

**CEF**

Connect. Learn. Act.

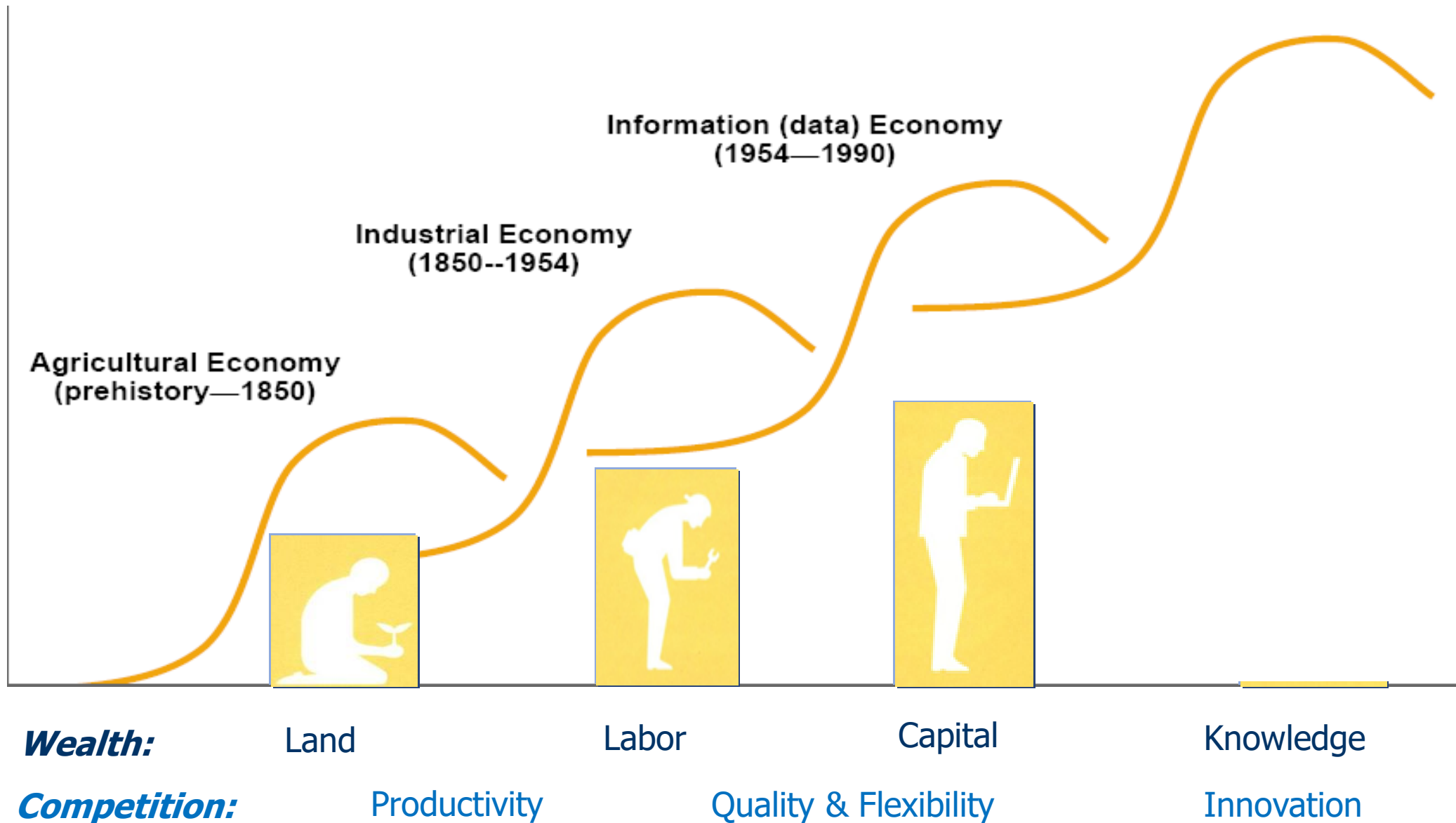
# Learning Organization & Knowledge Management



**Dr. Vincent Ribiere**  
vriberie@gmail.com

*March 21<sup>st</sup>, 2023*

# The Rise and Fall of Economic Eras



# What is a Knowledge Economy?








- The knowledge economy is an economic system in which the **production of goods and services** is based principally on **knowledge-intensive activities** that contribute to advancement in technical and scientific innovation.
- The key element of value is the greater dependence on **human capital** and **intellectual property** for the source of the innovative ideas, information and practices.

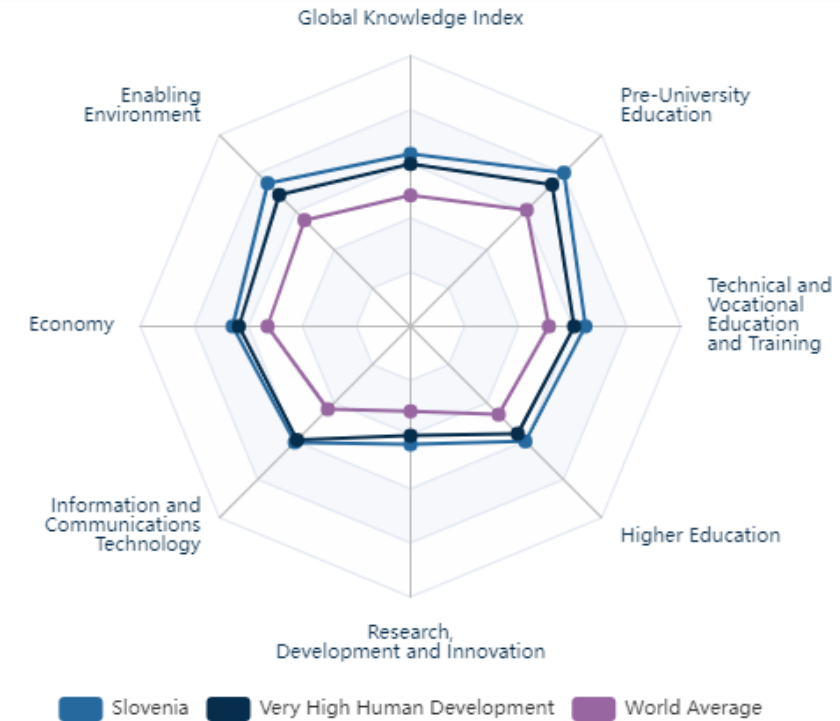
# Global Knowledge InDEX (GKI)











# Global Knowledge InDEX (GKI)

## SECTORAL INDICES

		RANK	VALUE
	PRE-UNIVERSITY	13	80.3
	EDUCATION		
	TECHNICAL AND VOCATIONAL	24	64.7
	EDUCATION AND TRAINING		
	HIGHER	26	60.1
	EDUCATION		
	RESEARCH, DEVELOPMENT	25	43.6
	AND INNOVATION		
	INFORMATION AND	27	60.6
	COMMUNICATIONS TECHNOLOGY		
	ECONOMY	27	65.8
	ENABLING	20	74.8
	ENVIRONMENT		



# Economic Complexity & Knowledge Economy

		Economic complexity index ranking (2019)	Global Knowledge index score (2021)
	Slovenia	9	63.7
	Romania	22	54.3
	Moldova	68	50.7
	Bulgaria	42	55.8
	Macedonia	58	54.9
	Bosnia and Herzegovina	35	49.6
	Turkey	40	48.2
	Albania	83	47.6
	Serbia	34	55.5

$\alpha = .67$



**Canton's  
5 Drivers of  
"The Extreme  
Future"**



**SPEED**

Faster & faster



**CHANGE**

Exponential



**COMPLEXITY**

More-More-More



**RISK**

More-Higher-  
New



**SURPRISE**

"A feature of daily life"

**DYNAMIC environment** in the early 21<sup>st</sup> century



“Wealth in the new regime flows directly from innovation, **not optimization**;

that is, wealth is not gained by perfecting the known, **but by imperfectly seizing the unknown.”**

- Kevin Kelley



# Are **You** Prepared For **Disruption?**



It is not the  
strongest of the species that  
survives,  
nor the most intelligent,  
but the one  
**most responsive to change**  
—CHARLES DARWIN





# DIGITAL DISRUPTION powered by data

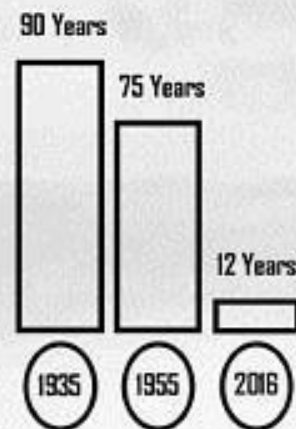
OF THE  
FORTUNE 500  
IN 1955...

# 89%

ARE GONE

“ IF THE RATE OF CHANGE ON  
THE OUTSIDE EXCEEDS THE  
RATE OF CHANGE ON THE  
INSIDE, THE END IS NEAR. ”

JACK WELCH



COMPAQ

TOWER RECORDS  
www.towerrecords.com

HUMMER



Polaroid



FAO  
CHINA WET THERM

COMPUSA

BORDERS

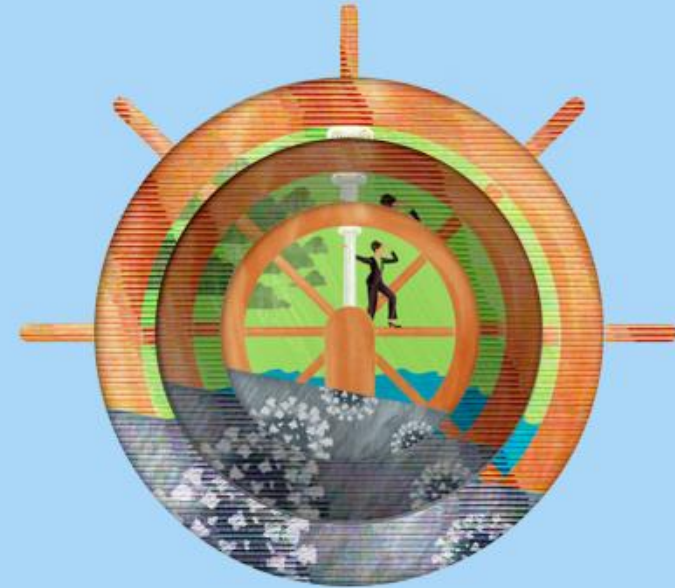
Netscape



Governments  
are also being  
disrupted!

**Deloitte.**  
Insights

A report from the  
Deloitte Center for Government Insights



## **How governments can navigate a disrupted world**

Foresight, agility, and resilience



# Navigating disruption in today's world





# Navigating disruption in today's world



# Resilience in the face of future disruption

## Resilience

### Be a tech-instinctive organization

#### Accelerated digitization

Utilize digital technologies to build more resilient platforms for a robust health care system, stronger economic benefits, and a more adaptive agency.

#### Data strategy and cybersecurity

For governments to build resilience and respond dynamically, a robust data strategy and cybersecurity protocols remain critical.

### Be flexible about the boundaries of your organization

#### Robust networks and processes

Ensure internal processes, supply chains, and partner networks are robust and can quickly reconfigure to cope with shocks and breakdowns.

#### Rapid and responsive procurement

Develop smart, agile, and resilient procurement processes that rethink supply chains, build external partner collaboration, create strategic stockpiles (where appropriate), and strategic access to capabilities while anticipating future needs.

#### Workforce and workplace of the future

Build a diverse and nimble workforce with cross-training, artificial intelligence, gig, and telework capabilities.

### Be a learning organization

#### Customer insight

Develop a deep understanding of citizen/customer experience to enable insight into disruption's impacts; the same principle applies to your workforce.

#### Crisis management and communication

Institute frameworks, tools, and approaches to expand the traditional crisis management plan to improve organization crisis response muscle memory and facilitate transparent, accurate, real-time information to key stakeholders and the public.

#### Applied training and simulation

Provide training and professional development experiences that build skills and ensure foresight, agility, and resilience are embedded in the organization. This includes tabletop and simulation exercises to pressure-test and develop the organization's ability to withstand disruptive events.





# Learning Organization Definition

---

“A learning organization is an organization skilled at creating, acquiring, interpreting, transferring, and retaining **knowledge**, and at purposefully modifying its behavior to reflect new **knowledge** and insights”

David Garvin (2000)



# Learning Organization Definition

Learning organization is defined as one that **learns continuously** and **transforms** itself. Learning takes place in individuals, teams, the organizations and even the communities with which the organization interacts.

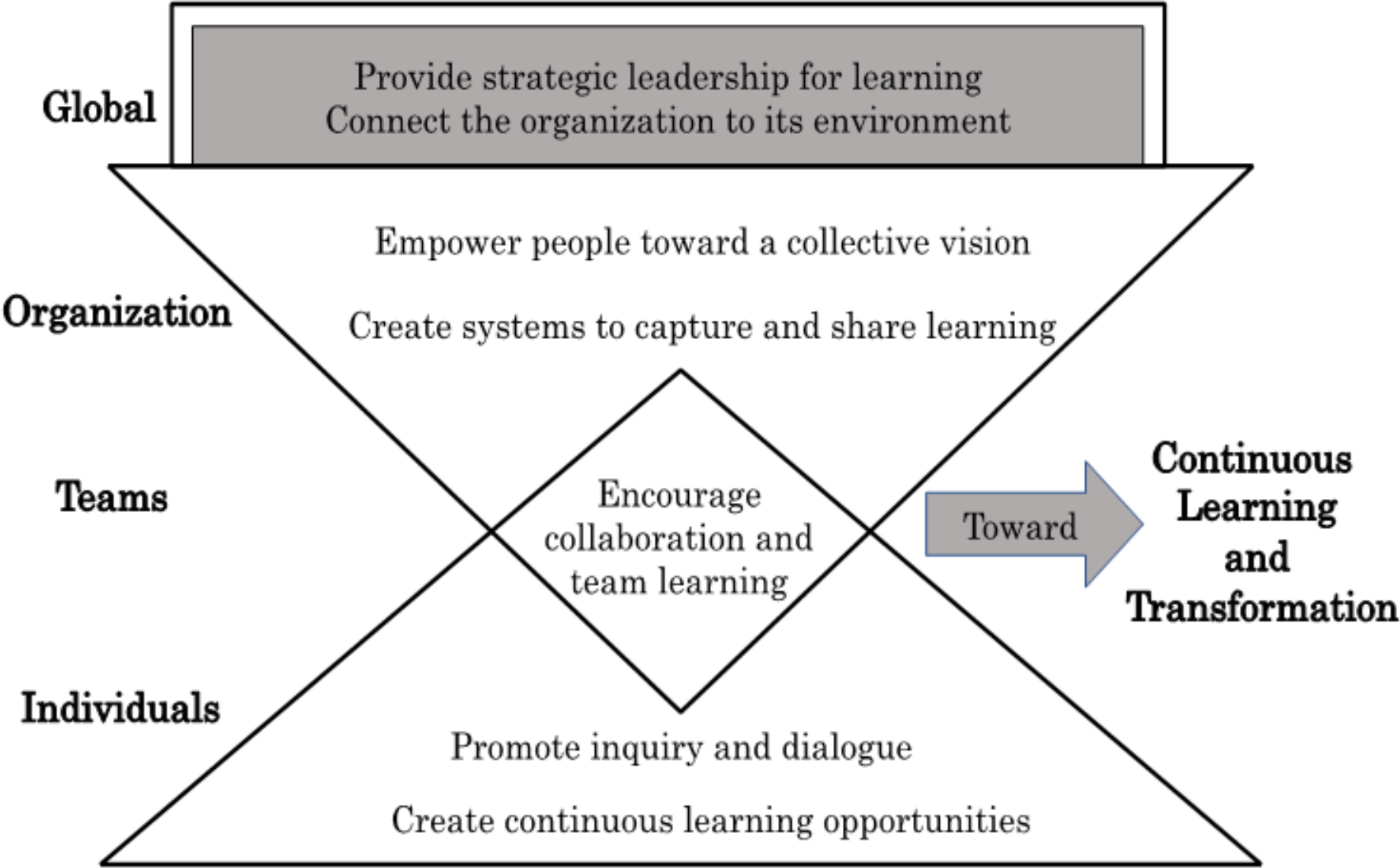
Learning is a continuous, strategically used process, integrated with and running parallel to, work.

Learning results in changes in knowledge, beliefs, and behaviors.

Learning also enhances organizational capacity for innovation and growth.

The learning organization has embedded systems to capture and share learning.

# Learning Organization Model





# Taking the time to learn!



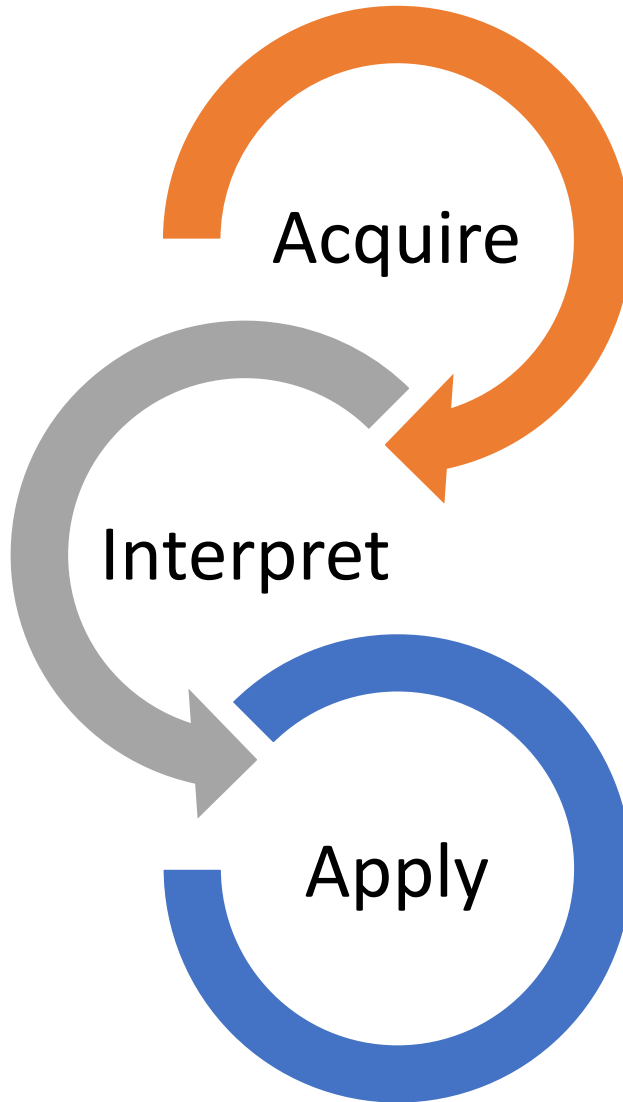
# Learning Organization Definition

“A learning organization is an organization **skilled at creating, acquiring, interpreting, transferring, and retaining knowledge**, and at purposefully modifying its behavior to reflect new knowledge and insights”

David Garvin (2000)



# Organizational Learning Process



- Creating Knowledge internally
- Obtaining knowledge from the external environment
- Classification, grouping, contextualization
- Transferring knowledge
- Retaining learnings
- Acting on insights (behaviour change)

*Knowledge Management...*  
*...in pursuit of excellence*



# BP's Philosophy



**Sir John Browne**

*“Most activities or tasks are not onetime events. Our philosophy is fairly simple:*

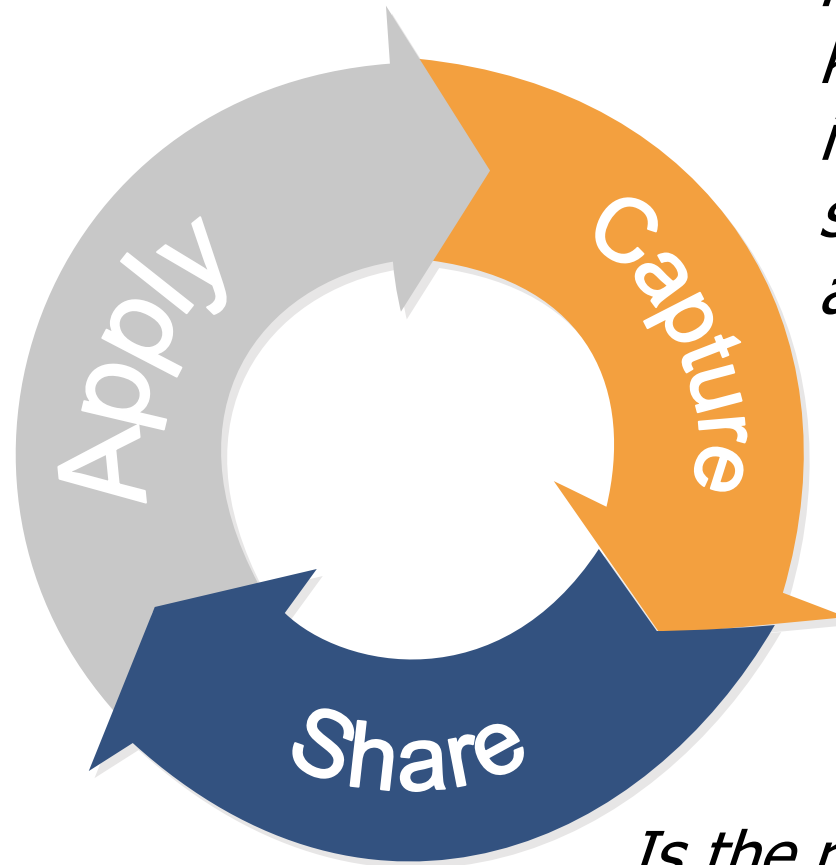
***Every time we do something again, we should do it better than the last time”***



# Knowledge Life Cycle

---

*Is the right knowledge being used consistently, in the right way?*

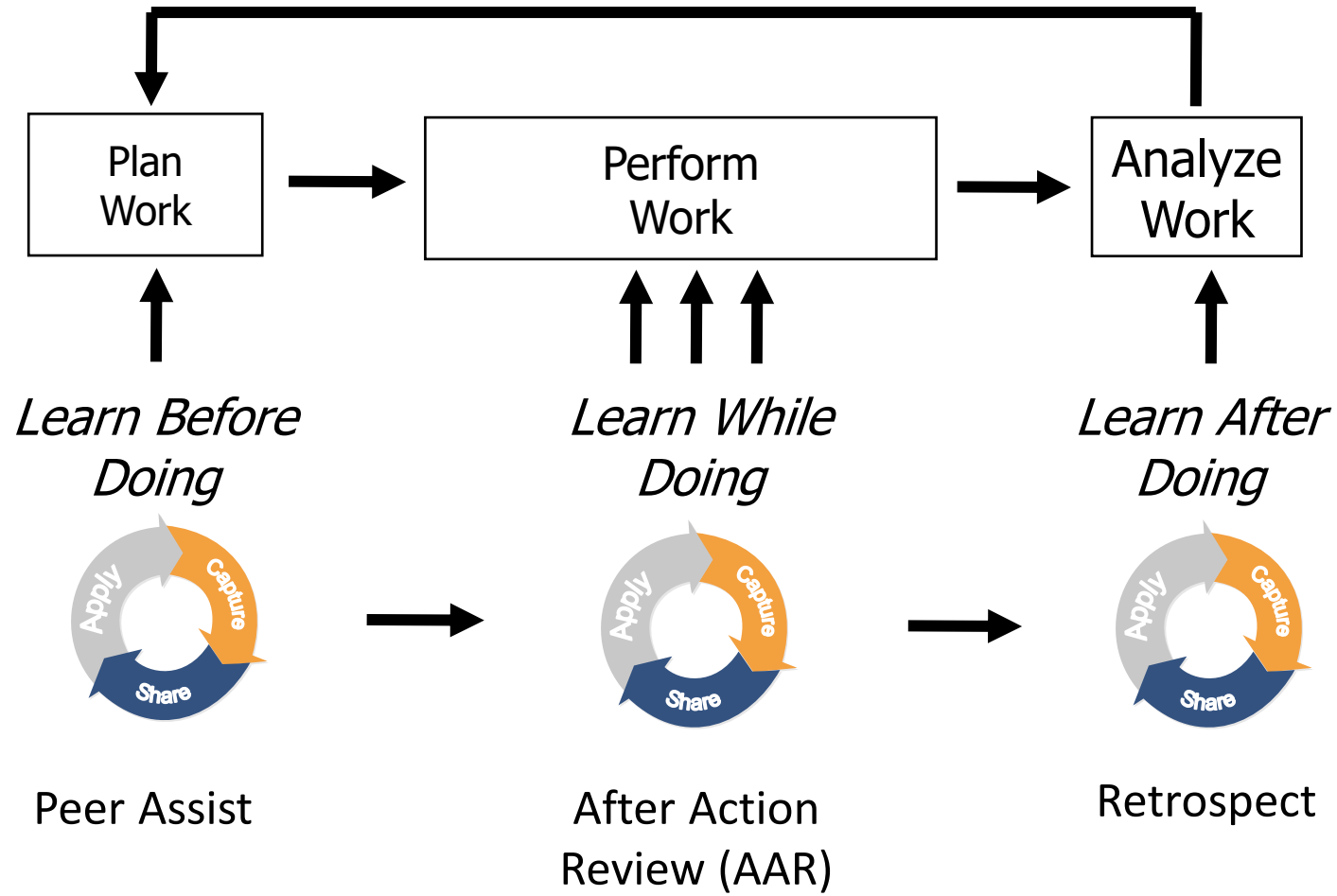


*Has the right knowledge been identified and captured so it can be reused and refined?*

*Is the right knowledge made available to those who need it, when they need it?*



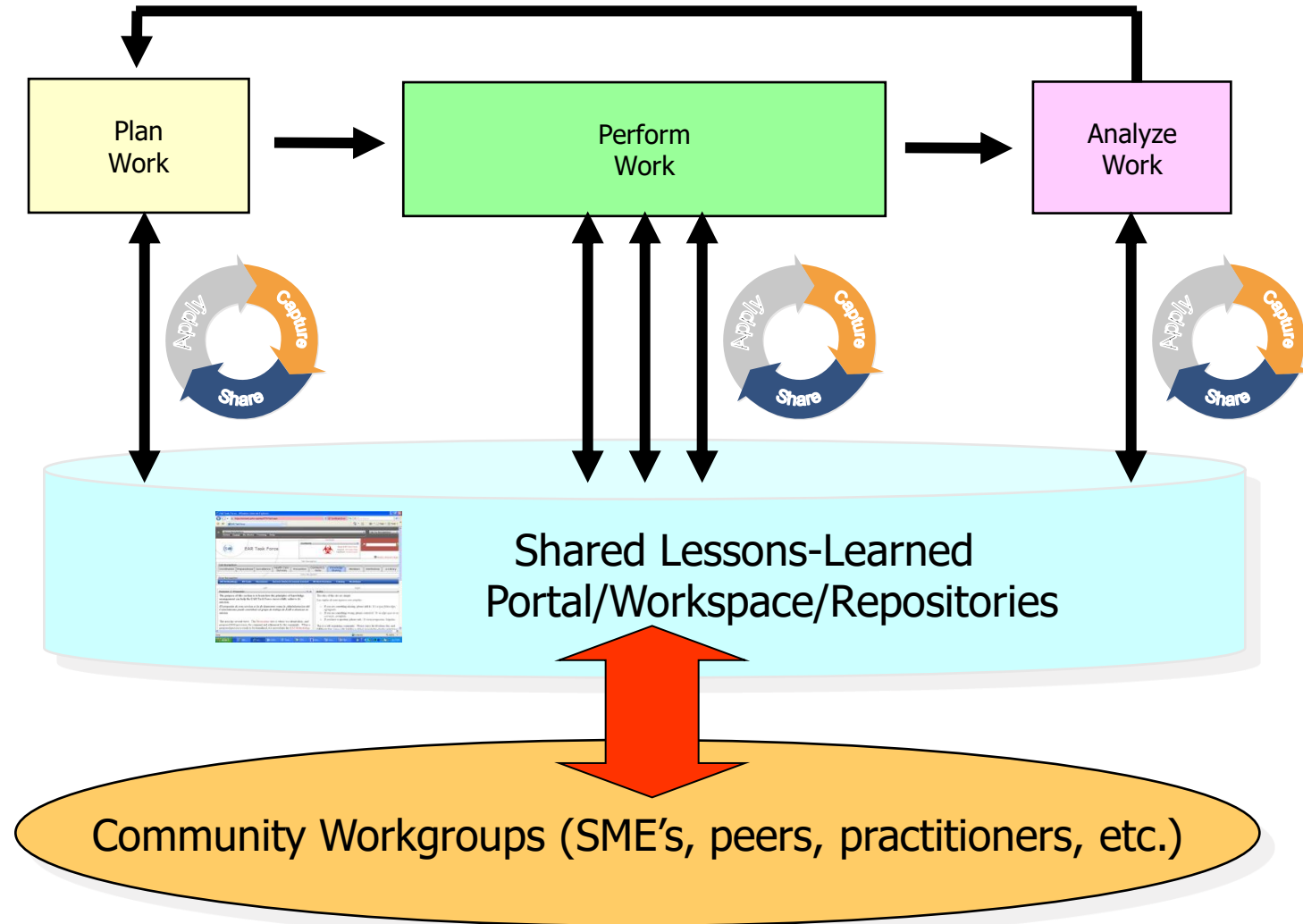
# Application Points



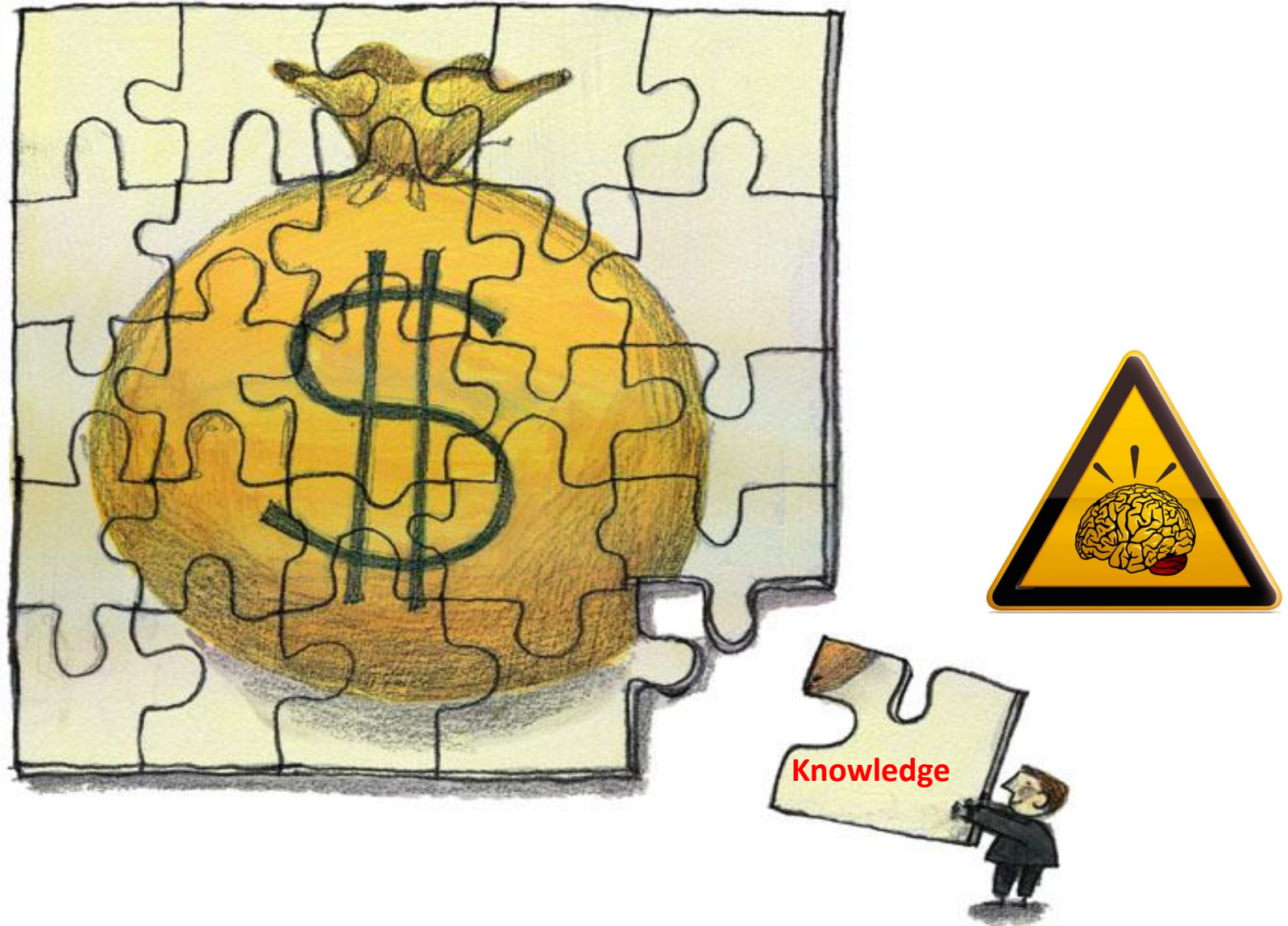
# After Action Review (AAR)

1. What was supposed to happen?
2. What actually happened?
3. Why was there a difference?
4. What is the learning for next time?

# Continuous Learning Environment



# Knowledge is a critical asset





# To Know or not to Know?

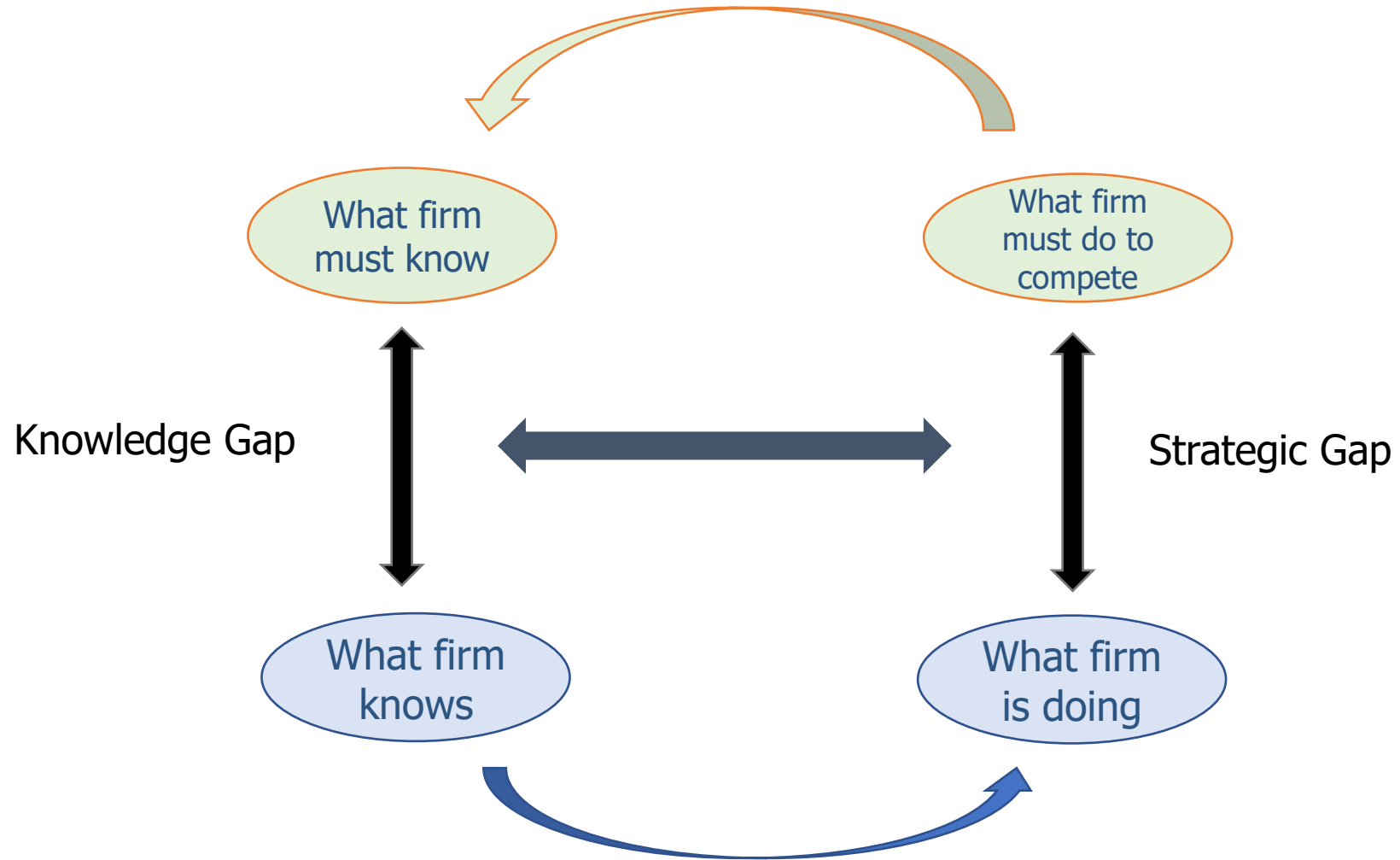


Employee /company  
Awareness

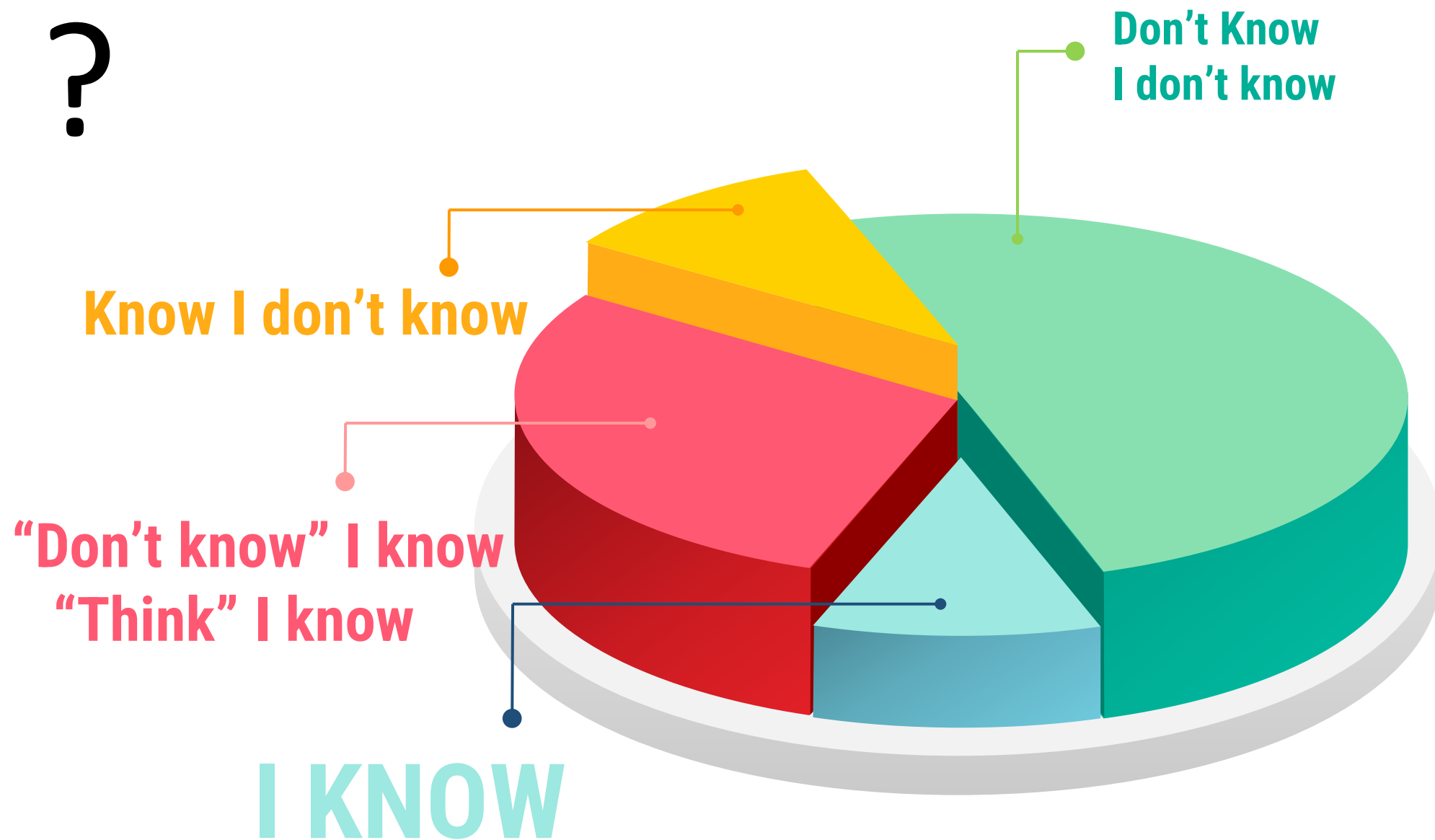
## Knowledge Sources

		Known	Unknown
Employee /company Awareness	Known	<b>KK</b> (Know what you know)	<b>KDK</b> (Know what you do not know)
	Unknown	<b>DKK</b> (Do not know what you know)	<b>DKDK</b> (Do not know what you do not know)

# Knowledge Gap



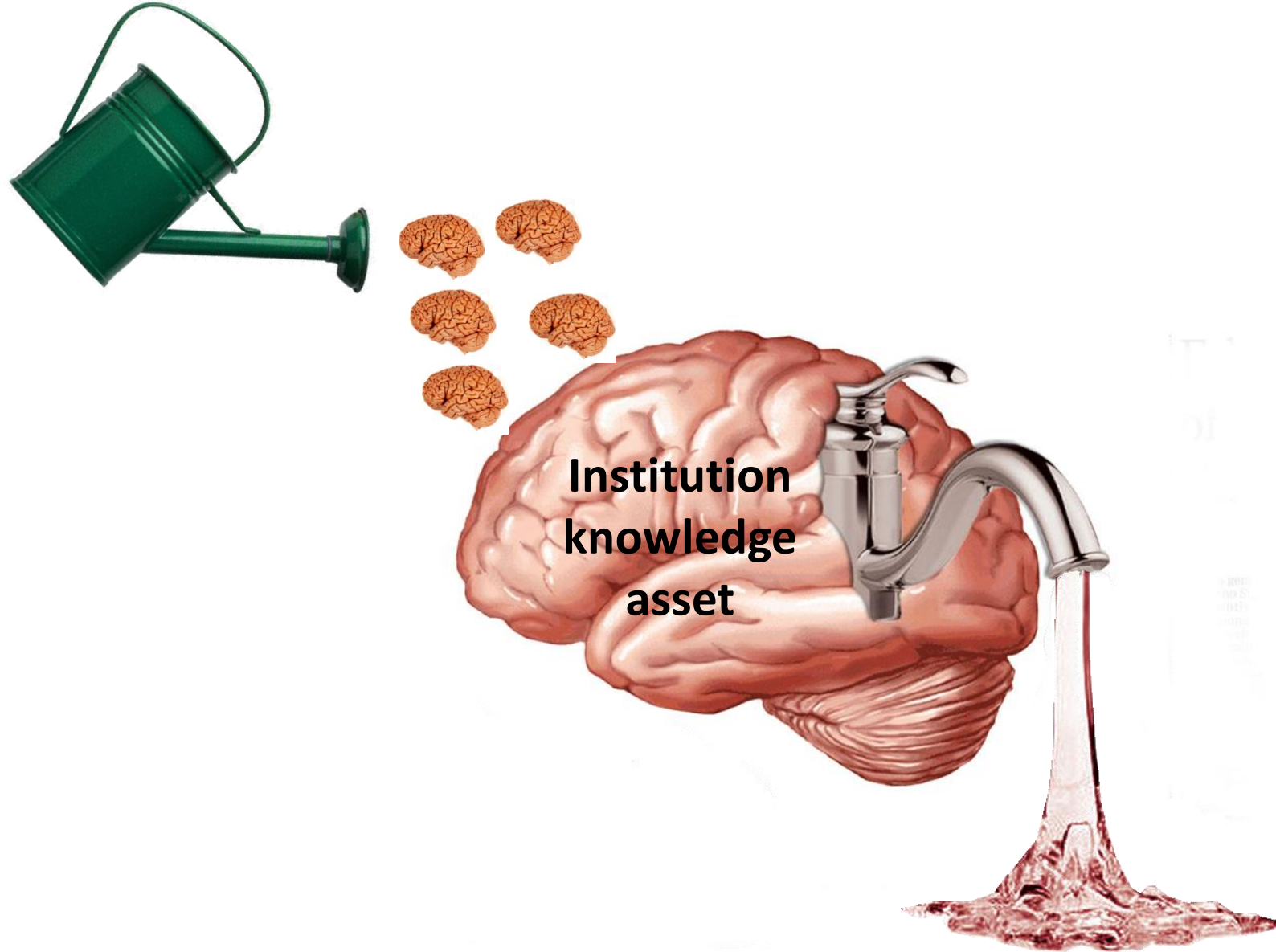
% ?





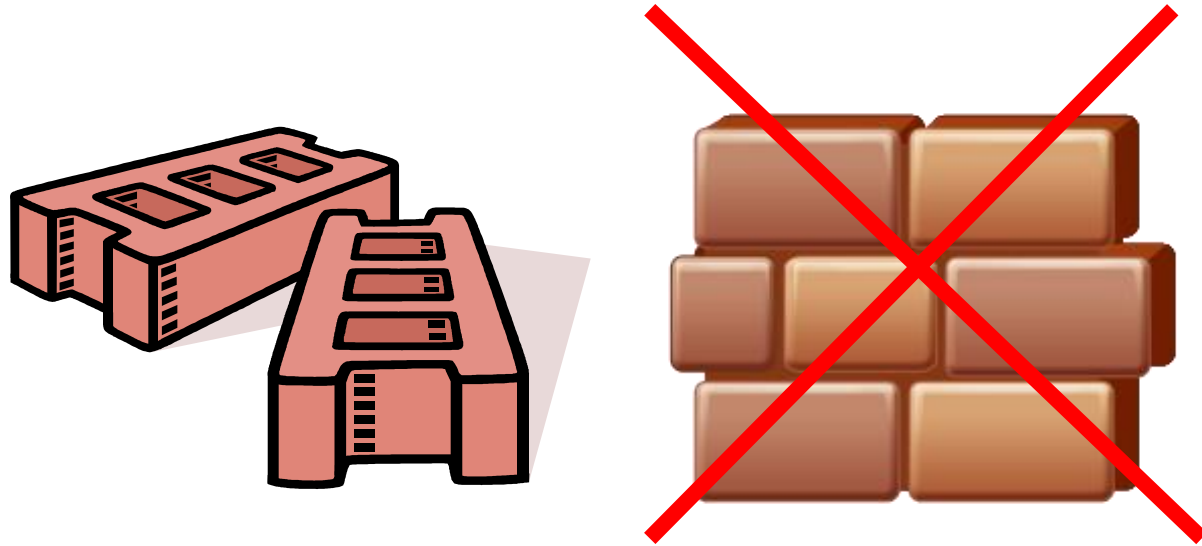
How do you get more  
out of the same resources?







An accumulation of bricks  
is not a wall!

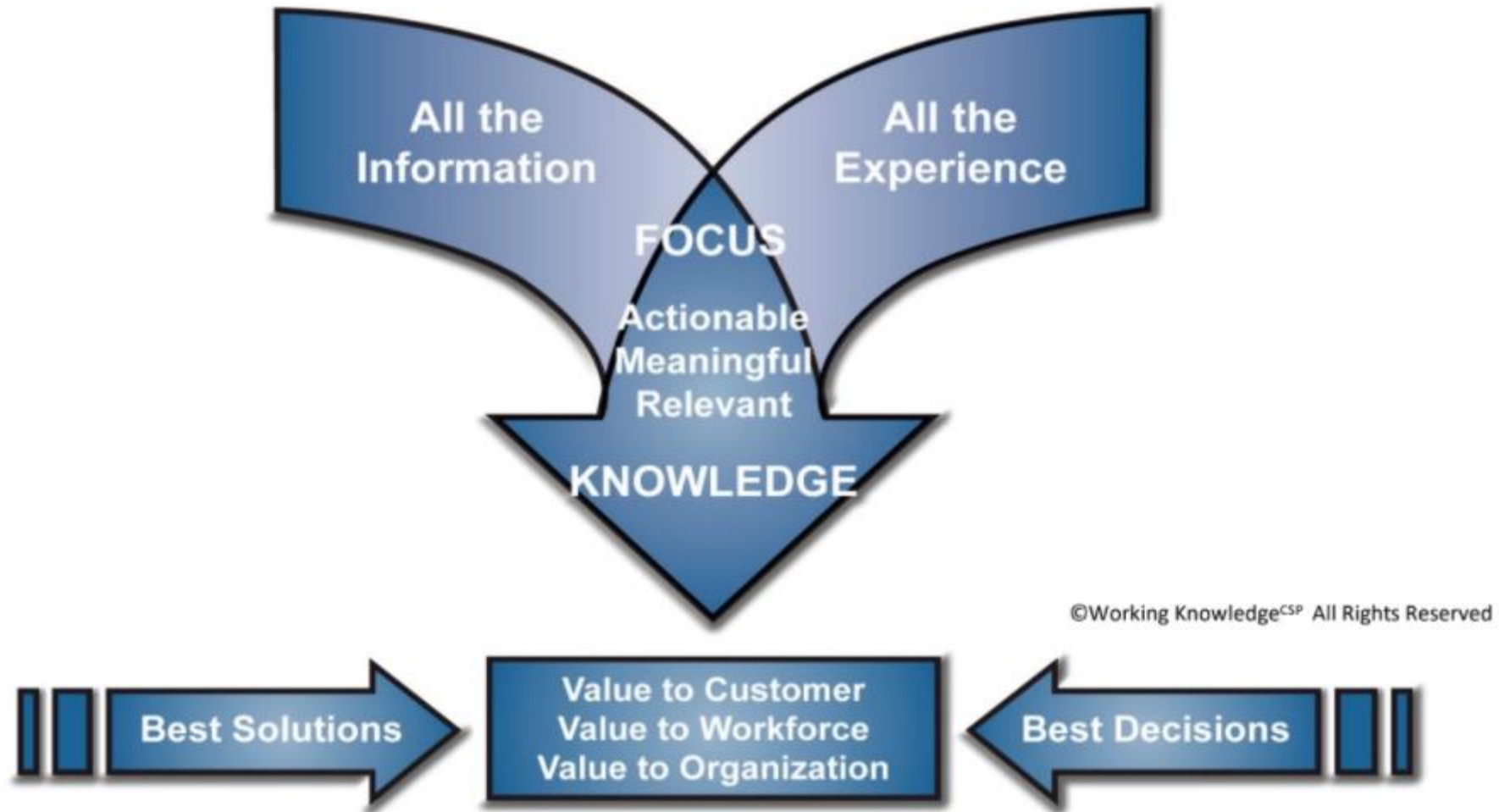


An accumulation of information is  
not knowledge!

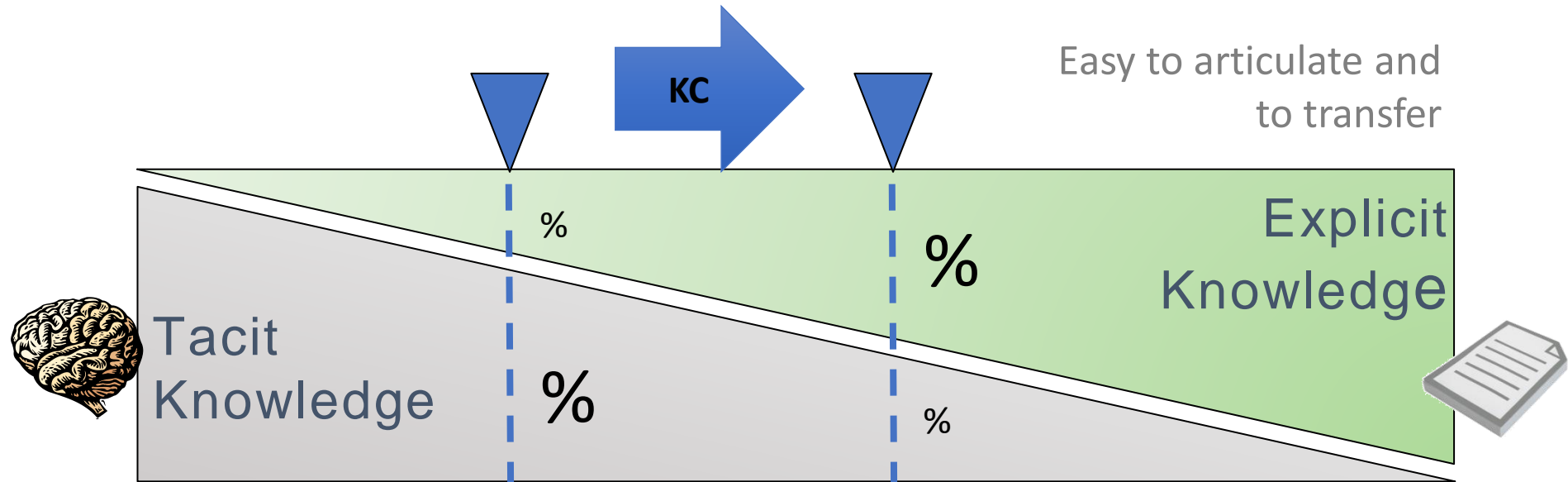
# Information Vs. Knowledge



# One View of Knowledge

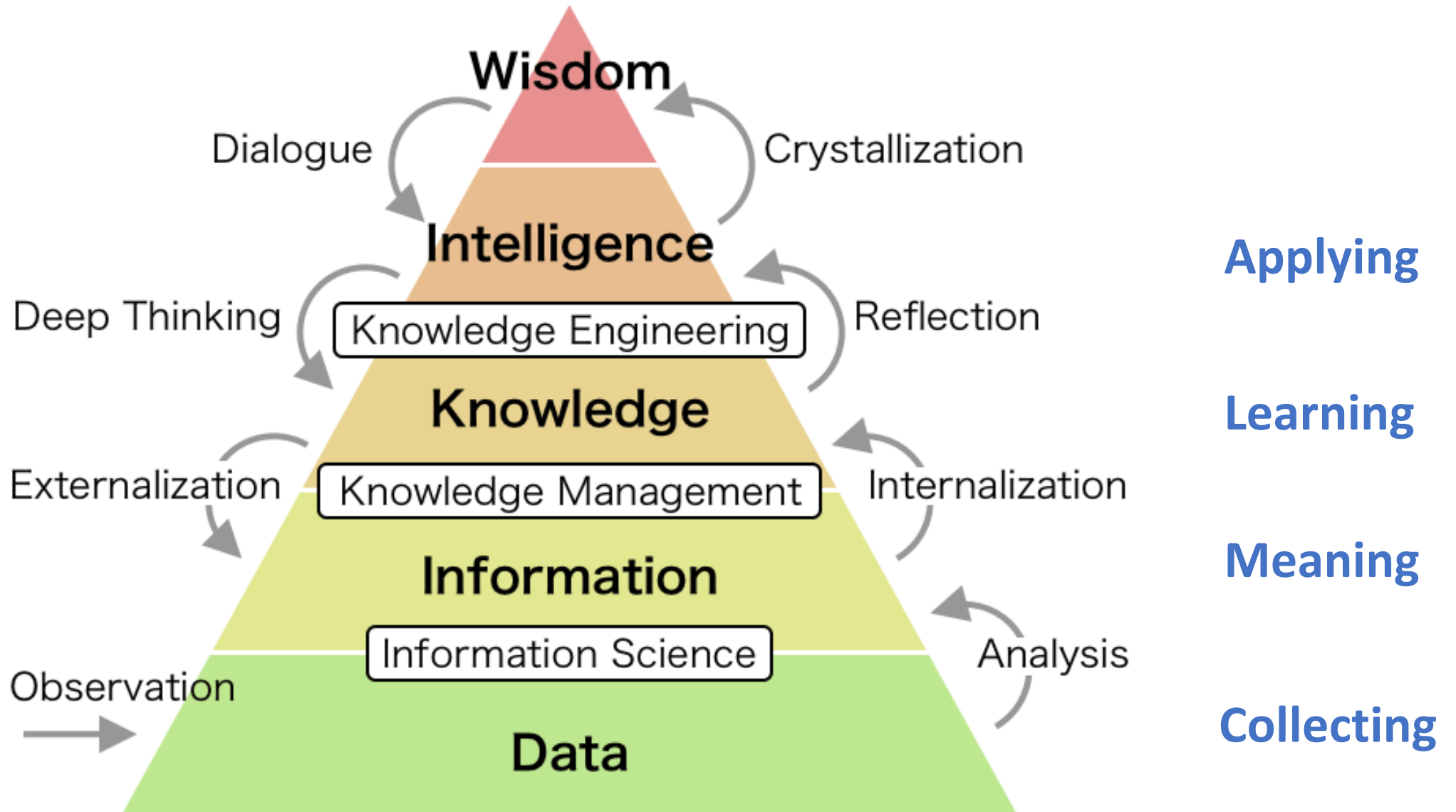


# Knowledge Continuum



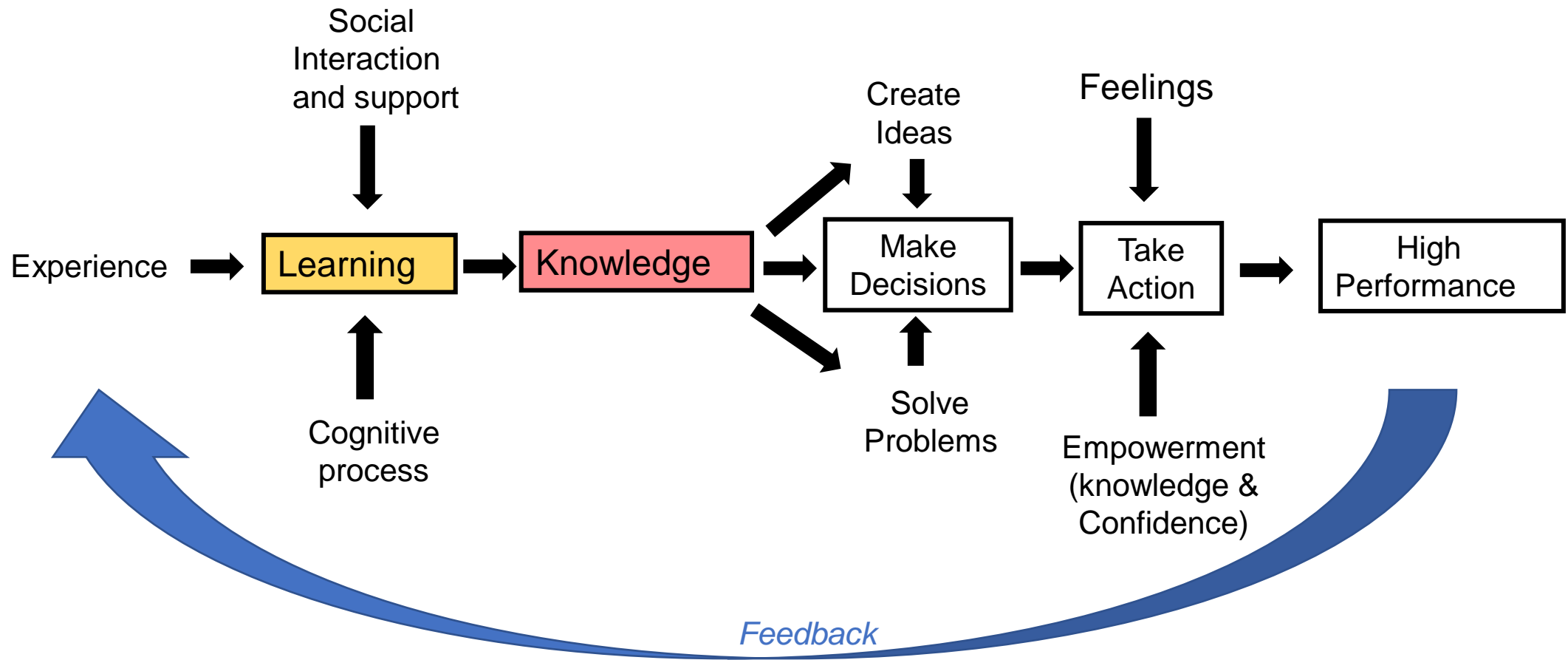
(people as knowledge repositories)

Very difficult to articulate , to capture and to transfer





# The Learning-Knowledge Loop



**Knowledge** = The capacity to take effective action!  
**Learning** = The creation of knowledge!

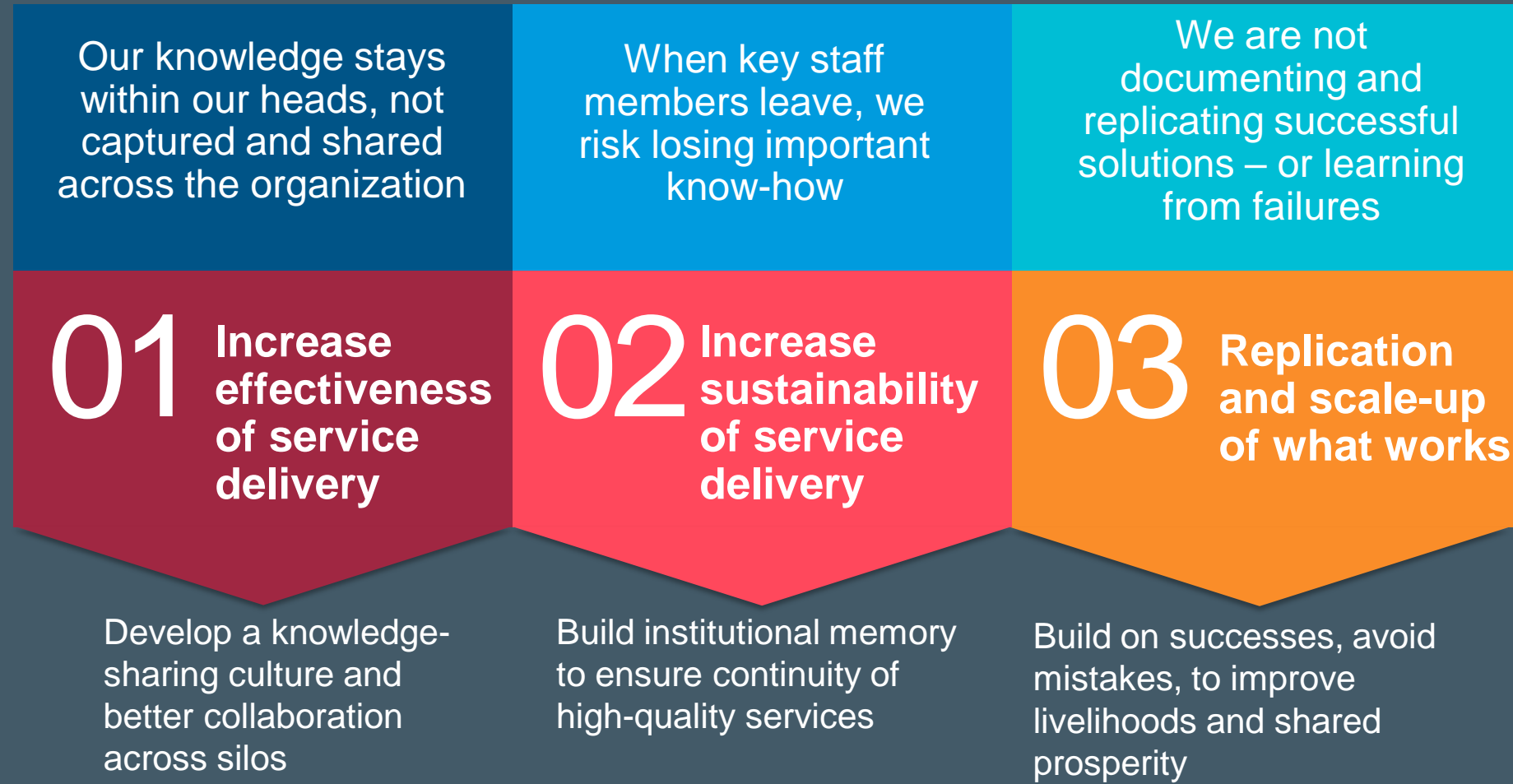
*Source: Alex and David Bennet*

# Common Operational Challenges

- Knowledge stays in people's heads instead of getting captured for sharing and reuse.
- Don't know who the experts are or don't know how to find them.
- Information resources are out of date.
- The right people do not have access to the information they need.
- People do not have the ability to work together to generate or improve information.
- People cannot find the information they need.



# Why KM is needed in organizations

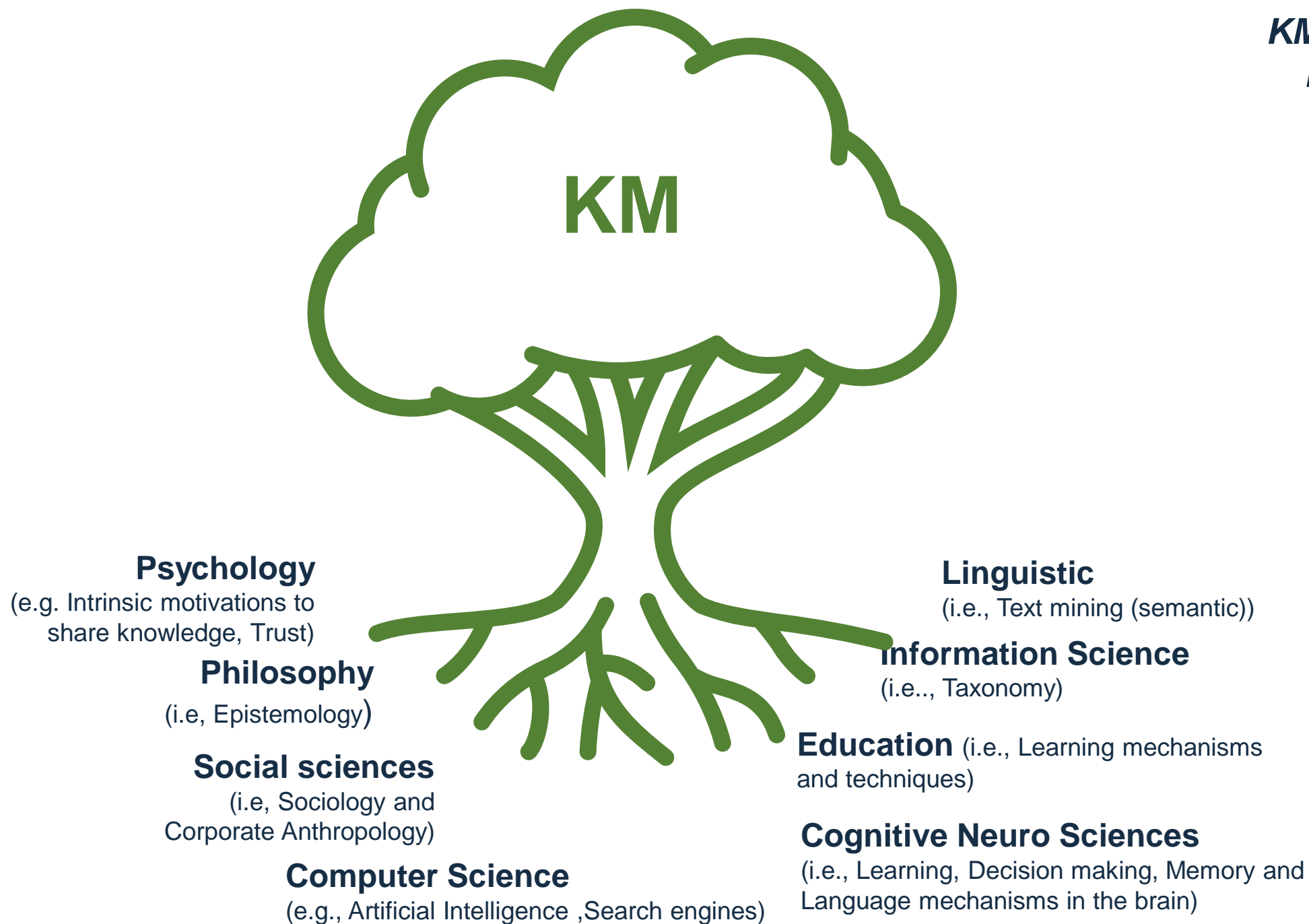


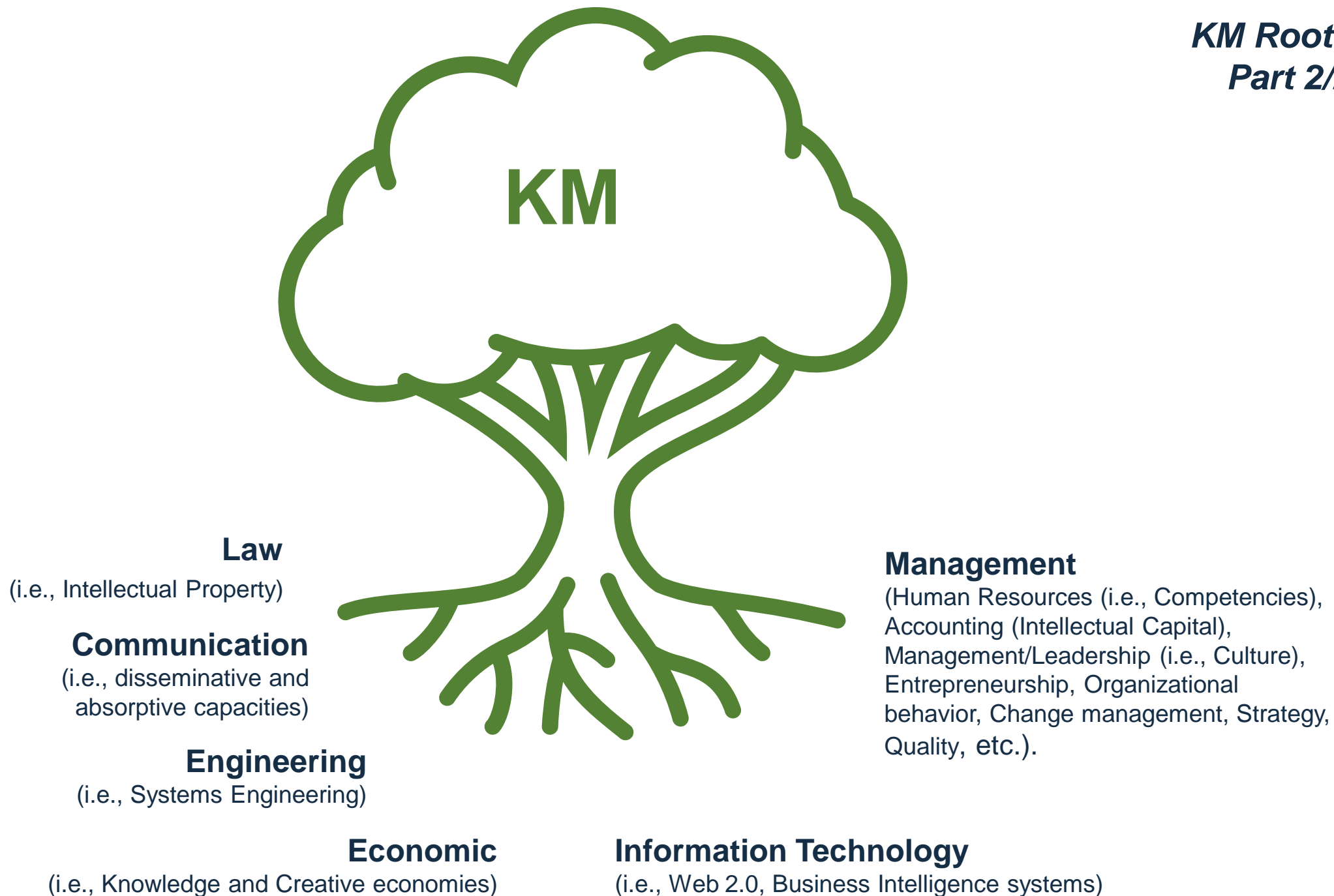
# Knowledge Management

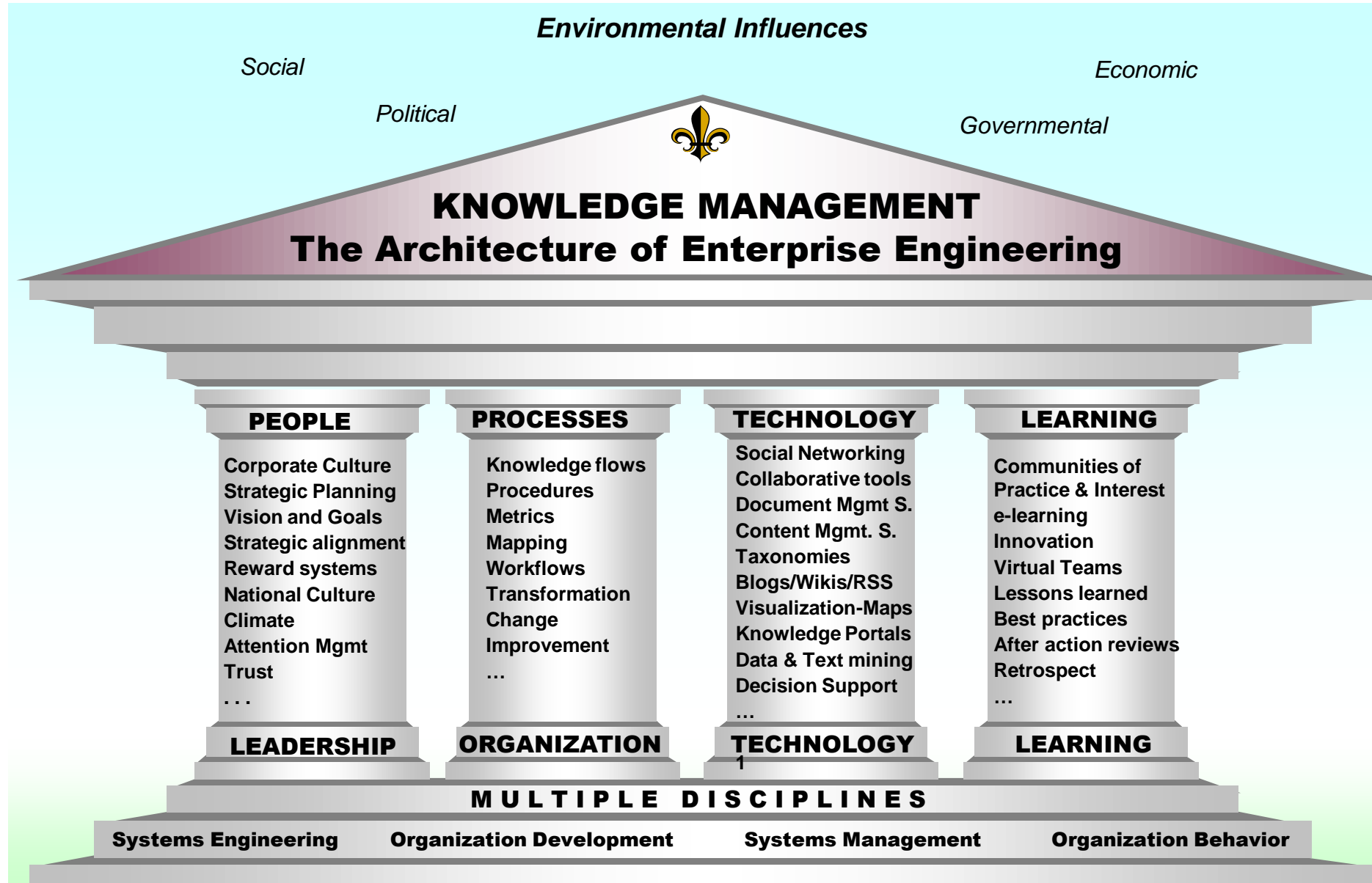
*“Knowledge management is a set of **processes and practices** **for** capturing/transferring a company's collective expertise, knowledge and skills wherever they reside —in people's heads, on paper, or in data/information repositories —and **distributing** them to wherever they can help produce the biggest payoff/value to support the corporate mission and goals”*

(V. Ribiere adapted from Hibbard 1997)









# Getting the mix right (amount of efforts required)

## People (70%)

Attitudes, sharing, innovation,  
skills, teamwork, motivation,  
organization,  
vision/objectives,  
communities, standards

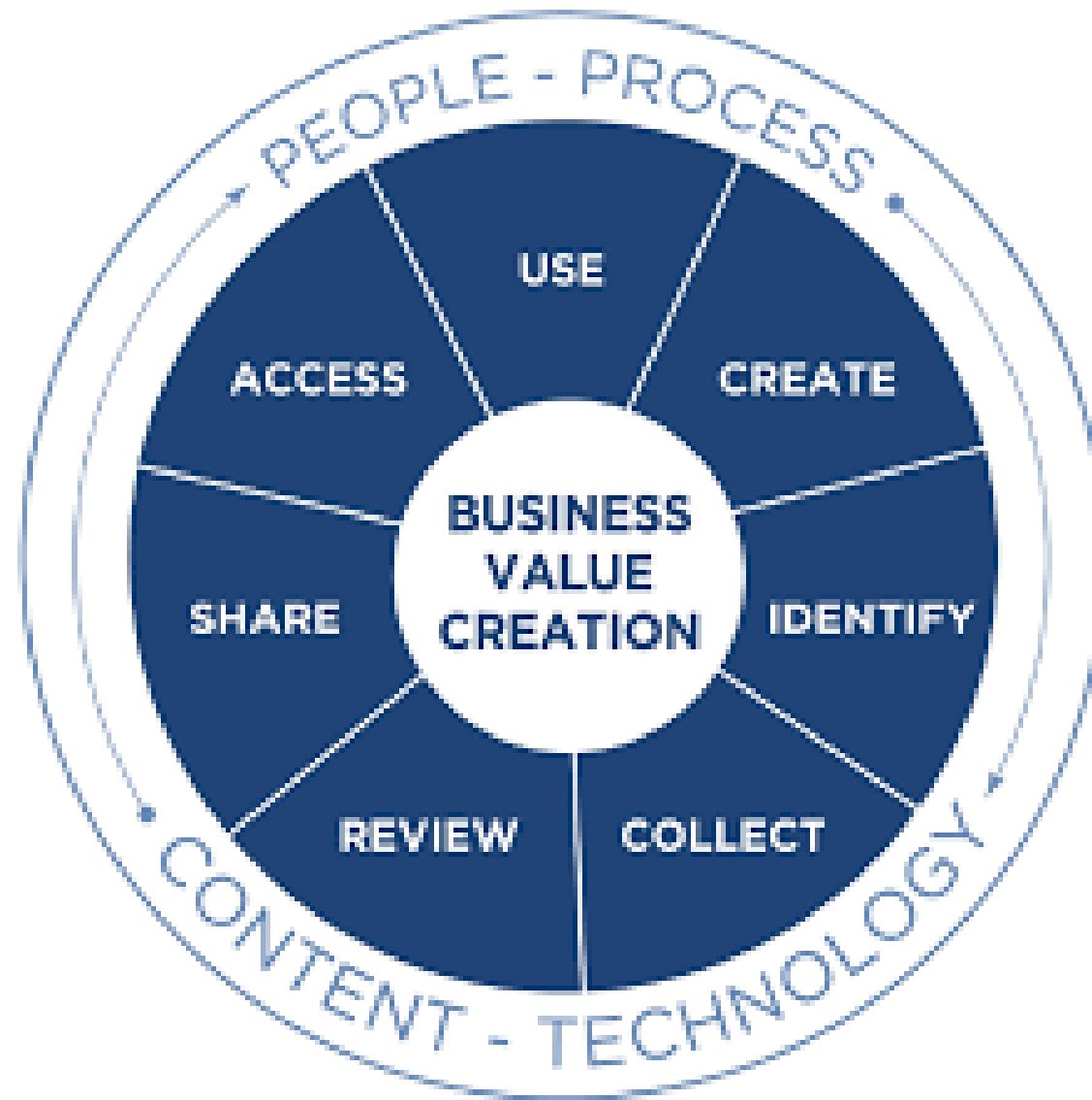
## Technology (10%)

Data stores & formats, networks,  
internet, data mining & analysis, decision  
tools, automation, standards

## Process (20%)

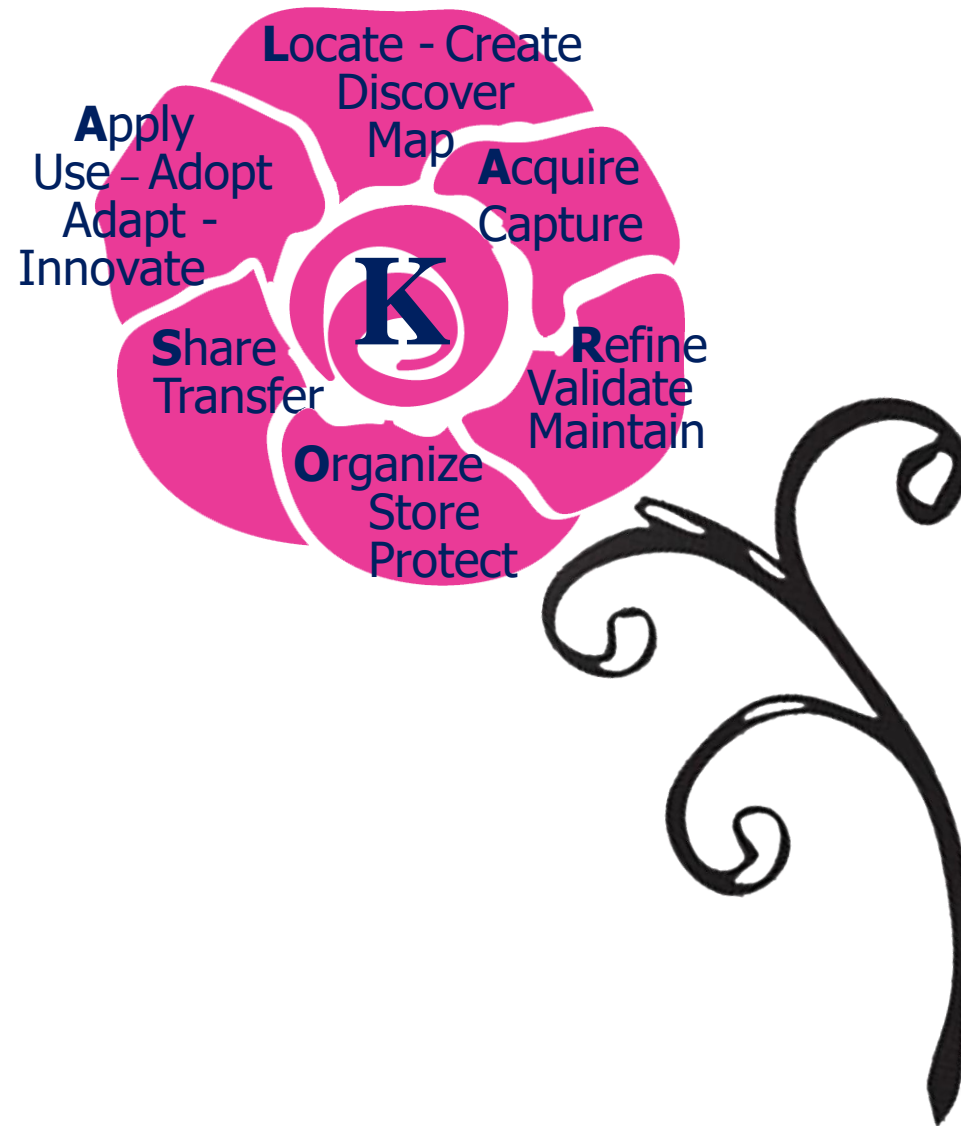
KM maps, workflows, integration, best  
practices, business intelligence, standards

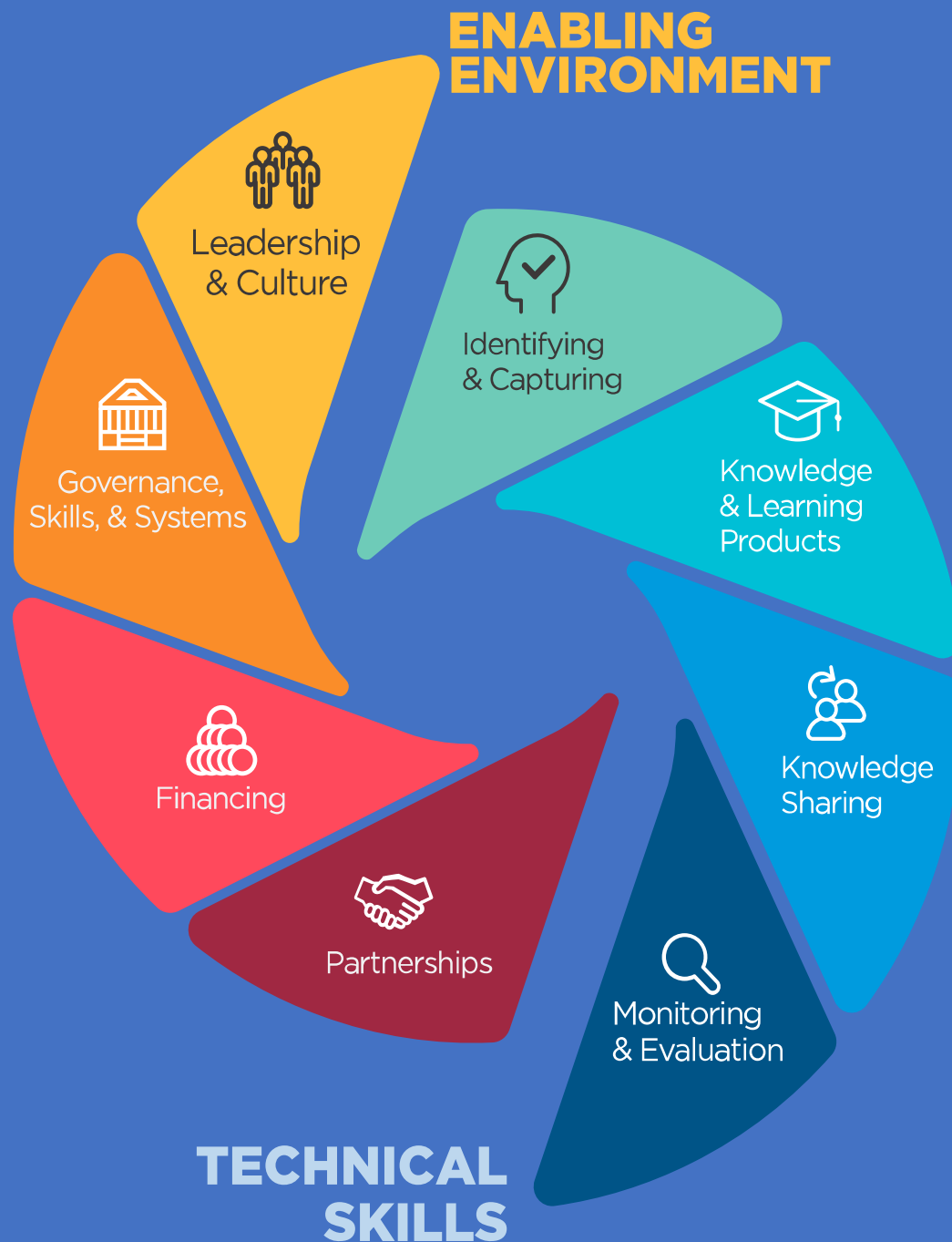




# Knowledge Flows – KM Processes

(L.A. R.O.S.A)





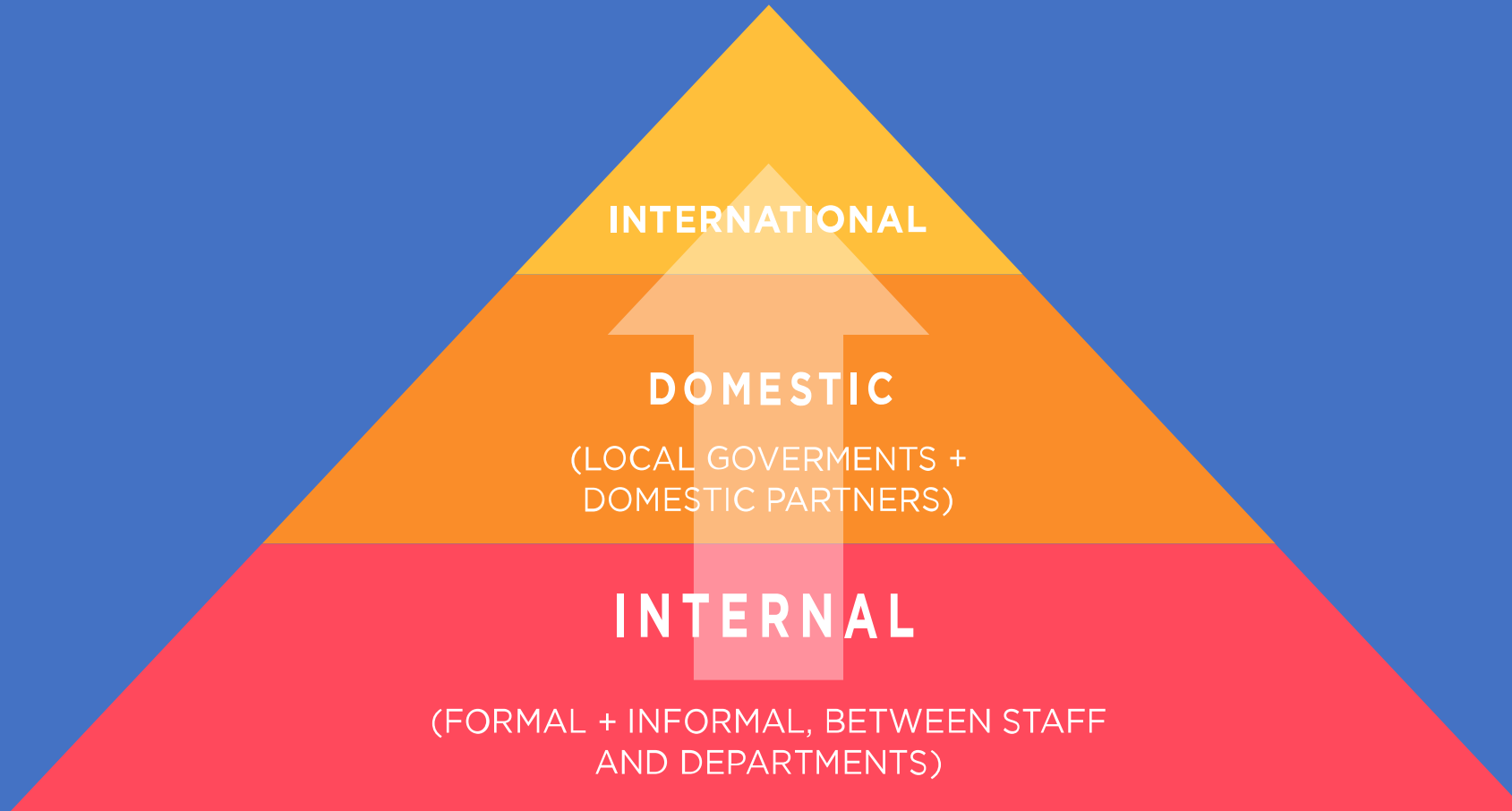
# Knowledge Sharing Capacity Framework



1. Governance and culture
2. Funds for learning and know-ledge sharing
3. Partnerships
4. Knowledge capturing, packaging and sharing;
5. Communication about learning
6. Monitoring and evaluation



# Strengthening Knowledge Sharing at three levels



# Requirements structure

ISO 30401:2018  
Knowledge management  
systems – Requirements



International  
Organization for  
Standardization

Introduction  
*KM principles*

Requirements

Annexes

1. Scope
2. Normative references
- 3. Terms and definitions**
- 4. Context of the organisation**
5. Leadership
6. Planning
7. Support
8. Operation
9. Performance evaluation
10. Improvement

