
Effects of Interventions into Improving Knowledge Maturing

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iKnow 2011, Sep 8th 2011, Graz



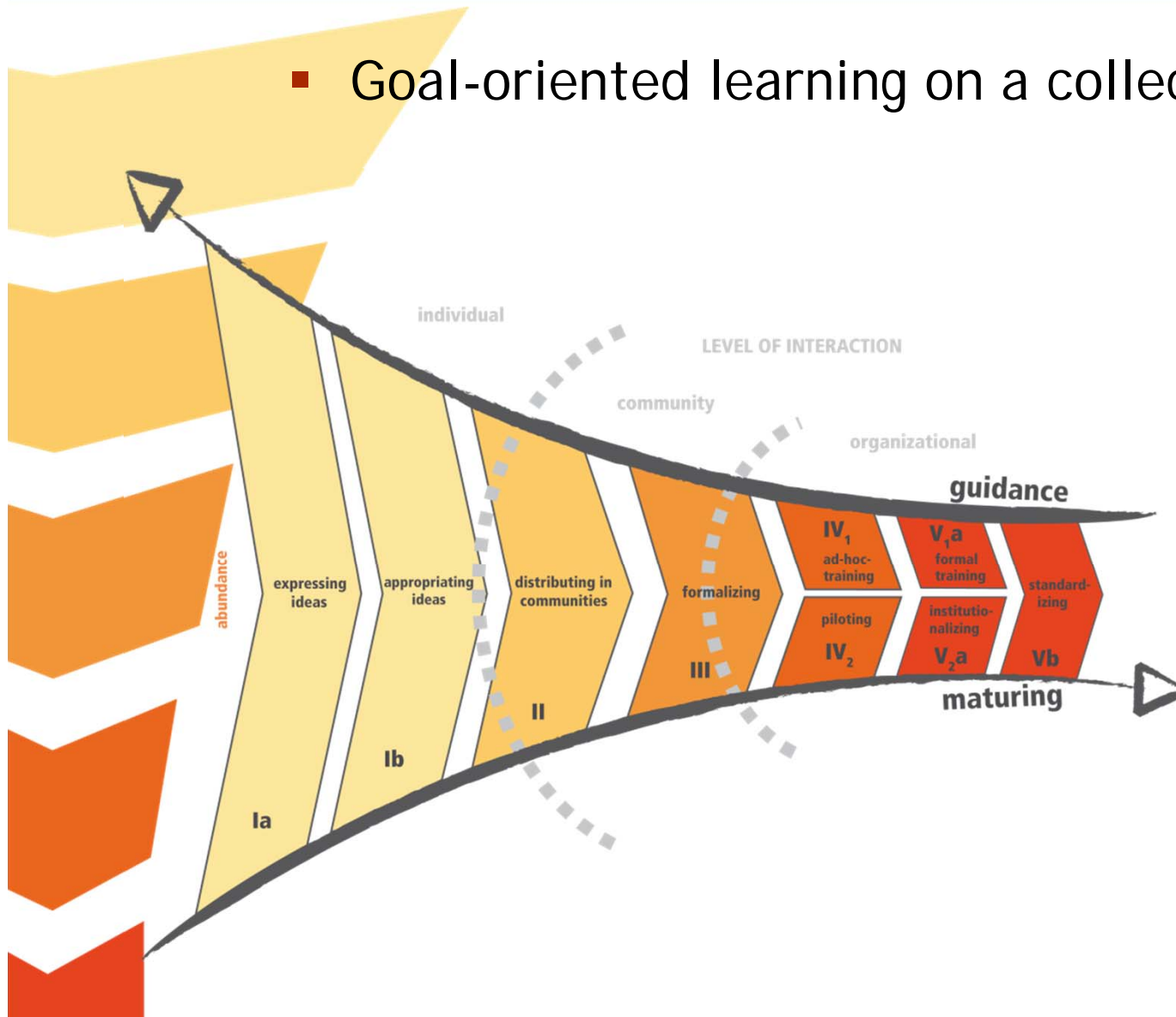
MATURE Agenda

- Context of the Study
- Goals
- Procedure
- Results
 - Case descriptions
 - Cross-case analysis
 - Levers and effects
 - Example of a Story
- Discussion



Knowledge Maturing

- Goal-oriented learning on a collective level



Knowledge maturing activities





Embedding of the Study

Ethnographically informed study

- *Seven organisations*
- *Ethnographically-informed*
- *Focus: Individuals and teams*

Representative Study

- *139 organisations*
- *semi-structured telephone interviews*
- *Focus: (parts of) organisations*

In-Depth Study

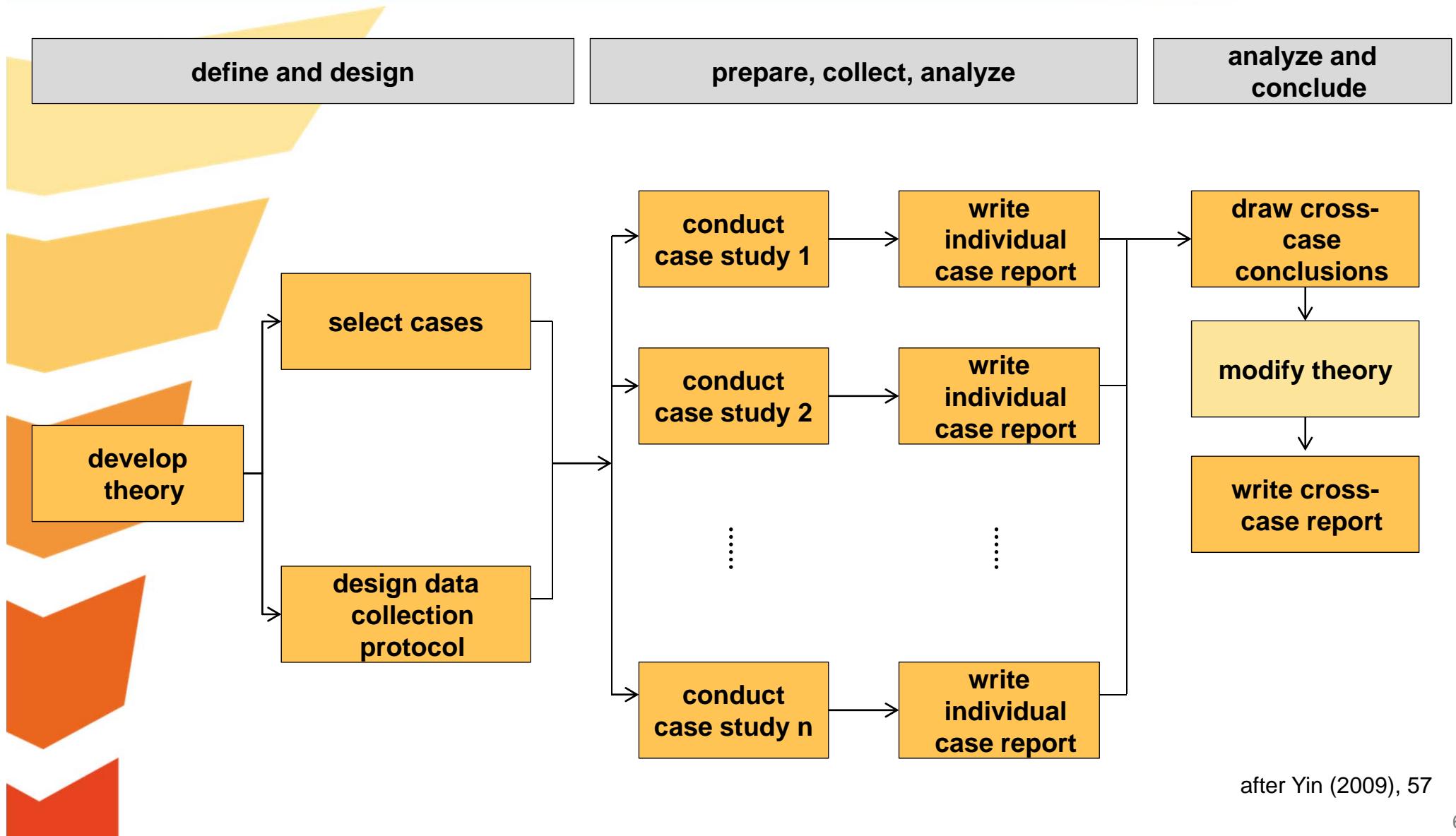


Goals

- *Performance*: Reasons for better performing knowledge maturing than others.
- *Organisation*: Organizational measures that are deemed to support knowledge maturing.
- *Barriers*: Ways of overcoming barriers.
- *Information Technology*: IT-oriented measures that are deemed to support knowledge maturing.
- *Plans*: Plans for introducing organizational and IT-oriented measures in order to (further) enhance knowledge maturing.










Procedure: Multiple Case Design



after Yin (2009), 57



MATURE Studied Organisations

case	location	size	sector	# part.
	Germany	Large	Industry	15
	Germany	Large	Industry	5
	Austria	Medium	Service	2
	Germany	Large	Industry	7
	Germany	Large	Service	5
	Poland	Large	Service	7
	United Kingdom	n/a	n/a	14



MATURE Topics (1/2)

- **(1) Performance:** If you compare different units in your organisation: Which one performs(ed) best in your opinion with respect to knowledge maturing?
 - Why do you think that this unit performs(ed) knowledge maturing better than others?
 - To whom do you compare the unit to?
 - Which criteria would you use to confirm this?
 - What is the relation to key performance indicators (KPIs), if any?
- **(2) Measures:** What community, organisational, software-based measures are employed
 - (1) informally or
 - (2) formally in projects or initiatives (e.g., quality management, innovation management, human resource development) or
 - (3) formally with knowledge management in general or knowledge maturing in particular in mind?
 - How are these measures aligned with other initiatives?



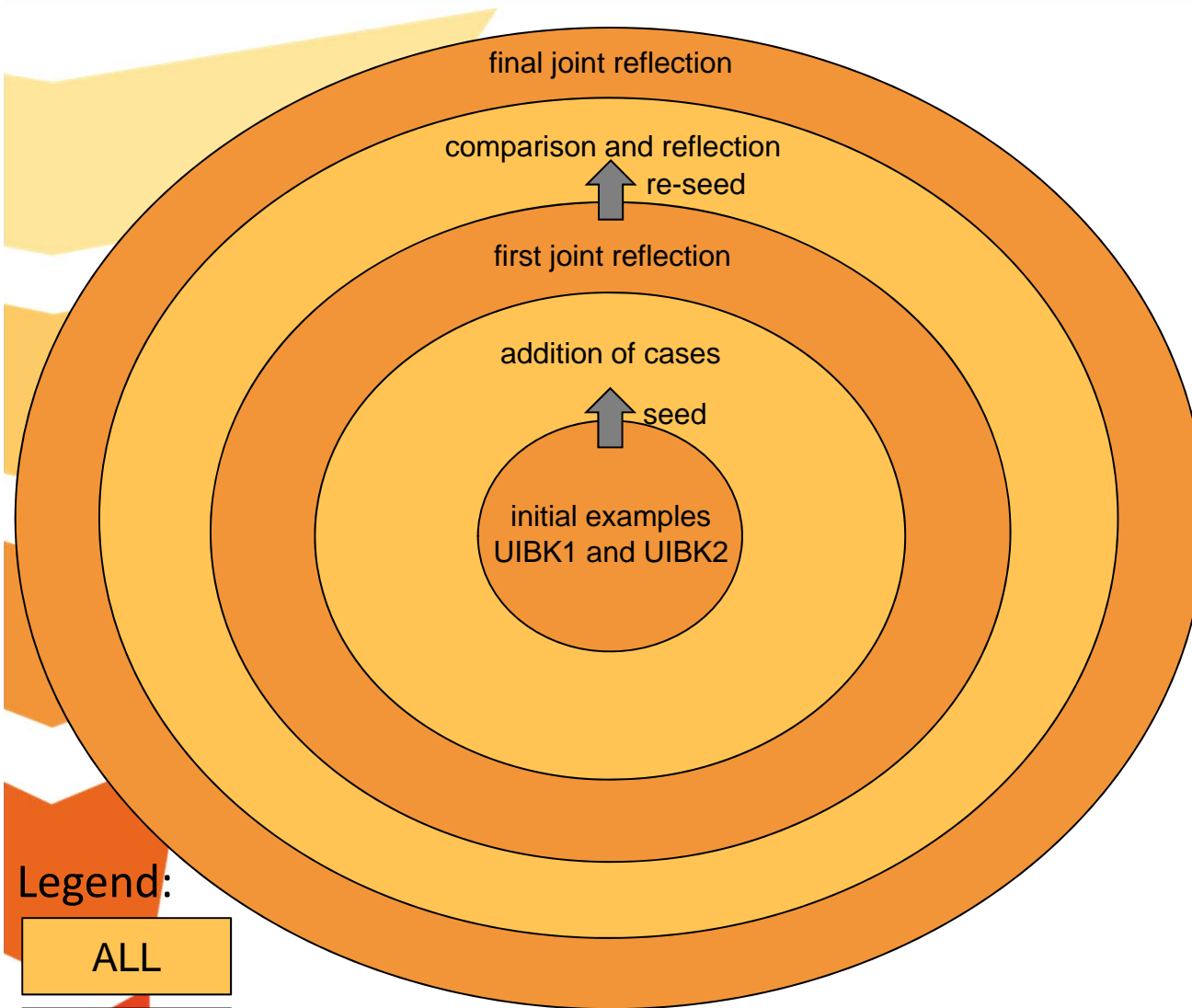
MATURE Topics (2/2)

- **(3) Barriers:** What barriers have been overcome which affect
 - (1) all or several phases of KM and
 - (2) transitions between phases of KM?
 - How can barriers be further specified?
- **(4) IT-oriented measures:** Which software is used
 - (1) within all or several phases,
 - (2) for transitions between phases,
 - (3) to support knowledge maturing activities or
 - (4) (in)formally?
- **(5) Plans:** In a timeframe of 1-5 years: What goals and strategy are pursued?
 - What community, organisational, software-based measures are employed?
 - How are these measures assessed?

- large company, industry sector, headquarters and some subsidiaries in Germany
- seven interviews conducted
 - head of department, project manager, in-house consultant
 - switched between subsidiaries and departments
- rich case description structured according to topics
- selected findings:
 - reasons for better performance (topic 1): high willingness to share knowledge
 - measures (topic 2): boundary spanners
 - planned measures (topic 5): increase transparency of knowledge development



MATURE Approach for Cross-Case Analysis



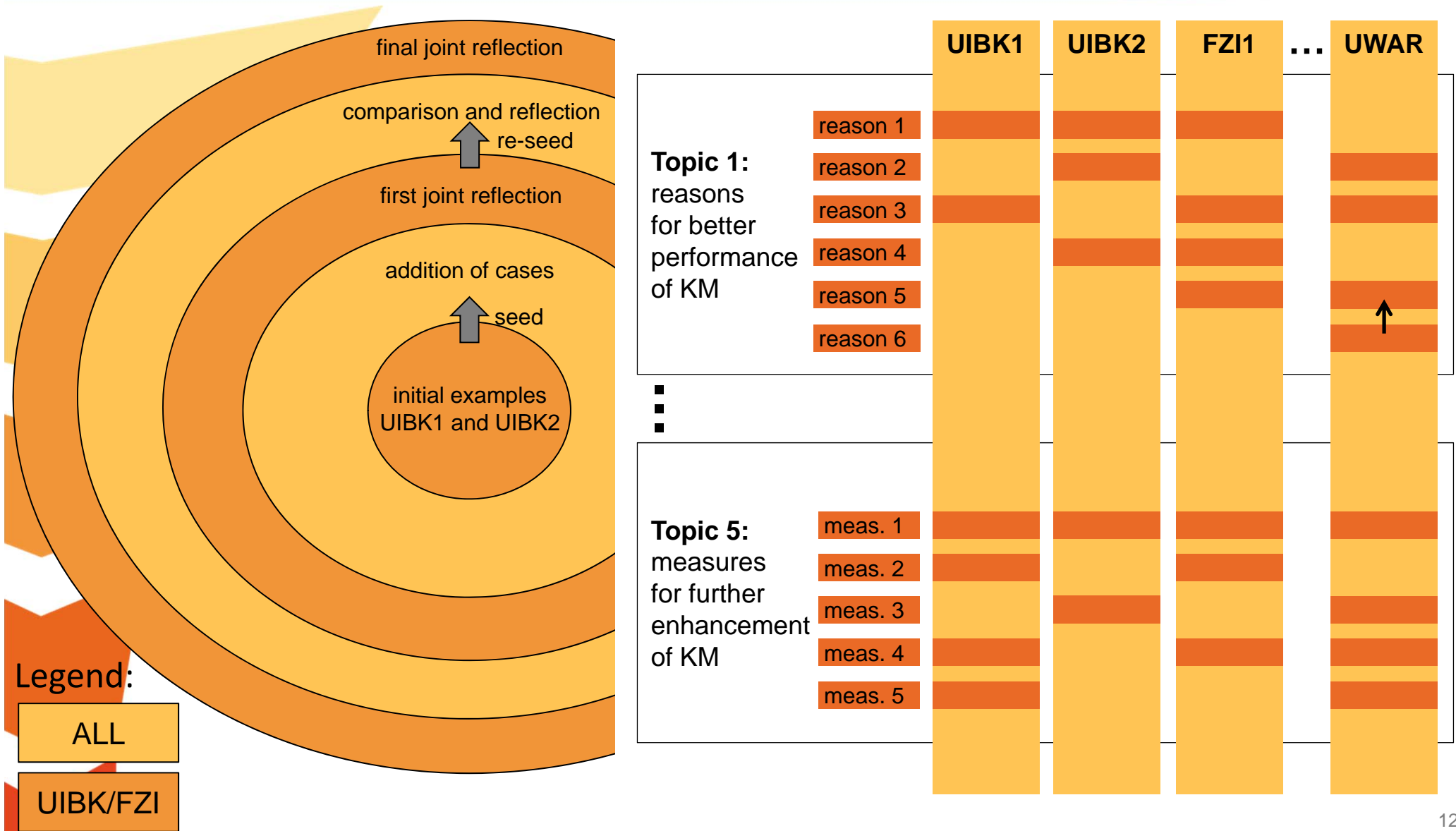
Legend:

ALL

UIBK/FZI



Approach for Cross-Case Analysis





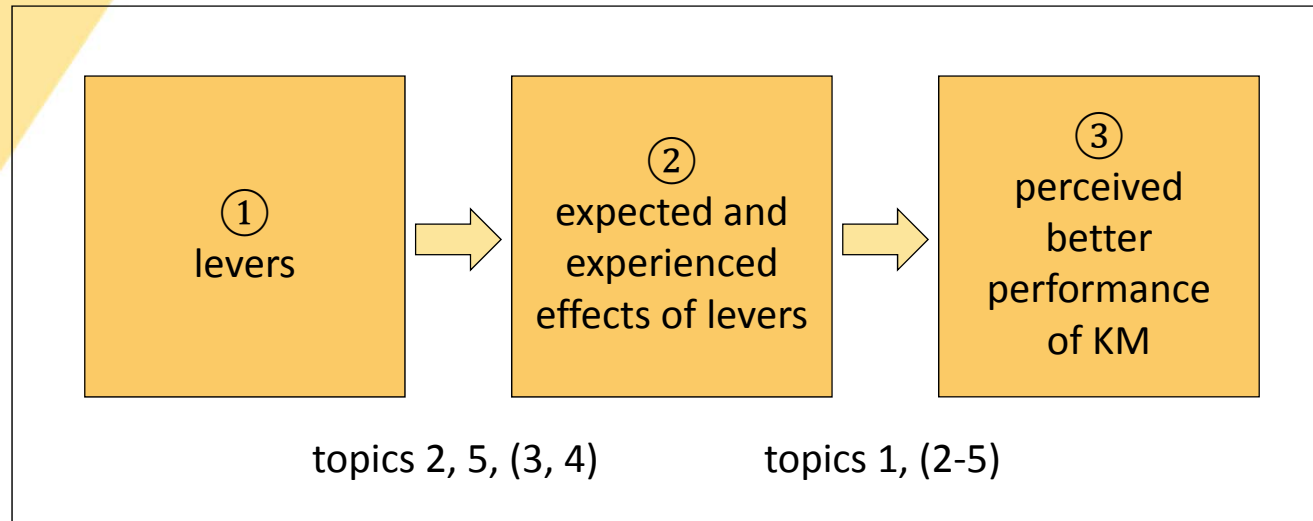
Selected Results of Cross-Case Analysis

Reasons affecting performance of KM (topic 1)	# of cases
Willingness to share knowledge	6
Informal Relationships	5
Accessibility of knowledge	4
Availability of different channels for sharing knowledge	4
...	...

Measures deemed to support KM (topic 2)	# of cases
Provision of IT	6
Fostering topics by conducting community of practice meetings	5
Fostering reflection on innovation by enabling purpose-oriented task groups	4
Regular (team) meetings	4
...	...

- Planned measures (topic 5):
 - no plans to enhancing knowledge maturing in revolutionary ways
 - continuation of efforts that had already been started

“Levers” and “Effects”



- Lever:
 - kinds of actions, measures and initiatives an organisational unit or a group of individuals can perform
- Effect:
 - expected and experienced direct effects on the organisational or group setting
- Performance:
 - deemed positive effect on certain aspects of the performance of knowledge maturing



“Levers” and “Effects” - Selected Results

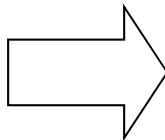
Levers

Enabling employees and communities

- **Providing time:**
 - Fostering topics by conducting community of practice meetings
 - Fostering reflection on innovation by enabling purpose-oriented task groups
- **Providing an environment:**
 - Providing office spaces for flexible use and enabling home office
 - Appropriate competency allocation in projects
 - Creating awareness about topics and competences
 - Continuing to support scaffolding, reflection and co-enculturation
 - Competition-based idea management
- **Providing IT**
 - Technology-enhanced boundary objects
 - Experimenting with “up-to-date” software
 - Improving access to documented knowledge
 - Opening and resourcing dialogic spaces
 - Software support for collaborative learning
- **Propelling initiatives**
 - Acting as “claimant”

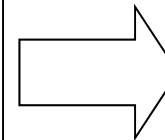
Aligning and structuring practices and processes

- Formal trainings at regular intervals
- One supervisor for teams in different subsidiaries
- Fostering of shared topic-related understanding within or between group(s)
- Organisational guidelines for documenting knowledge
- rules which contribute to efficiency and effectiveness of communication
- Initiatives enabling awareness and orientation for quality management
- Regular (team) meetings
- Workshops on specific topics
- Guidance by supervisors and management in general
- Performing benchmarks
- Performance indicators for managing personal knowledge
- Supporting interaction between formal and informal approaches to learning, skill development and knowledge creation
- Enhancing processes
- Adapting knowledge maturation for particular organisational settings
- Collaborative activities to increase a group's performance within a company



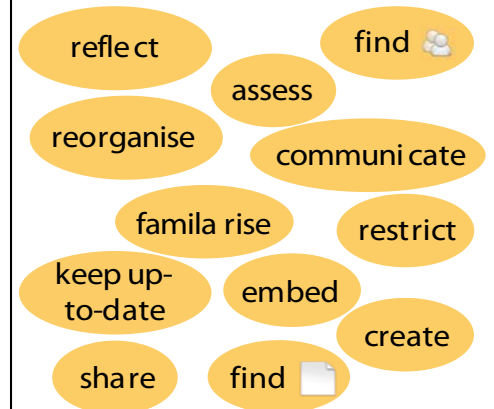
Effects

- **Accessibility of knowledge**
- **Availability of different channels for sharing knowledge**
- **Best practice model to improve workflows, tasks or processes**
- **Community of practice offering advanced training and expert finding**
- **Employees' attitude and awareness towards KM activities**
- **Employees' reflexiveness about the nature of KM itself**
- **Informal relationships**
- **De-freezing thought patterns**
- **Willingness to share knowledge**

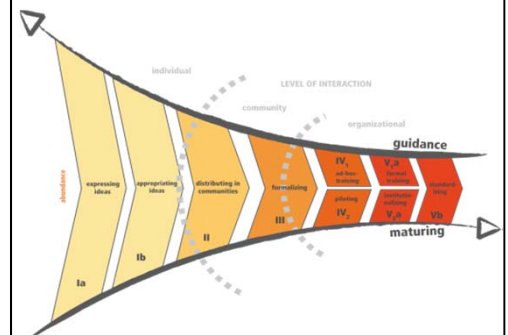


Better performance of KM

KM activities



KM phases





MATURE “Levers” and “Effects” - Selected Results

Levers

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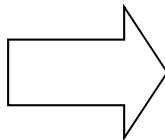
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• Propelling initiatives

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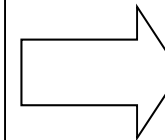
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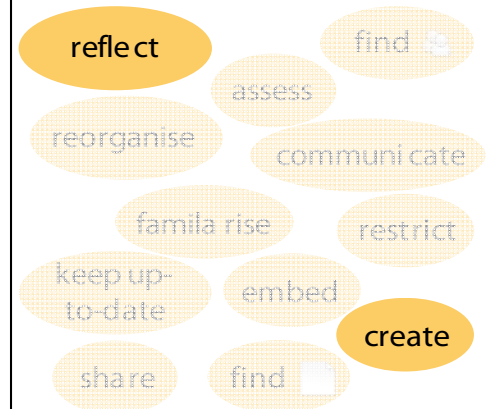
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Better performance of KM

KM activities



KM phases



- **Formalizing**
- **Institutionalising**
- **Standardising**



Conclusion

- 7 case studies part of a multiple case design
- rich picture of KM processes and practices from multiple perspectives within and across organizations
- understanding impact of organizational and IT measures on KM with the help of levers/effects analysis
- model can guide decisions on knowledge management initiatives