

KNOWLEDGE MANAGEMENT CULTURE



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Learning Organization Definition

“A learning organization is an organization skilled at creating, acquiring, interpreting, transferring, and retaining **knowledge**, and at purposefully modifying its behavior to reflect new **knowledge** and insights”

David Garvin (2000)



KNOWLEDGE SHARING PROGRAMS

DISCOVER

- Knowledge sources and recourses should be mapped.
- Critical roles and knowledge holders should be identified.

CAPTURE

- With different methods explicit and tacit knowledge should be collected.
- Sharing sessions - spontaneous and voluntary sharing of knowledge.

VALIDATE

- Validation approaches need to be used: validation committee, self-review, peer review.

FORMAT

- Responsible manager/unit should work on knowledge content and format it.

DISSEMINATE

- Many channels should be used:
- learning initiatives (workshops, conferences),
 - online courses, webinars, blended learning events,

MAINTAIN

Knowledge should be applied in daily work and also maintained over time to make sure it remains relevant and up-to-date.

LEARNING FROM EXPERTS



A TOOLBOX FOR IDENTIFYING THE EXPERTS

- What challenges do your peers frequently seek your expertise for, which seem difficult to others?
- In terms of systems, processes, or technologies, in which areas do you possess unparalleled knowledge?
- From your perspective, what issues are most likely to arise or become complex to resolve in your absence?
- What personal habits or practices have you found to be crucial for staying ahead in your position
- Could you share an example of a mistake you made in your field and the lessons you learned from it that might not be commonly known?
- How do you maintain your expertise and continue to learn in your rapidly evolving industry?
- What personal habits or practices have you found to be crucial for staying ahead in our industry?
- Can you describe a situation where you had to innovate or develop a novel solution to overcome an unforeseen challenge? How did you approach it?

Why KM is needed in organizations

Our knowledge stays within our heads, not captured and shared across the organization

01 Increase effectiveness of service delivery

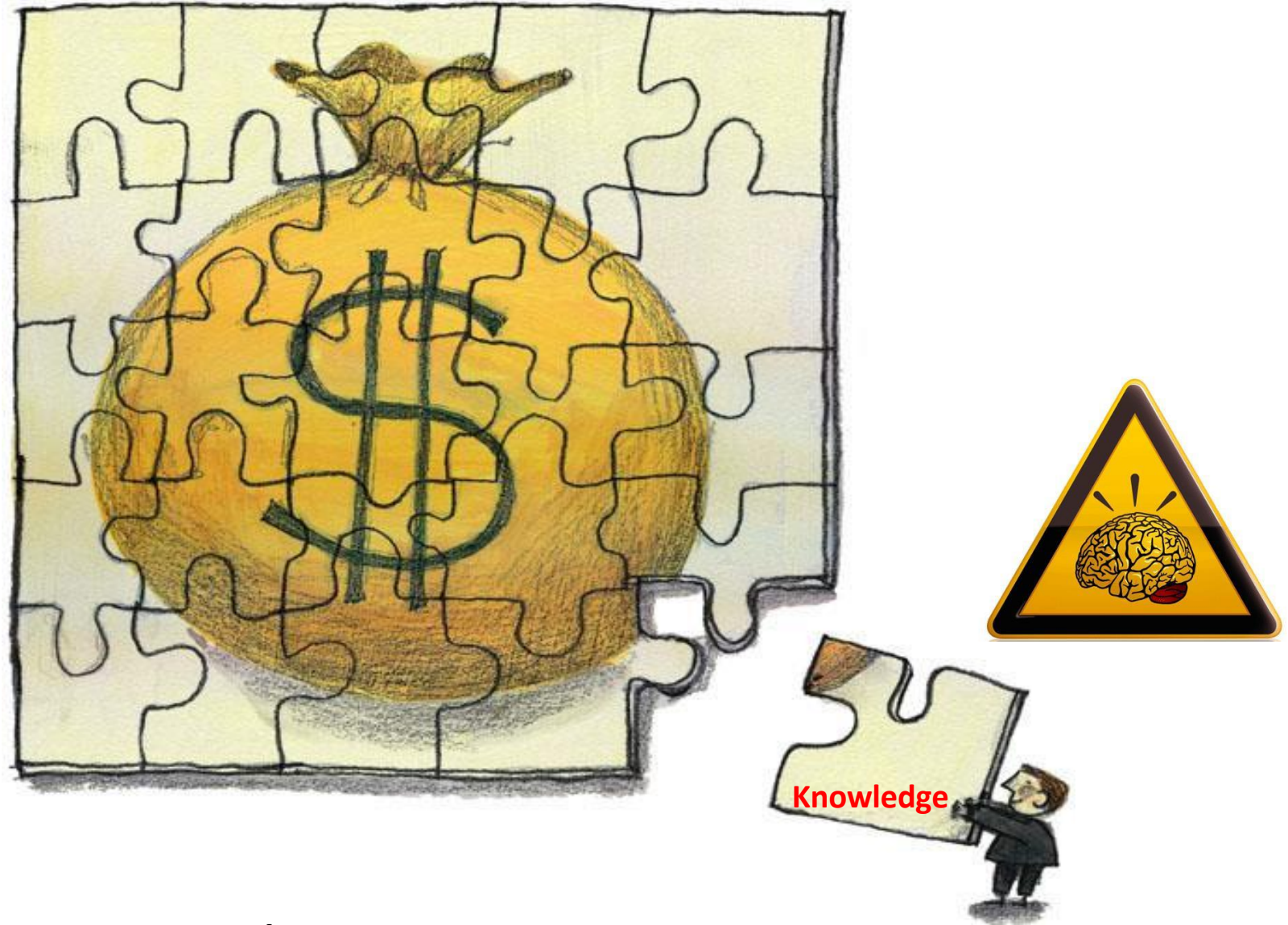
When key staff members leave, we risk losing important know-how

02 Increase sustainability of service delivery

We are not documenting and replicating successful solutions – or learning from failures

03 Replication and scale-up of what works

Knowledge is a critical asset



It should be managed at organizations