



**Knowledge^{2.0}
Management**

Knowledge Management 2.0 for SMEs

Pilot phase trainings



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This project has been funded with support from the European Commission under the Lifelong Learning Programme.



Time	Topics
9.00-09.40	Agenda Presentation of trainer and participants KM2.0 Project
09.40-11.00	Knowledge management 2.0 Benefits, barriers and difficulties of knowledge management Knowledge processes
11.00-11.15	Coffee break
11.15-13.00	Knowledge management tools: <ul style="list-style-type: none">- Social media tools- Video tools- Collaborative tools- Other tools
13.00-14.00	Lunch
14.00-15.30	Strategy of knowledge management 2.0: <ul style="list-style-type: none">- Different knowledge management strategies- Elements of knowledge management strategy- Preparation of knowledge management strategy- Implementation of knowledge management strategy
15.30-16.30	Teamwork: <ul style="list-style-type: none">- Creation of the knowledge management strategy in groups- Presentation of prepared strategies
16.30-17.00	Summary Questions Closing



Learning outcomes

- Understand basic concepts of knowledge management,
- Understand the significance of knowledge management in the organisations,
- Understand basic processes of knowledge management in organization contributing to successful work development,
- Get to know the tools used for knowledge management,
- Be able to develop knowledge management strategy,
- Be able to apply knowledge management strategy in the organisation.



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Management

Let's get to know each other 😊



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**Knowledge^{2.0}
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Knowledge Management 2.0 for SMEs Project

Leonardo da Vinci Transfer of Innovation Project.

Aim:

create Knowledge Management 2.0 Methodology and implement in the SME sector in Poland, Croatia, Germany and Spain.

Target groups:

SMEs, HR managers, trainers.

Results:

KM2.0 MATRIX, KM2.0 Handbook, Case Studies from the pilot phase.





Knowledge Management

“a concept in which an enterprise gathers, organizes, shares and analyzes the knowledge of individuals and groups across the organization in ways that directly affect performance“ (Seiner, 2001)

„is the process through which organizations generate value from their intellectual and knowledge-based assets“ (Levinson, 2007)

“simply the transfer of knowledge from one person to another, the result of which enables the recipient to benefit from the collected wisdom of the more experienced members of an organization or group.“
(Villegas, 2000)





**Knowledge^{2.0}
Management**

Knowledge management 2.0 is a set of activities and processes designed to identify, capture, create, use and share explicit and tacit knowledge within the organization using web 2.0 tools and other tools related to the new technologies of information and communication.

Knowledge Management 2.0 is social, that is individuals create the knowledge together with others (shift from the individual to the collective) and share what they know with others with the use of new technologies.

The goal of **Knowledge Management 2.0** is to improve the efficiency and effectiveness of employees, achieve organizational objectives and improve the competitive position of the organization on the market.



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Benefits:

- can help an organization to make the optimum use of gathered knowledge,
- the ability to solve problems by learning from past mistakes,
- it provides materials for training personnel,
- it can help managers and executives to direct work to the proper resources in the organization,
- financial savings,
- better recognition of the organization and its consumers,



Barriers and difficulties:

- lack of understanding of knowledge management and its benefits,
- difficulties in determining what kind of knowledge to be managed and making it available,
- overcoming technological limitations,
- lack of technology expertise,
- lack of technology resources,
- lack of training,
- financial limitations,
- lack of employee's participation,
- lack of trust and lack of rewards for knowledge sharing,
- employees not willing to share knowledge,
- knowledge management implementation is time consuming and too expensive.

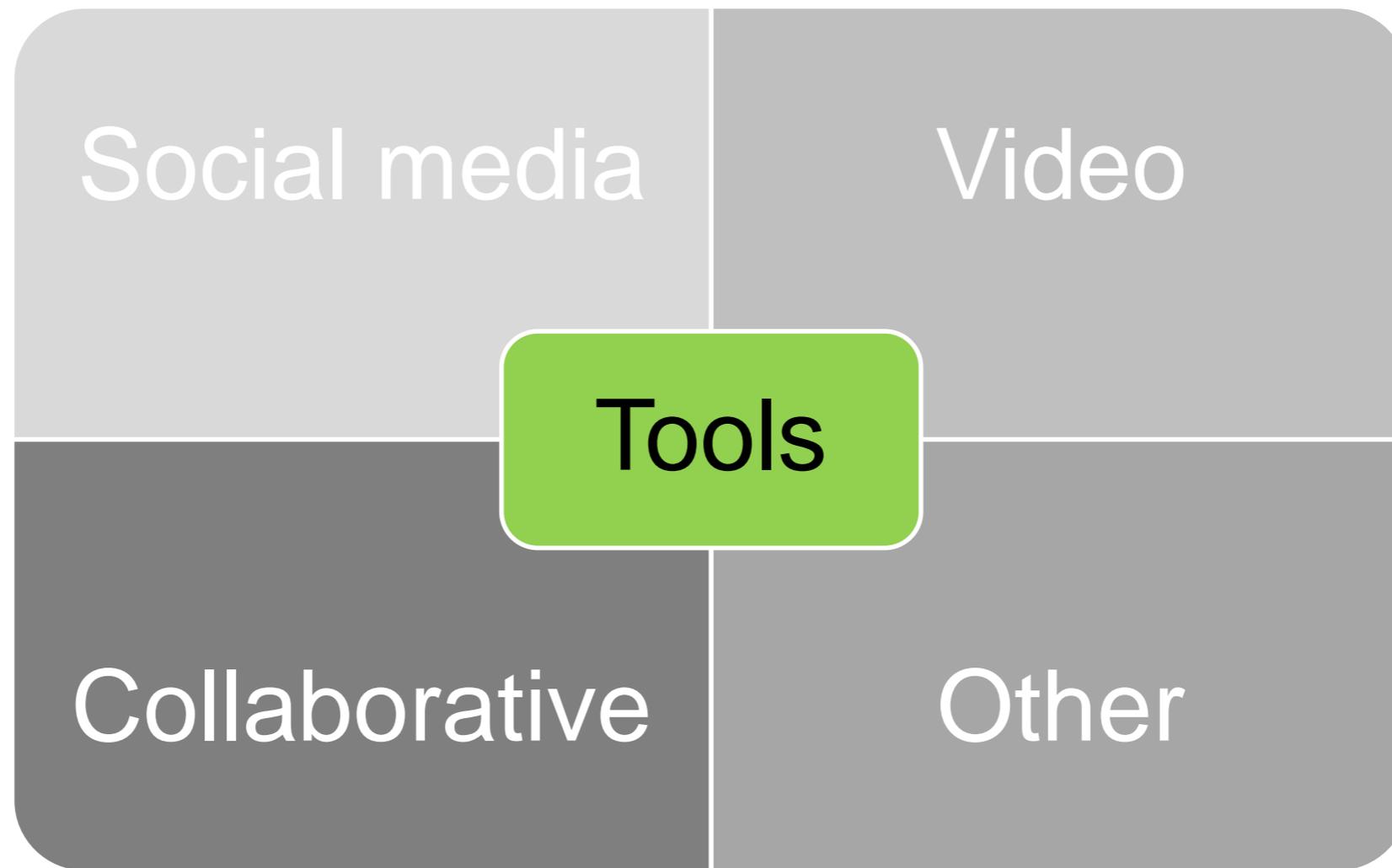


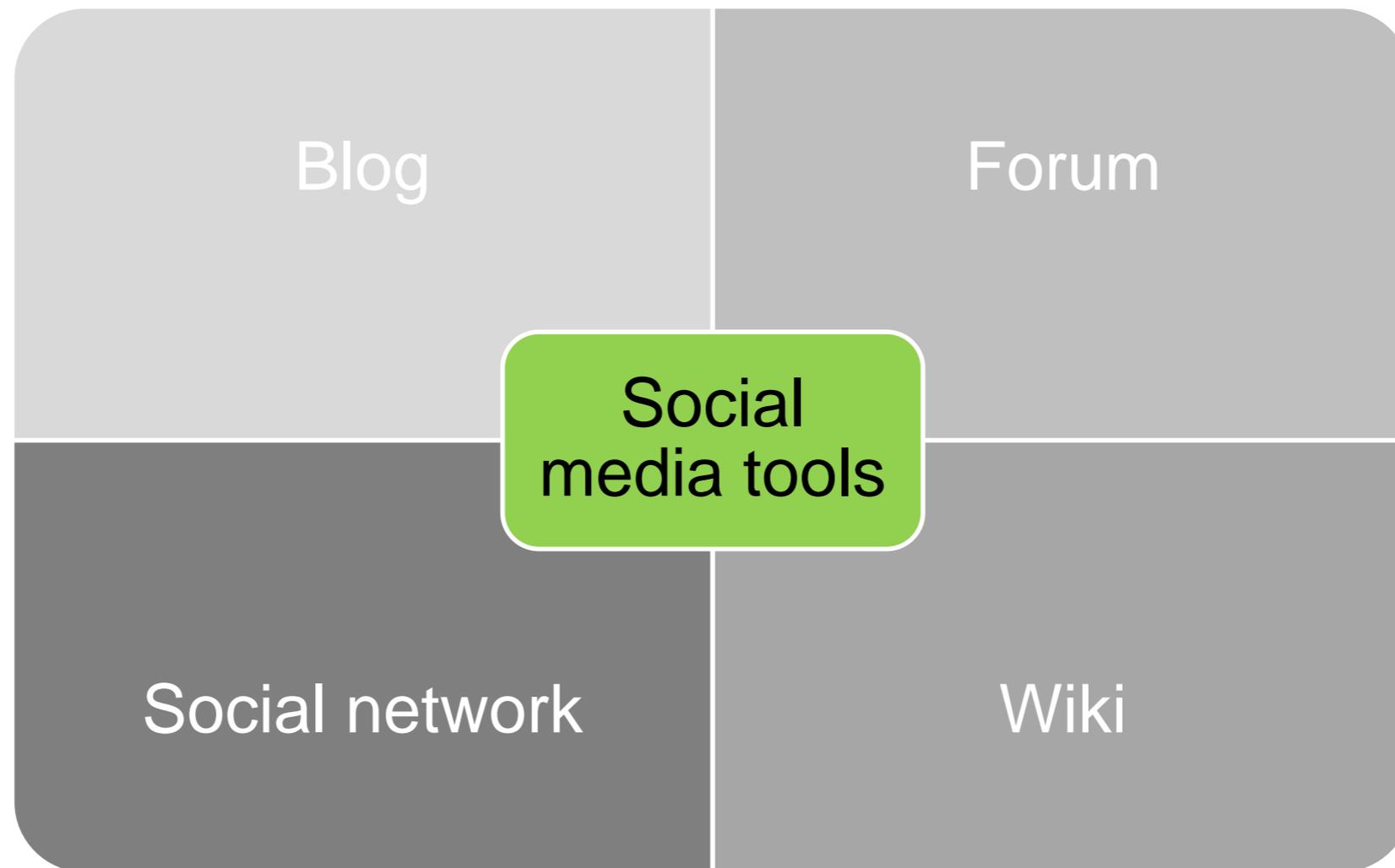
Knowledge Processes





Knowledge Management 2.0 tools



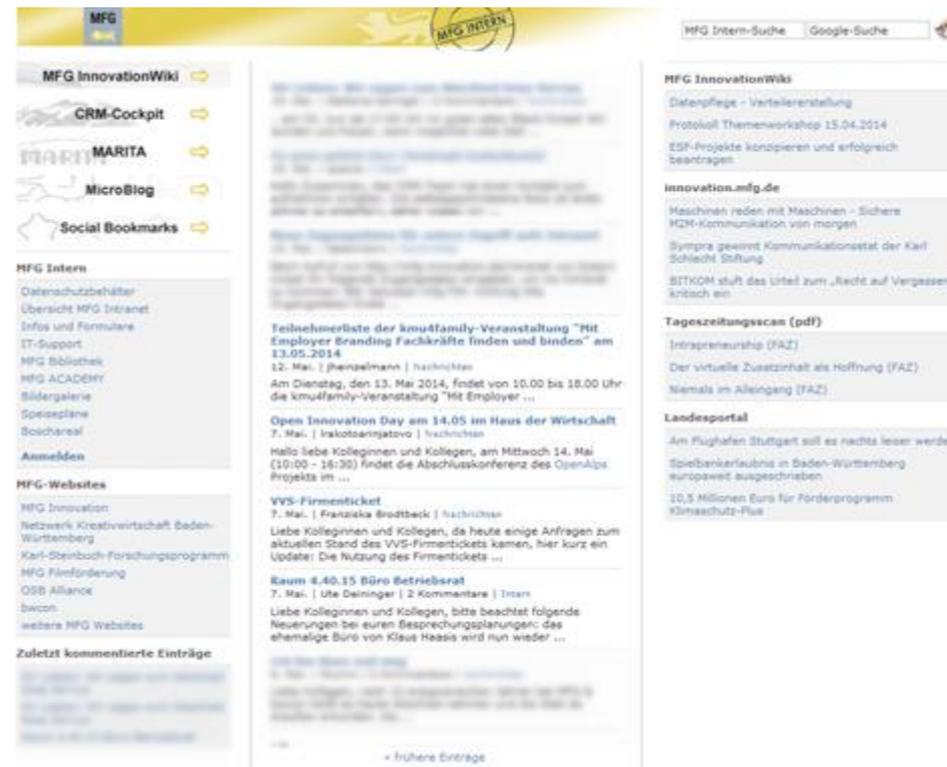




Blog

Blog is an online diary or log that is usually published on the Internet and is viewable by the worldwide community or is published internally and is accessible only for employees (and approved parties).

- When to use blogs?
- Storing knowledge
- Sharing knowledge
- Applying knowledge





Blog

Why to use blogs?

- posts on a blog are more persistent (unlike on other social media tools),
- the content is more dynamic and is updated on regular basis (unlike a page),
- a blog promotes internal communication between employees,
- on a blog it is very easy to generate and share knowledge,
- blogs are also excellent external communication tools (business blogs),
- blogs are great to facilitate internal discussions and participation of all employees.



Forum

A forum is a virtual space for exchanging and archiving of thoughts, opinions and experiences. The communication in forums is asynchronous. In a forum you can post text, links, picture and videos. In forum information is often structured in sections and threads.

When to use forums?

Identifying the knowledge

Creating knowledge

Storing knowledge

Sharing knowledge

Applying knowledge

The screenshot displays a phpBB forum interface. At the top, there is a blue header with the phpBB logo and the text "yourdomain.com". Below the header, there is a navigation bar with links for "Board index", "User Control Panel", "FAQ", "Members", and "Logout". The main content area shows a table with columns for "YOUR FIRST CATEGORY", "TOPICS", "POSTS", and "LAST POST". The table contains one row for "Your first forum" with 1 topic and 1 post. Below the table, there is a "WHO IS ONLINE" section showing 1 user online. At the bottom, there is a "STATISTICS" section showing 1 total post, 1 total topic, and 1 total member.



Forum

Why to use forums?

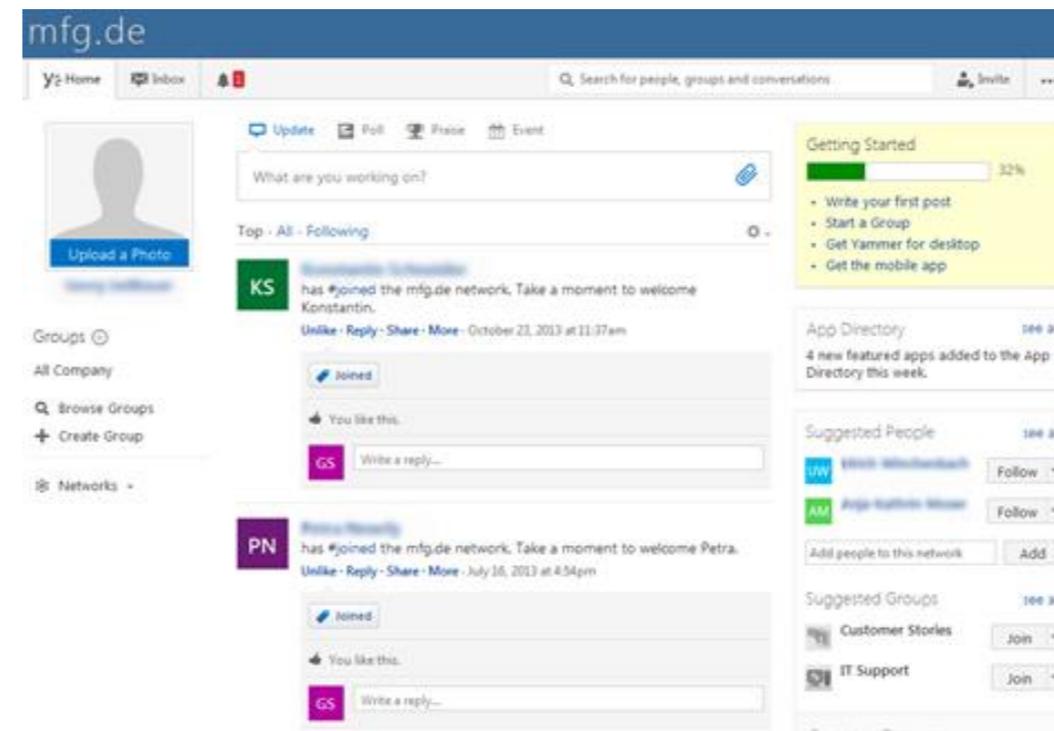
- in a forum people are on an equal level,
- forums are normally more structured than blogs (or other social media tools posts),
- information retrieval is normally easier in a forum than in a blog since it is more structured,
- forums are in chronological order like a blog, so they are also suitable to post news,
- forums promote internal communication between employees and facilitate participation,
- in a forum it is very easy to generate and share knowledge.



Social network

A social network is a community with various actors and connections between these actors. People can share information and communicate with other people. Unlike forums or blogs which are topic based, a social network is about people and relationships.

When to use social networks?
Identifying the knowledge
Sharing knowledge





Social network

Why to use social networks?

- it makes social ties visible and helps you to utilise your social network,
- social networks include various functions and cover various needs for knowledge management and communication,
- social networks are normally very informal and they are suitable for quick exchange but information retrieval is rather difficult,
- social networks are good for contacting people and for asking for expertise,
- it is very easy to generate and share knowledge in social networks,
- social networks engage easily people to collaborate and generate new knowledge.



Wiki

Wiki is a hypertext system for web pages. Those web pages cannot only be read by users but also directly edited in the web browser. The goal is to gather collectively experience and knowledge in an understandable form for the target group. The most famous example of a wiki is Wikipedia. In a wiki the authors develop collaboratively a text which can be supplemented by photos or other media.

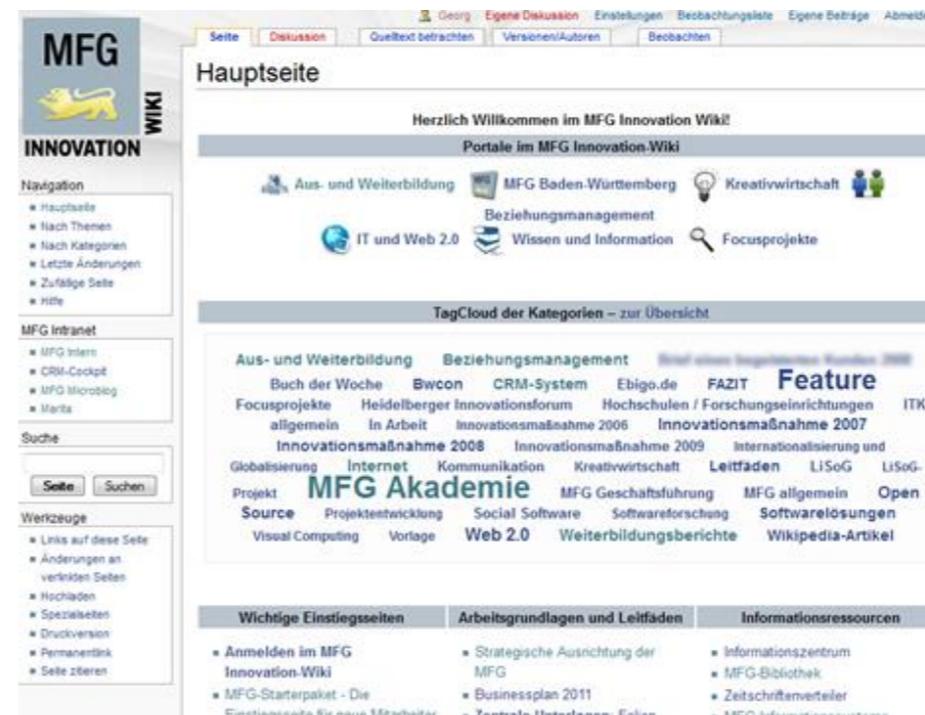
When to use wiki?

Creating knowledge

Storing knowledge

Sharing knowledge

Applying knowledge

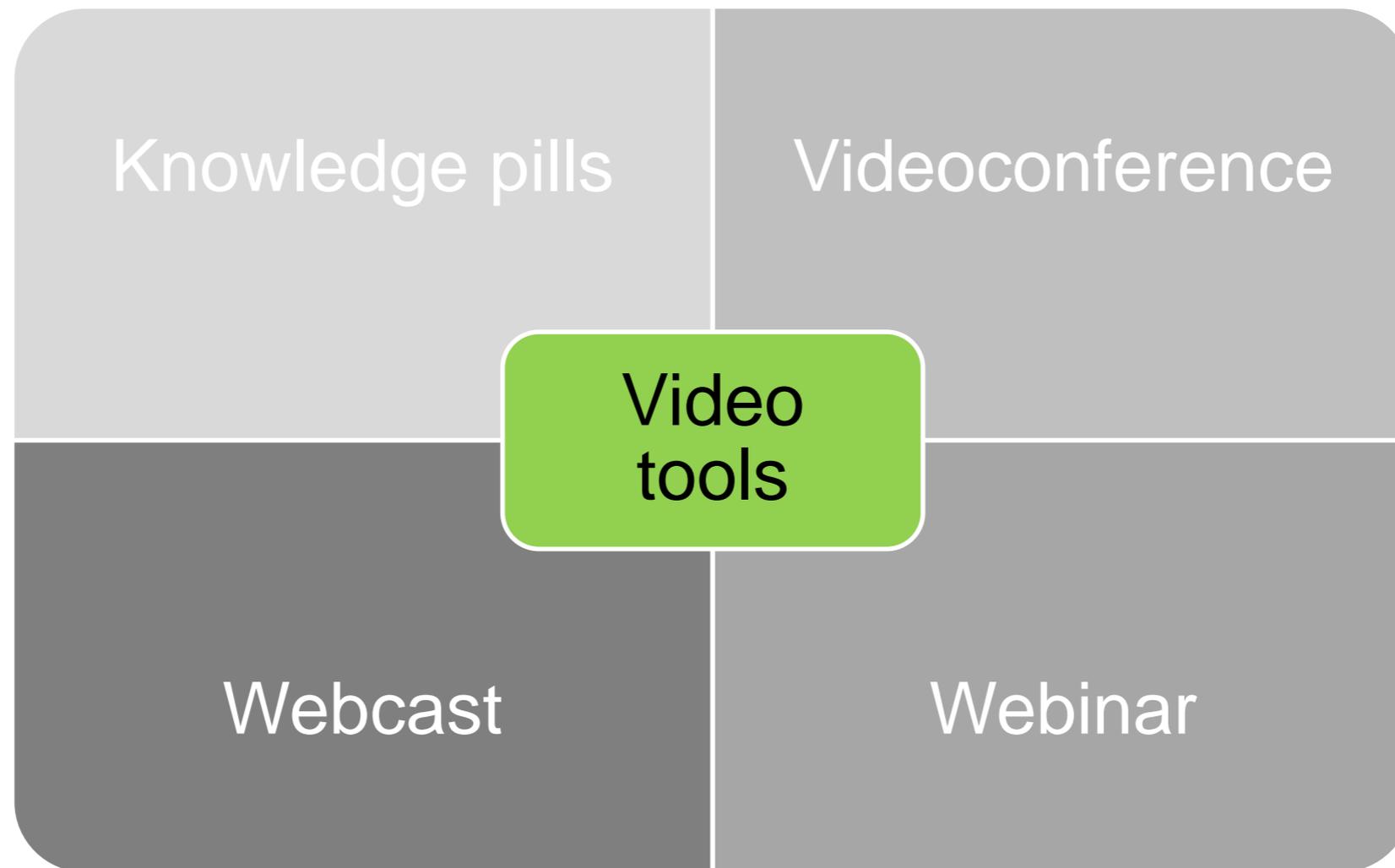




Wiki

Why to use wiki?

- wikis are ideal for saving persistent and structured information, experience, knowledge,
- wikis are a very efficient supplement to other tools like a blog or a forum,
- wikis are extremely interlinked (hyperlinks),
- it also great for collaboration since you can create your own text resp. write together with other people,
- wikis are not so suitable for news and announcements,
- despite the fact that wikis support collaborative working they are not very suitable for internal communication.





Knowledge Pills

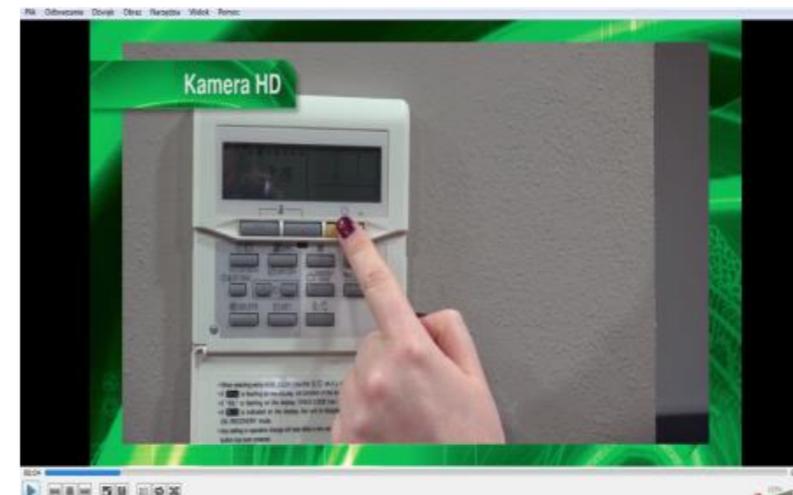
A knowledge pill is a small unit of knowledge in a multimedia format to be used for “just-in-time” training. The idea behind the term “knowledge pill” is that, like pills that we take for immediate relief from illness, knowledge pills enable users to immediately overcome a situation in which there is a lack of knowledge needing to be supplied immediately.

When to use knowledge pills?

Storing knowledge

Sharing knowledge

Applying knowledge





Knowledge Pills

Why to use knowledge pills?

- it creates a rapid, accessible platform to capture and redistribute tacit knowledge in the organization,
- it changes employees' attitudes in relation to sharing knowledge, because it makes that task fast and easy,
- it gives the opportunity to train employees in the workplace,
- it facilitates dialogue with external customers, suppliers, and partners who have a relationship with the organization,
- it creates training content in a short time,
- it improves the flow of communication and information within the organisation.



Videoconference

Videoconferencing is technology (hardware and software) that provides two-way audio and video communication (video and data) that allows people located in different places to communicate on an interactive, real-time, simultaneous basis, as if they were in the same place.

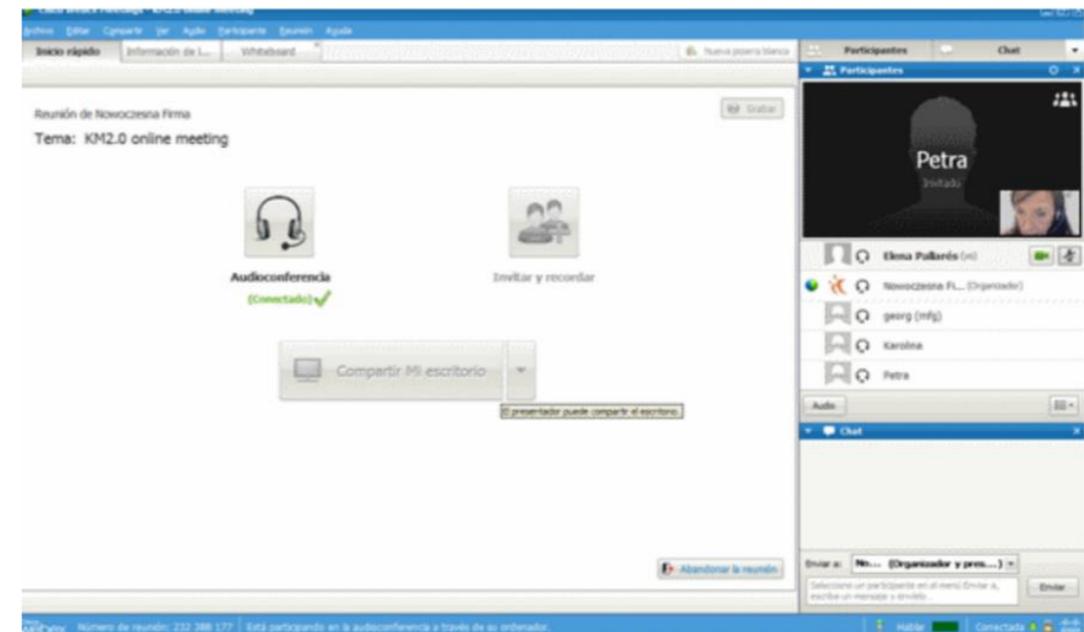
When to use videoconference?

Identifying the knowledge

Creating Knowledge

Sharing knowledge

Applying knowledge





Videoconference

Why to use videoconference?

- it provides professionals with the opportunity to learn by participating in two-way communication forums,
- collaborate with colleagues across the company, even if they are on the other side of the world,
- collect and share information and experiences on-line,
- videoconferencing increases productivity and maintains connection between colleagues, customers and providers, avoiding costs and travel time,
- it allows face-to-face interaction between distant points,
- it displays the same computer screen for all participants at the videoconference.



Webcast

A webcast is a media presentation distributed over the Internet using streaming media technology to distribute a single content source to many simultaneous listeners/viewers. A webcast may either be distributed live or on demand.

When to use webcasts?

Storing Knowledge

Sharing knowledge

Applying knowledge



Webcast

Why to use webcasts?

- allows real-time (live) communication with any part of the world, with customers, colleagues, and suppliers – as well as a target audience,
- can be done at low cost with a computer, webcam, and microphone, as well as speakers and an Internet connection,
- a webcast is an effective investment given the service received and the quality of communication,
- the communication can be copied and saved for future use.



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Webinar

A webinar is a conference, workshop, or seminar that is transmitted via the web. The word comes from the combination of web + seminar.

When to use webinars?

Creating the knowledge

Sharing knowledge

Applying knowledge



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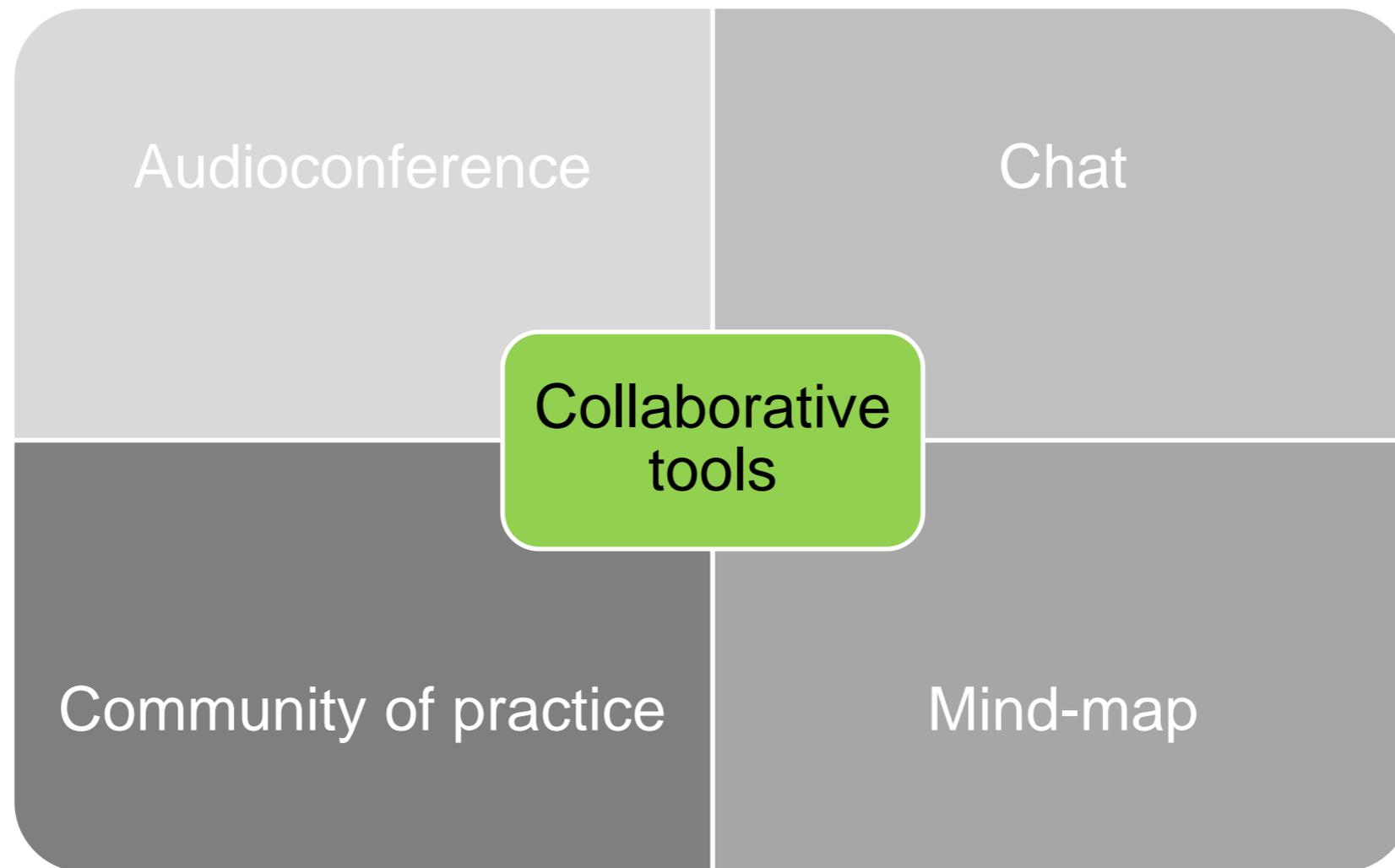




Webinar

Why to use webinars?

- you can use multiple cameras and audio - they will provide the advantage of capturing public attention, because with it you can see different angles and different participants,
- a shared desktop gives the presenter the opportunity to share activities with participants,
- webinar can be recorded - those recordings distribute content to people who could not attend the webinar,
- the mouse and keyboard can be assigned to participants,
- a whiteboard allows interaction with participants and enables them to be taught how to do something correctly, in order to generate better feedback.





Audioconference

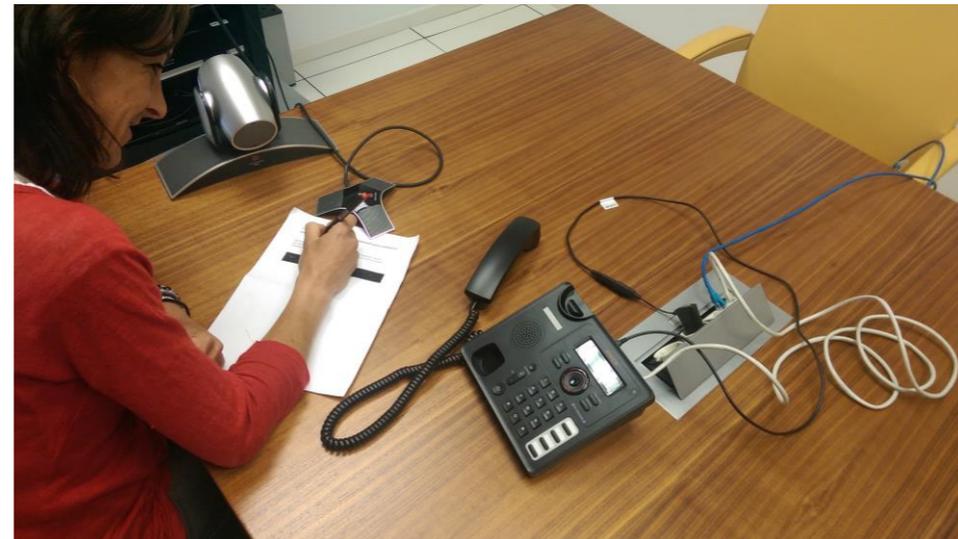
An audio conference is a type of phone call in which the person who initiates the call wants to have contact with more than one other person, and vice versa.

When to use audioconference?

Identifying the knowledge

Sharing knowledge

Applying knowledge





Audioconference

When to use audioconference?

- an audioconference is a useful way of meeting distant partners, customers, clients, and workers, inside and outside the company,
- an audioconferences allow a reduction in travel costs,
- an audioconference is very useful for conversations with a group of people when there is no need for visual presentations or image support,
- it is used to communicate important matters quickly, with immediate feedback being available at the time of transmission.



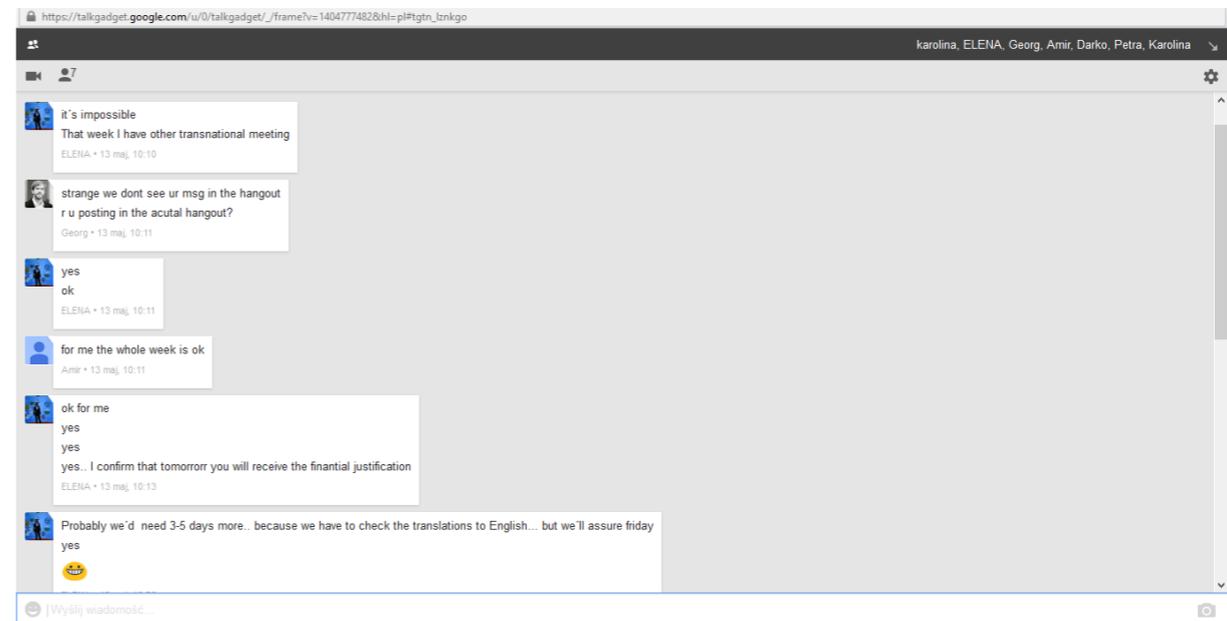
Chat

Written communication that takes place instantaneously using software over the internet. It takes place between two, three, or more people, whether in a public format via so-called public chat sessions (in which any user can access the conversation) or in private, involving two or more people.

When to use chat?

Identifying the knowledge

Sharing knowledge





Chat

Why to use chat?

- chat sessions are useful for quick conversations and quick questions that do not call for prior planning or require the handling of exceedingly significant topics
- users can follow on-line conversations with a chat-type messaging system,
- chat allows users to communicate in writing privately or in groups with a pre-created group of people,
- it is useful because almost all chat applications can be used on smart 'phones: WhatsApp, Skype, Hangout, Gmail, etc.
- many chat tools keep a written record of conversations.



Community of practice

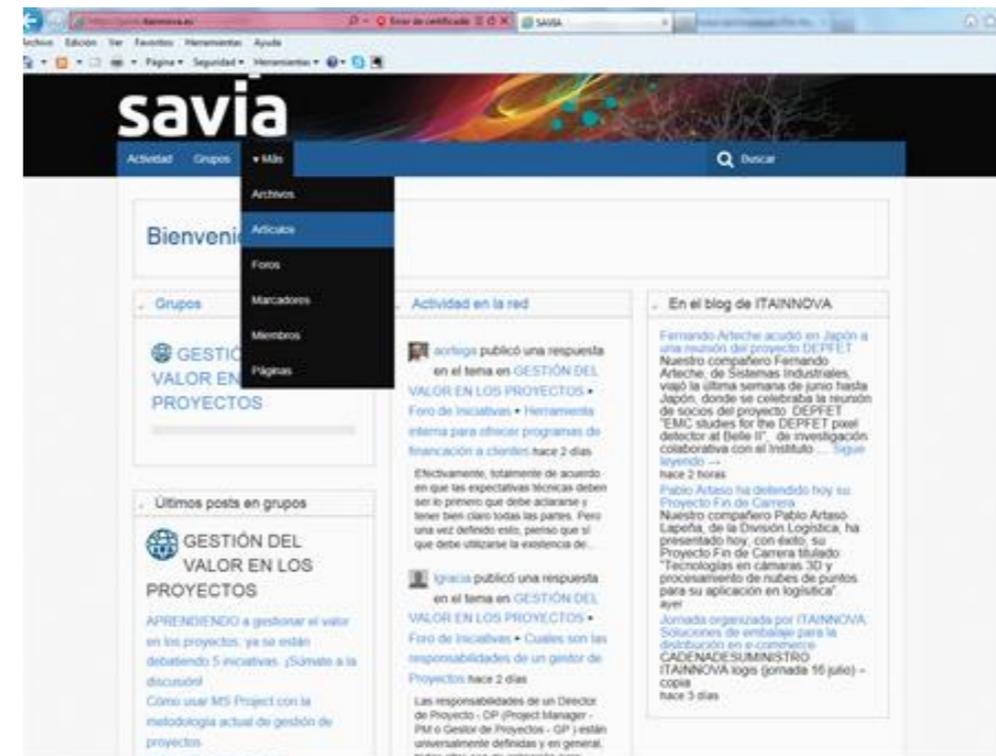
Communities of practice are social groups formed in order to develop specialised knowledge, sharing learning-based joint reflection about practical experience.

When to use community of practice?

Identifying the knowledge

Creating the knowledge

Sharing knowledge





Community of practice

Why to use community of practice?

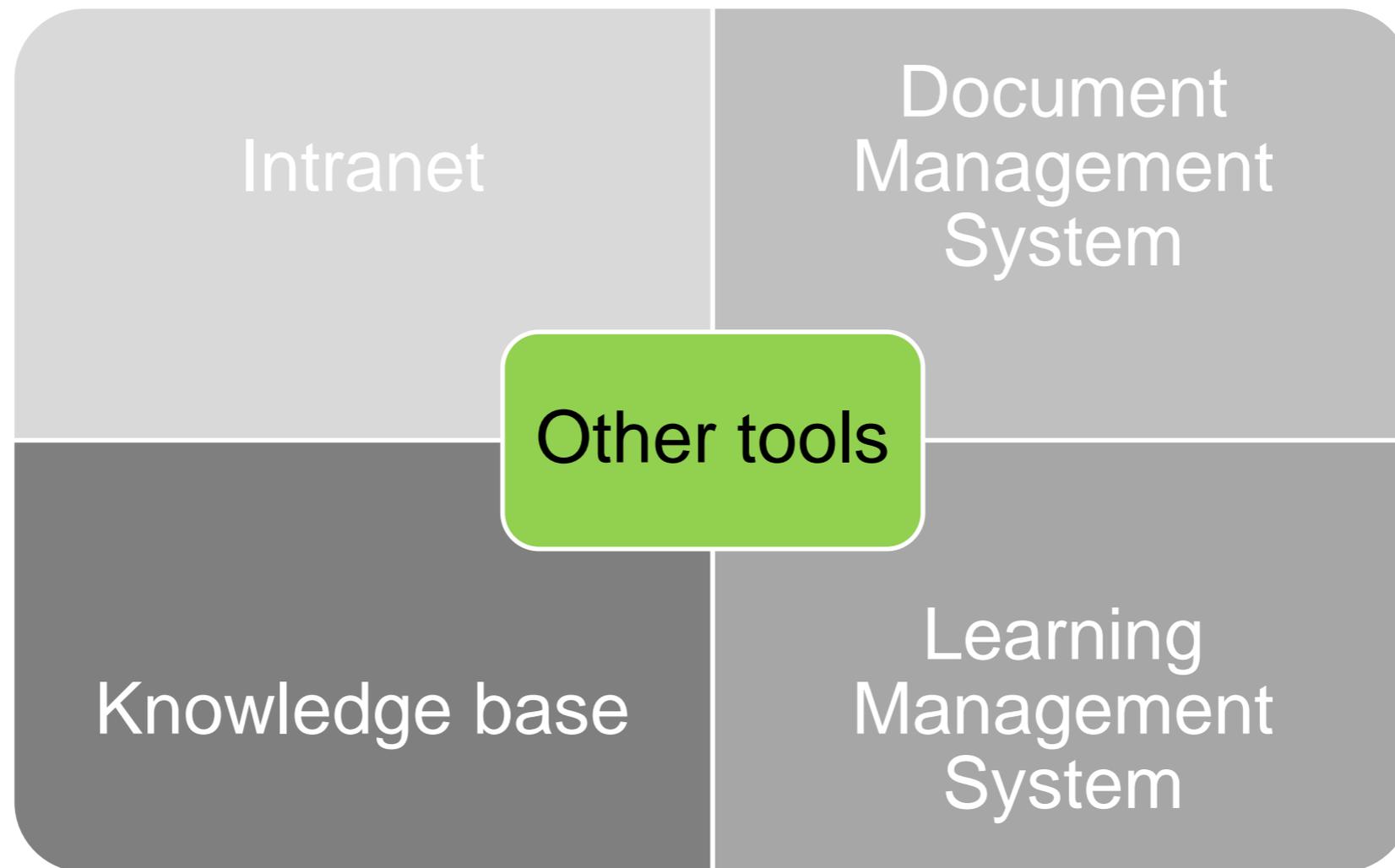
- communities of practice improve the quality of decisions,
- are resources for implementing strategies,
- allow co-ordination and synergies across units,
- offer an arena for problem-solving,
- increase retention of talent,
- are knowledge-based alliances,
- provide capacity for knowledge-development projects.



Mind-map

Why to use mind-map?

- for presenting projects in a visual and graphic format to a group and to request active participation, generating new ideas and encouraging active discussion,
- when work must be done on a collaborative basis, with a whole set of solutions or alternatives being brought in response to a central need, problem, or idea,
- to make it easier to structure a complex project or idea,
- in creative sessions and teamwork,
- for organising ideas around a key theme and drawing conclusions,
- for creating a process diagram,
- for showing information in an ordered form to clients or to a team.





Intranet

Intranet is a computer network that uses Internet Protocol technology to share information, operational systems, or computing services within an organization.

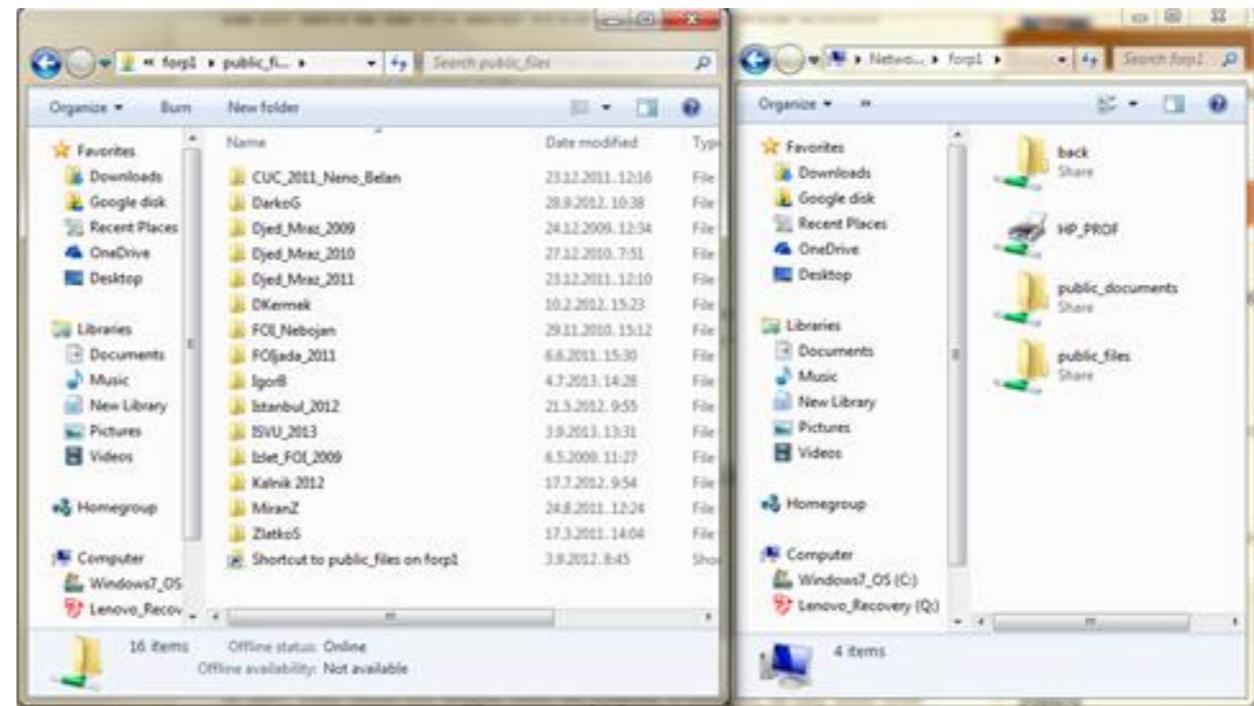
When to use intranet?

Creating knowledge

Storing knowledge

Sharing knowledge

Applying knowledge





Intranet

Why to use intranet?

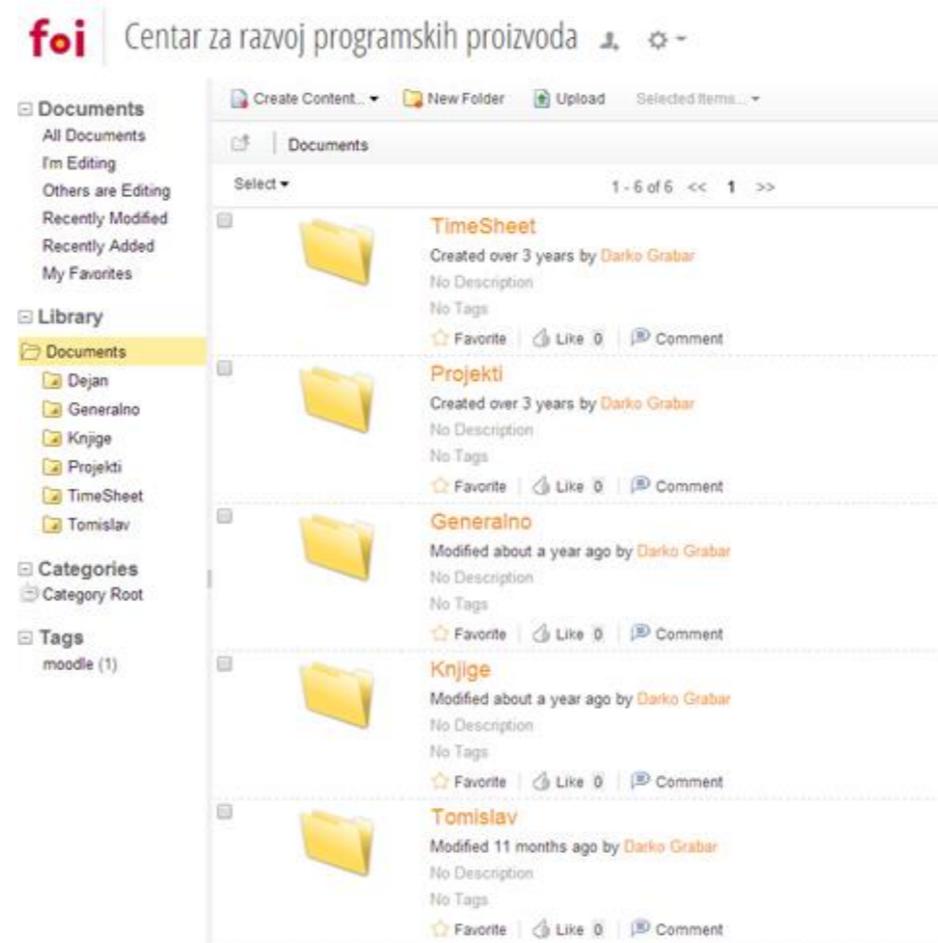
- intranet is great corporate productivity tool which does not require any substantial investments of additional resources,
- intranet will help in creating, storing, organizing, and sharing corporate knowledge and other digital assets,
- at the same time it can protect those assets from external threats,
- you can use more advanced features and set up entire collaboration environment.



Document Management System

Document Management System is computer program or set of computer programs used for storing and managing electronic documents.

- When to use DMS?
- Creating knowledge
- Storing knowledge
- Sharing knowledge
- Applying knowledge





Document Management System

Why to use DMS?

- DMS normally supports advanced document management features like: multiple upload, disk (folder) synchronization, document indexing and versioning,
- since all of the documents are indexed, retrieval of desired document is easy due to advanced search capabilities,
- since most of these systems are browser-based platforms, users can use the system from any location and platform (PC, laptop, smart phone, tablet,..),
- besides core functionality typical DMS provides advanced range of features: online collaboration (shared document editing, forums, wikis), workflows, task management, sharing of content with external systems (e.g. Social networks),...



Knowledge base

A knowledge base is a centralized repository for information. It can be considered as sort of public library or a database of related information about a particular subject.

When to use knowledge base?

Storing knowledge

Sharing knowledge

Applying knowledge

mozillaZine

Knowledge Base

Welcome to the MozillaZine Knowledge Base.

This website provides [Mozilla product](#) documentation written by the user community. You can follow the links below to browse all of the articles, or use the Search box at the right-hand side of each page. If you want to discuss problems or ask questions about Mozilla products, please use the [MozillaZine Forums](#) instead. See [here](#) for how to request a knowledge base account, create or edit an article, or leave comments about one.

Firefox

A powerful, extensible, and fast stand-alone browser

- [Frequently encountered issues](#) and how to fix them.
- [All Firefox articles](#), arranged by subject.

Need more help? Visit [Firefox Help](#) or browse the [Firefox links](#) page.

Thunderbird

A stand-alone e-mail and newsgroup client with breakthrough spam filters

- [Frequently encountered issues](#) and how to fix them.
- [All Thunderbird articles](#), arranged by subject.

Need more help? Visit [Thunderbird Help](#) or browse the [Thunderbird links](#) page.

SeaMonkey

Other Mozilla-based applications

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Knowledge base

Why to use knowledge base?

- knowledge base is a great tool when there is a need to provide structured and well organized access to large pool of information,
- any information in knowledge base will remain as valuable company asset and there will be now information loss (or minimal) because of employees fluctuation,
- knowledge bases can help in ensuring free flow of information and ideas inside the company and building good relations with partners, clients which as essential for any successful company.



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Learning Management System

Learning Management System (LMS) is a software application for the administration, documentation, tracking, reporting and delivery of e-learning education courses or training programs.

When to use LMS?

Storing knowledge

Sharing knowledge

Applying knowledge



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Learning Management System

Why to use LMS?

- an LMS is the infrastructure that delivers and manages instructional content, identifies and assesses individual and organizational learning or training goals, tracks the progress towards meeting those goals, and collects and presents data for supervising the learning process of organization as a whole,
- LMS is typically used to deliver some sort of training to its employees,
- by using LMS, we can ensure that corporate knowledge of specific topics is effectively captured, transformed into format that can be easily shared and learned by the employees that need this specific knowledge.



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Strategy of *Knowledge Management 2.0*



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Applied knowledge management strategies

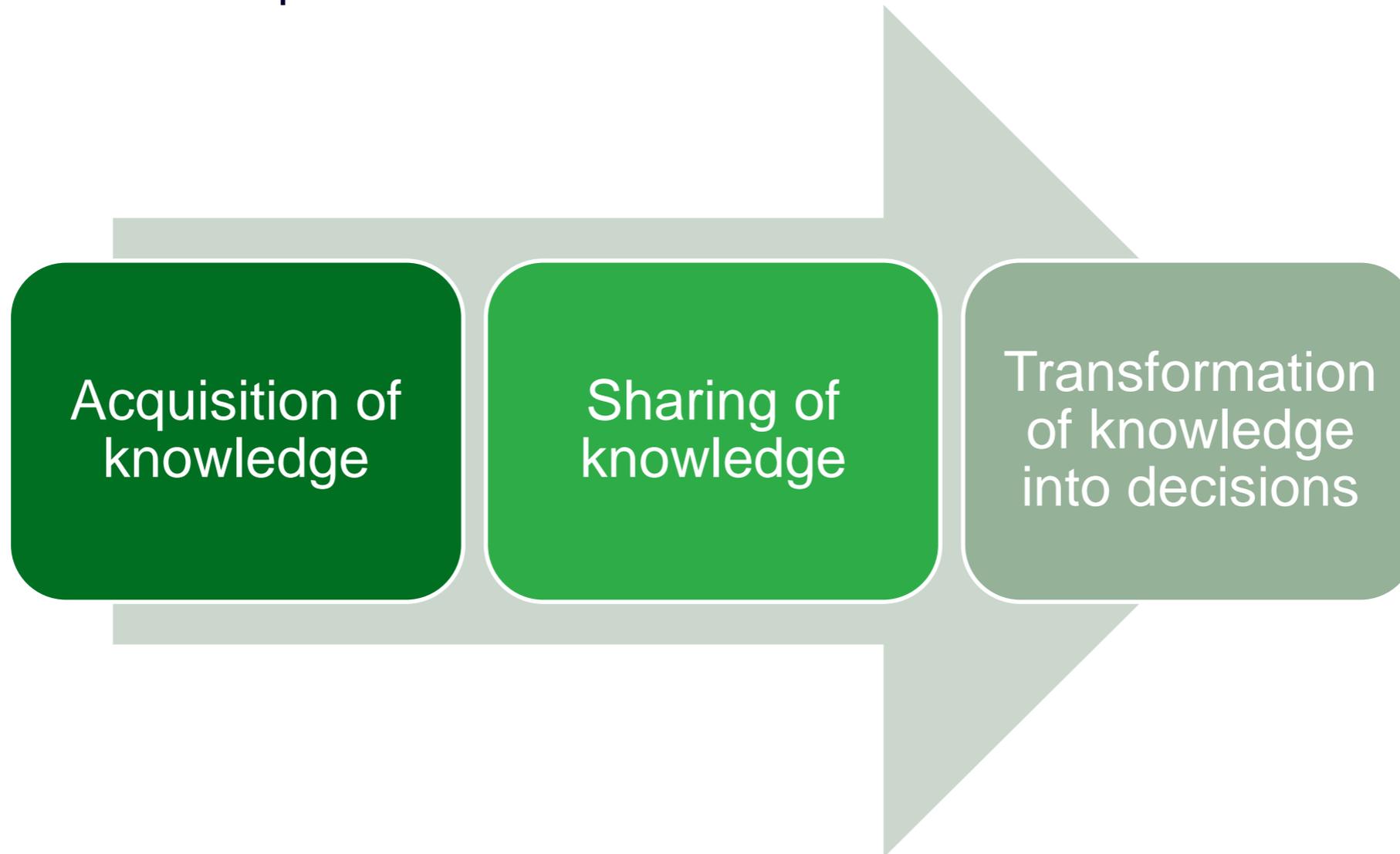
Leading strategies:

- **Wellsprings of knowledge** - based on the fact that knowledge is a main company resource and „product”; that is why management of knowledge is a key aspect of company’s supply.
- **Japanese model** - the model indicates two kinds of knowledge: silent (hidden) and formal (available); The silent knowledge is the most important and the success of the organization depends on sharing of it.
- **Process model** - according to the model, knowledge management is a set of processes that enable the creation, dissemination and use of knowledge to achieve organizational objectives.



Applied knowledge management strategies

Phases in the process model:





Applied knowledge management strategies

Codification and personalization strategy.

- **Codification strategy** - the strategy requires investments in a field of modern technologies and employees well familiar with those technologies; the primary purpose of the codification strategy is to collect, process and use knowledge on a large scale.
- **Personalization strategy** - the main actor of this strategy is hidden knowledge which our employees own; organization should then encourage employees to develop their skills and to acquire knowledge, share it with others and build a network of connections.



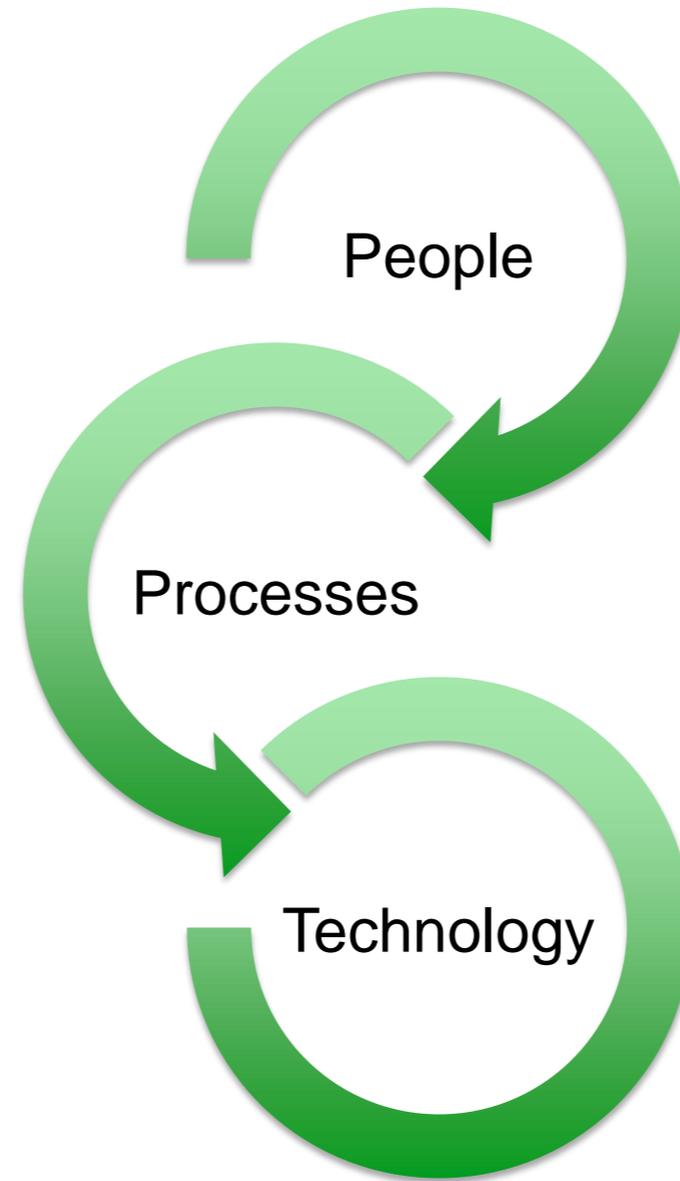
Applied knowledge management strategies

Other strategies:

- Creation of knowledge by interacting,
- Internal creation,
- Absorption strategy,
- Internal dissemination,
- Knowledge sharing,
- Protection of knowledge.



Elements of the knowledge management strategy





Preparation of the knowledge management strategy

Any strategy should include answers to three key questions:

1. where are we now?
2. where do we want to be?
3. how do we get there?

Preparation of the knowledge management strategy

Strategy structure:

Executive summary	Summary of the document content on no more than 1-2 pages.
Background	Description how the strategy is related with other corporate plans and activities.
The business case	Definition of knowledge management in the organization. Identification of potential benefits to the organization. Explanation of contribution that better knowledge management will make to the organization and reference to the core organizational objectives. This part of the strategy is a key part of ensuring alignment between the key goals of the organization and knowledge management.
Current situation	Information about the implemented knowledge management activities (including some real examples of good practice) and experience, benefits and barriers to further progress. Information about the highlights from the knowledge audit. Information about the areas where inadequate knowledge management is creating problems or business inefficiencies.
Stakeholders' challenges and knowledge needs	Summary of key issues and knowledge needs of the organization and relevant stakeholders.
A vision for knowledge management	A succinct description (1-2 sentences) of how in a few years' time knowledge management plays an important part in the organization's activities.
Strategy overview	Presentation of activities and projects to be implemented grouped into specific themes or areas of action, eg. knowledge management tools and techniques, who will own and drive the strategy, promotion of the strategy, etc.
Action plan	Information about the deliverables, timescales, resources and budgets required for all actions.
Dependencies	Information about the critical dependencies, eg. availability of key personnel, approval of budgets, etc.
Conclusions and next steps	Description of what needs to happen next to change the strategy into action.
Appendix	Eg. some materials on knowledge management such as definitions of any existing project or initiatives.



Preparation of the knowledge management strategy

Good Knowledge Management 2.0 Strategy should be based on three elements:

Simplicity

- make it as easy as possible
- unnecessary tools and options discourage participation

Efficiency

- do not invest in small-scale tools
- invest in replicable and scalable system that will work for most of the organization

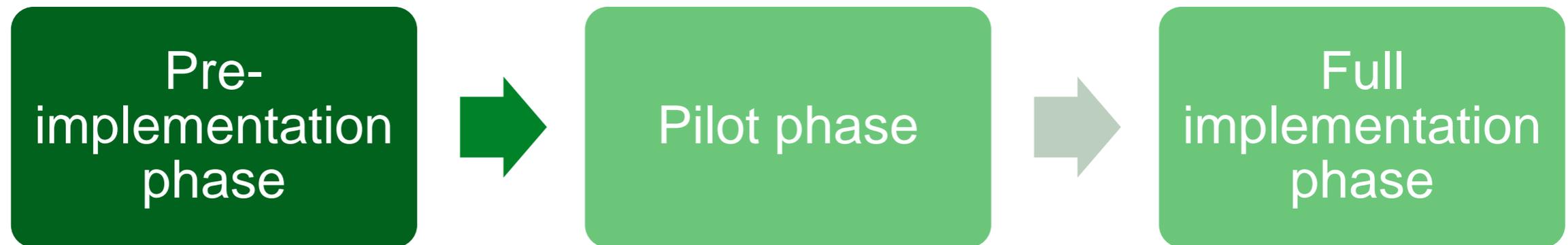
Standardization

- standardization increase the probability of knowledge reuse



Implementation of the knowledge management strategy

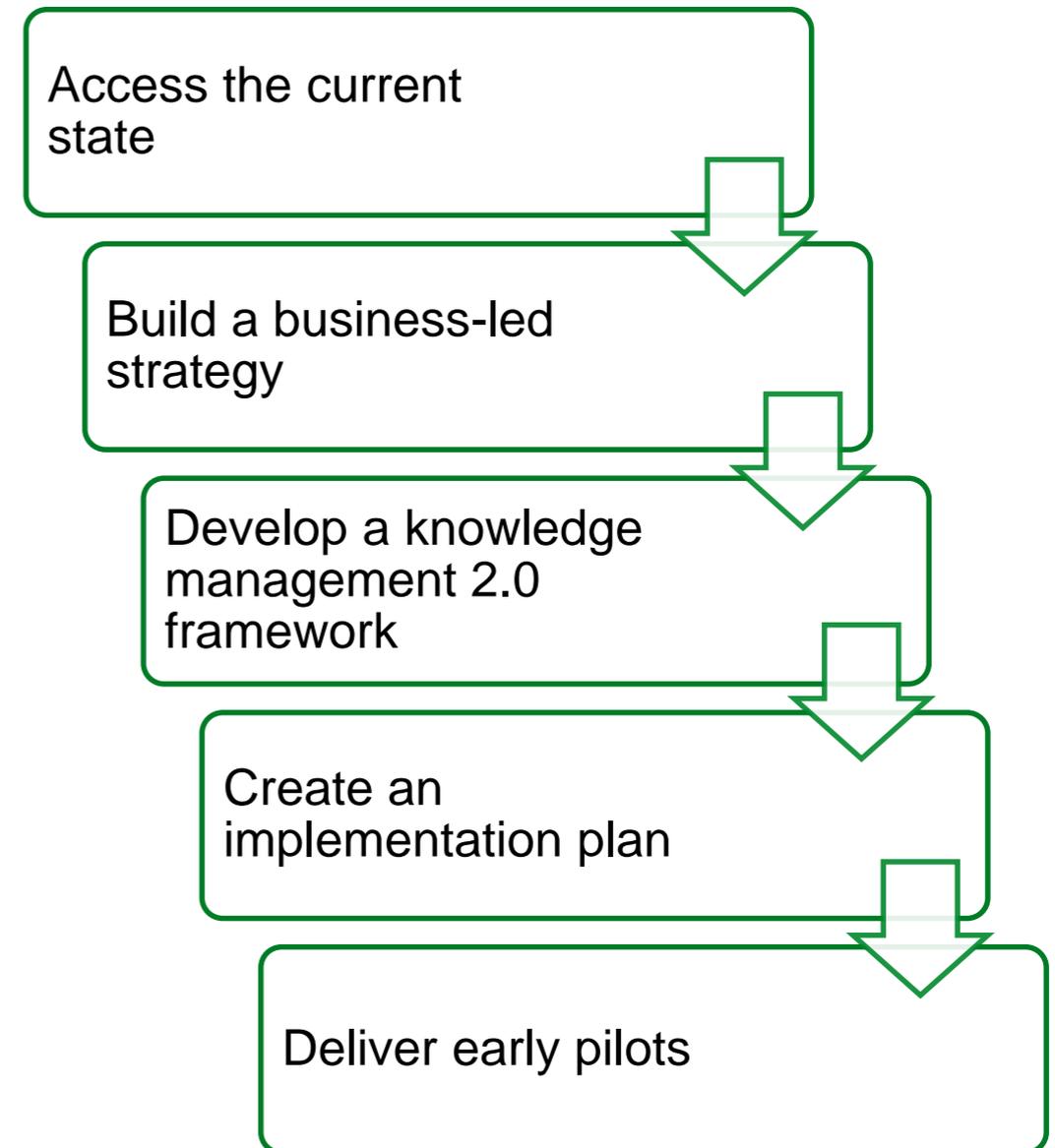
Implementation plan should include few stages to go through:





Implementation of the knowledge management strategy

There are few key steps every organization should take to implement the Knowledge Management 2.0 right:





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Teamwork

- Presentation of the knowledge management strategy in groups
- Presentation of prepared strategies



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