

One of The Institute's **worksheets** series, to help you improve your leadership skills and capability, making you a better leader

This worksheet, based on the Spotlight 'Knowledge Management,' will help you focus on the components of Knowledge Management and the challenges faced by organisations in capturing, presenting and organising knowledge.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

What is Knowledge Management?

The field of 'Knowledge Management' identifies two main types of knowledge, i.e. 'Explicit Knowledge' and 'Tacit Knowledge'. Using the spaces below, explain what is meant by 'Explicit Knowledge' and 'Tacit Knowledge' and provide examples of each:

EXPLICIT KNOWLEDGE

TACIT KNOWLEDGE

Now provide your own definition of Knowledge Management, based on your response to the previous task:

Why is Knowledge Management important to your organisation? What are the specific benefits of Knowledge Management for your organisation?

What are the Challenges to Effective Knowledge Management?

Capturing knowledge in all its forms and the way it is organised and presented to employees is important. Prevu and Nelson (2012)* outline a number of questions that will help you to look at your organisation in order to gain an idea of which elements work and those which need improvement.

Review the following questions in the light of your organisation, providing evidence where appropriate:

What is the most valuable knowledge in our organisation?	
Is the most valuable knowledge written down or in the heads of employees and experts?	
How can improving the way we share information save us time and money?	



Worksheet

Developing Strategy: Knowledge Management

Where do we link KM strategy and KM practice to our business strategy?	
Do our teams share and collaborate effectively? What are the barriers?	
What rules, policies and guidance do we have to help knowledge flow? Or, what disrupts knowledge flow?	
How do we organise key documents so that people can get what they need when they need it?	
How do we manage documents, or are we managing knowledge?	
What processes are in place that allow us to assess, acquire, organise, validate, integrate and transfer knowledge?	
How are business processes enabled by technology?	
Do our teams resist new systems (technology) and processes, if so, why?	
Do we allow time and space for our teams to collaborate and share knowledge?	
Are our meetings effective?	

Following this review, list the challenges you identified about effective Knowledge Management:

Select one challenge from the above task and recommend how this might best be addressed:

Review How would you start a conversation on how to gather and collect tacit knowledge from your team?

*Prevou, M. and Nelson, J. (2012) Questions Executives should Ask About Knowledge Management in their Organizations
<https://strategicks.com>

All references are cited in The Institute of Leadership & Management (2018) 'Spotlight on Knowledge Management'

Vision - Developing Strategy - Knowledge Management

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