Organisationsentwicklung und Wissensmanagement

4.Treffen der KM4Dev Austria Gruppe
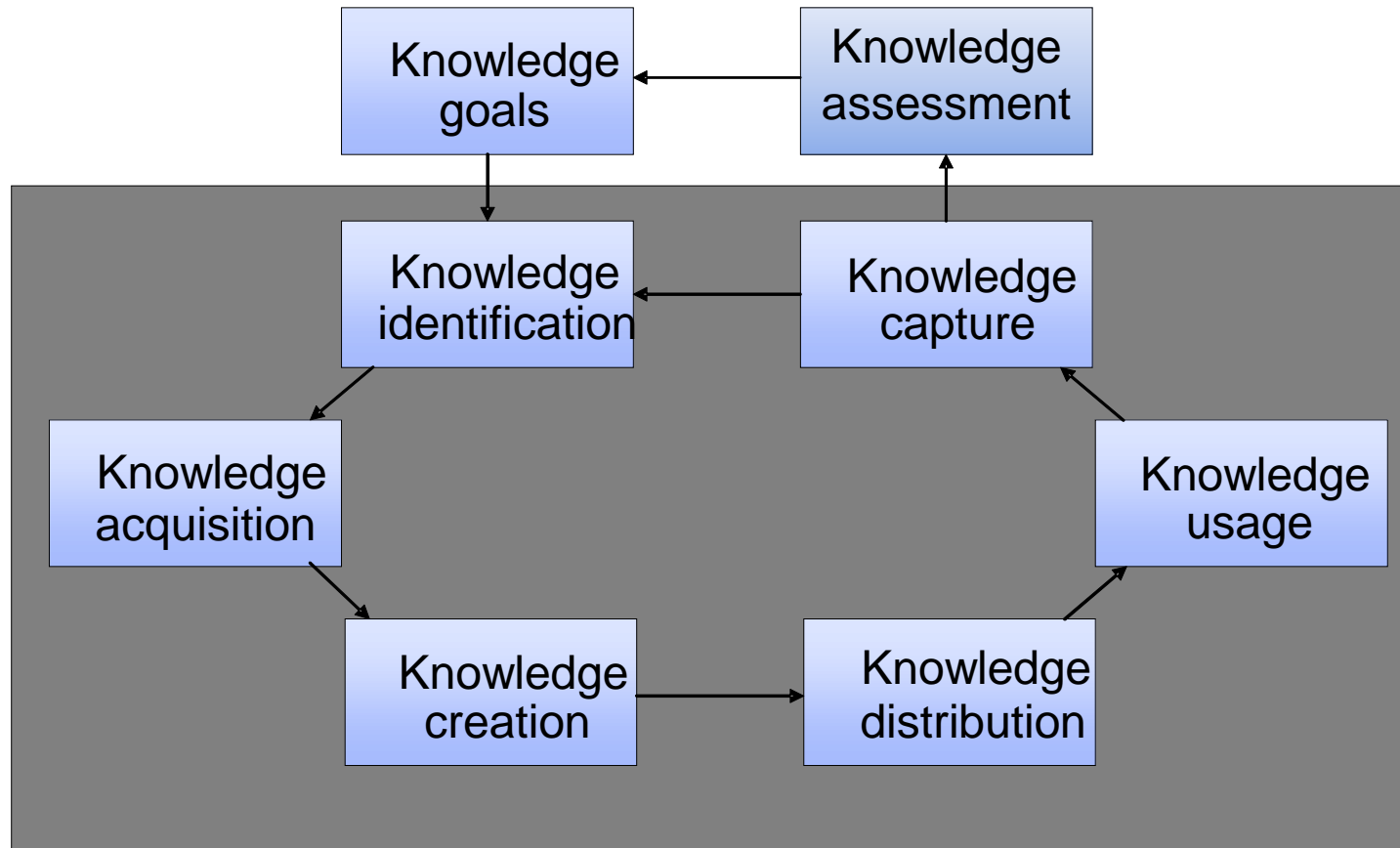
Wien, 30. Juni 2016

Dr. Andreas Brandner
KMA Knowledge Management Austria
www.km-a.net

Themen

- Organisationsstrategie und Wissensmanagement

- Wissensbilanz

- Personalentwicklung & Wissensmanagement

Knowledge Processes

Knowledge goals → Knowledge identification → Knowledge acquisition → Knowledge creation → Knowledge distribution → Knowledge usage → Knowledge capture → Knowledge assessment → Knowledge goals
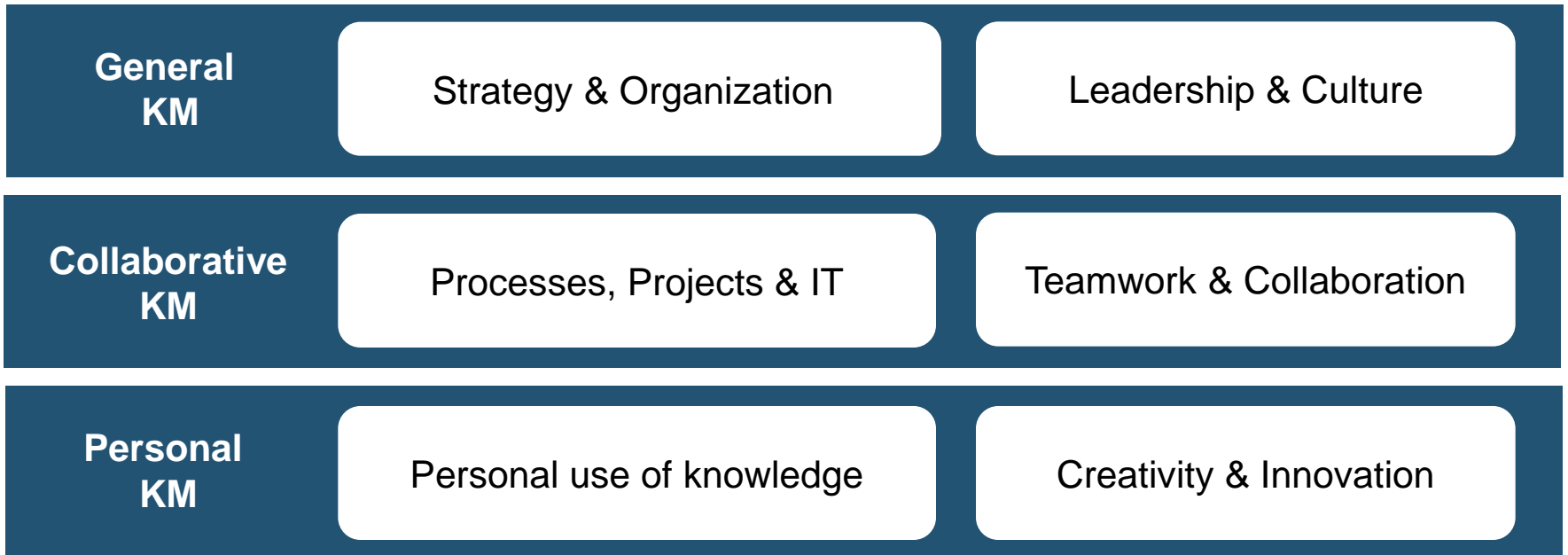
Probst , Raub , Romhardt , 1999

Knowledge Management: One Definition

Knowledge Management is an integrated systematic approach to identifying, acquiring, transforming, developing, disseminating, using, sharing, and preserving knowledge, relevant to achieving specific objectives.

Source: IAEA KM Glossary

Integrative KM

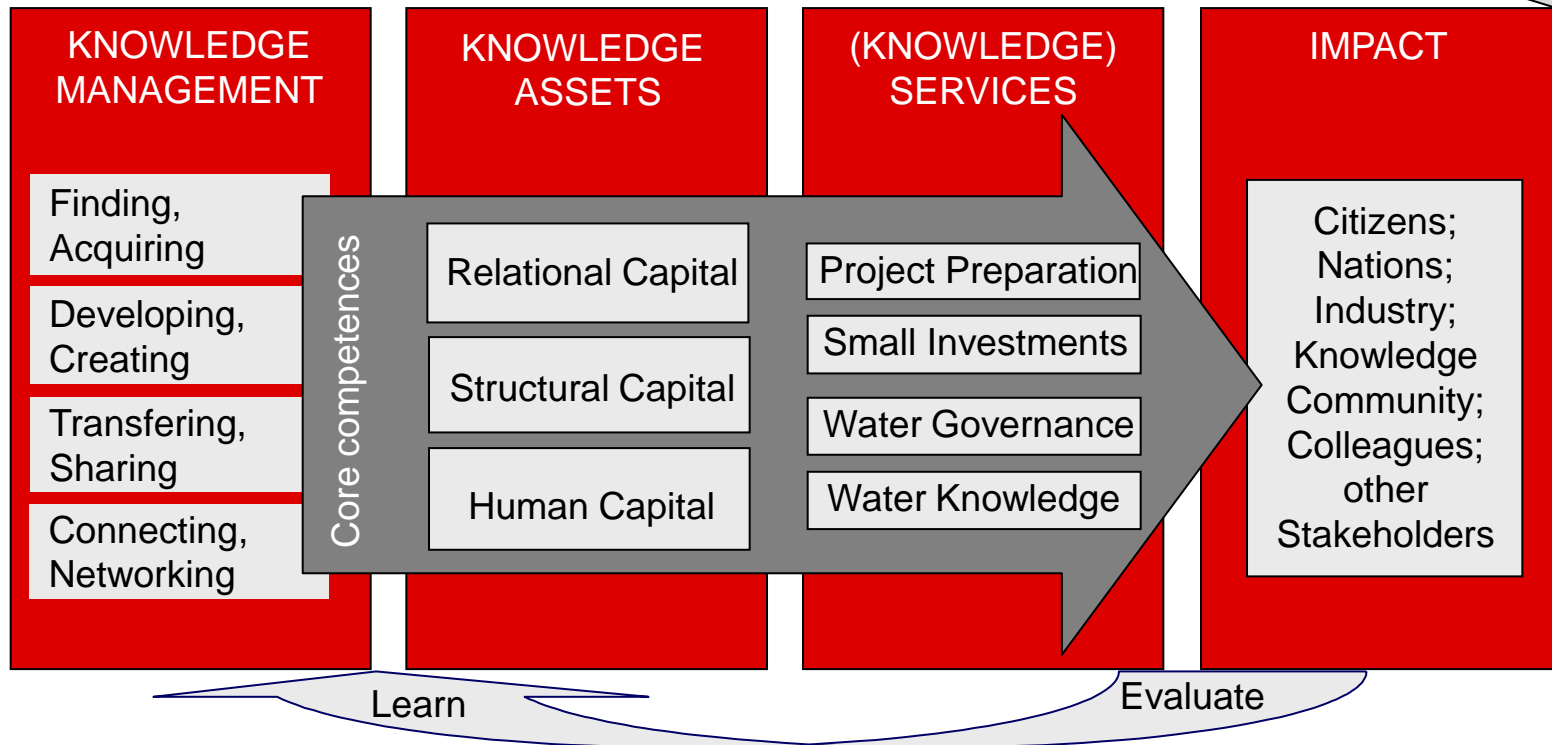| General KM	Strategy & Organization	Leadership & Culture
Collaborative KM	Processes, Projects & IT	Teamwork & Collaboration
Personal KM	Personal use of knowledge	Creativity & Innovation

7.1.6 Organizational knowledge

- *The organization shall determine the knowledge necessary for the operation of its processes and to achieve conformity of products and services.*

- *This knowledge shall be maintained, and made available to the extent necessary.*

- *When addressing changing needs and trends, the organization shall consider its current knowledge and determine how to acquire or access the necessary additional knowledge."*

    – *Note 1: Organizational knowledge can include information such as intellectual property and lessons learned.*

    – *Note 2: To obtain the knowledge required, the organization can consider:*

- *internal sources (e.g. learning from failures and successful projects, capturing undocumented knowledge and experiences of topical experts within the organization);*

- *external resources (e.g. standards, academia, conferences, gathering knowledge with customers or providers).*

Value Chain Approach
(Model of the Knowledge Report)
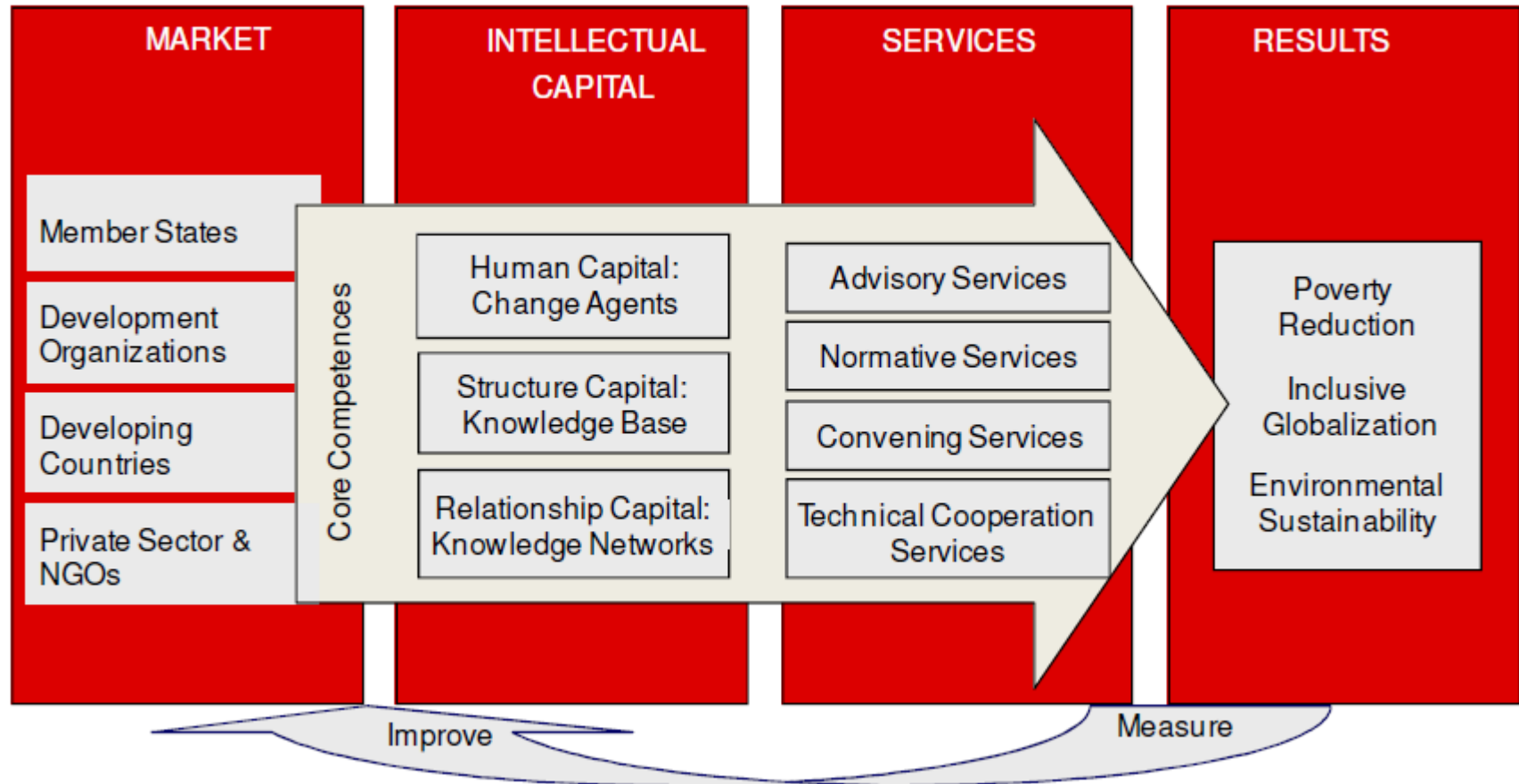
Example African Water facility

KNOWLEDGE MANAGEMENT	KNOWLEDGE ASSETS	(KNOWLEDGE) SERVICES	IMPACT
Finding, Acquiring	Relational Capital	Project Preparation	Citizens; Nations; Industry; Knowledge Community; Colleagues; other Stakeholders
Developing, Creating	Structural Capital	Small Investments	
Transfering, Sharing	Human Capital	Water Governance	
Connecting, Networking		Water Knowledge	

Core competences

Learn

Evaluate

The model of the Knowledge Report, KMA

STRATEGY AND ACTION PLAN

From Vision to Action

```
┌──────────────────────────────────────────┐
│         Company´s Mission / Vision         │
└──────────────────────────────────────────┘
                      ↓
┌──────────────────────────────────────────┐
│        Knowledge Management Policy         │
└──────────────────────────────────────────┘
                      ↓
┌──────────────────────────────────────────┐
│       Knowledge Management Strategy        │
│        including strategic objectives      │
│               and action plan              │
└──────────────────────────────────────────┘
                      ↓
         Implementation of actions as

   [Action 1]   [Action 2]   [Action 3]
          [Action 4]   [Action 5]

         part of the annual business plan
```

Model of UNIDO-Knowledge Report

UNIDO facilitates national and regional change programs in poverty reduction, inclusive globalization and environmental sustainability through comprehensive innovation services based on field-experience.

UNIDO Knowledge Assets

- **Human Capital – Change Agents**
- Asset 1: Comprehensive advisory competence based on field experience
- Asset 2: Capacity to deliver a growing volume of comprehensive services
- Asset 3: Qualification of staff and consultants
- Asset 4: Learning, research and innovation
- Asset 5: Cross-divisional collaboration in all thematic fields
- **Structure Capital – Knowledge Base**
- Asset 6: Collaborative knowledge base
- Asset 7: Effective knowledge processes: learning from projects and processes
- Asset 8: External access to the knowledge base of UNIDO
- **Relationship Capital – Knowledge Networks**
- Asset 9: Regional or thematic knowledge networks
- Asset 10: Collaboration with other UN Organizations
- Asset 11: Competence of the wider UNIDO-Network
- Asset 12: Collaboration with academia, think tanks and research organizations
- Asset 13: Supportive and trust-based relationships with member states

UNIDO Knowledge Assets

Human Capital – Change Agents

Due to the changing nature of the services, Human Capital is characterized by "change agents". They are the key to the success of UNIDO.

Asset 1: Comprehensive advisory competence based on field experience

The advisory competence based on field experience is the essential ingredient in increasing the development impact of UNIDO. The technical cooperation projects would not have a satisfying impact on the development of the countries, if they did not include a change in policies. Therefore, the services of UNIDO should always lead to a "change" in the policies and in the economic order of the countries. The comprehensive advisory competence also includes the recognition of UNIDO as an experienced advisor, competing with private consulting/development companies and other UN Agencies.

UNIDO Knowledge Assets

Asset 1: Comprehensive advisory competence based on field experience

Results of the interviews:

Strengths, existing practices	Weaknesses, obstacles
Field experience in TC is a unique resource in the UN Development System and could be used even more for advisory services.	The number of staff in the field offices is not high enough to build sustainable advisory relations and to deliver comprehensive services.
The status of a UN Agency facilitates the access to political decision-makers. Normative services are more credible from UNIDO than from private organizations.	Field offices are not defined as Competence Centers for the countries to deliver comprehensive services.
	The high fluctuation combined with a partially poor documentation hampers the continuity of work in the field.
	A UNIDO-methodology for policy advice is missing.
	Advisory competence could be increased through a more structured and closer communication between projects and field offices. The transfer of knowledge from TC-projects to advisory services could be significantly raised.
	The thematic differentiation of UNIDO is partially unclear.
	UNIDO's relevance is seen as relatively low in the UN Development System.

UNIDO
Concluding key challenges

The interview results reveal some key challenges for knowledge management in UNIDO:
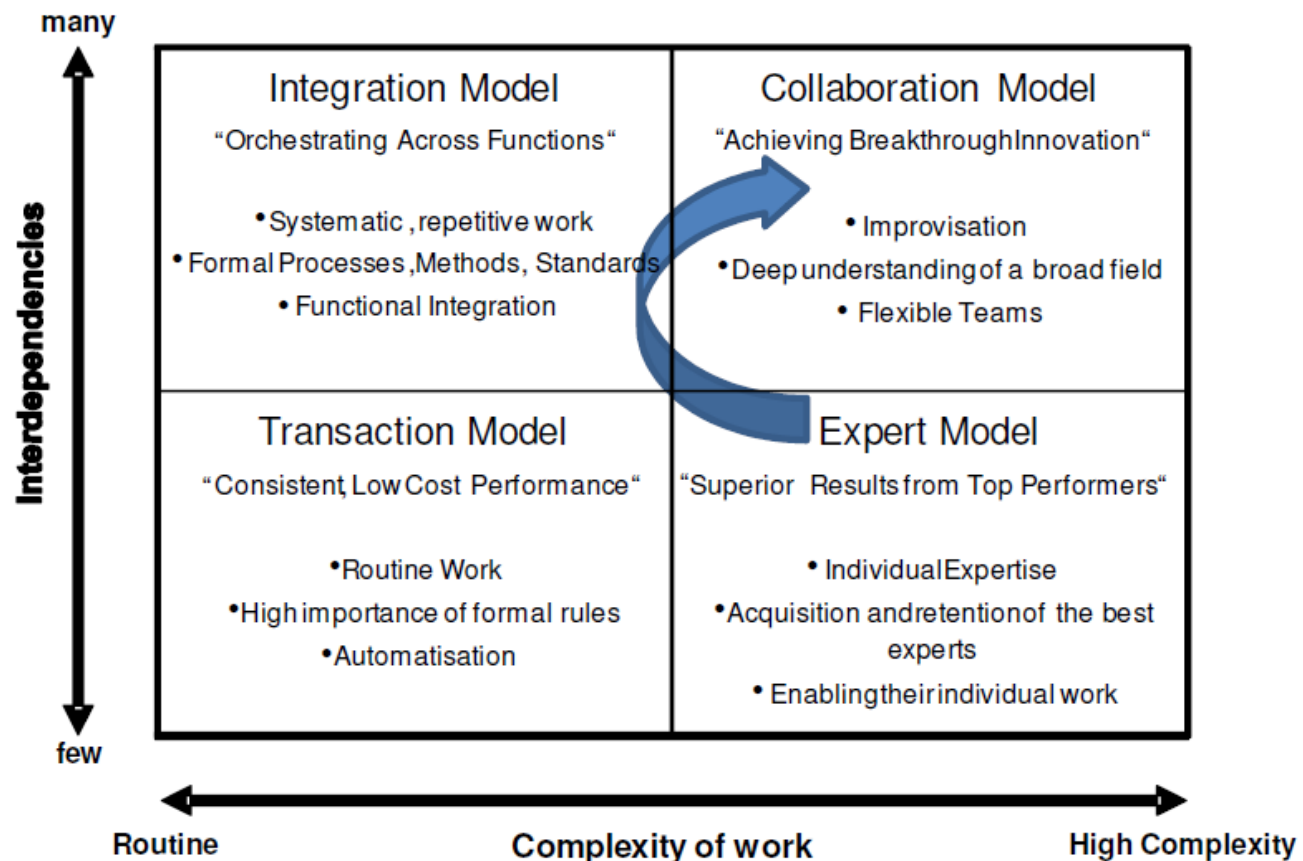
1. Institutionalize a collaborative, UNIDO-wide mission statement for km, objectives and responsibilities for knowledge. This will provide orientation and place more attention on knowledge as a key resource for the delivery of services, while raising the quality and quantity of provided knowledge.

2. Establish communities of practice as a social backbone for km. This will foster greater understanding and facilitate the collaboration in cross-divisional teams to provide comprehensive development services.

3. Define and enable knowledge processes and services. This will standardize the timely transfer of knowledge from projects (not only in PTC) and processes to the organizational knowledge base and back.

4. Establish infrastructures for collaboration and promote the integration of external knowledge networks with communities of practice. This will facilitate the knowledge flow internally and externally.

5. Recognize the results of knowledge-related performance to get an ongoing commitment and motivation to contribute to km.

Strategic shift for UNIDO

The key idea of the knowledge strategy: a shift from an
- Expert Model based on individual expertise focusing on effective project results to a
- Collaboration Model based on trust-based communities with a focus on industrial development leadership.

5 Key measures for the implementation of KM at UNIDO

Collaborative Knowledge Management Approach

1. **Institutionalize a collaborative knowledge management approach**
   - Define a collaborative km Strategy based on the mission statement
   - Establish a km community, define the responsibilities and give trainings in km

2. **Build trustful communities of practice and innovation labs**
   - Establish communities of practice and innovations labs
   - Introduce the UNIDO Institutes weekly

3. **Design and implement knowledge processes**
   - Establish enhanced knowledge debriefings
   - Create a knowledge process map for further development

4. **Create a collaborative knowledge base**
   - Establish an integrative knowledge management tool enabling collaboration and socialization
   - Define and design knowledge services for internal and external use

5. **Adopt the appraisal and promotion system**
   - Give social and promotional recognition for knowledge-related performance
   - Communicate on knowledge in the next annual report

From Strategy to KM

Growth with quality

- We will offer more

- We will offer better

- We will offer flexibly

- We will offer effectively

Delivering as One Unido

- We build our people

- We will serve our stakeholders

- We will lead by example

- We will manage for results

Knowledge for Growth

- Leverage knowledge assets for larger projects in a growing number of countries with more stakeholders.

- Cross-divisional collaboration through flexible teams and cross-functional communities of practice.

- UNIDO develops comprehensive knowledge base for each covered country and all services there.

- KM enables UNIDO to respond timely and with high quality to requests and deliver services promptly.

Integrative Knowledge Base

- Effective knowledge production, sharing and use is recognized and rewarded.

- UNIDOs Internet and its Knowledge Networks provide comprehensive knowledge ressources to stakeholders.

- Managers are role models in cross-divisional knowledge sharing and interdisciplinarity.

- UNIDO is committed to learning from any project to improve efficiency and effectiveness of all services.