Codifying Tacit Knowledge

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Agenda

- Knowledge creation and KM strategy
- Identify critical knowledge
- How to codify tacit knowledge
- Limitations to codification
Unstructured Information

- Contain organizational knowledge—useful or updated?
- Remain untapped resources until properly managed
- Apply KM enablers such as knowledge audit and enterprise content management system

Knowledge Creation Model

Source: The Knowledge-Creating Company by Ikujiro Nonaka and Hirotaka Takeuchi
KM Strategy

- Codification strategy- knowledge is codified, stored in databases and accessed easily

- Personalization strategy- knowledge is tied to the person and shared through direct person-to-person contacts

Codification Strategy- HK Police

- Police Working Experience Repository (POWER)

- Practices and Experience Acquisition Kiosk (PEAK)
Personalization Strategy - Bossini Group

- Shop After Action Review (AAR)
- Shop Customer Knowledge Management (CKM)

Before Codification

- Codification is difficult and costly
- Focus on the critical knowledge that tied with the business strategy
- Identify the critical knowledge through executive interviews and business process mapping
Codification Methods

- Knowledge exchange protocols
- Management standards
- Story telling
- Team reflection
- Business process mapping

Knowledge Exchange Protocols

- A vehicle to improve the tacit to explicit knowledge conversion
- Provide a consistent mechanism for documenting
- Allows the knowledge providers to accumulate their knowledge over time
- Enable the recipients to recall information in a focused manner
SOAP Protocol

Document doctor/patient clinical encounters

- **S** - subjective, a brief narrative of the patient’s complaints
- **O** - objective, a description of the objective evidence gathered by the doctor
- **A** - assessment, a decision about the problem
- **P** - plan, a prescribed course of action to solve the problem
Usage of the SOAP protocol

- Doctor’s thinking and actions are codified and can be shared with other doctors
- Used for formal medical review
- Assess the overall quality of patient care

Use of management standards

- Management standards such as ISO9000 can be used as a codebook
- Tacit knowledge is converted to quality documentations such as quality manual, working procedures and work instructions
- The on-going auditing and reviewing process provides an opportunity to update and refine the working knowledge
Story Telling

- Powerful tool to convey knowledge and experience
- Stories usually have a hero or a detectable plot

Story Telling for KM

- Stories are about real problems, how and why they got, or resolved
- Leaders can use stories to convey their vision, leading people to the future
- Stories can be shared using video clips
Team Reflection

- Best example is the US Army’s After Action Review (AAR)
- Members share their experience after an event, aiming to reconstruct the total picture, identifying root causes and key lessons
- The AAR report serves as a useful record of the team’s learning

US Army’s AAR

Action

Review and Reflection
Business Process Mapping

- Identify the sequence of activities

A Business Process

- Decision
- Decision
- Decision
- Decision
- Outcomes

Business Process Mapping for KM

- Identify the people who carry out the activities and their knowledge requirements
- Identify the decisions that need to make, the knowledge and information required to make a quality decision
- Identify how people get access to the information and the gap
Limitations to Codification

- Tacit knowledge is something we know more than we can tell and write down
- Tacit knowledge is gained through personal experience and hard to articulate
- Tacit knowledge is often regarded as personal asset

Thank You