Knowledge Management as a useful tool for implementing projects

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Content of Presentation

- Definitions

- KM within the governmental sector

- Successful knowledge management

- Experience at BEV´s international relations dep.

- Conclusions

Definitions

Information *:* is "knowledge which can be transmitted without loss of integrity" i.e. information knows what something means.

Know-how is "the accumulated practical skill or expertise that allows one to do something smoothly and efficiently"

(Kogut & Zander 1992:386).

3 x Knowledge: (1) *Cognitive knowledge* in the form of mental constructs and precepts, (2) *skills*, (3) *knowledge embodied* in products, well-defined services or artefacts.
explicit knowledge vs. tacit knowledge

Knowledge Management (KM) techniques used for the systematic collection, transfer, security and management of information within (?) organisations.

KM-System (KMS) is a distributed non-linear medium for managing knowledge in (?) organizations to support capture, storage and dissemination of expertise and knowledge.

Organization: An entity that has (a) **STRATEGY** (objectives, and an idea of how to get there, (b) **ACTIVITIES** (processes with inputs and outputs) that are guided by the strategy, (c) **RESOURCES** (financial, technical, human and knowledge) to conduct these activities.

(http://en.wikipedia.org)

New public management / e-Gov./ Consulting as a trigger for Knowledge Management

There should be
- a need for knowledge exchange across organization and inter-institutional cooperation.

- a special interest in best practice exchange, as unlike commercial enterprises there is no competitive incentive to keep best practices secret.

The most visible and active exchange efforts focus mostly on issues within e-government.

ICT-enabled applications require a new way of thinking about government processes

KM within the governmental sector (CH – USA)

[Binz-Scharf, C.M. 2003]

- government initiatives have a networking effect

- Different mental models (individual / organization) have to work on a common goal

- Need for combining / reconnecting the required knowledge from multiple agencies and multidisciplinary knowledge coming together.

→ *Technology is not the challenge.*
→ *It's the people, and it's the policy.*
→ *People have to undergo a total change in the way they think about their jobs and deliver service.*

We are all equal in the face of change

The EU funded twinning project between the National Mapping and Cadastre Agencies (NMCAs):

"Improving the Sustainability of the Land Admin.System"
(governmental + private sector – Austria, Hungary, UK)

- Strategy
- Benchmarking
- Good practise in ICT-tools
- Comparison of NMCAs and good practice in Europe

Knowledge transfer

Whenever multiple agencies and multidisciplinary knowledge coming together, it is necessary to combine and reconnect the required knowledge.

Decision-makers have to live with the fact that knowledge is distributed widely.

knowledge is the key productive resource
The new paradigm shall be:
- "Sharing knowledge is power"
- "Sharing knowledge acts as seed for grow and benefit
- "Put knowledge into a network to ensure growth of a key asset for providing benefit to customers.

Successful knowledge management

Communication as basis for knowledge (K.) transfer
- Traditional K. artefacts (e.g. a protocol of a meeting)
- K shows up in process of generating and editing artefacts and in communication ….but not always in the artefacts

Explicit / tacit knowledge in an organisation
- about customers and partners
- about the own organization: which experience and results can be used for next project
- about the work approaches / developing solutions
- about area of expertise.

Tools at BEV supporting knowledge transfer

Within BEV the following tools are currently in use:

- Organizations, individuals, partners, customers and BEV staff to be related Customer related management. (CRM) to be related processes, events, activities,

- Document-servers:

  - International: management reports resulting from international activities, meetings, projects.

  - Workflows, Guidelines and Rulebooks

  - QM Business-Processes

Experience at BEV´s international relations dep.

- It is very helpful to combine other resources in a network at the homebase like integrating partners (universities, private sector) in projects in both side's interest.
- Involving competent local partners to keep pace with all the uncertainty caused by rapid change and to close the cultural gap
- A higher level of courage and of risk acceptance as is indispensable.

KM / Knowledge sharing / Networking
are essential parts of for successful projects
…and it works even in an competitive environment