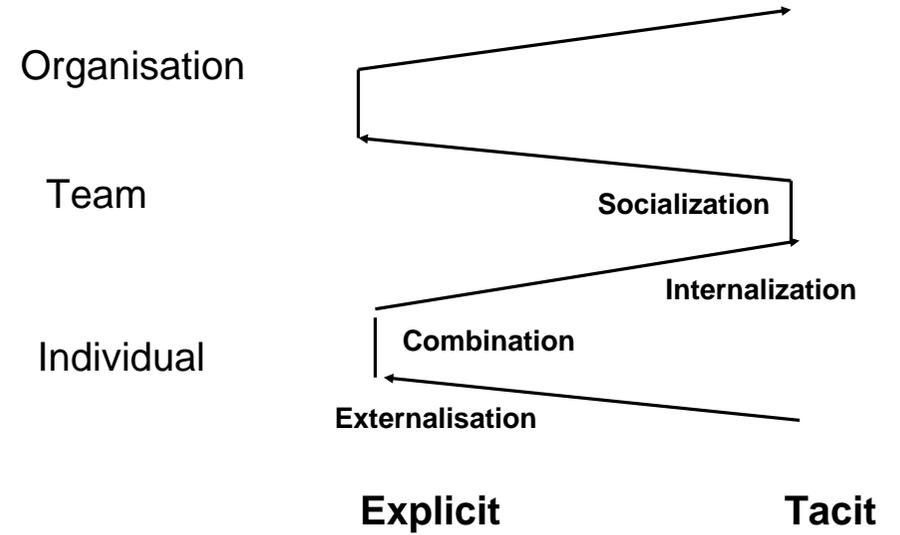
The Development of Knowledge



The SECI model

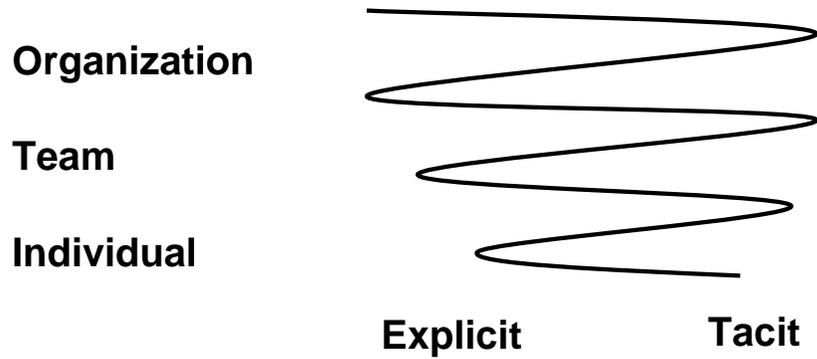
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The Development of Knowledge



3

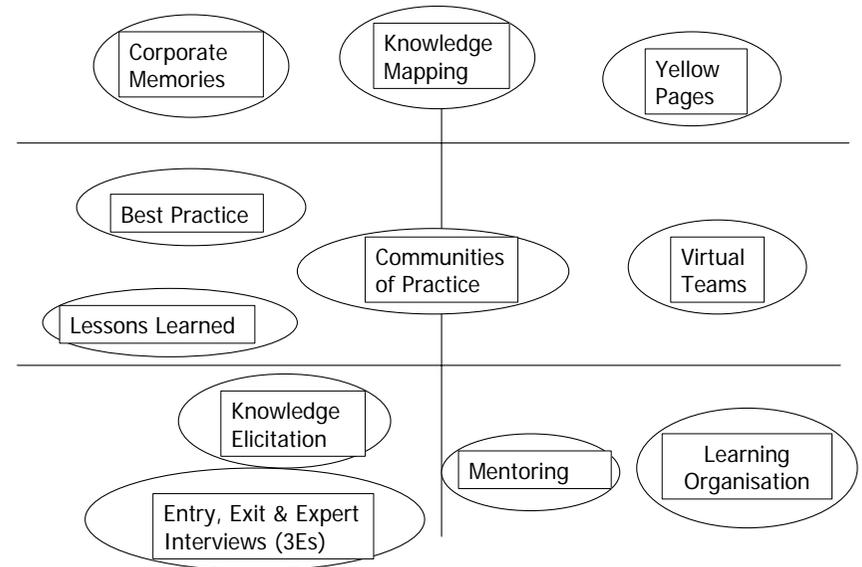
The Development of Knowledge



The Knowledge Spiral

3

The Development of Knowledge



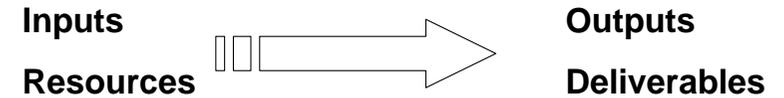
3

Knowledge Management is the process of developing knowledge and accumulating it in the organizational capital wherever possible.

4

Management

The application of resources allocated to meet the needs and objectives of the organisation.



Knowledge is a key resource

4

Knowledge as a Resource

We have to think of knowledge as a resource.

How do we manage a resource?

- 1. Identification**
- 2. Ownership**
- 3. Cost and Value**
- 4. Development**
- 5. Exploitation**

4

Knowledge Management is helping all managers to establish knowledge resource management as part of their toolkit.

5

Culture - and Cultural Change

Understanding the culture is a key issue for the successful implementation of knowledge management.

The existing culture can amplify or inhibit knowledge management projects.

Knowledge management initiatives can support a change in organizational culture.

5



Knowledge Management is creating a culture of learning, innovating, sharing and achieving - and most effectively implemented as part of Change Management.

Adopting Knowledge Management leads to:

- 1. Better appreciation and expression of the skills required and available.**
- 2. Improved ways of supporting people through the provision of appropriate processes and information.**
- 3. Greater encouragement for learning and sharing of knowledge to build skill sets.**
- 4. Higher levels of understanding that tacit knowledge and the implicit skills are key management resources.**
- 5. Creating the environment that will motivate existing personnel and appeal to potential recruits.**

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