Principles for Successful Knowledge Sharing
• Focus on the most critical needs in your organization. Ensure your systems support your strategy.
• Build trust by emphasizing fundamental virtues and values
• Share knowledge and best practices
• Solve customer problems rapidly
• Allow staff to solve to solve problems they encounter without interference from management
• Inject customer feedback into your processes

Behaviors that Build Trust
• Justice: act honestly and fairly, keeping promises
• Temperance: act with self discipline, avoiding overt self-service
• Prudence: display practical wisdom and the ability to choose well in any situation
• Fortitude: show strength of mind and character and the cowage to persevere in the face of adversity

Making the Change to a KM Organization
• " An individual without information cannot take responsibility; an individual who is given information cannot help but take responsibility".
• KM is a journey, not a project

Definition of KM at Buckman
" KM is the systematic approach to help information and knowledge emerge and flow to the right people at the right time to create value".
• Communication and knowledge sharing are human nature. How the members of a group collaborate and share with each other to succeed, both individually and as an organization, will determine how fast and how completely they can redefine the equation relative to competition. Individually, people are all vulnerable to being beaten. Collectively, a group can win if it can work together smoothly and effectively. It is essential to harness the minds in your organization so they can pull together to meet customer needs anywhere, any time. This is the most powerful force that any organization can have in today's environment.
• A quote from Confucius: "To know that we know what we know and that we do not know what we do not know, that is true knowledge".

Moving from Product Driven to Market Driven to Knowledge Driven
• Product Driven: We have certain expertise and competencies and we try to sell what we know how to make (current WHO paradigm). Success is selling more of these products.
• Market Driven: Find your place in the market by focusing on fewer customers but meeting a broader range of their needs with your products
• Knowledge Driven: Looking at the world from the customer's point of view and leveraging your organization’s tacit and explicit knowledge to play are more important and integral role in addressing your customers' needs and helping them address their problems. The essence of this model is that " Many informed minds vastly improve the chance that someone will remember something which can be shared to advance the discussion towards an effective solution to the customer's need ". Now instead of trying to sell more of what they know how to make, Buckman is taking on the entire responsibility for management of chemicals at a customer's operation on a fee for service basis. This includes lab, analysis, staffing, chemical purchasing , materials management, etc. Now, using fewer chemicals is better for Buckman and the customer.

Guiding Principles for the Knowledge Economy
• Knowledge-based strategies begin with strategy, not knowledge
• Knowledge–based strategies must be linked to traditional measures of performance
• Executing a knowledge-based strategy is not about managing knowledge; it’s about nurturing people who have the knowledge
• Organizations leverage knowledge through networks of people who collaborate – not through networks of technology that interconnect
• People networks leverage knowledge through organizational ‘pull’ rather than centralized information ‘push’

Benefits of Open Systems of Communication in an Organization
• They make it impossible for people to manipulate the discussion to their own ends
• They dramatically improve the speed at which you can reach a conclusion, satisfy a need, or generate new knowledge for the organization
• They highlight the high performers
• They greatly improve the quality of the response to any need of the organization

Redefining the Mission of IT to become KT (Knowledge Transfer)
• The mission of KT is to plan, organize, and manage information system applications, infrastructure and associated resources necessary to rapidly disseminate collective industry, market and technical knowledge in order to gain a sustainable global competitive advantage by proactively responding to the information and knowledge needs of the organization.

Importance of Extraordinary Customer Focus
• Buckman adopted a philosophy of complete customer focus
• They crafted a slogan “Effectively Engaged on the Front Line” which means staff taking responsibility for and being actively involved with satisfying customer needs and expectations. This was described as: “How do we get as many people as possible creating and transferring as much knowledge as possible in the best way possible in order to have a positive impact on our customer. It’s about bringing the full weight of the knowledge that exposit in our people, hardware and software, in a relevant and useful manner, to bear upon the requirements of the customer.”

Critical Skills required in a Knowledge Sharing Environment
• Ability to identify the knowledge needed
• Finding or creating the needed knowledge
• Developing relationships strong enough to persuade knowledge holders to shared it
• Presenting the knowledge in a way that is most valuable to the customer

Reward System
• “You get what you reward”
• “the goal of establishing a knowledge sharing organization is nothing less than to break up the pattern of internal competition and bring the advantages of cooperation home to the participants so clearly that the group’s interest and the individuals’ self-interests merge”
• Today, in many organizations, having to take time to talk and listen to customers is seen as a distraction from one’s “real work”. However some staff actually become quite good at bridging the gap between research and using it to solve problems in the field. Also, being closer to the real needs and problems of customers, these individuals make their work more relevant to the needs of the organization.
• Types of rewards utilized
  o Pay
  o Autonomy
  o Travel opportunities
  o Learning opportunities
  o Leadership opportunities
  o Visible recognition events by senior management
  o Recognition awards that are symbolic

Organization Culture Change
• The critical role of leadership
  o At Buckman, the CEO personally led the change
• Principles to help people move towards a Culture of Knowledge Sharing
  o Reciprocity drives the network – people enjoy helping others
  o Everyone sees what everyone sees - it is clear who is contributing
  o Virtual friends treasure face to face interaction - travel as a reward
  o Best players deserve the best toys – ensure those who are contributing have access to the best technology
  o Visible recognition fuels participation
  o Pay and level are still important
  o Those who don’t engage do not progress in the organization
• Nothing is perfect – just get started
• The Phases of Change
  o You’ve got to be crazy
It's not going to go away after all
You know, this wasn't such a bad idea

Examples of the Knowledge Assets Buckman has Developed
• Best practices database
• Learning modules (training and capability building)
• Summaries of Lessons learned
• New Methods and approaches for product development
• Cycle time reduction methods
• Organization transformation models

Stressing the Importance of COPs and Virtual Teams
• Groups of people working together collaboratively underlie Buckman's success
• Can be called COPs, Virtual Teams, Horizontal Process Teams
• They focus on common problems, issues, processes
• Each team needs to carefully develop its specific charter by examining and agreeing on its Purpose, the types and skills of people needed to be successful, team protocols and practices, the enabling tools and systems required.

The Staff Development Program must support KM and the Learning Culture
• Buckman learning centre offers more than 1000 courses in 16 languages
• It's mandate is to educate in a variety of areas including process improvement, change management, leadership development, career development, customer-supplier relationship management
• Through various efficiencies including virtual learning tools they have reduced the cost per hour of learning from $1000 to $20

The Importance of Measures
• Measure what you want to achieve
• Measure outcomes, not activities
• Some suggestions are:
  o Speed of response to customer needs and opportunities
  o Speed of innovation
  o Growth of people and organizational capability
  o Mentorships in place
  o Productivity

Some Challenging Questions
• Who are your customers?
• What do they want?
• What knowledge assets would allow you to develop a new core competency that has higher value-added for your customers?
• What investment in knowledge assets can you make to move you in the right direction?
• How do you organize to allow anyone in your organization to contribute?
• How do you build communities of people separated by time and space who trust each other enough to work effectively together?
• How do you get everyone in your organization to be engaged with the customer?
• How will the HR dept support the required shift in culture?
• Does your organization have the right mix of skills to be successful?
• How can you get top leadership to understand, support, role model the new behaviors that are necessary for KM success?

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