Managing knowledge in the world’s largest technology company

- An $81 billion corporation in 170 countries
- 325,000 employees with primary business units in

  - Global Services (175k employees & 40% of IBM’s revenue)
  - Software (2nd largest software business with revenues of $13B)
  - Server (largest providers of servers with 29.8% of the market)
  - Technology (the world’s most technologically advanced chip making facility)
  - Global Financing (largest I/T financier in the world w/ $37B in assets)
  - Research (most patents 10 years in a row)
  - Personal System (15 million Thinkpads shipped to date and IBM continues to be leader in laser printing devices)
The Move to a Global Matrixed OHS Organization

From systems development to harnessing On-Demand knowledge

Culture
- Foster knowledge sharing

Community
- Forum for knowledge innovation

Process
- Checking & Corrective Action
- Implementation & Operation

Technology
- Facilitates the ability to leverage knowledge assets

Corporate
- Integrated Geographical / Business Unit GOHS Teams

Geographies
- Americas
- EMEA
- Asia Pacific
Defining Knowledge Management

- “Systematic approaches to help information and knowledge emerge and flow to the right people at the right time to create value”

- Creation and Reuse: getting the “right” information to the people who need it and can use it

Reference: American Productivity and Quality Center

The value of Knowledge Management: Building capabilities

- Paring down information overload to just in time knowledge
- Leveraging the organization to make it smarter & more efficient
- e-Learning as a core element in furthering new skills, expertise and services

Organizational "Smarts"
Managing the 3 components of Knowledge Management

**TECHNOLOGY**
- communications
- data management
- e-Learning
- portals

**PEOPLE**
- intellectual capital mgmt
- communities (teams)
- training and communications
- knowledge empowered cultures

**PROCESS**
- access to content & people collaboration & learning
- Access anytime, anywhere
- communities of practice
- collaboration process
- content/context management
- reusable information objects
KM inside IBM through six basic elements

- Ability to find and work with experts across the business and leverage their knowledge & experience
- Ability to access tools via the web for all enterprise wide self-support functions
- Ability to receive just-in-time mentoring & education to develop career & job-related skill set
- Ability to access pertinent information and knowledge immediately and easily
- Ability to self-serve via the web for job-specific needs
- Ability to team, share and exchange information and knowledge instantly and virtually

Why the move to knowledge management?

<table>
<thead>
<tr>
<th></th>
<th>Legacy</th>
<th>Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content</td>
<td>Manuals Practices</td>
<td>Accessibility &amp; awareness</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Teams</td>
<td>Time zone, Culture, Not well advertised</td>
</tr>
<tr>
<td>Expertise</td>
<td>Multiple resources, Explicit knowledge</td>
<td>Source identification, Tacit knowledge, Smaller staffs</td>
</tr>
<tr>
<td>Learning</td>
<td>Telecons, Local Training</td>
<td>24/7 Access, Budget</td>
</tr>
</tbody>
</table>
Benefits of knowledge management systems

Quicker, faster, better and more efficiently

- Get better answers faster
- Capture and reuse what people know
- Reduce the information glut
- Identify and encourage communities to form
- Apply the right people for decision making
- Reduce duplicate work

The path forward …..

**KM Concept**: linking people, process and technology

**To Manage**: expertise, content, collaboration, and e-Learning

**GOHS’ solution**: The GWB Portal
A portal is a simple, unified-access point to web-based applications and information. The power of a portal is its ability to organize large amounts of information in a rich navigation structure. Generally a portal consists of multiple group pages.

One model for managing knowledge, create a portal

Challenges
- Experience (IT, usability)
- Maintenance
- Server space
- Cost benefit (for a small organization)
- Budget

Beg, borrow … and borrow
Focus Group – Usability Survey

1) How important do you feel the site content would be to your job?
2) Tell me some of the things you would come to the Web site to do.
3) How often do you anticipate accessing this site for information?
4) How easy is it to find (or navigate to) the information that you are seeking?
5) Related to the site, what are some other Web sites that you use which would be of general interest to the GOHS community?
6) Overall Satisfaction with the GOHS portal (Capability, Usability, Performance, Reliability, Information, Service, Support)
7) Satisfaction with Specific Attributes of the GOHS portal
8) Is the terminology and language easily understood. If not which terms/words should be changed and to what?
9) Describe the features or functions you consider best about this site:
10) Describe the one feature or function you consider worst about this site: 
11) Describe the most important capability that is missing in this site and should be added
12) Describe items or features that should be removed from the site
13) Describe something new you would most wish to see in a future version of this site
14) Please provide comments on any of the above or any other changes that you would recommend that may not have been covered above.
Design for On-Demand performance

**Speed**
- Low graphics, high access speed
- “3 click” rule of thumb
- Intuitive finds, duplication of links

**Draw**
- One stop shop for contacts, skills, reference, solutions
- Reduction of “Favorites” (web links) on personal browser
- Single screen access to multiple group pages

**Power**
- Focus on solutions, with news as a secondary benefit
- Content controlled, audience of at least 25% of potential users
- Search centric to OHS content

**Function**
- Tracked for usage
- Secured pages where necessary
- Self maintenance, always a contact/owner for each page

---

Power of the Portal

- **Expertise**
- **Content**
- **Processes**
- **Collaboration**
- **e-Learning**
- **“Local” Knowledge**
- **Technical News & Success**
- **General News and Events**
Leveraging Knowledge Management for OHS Performance

Power of the Portal – Expertise Locator

- org charts
- standards owners
- web page owners
- project managers
- teams
- local program owners

Power of the Portal – Content

- references
- web links
- forms/checklists*
- tools
- databases
- programs*
- employee training*
- local site links
- news/updates
The Knowledge Portal

Power of the Portal – e-Learning

- skills process
- OHS templates
- on-line references
- self paced study (QuickViews)*
- internal IBM course offerings
- external links
- web conferencing*

Power of the Portal – Collaboration

- Project Teams*
- TeamRooms*
- “project” database
Three points for a successful KM strategy

- A knowledge management plan should map directly back to the business strategy of an organization.
- It should be designed to help solve business issues such as accelerating innovation, line business requirements or customer relationships.
- A KM strategy should intertwine three areas: people, processes, and technology.

Ref. Antony Satyada, knowledge discovery business leader, IBM Lotus.