KM
EXchange

KNOWLEDGE MANAGEMENT
EXCHANGE CONFERENCE
2018 KUALA LUMPUR

Thursday, 5th April 2018

Dewan Tan Sri Mahfoz Khalid,
Kementerian Kerja Raya, Jln Tun Ismail,
50480 Kuala Lumpur

#kmexkl18

What is the KM Exchange conference?

KM Exchange 2018 is a one-day conference created and organised by a few members of the Kuala Lumpur KM Roundtable to showcase knowledge management in Malaysia. The KM Roundtable comprises representatives from International Centre for Education in Islamic Finance (INCEIF), Jabatan Kerja Raya (JKR), Malaysian Technology Development Corporation (MTDC) , National Sports Institute of Malaysia (ISN), PETRONAS, Capital Market Regulator Malaysia, and Straits Knowledge Sdn Bhd.

This conference will bring you in-depth exploration of innovative knowledge management practices and applications in a case study format followed by a peer assist around common KM challenges and issues. This event will be highly interactive and informal, to help you network and share knowledge with your peers in KM.

Who should attend?

Knowledge Management practitioners, Record and Information managers, Organisational Development practitioners, HR professionals, IT managers tasked with knowledge and information management responsibilities and individuals who are interested to kickstart KM in their organisation.

Organiser Profiles

INCEIF, the global university of Islamic finance set up by Bank Negara Malaysia in 2006, is wholly dedicated to postgraduate study on Islamic finance offering three postgraduate programmes, namely Masters in Islamic Finance Practice (MIFP), Master of Science in Islamic Finance (MSc) and PhD in Islamic Finance.

INCEIF Knowledge Management Centre (KMC) is a powerhouse for INCEIF to achieve its mission as global reference point for Islamic Finance knowledge and knowledge leader through: a) Strengthening and enhancing the creation, flow, sustainment and growth of Islamic Finance knowledge at INCEIF; b) Improving the discoverability and accessibility of authoritative Islamic Finance knowledge created by INCEIF; and c) Enhancing the learning experience of INCEIF students.

www.inceif.org

JKR Malaysia is the nation's largest technical public organisation responsible for overseeing the development, implementation and maintenance of public infrastructure projects. It comprises 20 divisions (HQ) and 15 States/Federal Territories/KESEDAR offices with over 23,000 staff of which 3,665 are technical professionals of various disciplines including civil engineers, mechanical engineers, electrical engineers, quantity surveyors and architects.

www.jkr.gov.my

Institut Sukan Negara (ISN), an agency under the Ministry of Youth and Sports, is the pioneer of advancement and excellence in national sports science, medicine and technology. Excellence and success in improving the performance of athletes and national sports are the main focus of ISN, as success in producing world-class athletes results from the adoption of elements of sports science and sports medicine from the outset to nurturing world-class athletes.

www.isn.gov.my

Straits Knowledge is a global consulting and research firm focused on knowledge, learning and innovation. Founded in 2002, Straits Knowledge brings over 50 years of professional experience in information and knowledge management, and strategic change initiatives. We help organisations develop bespoke knowledge management strategies, frameworks, roadmaps and programmes. We also build enterprise taxonomies and ontologies for deployment in information management systems. Our sister company Straits Knowledge Digital delivers digital knowledge management solutions such as Aithin™, the world's most comprehensive knowledge mapping and KM diagnostics software. Headquartered in Singapore, Straits Knowledge has offices in Malaysia, Ireland and continental Europe.

www.straitsknowledge.com

Conference Agenda

Time	Session	Notes
9:00am	Welcome Note	*Welcome note by Ghazali Mohd Fadzil, GKM Consultancy Services.*
9:15am	Case Study introductions – case studies of KM in Malaysian organisations, including:	*Case presenters for our case studies will give a short pitch introducing their case study to the plenary audience.*

1. Establishing a Knowledge-Based Organisation: Case of Bank Negara Malaysia
2. Cultivating Communities of Practice in Jabatan Kerja Raya Malaysia
3. Critical Knowledge Acquisition and Access through INCEIF Knowledge Repository (IKR)
4. Deploying a KM Solution to 90,000 Across 70 Countries – Shell Malaysia
5. Lessons Learnt at Oil and Gas Company
6. From Taking Stock to Action Plan – Securities Commission Malaysia
7. Expedition to Leverage Knowledge in ISN – National Sports Institute of Malaysia
8. Building Capabilities in the KM Team – Straits Knowledge

Decide which in-depth discussions you want to explore. You will have the chance to attend 3 discussions within this session.

Time	Session	Notes
10:15am	Tea & Networking Session	
10:30am	Break out into case study table discussions (a) Each case presenter will host an in-depth table discussion on their case study	
11.00am	(b) Move to another case study table discussion to explore a second case of interest to you	
11:30pm	(c) Move to a third case study table discussion to explore a third case of interest to you	
12:00pm	KM Self Assessment Exercise: assess your KM capabilities and maturity	*The exercise will be led by Patrick Lambe, Straits Knowledge.*
12.30pm	Lunch Break	*Food Trucks will be available immediately outside the event venue for you to select your own lunch at affordable rates.*
1.45pm	Peer Assist/ KM Clinic on common KM challenges:	

1. Getting and keeping leadership support – Shell
2. Organisation culture issue – Bank Negara Malaysia
3. Insufficient competencies or experience in the KM team – JKR
4. Lack of defined strategy and approach – Securities Commission
5. Inappropriate technology – Straits Knowledge
6. Difficulties in showing benefits of KM to staff – Murni Shariff
7. Getting support from key stakeholders like IT and HR – JKR
8. Poor understanding of KM among leadership and staff – INCEIF

Time	Session	Notes
2:15pm	Peer Assist	*2 rounds of table discussions.*
3:15pm	Tea & Networking Session	
3:30pm	Fishbowl Expert Panel - Discussion on how to create enablers for KM in Malaysian organisations	*30 mins followed by audience Q&A and discussion.*

- Edgar Tan, Straits Knowledge (Moderator)
- Roznita Othman, Public Works Department (Panelist)
- Arief Amron, Securities Commission Malaysia (Panelist)
- Ghazali Mohd Fadzil, GKM Consultancy Services (Panelist)
- Murni Shariff (Panelist)

Time	Session	Notes
4.15pm	Summary and Close	*Summary and closing speech by Ghazali Mohd Fadzil.*

Case Studies Outlines

No	Case Title	Case Presenter
1	Establishing a Knowledge-Based Organisation: Case of Bank Negara Malaysia	Dr. Jasbir Singh, Bank Negara Malaysia
2	Cultivating Communities of Practice in Jabatan Kerja Raya Malaysia	Sr Roznita Othman, Jabatan Kerja Raya Malaysia (JKR)
3	Critical Knowledge Acquisition and Access through INCEIF Knowledge Repository (IKR)	Nor Azlinayati Abdul Manaf, International Centre for Education in Islamic Finance (INCEIF)
4	Deploying a KM Solution to 90,000 Across 70 Countries	Aw Siew Hoong, Shell Malaysia
5	Lessons Learnt at Oil and Gas Company	TBA
6	From Taking Stock to Action Plan – Securities Commission Malaysia	Arief Amron, Capital Market Regulator Malaysia
7	Expedition to Leverage Knowledge in ISN	Murshaidi Hazlin Mohammad, Institut Sukan Negara (ISN)
8	Building Capabilities in the KM Team	Edgar Tan, Straits Knowledge

Establishing a Knowledge-Based Organisation: Case of Bank Negara Malaysia

About the Case Organisation

Bank Negara Malaysia (the Bank) is the central bank of Malaysia with staff strength of over 2,800. It supervises and regulates banking and financial institutions in Malaysia. The Bank also helps to develop the institutions and infrastructure that are the foundation of a modern and solid Malaysian financial system.

About the Challenge

As the Bank moved towards an environment in which knowledge becomes a key driver of performance, increased attention has been given to the management of knowledge. It is recognised that the demands of the new environment require the ability to deal with greater complexity, to respond with speed and to make effective judgements, while having the perspective of context and history. For example, the Bank wants to ensure that the critical knowledge and experience gained in responding to the Asian financial crisis is retained. Thus, creating and harnessing knowledge flows is key to acquiring these capabilities. It enhances the ability of the organisation to leverage on lessons from previous experience and thereby avoid mistakes and unnecessary delays. Managing the organisational knowledge has therefore assumed greater strategic importance.

What We Did

Three key elements in the knowledge management (KM) strategy:
   a. The formulation of the vision and focus of the KM programme to ensure relevance of initiatives to the Bank's overall objectives.
   b. The establishment of a knowledge culture that promotes trust, knowledge seeking, knowledge sharing, and collaborative work within the Bank.
   c. The improvement of KM practices with respect to the creation, acquisition, transfer, sharing and retention of knowledge.

Four areas of initiatives undertaken by the Bank to establish a knowledge culture and improve knowledge management practices:
   a. Organisational Process Initiatives
      i. 3 year Business Plan, this improved horizontal collaboration.
      ii. Cross functional teams, policy working groups, policy committees and CoPs helped promote horizontal collaboration and knowledge transfer.
      iii. Lessons learned from key events captured in learning case studies used successfully at learning programmes
      iv. Applied various KM tools into work processes to help capture and share knowledge.
      v. Use of a common corporate taxonomy standards for governance of the Bank's knowledge assets that enabled structured capturing, storing and sharing of knowledge
   b. Information Technology Initiatives
      i. Creation of Enterprise Portal, Kijang.net for latest information
      ii. Establishment of a Knowledge Hub and Electronic Document Management System to capture strategic knowledge asset and operational information respectively
   c. Human Capital Initiatives
      i. KM is embedded into the Bank's shared values and leadership Competencies
      ii. Creation of comprehensive Leadership Development Programmes
      iii. Investment in specialised KM expertise
      iv. Job rotation
      v. Mentoring Programme
   d. Physical Modernisation Initiatives
      i. Establishment of a centre of excellence in knowledge and learning
      ii. Transformation of the open office layout, training facilities, cafeteria and common spaces
      iii. Transformation of the Library to the Knowledge Management Centre

Challenges and Lessons Learned

   a. Clarity is required on what is a Knowledge Based Organisation (KBO) in the context of a central bank. For BNM, KBO encompassed not just investments in IT systems, but also culture, people and process, guided by our shared values.
   b. The design of the KM programme must be firmly anchored to the organisation's business needs. Thus, KM practices and processes should be embedded into daily activities that contribute to the central bank's desired

outcomes.

    c. Strong culture of change management to ensure there is commitment to implement difficult transformation in terms of new human capital policies, processes and systems.

Impact and Benefits

    a. Enabling better and faster decision making
        i. By delivering relevant information at the time of need
        ii. Collaboration brings the power of large numbers, diverse opinions, and varied experience
        iii. The reuse of knowledge in repositories allows decisions to be based on actual experience

    b. Making it easy to find relevant information and resources
        If it is easy and fast to find what you need when you need it, you can perform all of these tasks efficiently.

    c. Reusing ideas, documents, and expertise
        Reuse is good for organizations because it minimizes rework, prevents problems, saves time, and accelerates progress.

    d. Avoiding redundant effort
        Avoiding duplication of effort saves time and money, keeps employee morale up, and streamlines work

    e. Avoiding making the same mistakes twice
        Knowledge management allows us to share lessons learned, not only about successes, but also about failures. In order to do so, we must have a culture of trust, openness, and reward for willingness to talk about what we have done wrong.

    f. Taking advantage of existing expertise and experience
        i. Teams benefit from the individual skills and knowledge of each member. The more complementary the expertise of the team members, the greater the power of the team
        ii. Knowing what others know can be very helpful at a time of need, since you learn from their experience and apply it to your current requirements.

    g. Communicating important information widely and quickly
        We all need information to do our jobs effectively, but we also suffer from information overload from an increasing variety of sources.

    h. Providing methods, tools, templates, techniques, and examples
        Methods, tools, templates, techniques, and examples are the building blocks supporting repeatable processes and procedures. Using these consistently streamlines work, improves quality, and ensures compatibility across the organization.

    i. Making scarce expertise widely available
        Ways of doing so include community discussion forums, training events, ask the expert systems, recorded presentations, white papers, blogs, podcasts and videos.

Next Steps

Knowledge management in the Bank has room for improvement, driven by its leadership. Every individual in the Bank should be made aware of the importance of knowledge management which has become a very important tool for the Bank to remain competitive.

The main obstacle towards KM, and the most important element to consider, is organizational culture. Also, KM cannot be separated from the business goal and cannot be effectively addressed without addressing organization culture. Building an effective culture within which people operate in an organization is a crucial requirement for effective knowledge management.

2) SR ROZNITA OTHMAN

Cultivating Communities of Practice in Jabatan Kerja Raya Malaysia

About the Case Organisation

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Why was KM Implemented

As a large multi-disciplined technical department, among the major concerns faced by JKR Malaysia is how to ensure critical information and knowledge are being made available to all personnel whenever they are required either to facilitate in the decision-making process or performing technical and non-technical activities. Nevertheless, considering the department's inherent nature, it inadvertently resulted in the formation of a silos mentality and knowledge silos (horizontally, vertically, stakeholder, demographic and geographic). This predicament significantly affects the flow of information and knowledge organisation-wide due to lack of understanding in each discipline's requirements (knowledge gaps) and communication breakdown among the technical professionals that often leads to delay in the decision-making process, for instance, in preparing architectural and structural designs.

Using CoPs as Knowledge Sharing Tool

In addressing these pressing issues, JKR Malaysia sought to cultivate and inculcate Communities of Practice and Virtual Communities of Practice, proven knowledge-intensive techniques as potent vehicles to encourage creative discussions and open dialogues among the technical professionals. Currently, there are 10 recognised CoPs within the department where members interact and meet with each other on a regular basis. Two most active CoPs are as follows:

- Building Information Modelling (BIM) CoP was formed to enable technical professionals who are involved in the design process such as architects and engineers to share and discuss pertinent matters relating to implementation of BIM. Seminars and workshops are often organised by the BIM CoP to keep the members abreast with the emerging technologies and development on the innovative 3D model-based process.

- Project Management (PM) CoP provides an open and conducive learning space for members who are part of the project life-cycle phases, starting from project planning to handing over, to engage in active discussions pertaining to project management. Discussions are held regularly to discuss project management process, tools and techniques including project health check checklist, project management certification and project lessons learned.

As an effort to encourage continuous interaction among all personnel, transcending time and geographical boundaries, a virtual community of practice known as JCoP was introduced as an extension to the physical face-to-face CoPs in the online domain. Established in 2014, the 'ask and discuss' forum's progress has been very promising and encouraging. As of early March of 2018, the membership stands at 3,000 registered users with more than 4,700 posts comprising of questions, answers and comments ranging from various topics. On average, 180 to 200 users visit the portal during the weekdays. Gamification design principles were integrated within the online portal to motivate active participation among users including extrinsic reward points, badges and leaderboards. Every year, three most active JCoP users will be recognised at the department's annual fair for their constant participation to receive a certificate of appreciation and tokens.

Challenges and Lessons Learned

Since CoPs and VCoPs were first introduced in JKR Malaysia, there are a number of key challenges faced by the department to ensure their sustainability and longevity such as low participation among subject matter experts (SMEs)/senior personnel, retention of knowledge, in particular, tacit knowledge and lack of knowledge sharing culture. Unless addressed accordingly, these organic predicaments could stunt the growth of the initiatives. A comprehensive change management plan was developed and implemented organisation-wide to maximise buy-in and support from all level of personnel and management which includes a variety of activities e.g. roadshows, awareness talks, participatory workshops, infographic posters and e-newsletters. As key takeaways learned from the department's experience in implementing CoPs and KM in general, supportive leadership, appointing KM champions, active engagement with SMEs, continuously seeking staff buy-in and demonstrating the value of CoPs

should be given greater emphasis under considerations for organisations attempting to develop their own CoPs.

Outcome and Benefits

It is well-observed over the years that CoPs and VCoPs were implemented, the emergence of collective learning in JKR Malaysia has been on the rise as a result of the ongoing conversation and collaboration that are taking place actively in both initiatives. Pertinent issues that are discussed in CoPs and VCoPs and require further deliberation would be aptly identified and escalate to the top management for their consideration. While interacting with each other during knowledge-intensive face-to-face and online activities, CoPs and VCoPs help to nurture positive relationships and instil the element of trust and respect among the members. CoPs and VCoPs unlock the potential to accelerate learning, breaking down silos and spark innovation which together leads to quality and service improvement, greater innovation capacity, improved customer satisfaction and attainment of business goals.

Way Forward

As part of the department's larger effort to further enhance the value of VCoPs, plans are being put into motion to leverage emerging technologies mechanism for knowledge reification derived from the discussions in JCoP portal. Currently, JKR Malaysia is in active discussion with United Nations University Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV) which is based in Guimarães, Portugal to form a research collaboration centring on JCoP Portal. In addition, as technology continues to permeate our everyday lives, the use of mobile learning apps which enable users to access the digital learning content and performance support resources they required is also being considered together with the development of Project Lessons Learned database.

3) NOR AZLINAYATI ABDUL MANAF

Critical Knowledge Acquisition and Access through INCEIF Knowledge Repository (IKR)

About the Case Organisation

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About the Challenge

The ability to publish, access and store scholarly works digitally has transformed the way libraries store and disseminate information. The purpose of having a centralized knowledge repository is to manage, preserve and showcase INCEIF's intellectual output to a global audience and to facilitate discovery and access to Islamic finance knowledge in support of INCEIF's vision to be the knowledge leader in Islamic finance.

Previously, all scholarly output produced by INCEIF faculty members were collated and stored in the INCEIF Digital Library, which is a custom-built platform to store digital materials. But due to limitations of the platform, INCEIF Knowledge Management Centre decided to develop an institutional repository to be utilized by INCEIF knowledge community, which includes industry practitioners locally and globally. INCEIF Knowledge Repository (IKR) was developed to manage INCEIF intellectual contributions effectively and provide discovery and access to Islamic finance knowledge produced by INCEIF's thought leaders.

What We Did

INCEIF Knowledge Repository (IKR) is an institutional repository built using DSpace software which supports the University's knowledge community by collecting and maintaining intellectual contributions such as journal articles, conference papers, research reports, dissertations and other scholarly/research output by INCEIF's faculty, staff and students - and of their collaborators from around the world.

INCEIF Islamic Finance Taxonomy was developed and incorporated with IKR as a means to manage and organise INCEIF digital collections in facilitating easy discovery and access by INCEIF stakeholders. The INCEIF Islamic Finance Taxonomy was developed to overcome the limitation of existing classification scheme in use, Library of Congress Subject Headings (LCSH), which has limited topics for classifying Islamic finance materials. Besides, IKR is also equipped with customised features such as *Author Profile* page for showcasing INCEIF thought leadership and *IKR General Statistics*, which shows the readership of IKR, number of views and downloads and content distribution chart.

Challenges and Lessons Learned

In realising this interesting initiative, there are several challenges and lessons learned that is worth mentioning as guidance to others who are planning to embark into similar initiative:

a. Getting the buy-in from the top management and key stakeholders.
b. Acquiring the required content (critical knowledge) to be included into the repository for access by INCEIF community.
c. Formulating the user and system requirement to the vendor and engage a reputable vendor for the completion of the project.
d. Formulate end-to-end process flow (content acquisition, organising and managing the content, and publishing and disseminating the content), identify the interdependency with other internal departments and get a common agreement from all dependant parties on the process plays a crucial step in ensuring the initiative to be conducted effectively and successfully.
e. Continuous monitoring of the system access to measure the impact, as well as continuous improvement on the process and procedures of content acquisition and dissemination.
f. Regular reporting to the top management on the performance of the system to demonstrate the benefits of the system.

Impact and Benefits

This initiative has a direct impact on INCEIF Strategic Blueprint Key Focus Areas, such as the students, faculty members, and INCEIF in general by providing the means to publish and provide discovery and access for all types of Intellectual Contributions (ICs), increasing exposure of INCEIF ICs, promoting research done by INCEIF thought leaders, and providing a source of metrics for ICs, helping the institution to fully demonstrate its value. Among the benefits of this initiative are:

• Maximise the value of our ICs
• Manage and preserve our ICs effectively
• Increase the visibility and impact of our ICs and faculty members
• Provide access to all of our ICs
• Encourage collaboration within and between different disciplines and groups

Next Steps

• Integration with other platforms to increase discovery and access to IKR.
• Content enrichment on unpublished content such as presentation slides and working papers by INCEIF faculty members and students for the benefits of the community.
• Reuse of the Islamic Finance taxonomy for broader purposes.

4) AW SIEW HOONG

Deploying a KM Solution to 90,000 Across 70 Countries

About the Case Organisation

Oil and gas company with 92,000 employees operating in 70+ countries. Major activities: vertically integrated oil and gas player i.e. upstream and downstream activities.

About the Challenge

• Develop a standard approach to implementing KM in a diverse organisation with a standard toolkit and processes to deliver cost savings and unlock greater value from Shell assets
• Prior to this standard approach , KM was implemented unevenly in the Shell group using multiple (and sometime incompatible) tools with uneven success.

- Deployment is in 3 waves. First and second wave (2014-2016) was focussed on technical groups which make up approx. 25% of staff population. 3rd wave is scheduled to end in end 2018.

What We Did

Developed 4 key objectives of KM:
1. Connecting people to people
2. Connecting people to validated content
3. Enhancing collaboration
4. Capturing and sharing lessons learnt

To achieve the 4 objectives, 9 KM elements were developed and deployed. The elements are a mix of IT tools and processes. Wrapped around the 9 elements was a behaviour change program (themed and marketed as 'Working Out Loud')

Critical success factors include setting a strong foundation thru obtaining and sustaining top management support and having a robust business taxonomy. A robust KM Success Story program highlighting value creation is key to sustaining top management support and funding.

Challenges and Lessons Learned
- KM is less about IT tools and more about presenting solutions to business problems. Illustrate this by demonstrating success stories that illustrate value at a local and individual level.
- Manage change through branding, rewards and recognition, and by embedding KM into core business processes.
- Recognize that there is a lot of "pain before gain".
- You need a strong foundation of Governance, Processes, and Roles before focusing on IT support.
- Make your Search system and Taxonomy work so that people / communities and content can be found.
- Start implementing in other Shell businesses with the likelihood of success
- Practical and user-friendly performance dashboard is vital to gauge the success of KM

Impact and Benefits
- Significant value creation from cost avoidance/reduction and additional revenue
- Competency development
- Personal empowerment

Next Steps

Complete wave 3 deployment and transition KM team from project mode to be a center of excellence (part of Organisation Development and Learning)

5) TBA

Lessons Learnt at Oil and Gas Company

About the Case Organisation

The organization is an integrated energy company that has exploration and production ventures in several countries across the globe. The business objective of the KM central team is to manage knowledge of upstream, downstream, governance and performance, corporate and communities of practice. The team also has its own KM ICT arm to ensure KM related tools/enablers are in place and get implemented for KM purposes.

About the Challenge

"Lessons never got picked up and learnt". This is basically the phrase calling for KM to address this issue urgently. There have been pockets of good practices around the company, not to say none. For example, departments which learnt the skill of lessons learnt facilitation, diligently practiced the capturing and sharing of learning among project teams. And some departments aligned this lessons learning sharing with their business process. Still there was an issue that there were some gaps, and results were not sticking. WHY? Why did this 'lessons never learnt' still hold the top of the list for most of the gap assessments?

Last year, from our situation assessment across the company, we concluded that most of the good practices and

best practices were mostly being implemented vertically – i.e. within business units, like upstream only, or downstream only, or even within a department. Rarely we observed horizontal cross unit lesson learning and reuse. This resulted in reinventing the wheel, and everyone was targeting or solving the same issues, but separately. Whilst the company is implementing cost cutting and simplifying work process across the value chain to increase targeted efficiency levels, this issue must be solved. What can KM can do to help? What should the KM team focus on?

In order for us, KM, to create value fast we took the approach of fail fast, fail small. The most impacted user group for us to improve on with lesson learning was the company's project delivery and management team whose tasks are to deliver projects, on time, on scope, on budget and with quality.

What We Did

To solve this issue, the KM team believed that without shifting the mindset of our stakeholders, we will not be tackling the issues. We first communicated there is an urgent need for change. We communicated the value proposition of "replicating captured lessons learnt or even success stories" during the project execution, and why it is crucial for us. Benefits such as the project manager and the approval authorities are able to immediately provide solutions to project challenges observed by engineers, almost on a real time basis, by having all the previous lesson learnt compiled and analysed at their fingertips.

Whilst tackling the mindset shift, KM aims to embed lesson learning practices in the project governance process. To be honest, there was work being conducted in this regards. However, we assessed there were still grey areas. And effort is required to strengthen the enforcement of lesson learning execution in projects, and to sustain it even when there are changes in the management or organisation structure.

In the near future, the number of projects is growing, as is their complexity. Seeing ever larger and more complex projects and on time on budget on scope delivery, we see the pivotal needs in keeping up with new changes. Aligning ourselves with digital transformation as the enabler for us to catch up with advanced analytics, KM is looking into solutions by exploiting the captured project lessons learnt to intelligently predefine recommendations and solutions to anticipate uncertainty/probability and/or impact of failure towards a project decision.

Challenges and Lessons Learned

Advanced analytics is the jargon we use nowadays, but widely and loosely. On top of this, to take the opportunity and align with management's aspirations in bring the workforce forward, there are many projects being piloted in Sprint. Some projects started without a clearly defined problem statement, etc. This is coupled with challenges from the impacted users who resist adoption and the need to adapt their work processes, and take on new work styles. There have been challenges in educating stakeholders, i.e. management/sponsor, "yes..we will get to advanced analytics, but we have got to start with a good foundation; lets us integrate the content into context, auto extract metadata, build the modelling engine, etc". Also we face challenges when communicating to end users on their expectation on KM and analytics, e.g. "putting a machine there to work for us, think for us, the job is done", or "we will have no job, I better stick with the conventional, it works for me for so many donkey's years". Yes, there are challenges, when meeting different the groups.

Key success factors What we learnt so far throughout our change management programme on the LL practices are:

1. After communicating the change, hand-holding the team on the new changes, it is critical to ensure understanding and sustainability. Because, when communicating change, we will face resistance, no doubt, and fortunately enough there will have been a couple of early adopters who are eager to see the impact of the changes, but need help to start the first step. So we learnt from how parents guide and hand-hold toddlers on how to start their first steps. The same approach is applied here. Hand-holding the team, walking through the new process (or new changes, step by step, positively), each step they walk through, they experience it, they observe and feel it (and they find that it is not that difficult to conduct). And because of this hand-holding, the team starts to build the confidence towards the new changes and its impact on them and the organisation. Actions speak louder than words.

2. When implementing a digital solution, first it is necessary to ensure there is right info, quality info, info completeness and sufficient info to proceed with developing relationships within keywords, and their contexts. Also, we need to ensure we engage the expert users or subject matter experts from the start when defining the problem statement, and designing solutions with iteration of feedbacks.

Impact and Benefits

With all the efforts the KM team put in, we are confident that whatever we carrying out now will be able to bring humongous value towards project delivery, and eventually have direct impact to cost cutting, and increase of staff's capability. In order for KM team to survive in this fast paced world, KM needs to stay relevant, always evolve and be brave enough to try new things.

Next Steps

When this first sprint of KM project has proven its success, we will be looking at other knowledge domains for the same implementation, and we will reach out to company wide.

6) ARIEF AMRON

From Taking Stock to Action Plan – Securities Commission Malaysia

About the Case Organisation

The Securities Commission Malaysia (Suruhanjaya Sekuriti Malaysia), abbreviated SC, is a statutory body entrusted with the responsibility of regulating and systematically developing the capital markets in Malaysia. It is a self-funding statutory body with investigative and enforcement powers. It reports to the Minister of Finance and its accounts are tabled in Parliament annually. It has the power to investigate and enforce the areas within its jurisdiction.

About the Challenge
- KM needs:
  - Early symptoms of a KM need were about knowledge loss – when people left the organisation we were losing knowledge and expertise without stable processes to sustain that knowledge in the organisation.
  - Then we found that knowledge visibility was also a widespread issue.
  - We also noticed that our colleagues didn't really understand what we were trying to achieve in KM, their perception of KM was limited.
- Prior to the KM approach:
  - People were reinventing the wheel
  - Cross departmental sharing and access was a challenge
  - We had ineffective resource utilisation
- The case effort was applied across the whole organisation.

What We Did
- In brief, we:
  - Took stock of what knowledge assets we had by creating a knowledge assets inventory
  - We established our current position and priorities, and located the root causes for pain points
  - We gained buy-in for follow up action.
- Methods and tools
  - We used a KM Audit methodology to create a knowledge assets inventory and set of diagnostics using the Aithin™ software tool.

Challenges and Lessons Learned
- Hurdles and challenges and how we addressed them:
  - i. Getting buy in from line departments to undergo the knowledge audit.
    - We organised 2 town hall sessions prior to getting their commitment to do the knowledge audit. We've managed to get around 40% of the SC's population. So, we do still have about 60% more to go.
  - ii. Convincing my superiors that the knowledge audit is an important initiative to the organisation and that it can help us to find a way to solve our business issues.
    - Benchmarking against similar organisations especially those that are in doing similar roles can help to convince my superiors.
  - iii. Time, getting the time to look at the data gathered, making sense of it all and presenting it to the departments.
    - Most challenging - Tried setting KPIs and targets for the team to look into it but with little success. We managed to get an intern to do it and it worked because she could see the benefits of the

exercise.
- I'm still looking for a more firm approach on how to operationalise it in a sustainable way in the departments.
iv. People keep on telling me that I speak Greek when I talk about knowledge audit
- This is something that I'm still learning. I've always believed that KM is a field that is based on a lot of common sense rather than technicalities.
- This is still an issue in my organisation.

- Lessons learned
    i. Prepare the team, and get a strong sponsor
    ii. Find a mechanism to operationalise KM audit in the organisation as a continuing capability
    iii. Awareness and engagement is a non stop process

- Advice to anyone else attempting a similar project
    i. Firstly be clear about what it is that you want to achieve
    ii. Research first about KM, do not dive in without learning about it.
    iii. Start with a knowledge audit and then develop strategies from the knowledge audit data and evidence, it's easier to explain action plans to stakeholders when they can see their issues represented

Impact and Benefits
- It is still too early for us to declare tangible business benefits. Nonetheless, there are a few "positivities" we have observed:
    i. Visibility of issues have been on the rise. Meaning that people are talking more about it.
    ii. Common KM lingo being used in the organisation indicating that people in the organisation now can relate KM concepts to their day-to-day work.
    iii. More opportunities for KM team to work with other departments

- Our progress was helped by a change in leadership. We have a new Director who is now a key sponsor for KM.

- In terms of future benefits we foresee:
    i. Improved visibility, accessibility and retention of SC records.
    ii. Greater interdepartmental collaboration.

- If we don't have KM it's also very clear that he organisation would be facing serious inefficiency issues and loss of organisational memory.

Next Steps
There's a lot more to do and the knowledge audit is the key. We are looking at improving our records management practices, particularly in terms of how we categorise our documents. This is where we want to properly leverage the knowledge map that we have developed. Apart from that, we will be enhancing our enterprise portal to improve internal collaboration. We will also be strengthening our internal consulting model to help departments in SC to address the 3 core KM challenges in the organisation; coordination, remembering and learning.

7) MURSHAIDI HAZLIN MOHAMMAD

Expedition to Leverage Knowledge in ISN

About the Case Organisation
Institut Sukan Negara (ISN), an agency under the Ministry of Youth and Sports, is the pioneer of advancement and excellence in national sports science, medicine and technology. Excellence and success in improving the performance of athletes and national sports are the main focus of ISN, as success in producing world-class athletes results from the adoption of elements of sports science and sports medicine from the outset to nurturing world-class athletes.

About the Challenge
In ISN there are a lot of projects, programmes, processes and activities which are done with the primary focus to improve the performance of athletes and national sports. Whether it affects directly or indirectly, the amount of

knowledge movement, explicit or tacit are so many beyond our expectation. These valuable knowledge need to be leveraged, acquired and integrated well enough, if we did not want it to get lost or expired due to damage, resignation, new research and et cetera. Therefore, to ensure success, we must prepare all the needs like we want to go on an expedition to climb a mountain.

What We Did

We started by identifiying projects, processes and activities which involve a lot of explicit knowledge and tacit knowledge. We checked whether these projects meet KM requirements. Was the project well received? Any new knowledge produced? Was the best knowledge shared? And did the project apply KM principles?

Since Sports Library has been given mandate to start KM initiative in ISN, we fostered the KM value to Sports Library projects. There is a content management project going on in Sports Library. We apply the KM principles in our project. We set-up Communities of practice (COP) which involves representatives from each department. We did a knowledge audit before we decided which knowledge to be acquired. We wanted to make sure only important, critical and relevant knowledge are acquired. The selection process is done by the owner and expert of the knowledge. We calculate the estimated value, and make a monthly dashboard and report to monitor.

Sports Library also had a portal that we used to disseminate information to stakeholder. We upgraded this portal to knowledge base portal so that besides sharing information we now also share knowledge. Knowledge shared in this knowledge base portal basically are identified from these activities:
- Critical knowledge from departments within ISN.
- Existing knowledge/ information in our institutional repository.
- Library Café activity (under case study)
- Talk program (ISN Lecture series, Talk &Share, ISN Continuous Education) (in progress)

Knowledge shared in the knowledge base portal are packaged and linked with related knowledge.

Challenges and Lessons Learned

- During the acquiring process, it was hard to get commitment from some departments. So, we focused on the departments that gave full cooperation first, made them as examples and told the success story. We also estimated the value (profit/cost) on every item we have collected. Before this reporting was by number of items. The process improved, and it triggered competitiveness between some departments. Continuous monitoring is required and a dashboard in digital or printed form makes the monitoring process more visible.
- During the sharing process in our knowledge base portal, we realized that the process of input and packaging knowledge was taking some time. It required knowledge in the specific field and the ability to do story telling. We simplified the process by making a form to help them in the process. When the time is right and every department is ready, the knowledge input process should be done by the department experts and specialists themselves.
- When we were busy in the acquiring and sharing process, many still didn't know what KM is all about, and we realized that we had neglected the awareness process. This process must be continuous and an ongoing process. We started to report back what we did in email, whatsapps and the portals to share useful stuff.

Impact and Benefits

- We have just started KM and we have not yet seen the full outcomes, it is an ongoing process and never ends. We must make sure the awareness programme, the communication and learning plan will benefit ISN in term of improving ISN KM culture and move ISN towards a Learning Organization.
- We got full support from our CEO, so, we have taken this opportunity to set up an awareness campaign by setting up activities and programmes to increase ISN's awareness toward KM.
- Eventhough we have just begun the initiative, we gained some momentum into our expedition by measuring the estimated value of the knowledge acquired, so that they know how much effort and money have been put to it.

Next Steps

We have started the KM initiative by concentrating on content management and knowledge base portal projects. If we look at the famous SECI model, what we do now falls at 3rd and 4th quadrant (internalization & combination).

For the next project, we will identify the project that falls at quadrant 1 and 2 (socialization & externalization). We must make sure the flow of knowledge at the SECI model is at optimum speed, not too slow and not too high, so that we can survive and sustain in the expedition.

Building Capabilities in the KM Team

About the Case Organisation

A taxation and customs agency with about 6,000 staff spread over the headquarters and about 20 districts nationwide.

About the Challenge

The agency is at the beginning of their knowledge management journey, and had put together a knowledge management team centered in their policy and strategy division but with support representation from IT, communications, training and library services. Their KM strategy prioritised imformation and document management as an initial phase, to support improved document and knowledge sharing across the organisation. They recognised they had to develop a taxonomy before implementing an information management system. They also knew that they would be facing significant tacit knowledge losses due to retirement in the next five years and they wanted to assess the level of their exposure to this risk. They decided to engage a consultant to conduct a knowledge audit and develop a taxonomy, but they also wanted this capability to be transferred to their team so that the effort could be replicated and maintained over time.

What We Did

We transferred the knowledge mapping capability to their KM Team (a) by initially leading the workshops and conducting debriefs to their team (b) by encouraging them to act as support facilitators during the workshops (c) by having them lead the workshops with us acting as support and coaching resources and finally (d) having them lead the workshops with us available for remote assistance when needed.

We trained the KM Team before the start of the series of knowledge mapping workshops. During the first three workshops, they observed how we did it and began to assist. From the fourth workshop, they were slowly given facilitation responsibilities. By the sixth workshop, they had managed to conduct the workshop entirely on their own. Throughout, we were there to lend them support and gave them feedback whenever necessary. The KM Team visibly gained confidence in the process. Through leading the workshops, they were able to demonstrate to their colleagues their ownership and leadership of the project. As we used an online (hosted) knowledge mapping system we were able to remotely monitor the final workshops and offer advice or suggestions for the onsite facilitators to better facilitate the sessions.

Challenges and Lessons Learned

The size of the organisation and the diversity of business activities engaged in by the different business units were a major challenge. The organisation has previously operated in federalised manner, which has fostered innovations in the way work is done, but also inconsistencies and issues around ease of knowledge sharing. It has had little experience of centralised sharing processes and tools. Even organisation charts are constructed in non standard ways across business units, and so it took some time even to gauge the extent of the effort required for a comprehensive audit that ensured sufficient representation and covered the variety of business needs. Eventually we found that they needed to conduct 20 knowledge mapping workshops for about 200 distinct business functions. It was fortunate that we had several months preparation time to engage in analyse the organisation charts, and engage in discussions with the business units about what the process entailed and what would be the best breakdown of functional areas for representative mapping.

The second major challenge was that the participants came to the workshops with a sceptical and cautious mindset about what would be required of them. To them, "knowledge audit" suggested there would be some criticism of the way they conducted their work. This reserve was swiftly broken down by the interactive nature of the workshops, the use of an online system for them to see the immediate results of their work, the enthusiasm and involvement of their inhouse facilitators, and the fact that the project sponsor brought senior members of the management team (including the Chairman) into the workshops to see how they were conducted. The workshops received very positive feedback.

The capability transfer approach worked well in this case because the client was extremely willing and able and had strong cross functional and leadership support. The core KM Team is just two-person strong, so the project sponsor co-opted staff from the Communications Department and the ICT Departments to help. That they came from different departments did not seem to hinder them from working as a team. In fact, the broader team members were as enthusiastic about leading the knowledge mapping workshops as the core KM Team. In our

experience, this level of teamwork is not common. Without the additional project team members, it would have been very difficult to engage all relevant departments to get their inputs for the taxonomy. The diversity of skills and experience on the team meant that they were collectively able to address a wide variety of issues that arose in the workshops, and they were able to help us connect the knowledge audit process to the departments' operational issues on the ground.

Impact and Benefits

The capability transfer from Straits Knowledge to the organisation meant that we could scale the project to about twice the scale that was originally provided for in the project specification, while staying within the project budget and timeline.

Should the client wish to refresh their knowledge maps in future, we believe that they can confidently do it themselves and will not need to engage external consultants again. They are already thinking about how they can apply the knowledge maps in addressing specific knowledge management issues, including helping new appointees get up to speed quickly in their roles.

The KM Team was also able to ask their colleagues context-specific questions during the knowledge mapping workshops, since they share the same work context. Their knowledge maps were richer and more accurate than if they had been hands-off observers in the process.

By leading the workshops, the KM Team showed that they were serious about the knowledge management and taxonomy project, that it was not just another project where the consultants go in, do their stuff, and leave. We believe this was a major reason why the workshop participants took it so seriously.

The continuing level of interest in the outcomes and follow up steps to the project is impressive. Of the 690 staff who participated in the whole exercise, about a quarter turned up for a series of voluntary briefings on the outcomes and progress of the project, and more have accessed the recorded briefing online.

Next Steps

Out of the workshops and the knowledge maps, we have built their enterprise taxonomy for them and given them a series of knowledge management recommendations, particularly relating to managing tacit knowledge risks. The agency is now engaged in implementing a system incorporating the taxonomy and they have secured approval for specialist roles to implement taxonomy maintenance and governance, and governance of well-curated content for the shared platform.

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