

*"If only HP knew what HP knows,
we would be three times more productive"*
Lew Platt, Hewlett-Packard CEO

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Why people in organizations may not share knowledge:

1. People believe that knowledge is power

"If I know something you don't know, I have something over you."

2. People are insecure about the value of their knowledge

"I feel that people tend to underestimate life experience, that intellect has been so over praised, and for some people without a formal education, that it is hard for them to believe that they can add value in a very different way."

3. People don't trust each other

"I didn't know the other members of the team personally, so I didn't trust them."

4. People are afraid of negative consequences

"I was afraid that my idea would be ridiculed if it were slightly 'over the top,' rather than looked at as a useful brainstorming point."

5. People work for other people who don't tell what they know

"Personally, I have had more problems with managers and decision makers withholding information than I have had with colleagues or team members."

(Carol Kinsey Gorman 2002)

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A knowledge sharing story ... the Xerox Eureka project

**Not very visible group
Not high in the knowledge hierarchy
Not knowledge-intensive work ... yet ...**

Daniel Bobrow & Jack Whalen. (2002). Community Knowledge Sharing in Practice: The Eureka Story. Reflections, Journal of the Society for Organizational Learning, 4(2), 47-59.
Cindy Gordon. (2002). Contributions of Cultural Anthropology and Social Capital Theory to Understandings of Knowledge Management (Case study of Eureka project). PhD Thesis, University of Toronto.
Choo, C.W. (2006). The Knowing Organization.

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Case Study: Eureka Project

The need for solution creation

**No solution
in the book**

**No one around
to help**

**In the 1990s, computer scientists and social scientists from
PARC studied the work practices of service technicians ...**

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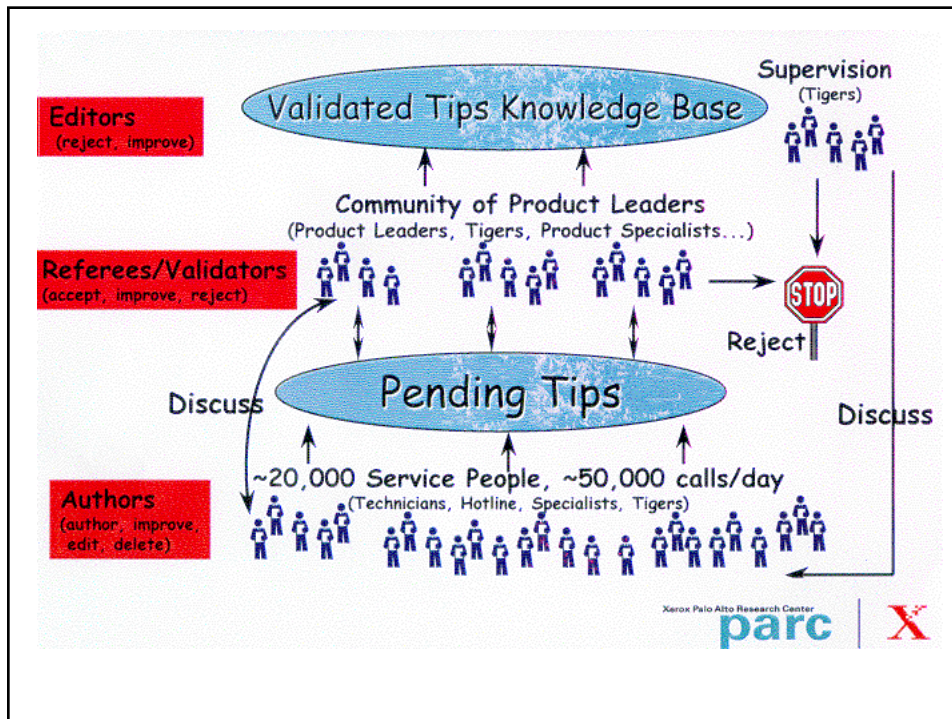
Case Study: Eureka Project

In the 1990s, computer scientists and social scientists from PARC studied the work practices of service technicians ...



What Xerox needed was a way to share discoveries more quickly so that when someone found a solution, it would be available to everyone.

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Why Eureka

Interview with Michel Boucher (2001), Canadian Eureka end user champion:

I used to be a service technician in downtown Montreal. Over the course of my career with Xerox, I have had many different jobs, ranging from a technical specialist supporting service reps; to being a service trainer; to being a field analyst where I was working over the phone to help service technicians – I played all of these roles and I remember that having **over 15 years of experience that there was no effective means to transfer rapidly to people about our knowledge that was very unique – not the knowledge that was written down in manuals but knowledge we had learned from trial and errors – most of what we shared - techniques, lessons learned - we cascaded by telling stories, by talking to one another – this is how we share our knowledge**... we did not have any good processes in place... I was knowledgeable enough to know that Eureka could be of tremendous value to all service roles and I have always believed in sharing versus hoarding knowledge ... I knew there was a better way and wanted to help shape our future...

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Growing Intellectual and Social Capital

Priscilla Douglas (Xerox Professional Services, KM Competency) 1999:

Technically, Eureka is a relational database of hypertext documents available online via the Intranet. It can also be viewed as the distributed publishing of local community know-how. In practice, Eureka is an **electronic version of war stories told around the water cooler** – with the added benefits of a user-friendly search engine, institutional memory, expert validation, and corporate-wide availability. It is a way to simultaneously grow both intellectual capital and social capital.

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Eureka Deployment and Results

- Fully deployed in France (1995), Canada (1996), US (1998)
- 15,000 customer service technicians are active users
- Interface in English, French, German, Portuguese, Spanish
- 50,000 tips in database, 200,000 problems solved annually
- 10% reduction in service time and parts used
- Fewer long/broken calls, increased customer satisfaction
- Eureka is today part of Xerox's KM system, open to its analysts and engineers, and to its authorized service partners

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Case Study: Eureka Project

- What was the knowledge management problem to be solved?
- In Eureka, how was knowledge created, codified, and shared?
- What group and individual roles were instrumental?
- How did IT support the process?

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What is KM?	Tacit Knowledge	Explicit Knowledge	Cultural Knowledge
	Knowledge Creation	Knowledge Sharing	Knowledge Utilization
Values Strategy	<p>Knowledge Management is a framework for designing an organization's strategy, structure, and processes so that the organization is able to use what it knows to learn and to create value for its customers and community.</p>		
Roles Structures			
Process Practice			
Tools Platforms			

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KM Framework	Tacit Knowledge	Explicit Knowledge	Cultural Knowledge
	Knowledge Creation	Knowledge Sharing	Knowledge Use
Values Strategy	<ul style="list-style-type: none"> • Why is knowledge IMPORTANT to us? • What KNOWLEDGE do we have and need? • What is our CULTURE? 		
Roles Structures	<ul style="list-style-type: none"> • Who will LEAD? • Who will IMPLEMENT? • Who will ensure GOVERNANCE? 		
Process Practice			
Tools Platforms			

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Process Practice	<ul style="list-style-type: none"> • How do we ENCOURAGE knowledge practices? • How do we SYSTEMATIZE KM processes? • How do we BALANCE process vs practice? 		
Tools Platforms	<ul style="list-style-type: none"> • How can IT improve ACCESS to knowledge? • How can IT facilitate SHARING of information? • How can IT support COLLABORATION? 		

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KM Principles	Tacit Knowledge	Explicit Knowledge	Cultural Knowledge
	Knowledge Creation	Knowledge Sharing	Knowledge Use
Values Strategy	<ul style="list-style-type: none"> • Understand how the organization wants to leverage knowledge to create value • KM needs to thrive in a supportive organizational culture 		
Roles Structures	<ul style="list-style-type: none"> • Define roles and responsibilities for leadership and governance • Support groups and communities that engage in knowledge sharing and learning 		
Process Practice	<ul style="list-style-type: none"> • Structure processes to systematically identify, codify, and disseminate knowledge • Encourage knowledge sharing and learning to occur naturally as part of work practice 		
Tools Platforms	<ul style="list-style-type: none"> • Introduce tools that support tacit, explicit, and cultural knowledge • Build platforms that combine knowledge creation, sharing, and use 		

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Eureka Case Questions	Tacit Knowledge	Explicit Knowledge	Cultural Knowledge
	Knowledge Creation	Knowledge Sharing	Knowledge Use
Values Strategy	<i>What was the knowledge PROBLEM to be solved?</i>		
Roles Structures	<i>What kinds of GROUPS and individual ROLES were instrumental?</i>		
Process Practice	<i>How was knowledge CREATED, SHARED, and USED?</i>		
Tools Platforms	<i>How did IT support knowledge creation, sharing and use?</i>		

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KM Framework (Eureka)	Tacit Knowledge	Explicit Knowledge	Cultural Knowledge
	Knowledge Creation	Knowledge Sharing	Knowledge Use
Values Strategy	<i>What was the knowledge PROBLEM to be solved?</i> <i>“Each person should carry the knowledge of 20,000 colleagues into every service call”</i> <i>Pride in work; peer recognition; motivated to share</i>		
Roles Structures	<i>What GROUPS and ROLES were instrumental?</i> <i>Technicians were a Community of Practice built on norms of trust, reciprocity, and cooperation</i> <i>Validators, Editors, Champions, Evangelists</i>		
Process Practice	<i>How was knowledge CREATED, SHARED, USED?</i> <i>Trial-and-error on-the-job discovery of solutions</i> <i>Tips validated through review and use</i>		
Tools Platforms	<i>How did IT support knowledge creation, sharing, use?</i> <i>Tips knowledge base</i> <i>Online conversations and feedback</i>		

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What is KM?	Tacit Knowledge	Explicit Knowledge	Cultural Knowledge	
	Knowledge Creation	Knowledge Sharing	Knowledge Utilization	
Values Strategy				PURPOSE
Roles Structures	<p>Knowledge Management is a framework for designing an organization's strategy, structure, and processes so that the organization is able to use what it knows to learn and to create value for its customers and community.</p>			PEOPLE
Process Practice				PROCESS
Tools Platforms				PLATFORM

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KM Toolbox	Tacit Knowledge	Explicit Knowledge	Cultural Knowledge	
	Knowledge Creation	Knowledge Sharing	Knowledge Use	
Values Strategy	<ul style="list-style-type: none"> •Collective dialog on K challenges •Envisioning K goals for org 	<ul style="list-style-type: none"> •Knowledge audit •Information & knowledge strategic plan 	<ul style="list-style-type: none"> •Create culture and conditions that encourage: sharing, collaboration, creativity 	
Roles Structures	<ul style="list-style-type: none"> •Subject experts •Mentors •Knowledge teams 	<ul style="list-style-type: none"> •Knowledge editors •Knowledge analysts •Knowledge architects 	<ul style="list-style-type: none"> •Knowledge leadership •CKO •Governance and oversight 	
Process Practice	<ul style="list-style-type: none"> •Communities of practice •Sharing best practices •After action reviews 	<ul style="list-style-type: none"> •Information architecture •Document management •Intellectual asset mgmt 	<ul style="list-style-type: none"> •Open dialog •Project management •Lessons learned 	
Tools Platforms	<ul style="list-style-type: none"> •Expertise locator •Storytelling •Case-Based Reasoning 	<ul style="list-style-type: none"> •Knowledge access: search, metadata, ... •K repositories •K discovery 	<ul style="list-style-type: none"> •Collaboration platforms •Community building platforms 	

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