



Tools and Technology: The truth behind the myth

Good Things Come in Small
Packages



Tools and Technology: The truth behind the myth

Agenda

Common Myths and Limiting Factors

Background

Small Packages and Other Good Things

Common Myths in KM and DL

Distance Learning

1. DL is technology-based.
2. DL is e-learning.
3. Just tape the lecture and add a chat room.
4. Harvard can be placed on the desktop.
5. Once a course is designed in DL, it can go on forever.

KM

1. KM is technology-based
2. All human knowledge is on the Internet, you just have to find it.
3. Just capture the stories on tape and post on the web.
4. Virtual communities can be healthy and robust.
5. KM requires no human intervention except for those who post information to the databases.



The Inside Truth

Truth

1. Technology is critical to KS if you want to work over time and space.
2. A whole lot can be but only if it leads to other connections.
3. People learn from video as long as they are fully engaged.
4. Some human functions require F2F that can be expanded by the Internet.
5. Once posted (designed), it can serve as snapshot of supply or demand.
6. Stimulating creativity is essential.

Limiting Factor

Motivation

Anticipation

Attention

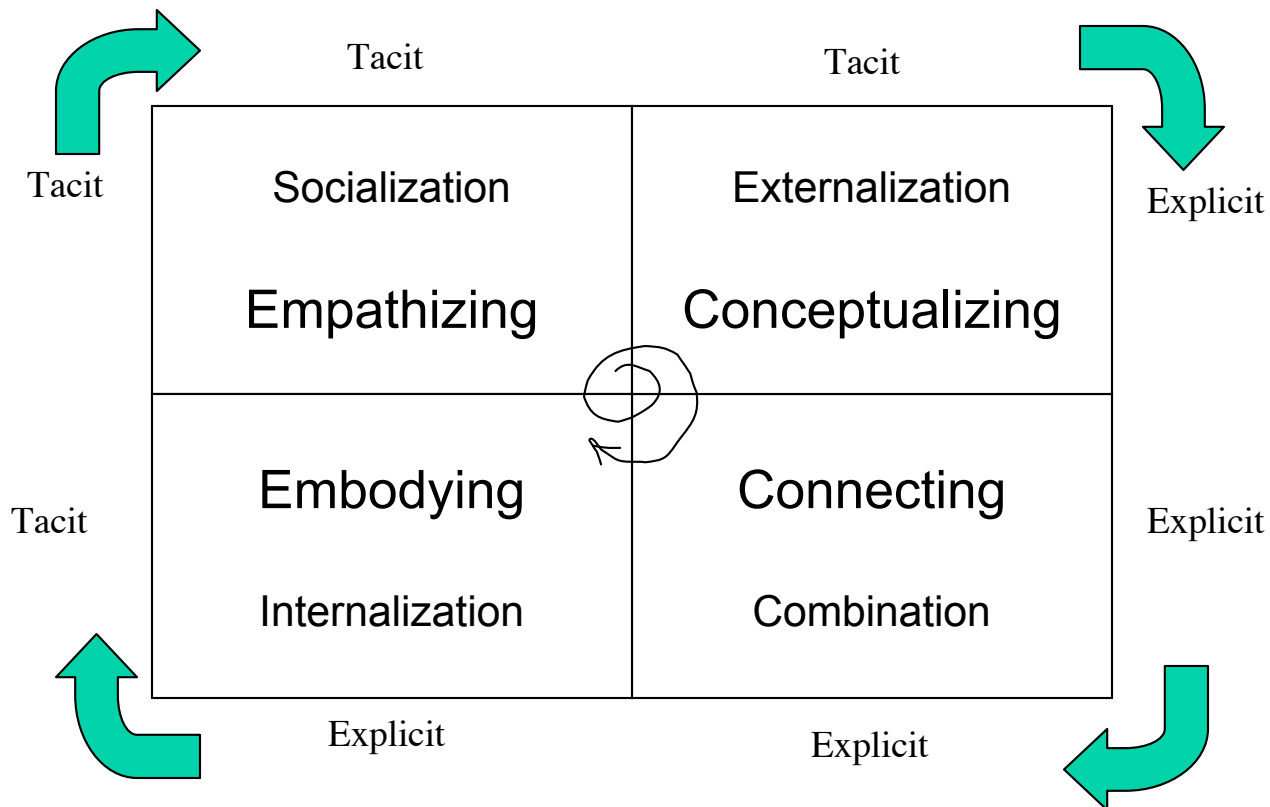
Trust

Dynamic nature of needs.

Creativity

The SECI Process

from Nonaka and Nishiguchi





Communities of Practice

- Practitioner in the best position to manage their knowledge.
- We are uncovering principles for cultivating CoP.
- The focus on communities reveals a variety of new dimensions in the role of technology.
- Managing Knowledge by cultivating CoP is a process of organizational transformation that connects the formal and the informal.

From Etienne Wenger's *Cultivating Communities of Practice: a Guide to Managing Knowledge*



Communities of Practice

- CoP's are best at creating knowledge
- Best leaders of CoPs are 'journeymen'
- Informal CoP continues through individual motivation



Advisory Services

- Small units
- ‘Junior’ or associate staff
- Varied mandates



Advisory Services-- A Case

- Dedicated to one subject
- Objectives to improve the quality of work done in the subject area and to support the best possible advice to clients.
- 3 staff



Advisory Services-- A Case

- **Proactive Products and Services**
 - Weekly topical and regional email updates on financial sector research and analysis
 - Web and database updates
 - Management of external information resources
 - Nexus for new/developing financial sector issues
 - Representation of financial sector
 - Formal and informal training of electronic resources
- **Reactive Products and Services**
 - Answering queries
 - Organization report preparation and support

Advisory Services

200 queries gives more insight into need than does 20.

Anticipation



Advisory Services

Filtering all postings

FAQs

Meets business objectives

Adds new dimensions only

Attention



Advisory Services

Pushes on demand

Qualifies external databases

Clarifies all queries to understand the usage

Selects only relevant to report back

Attention



Advisory Services

Read current reports

Read project lists

Attend meetings across the organization (re:
sector topic)

Attend conferences on the topic

Dynamic nature of needs



Advisory Services

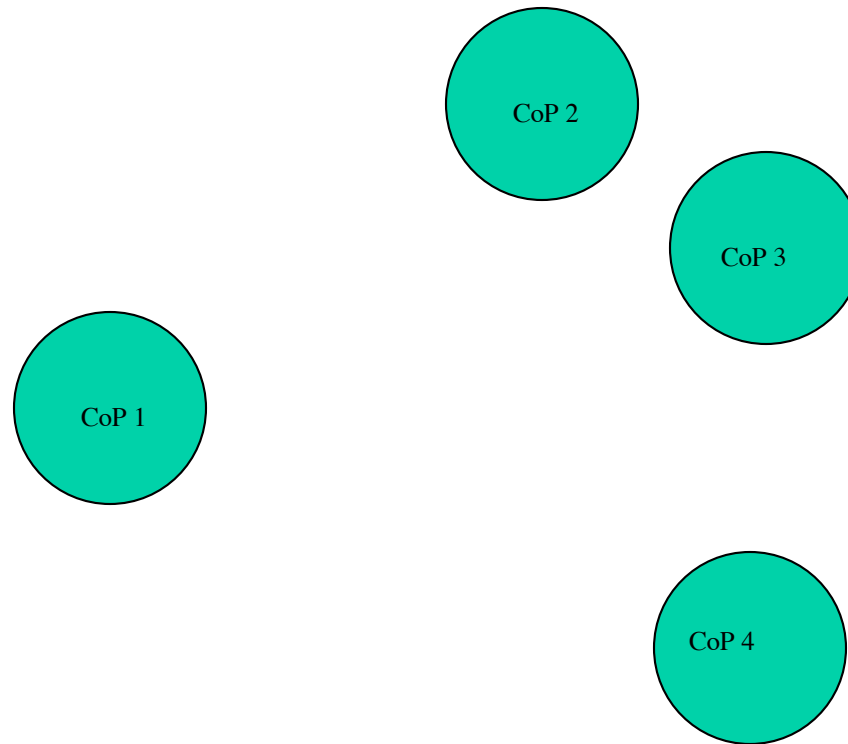
Repeat business with high fit of results

Recommended links are pre-qualified

Trust

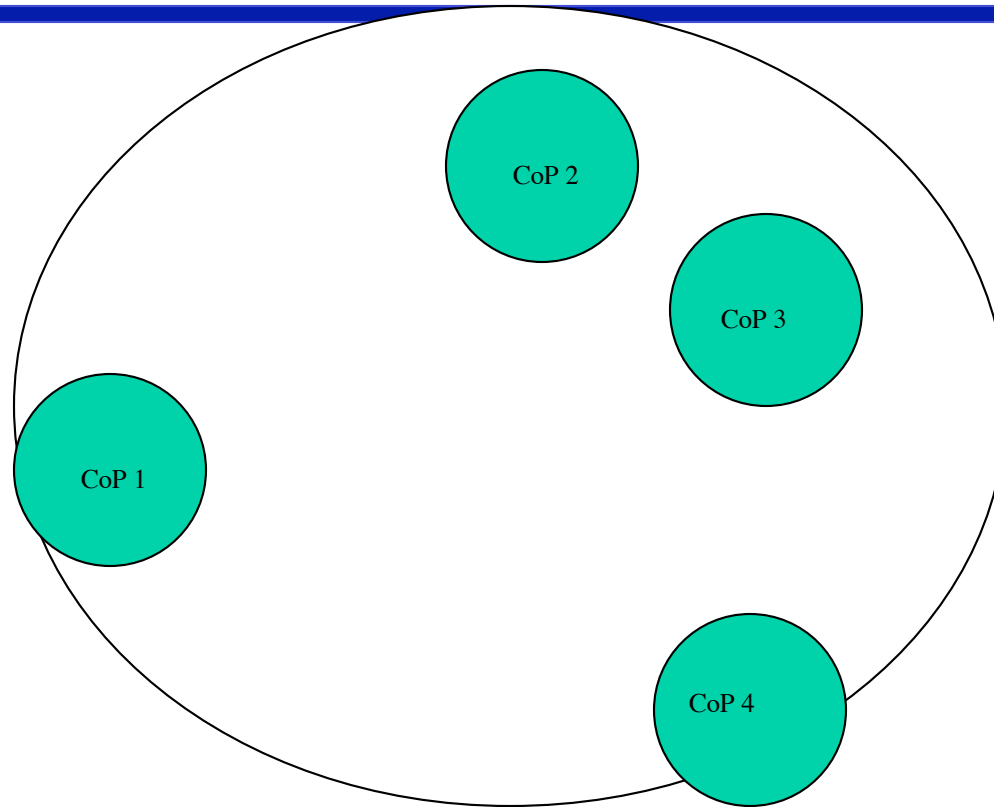
Advisory Services

Expected CoP Support



Advisory Services

Unexpected CoP Support



Creativity



Advisory Services

Overcoming Limiting Factors

- **Motivation**
 - **Anticipation**
 - **Attention**
 - **Trust**
 - **Dynamic nature of needs**
 - **Creativity**
- sticks to business objectives
 - able to predict through broad exposure
 - the right information, at the right time, at the right granularity
 - establishing/qualifying links
 - judgment from exposure
 - bringing experts into the white spaces