

Practical Aspects  
*of*  
Developing  
Knowledge Assets

*Larry Todd Wilson*

LearnerFirst



# Introduction

*What are  
knowledge  
assets?*

*Examples?*

*How are  
knowledge  
assets created?*

LearnerFirst



# What are knowledge assets?

- Definition
- Functions
- Characteristics
- Related Concepts



# Knowledge Assets: Definition

**Knowledge asset** = guidance and support information, “owned” by the organization, that enhance stakeholders’ ability to accomplish work processes.

## *The Knowledge Equation*

(Support Information + Guidance) \* Interpretation = Knowledge  
 why what who when                      how

Information technology  
 is the medium  
 for these messages.

Individual's  
 thinking occurs.  
 Meaning is achieved.

Capability  
 for action  
 is enhanced.



# Knowledge Assets: Characteristics

- Codified human expertise
- Creates value
- Owned by company
- Exists independently of human memory
- Commonly deployed via intranets



LearnerFirst

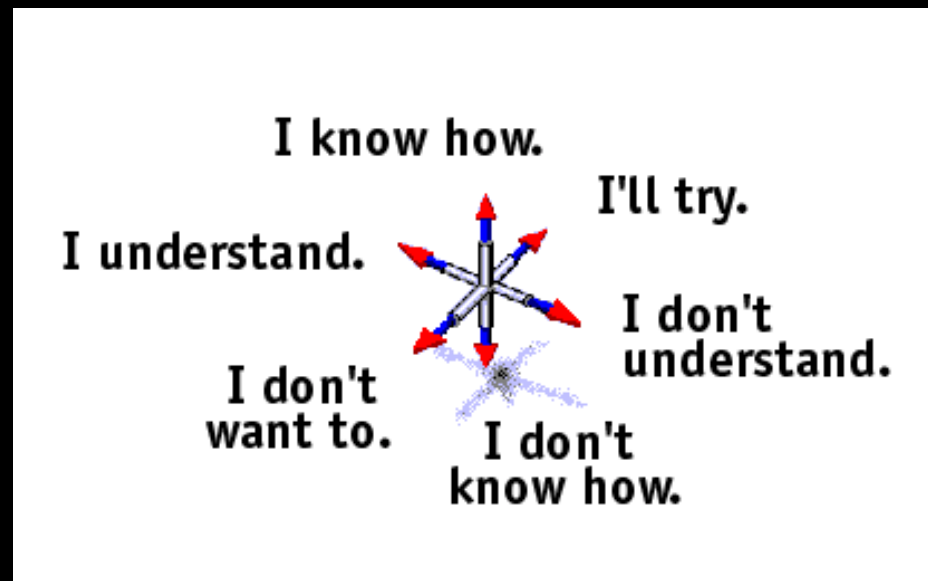
*Type of Work?*



# Knowledge Assets: Functions

- Promote understanding
- Provide guidance for action
- Record facts about how work is performed
- Create metaknowledge about how work changes

*The Language of Knowledge*



LearnerFirst



# Knowledge Assets: Related Concepts

Actions are processes of varying complexity that exist to create results. Actions may be performed individually or collaboratively. Accurate knowledge (“knowing how”) is the basis for action.



Learning is required when actions do not produce desired results.

Knowledge assets allow learning at the speed of change.

Results are produced, delivered, or provided by work; they may be tangible or intangible. Results contribute to the organization's reason for existence.



LearnerFirst



# How are knowledge assets created?

- Knowledge Harvesting
- Participants
- Setting & Tools
- Knowledge Harvester



# Process: Knowledge Harvesting

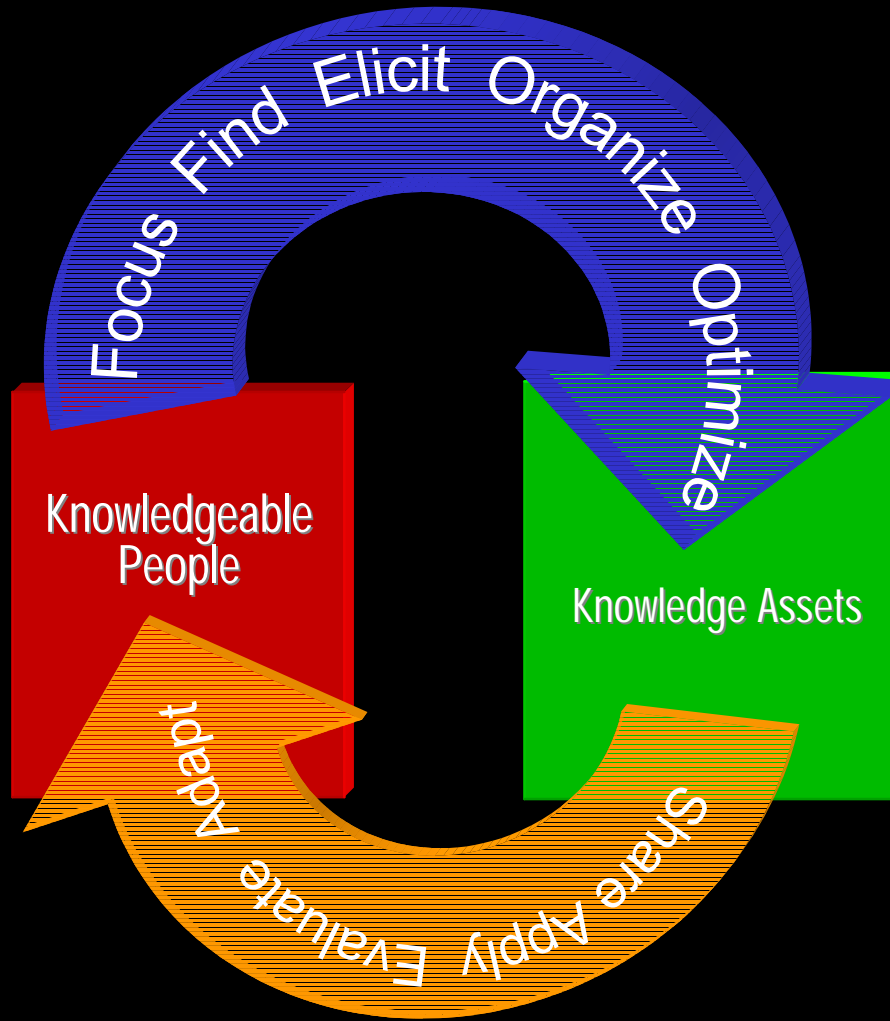


*“Knowledge Harvesting” = Knowledge Transfer*

LearnerFirst



# Process: Framework



*Corporate Memory Management is like:*

- TQM
- Continuous Improvement Process

LearnerFirst



# Process: Basics

- Eliciting know-how.
- Communicating.
- Learning how to learn.
- Instructional Design (PSS)
- Knowledge Engineering
- Counseling

LearnerFirst



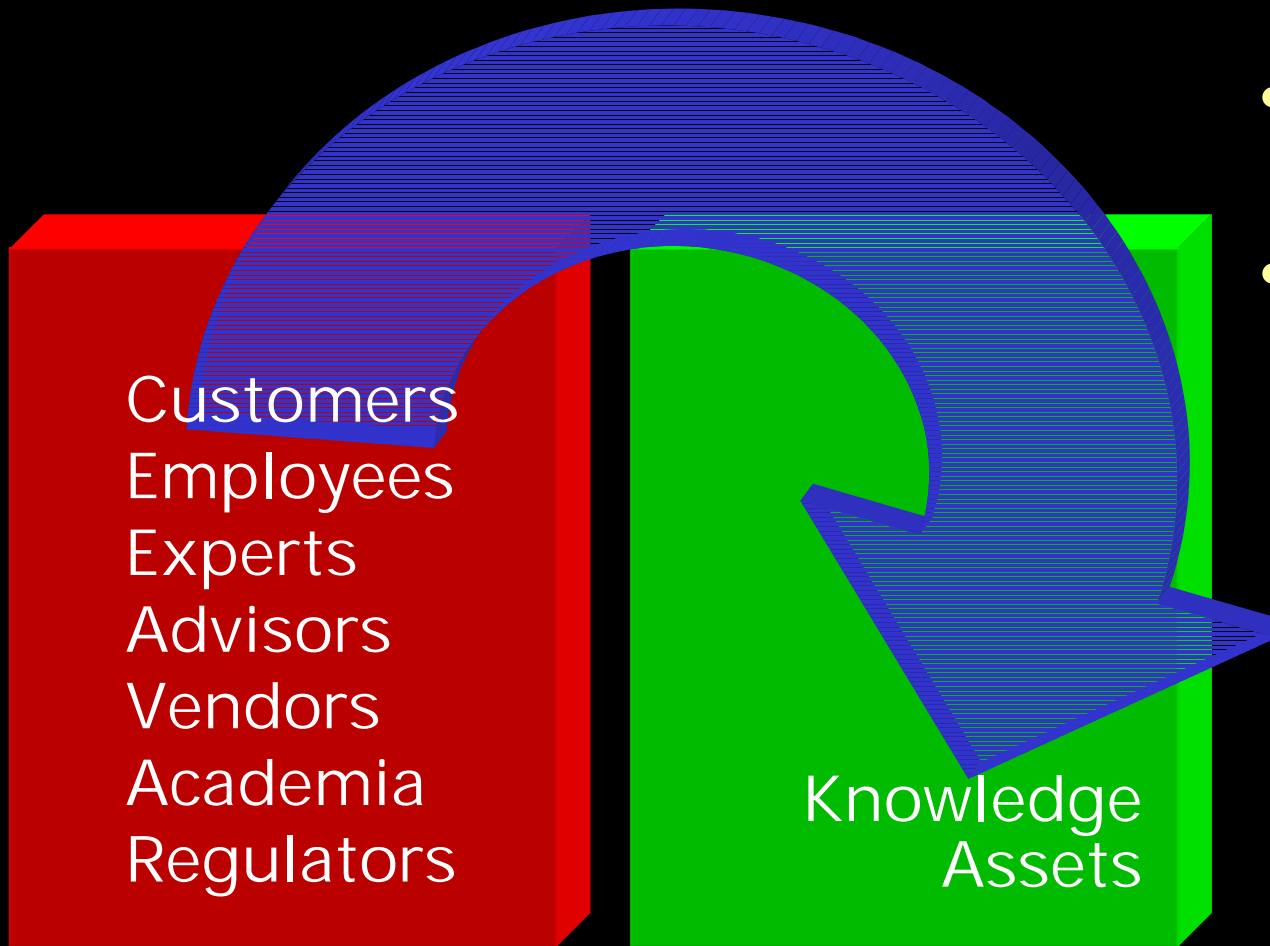
# Process: Focus

- Of the critical know-how that is necessary to operate your organization, what percentage is actually documented?
- How would you describe the remaining percentage? Is it "in people?" Is it anyplace else?
  - *What is the most important work that we do?*
  - *Where is the organization most vulnerable?*
  - *Where does "lost expertise" occur?*
  - *Where is the cash flow of the organization generated?*
  - *What are the barriers and obstacles in the organization?*

LearnerFirst



# Process: Find expertise.



- *Who's an expert?*
- *How will contributors be rewarded?*

LearnerFirst



# Process: Find support information.

- Information Retrieval tools
  - Documents
    - Definitions
    - Examples
    - Descriptions
    - Measures
    - Explanations of "Feelings"

*Find documented methods, processes, and procedures, SOPs, process maps, policies, workflow descriptions.c*

LearnerFirst



# Process: Elicit guidance.

- Setting
  - Tools
  - Dialogue
    - Structured
    - Unstructured
  - Organize
    - 3:1
- *One knowledge asset = one process*
  - *Asset has four levels of guidance (for action):*
    - *Process*
    - *activity*
    - *Task*
    - *Thought*

LearnerFirst



# Process: Knowledge Harvester

- Characteristics
  - Is an Experienced interviewer.
  - Has a genuine interest in people.
  - Establishes rapport quickly.
- Results
  - Process: logical, complete, accurate.
- Actions
  - Conduct focused interviews.
  - Organize harvested information.
  - Optimize the process / user interface.



# Examples

- British Petroleum
- University of Alabama @ Birmingham
- Buckman Laboratories



LearnerFirst



# Example: British Petroleum, ETAP

- Focus - Reduce costs. Manage risks
- Find - Business Managers, Engineers, IT Managers
- Elicit - One-week, closed-door sessions
- Share - Reports, Framework... HTML pages
- Apply - Other sites



LearnerFirst

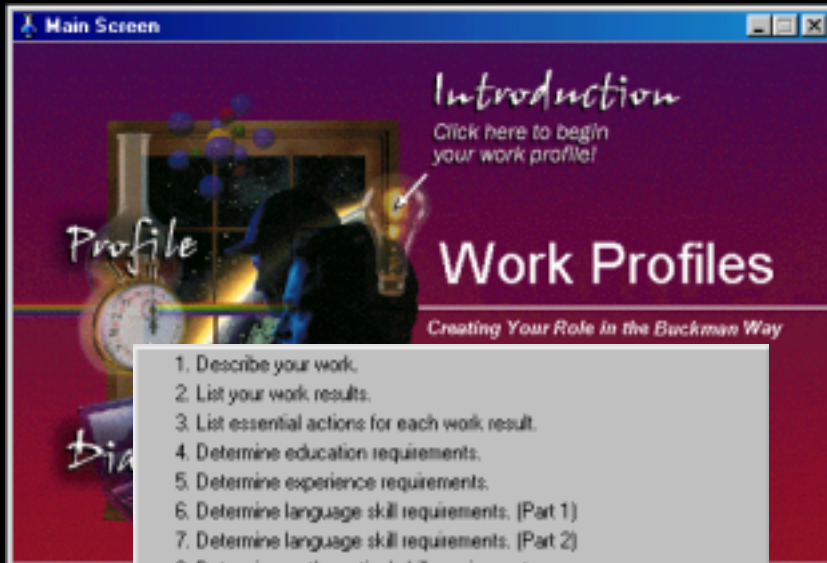


# Example: University of Alabama at Birmingham

- Focus - Avoid litigation. Provide fair compensation.  
Process = Broadbanding
- Find - Compensation Experts, HR Managers
- Elicit - one-on-one interviews + email
- Share - Web-based application
- Apply - IT professionals

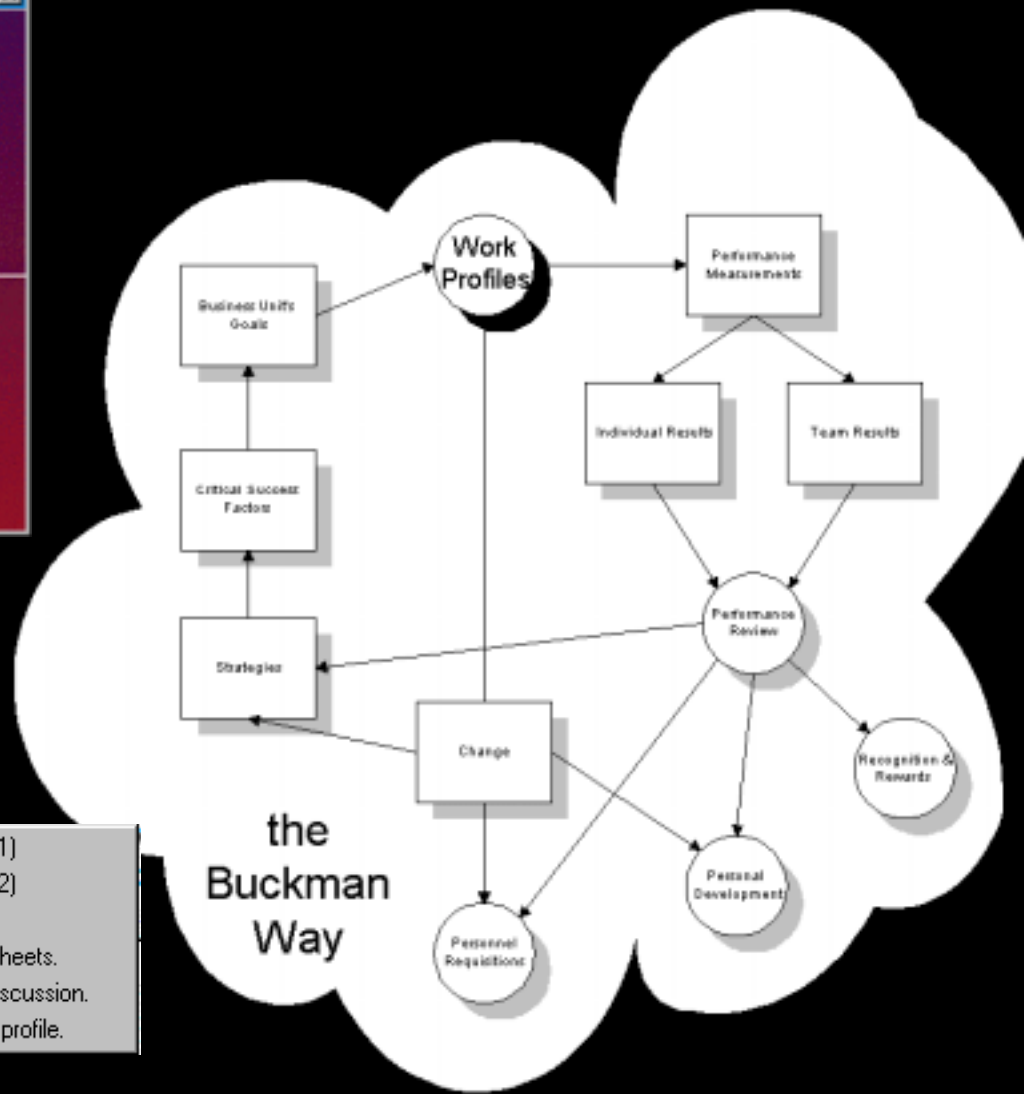


# Example: Buckman Laboratories



1. Describe your work.
2. List your work results.
3. List essential actions for each work result.
4. Determine education requirements.
5. Determine experience requirements.
6. Determine language skill requirements. (Part 1)
7. Determine language skill requirements. (Part 2)
8. Determine mathematical skill requirements.
9. Determine reasoning ability requirements.
10. Determine requirements for certificates, licenses, or registrations.
11. Determine requirements for travel.
12. Determine requirements for physical activities.
13. Determine requirements for physical lifting.
14. Determine special vision requirements.
15. Determine work environment/exposure requirements. (Part 1)
16. Determine work environment/exposure requirements. (Part 2)
17. Identify work characteristics and associated traits. (Part 1)
18. Identify work characteristics and associated traits. (Part 2)
19. Identify work characteristics and associated traits. (Part 3)
20. Identify work characteristics and associated traits. (Part 4)
21. Create a purpose statement.

1. Review the rules. (Part 1)
2. Review the rules. (Part 2)
3. Plan a meeting.
4. Review and print worksheets.
5. Enter your notes from discussion.
6. Send HR your updated profile.



# The Future of Knowledge Assets

- Accounting Standards
- Corporate Memory Management
- Learning Object- Metadata Standards
- Convergence of IT solutions
- 5-dimensional Software
- "Packaged" Knowledge

LearnerFirst



## So what?

- Results, Actions... Learning
- *via* Knowledge Assets which actualize the language of knowledge:
  - four levels of guidance
  - support information @ each level

*“Learn at the speed of change.”*

LearnerFirst

