



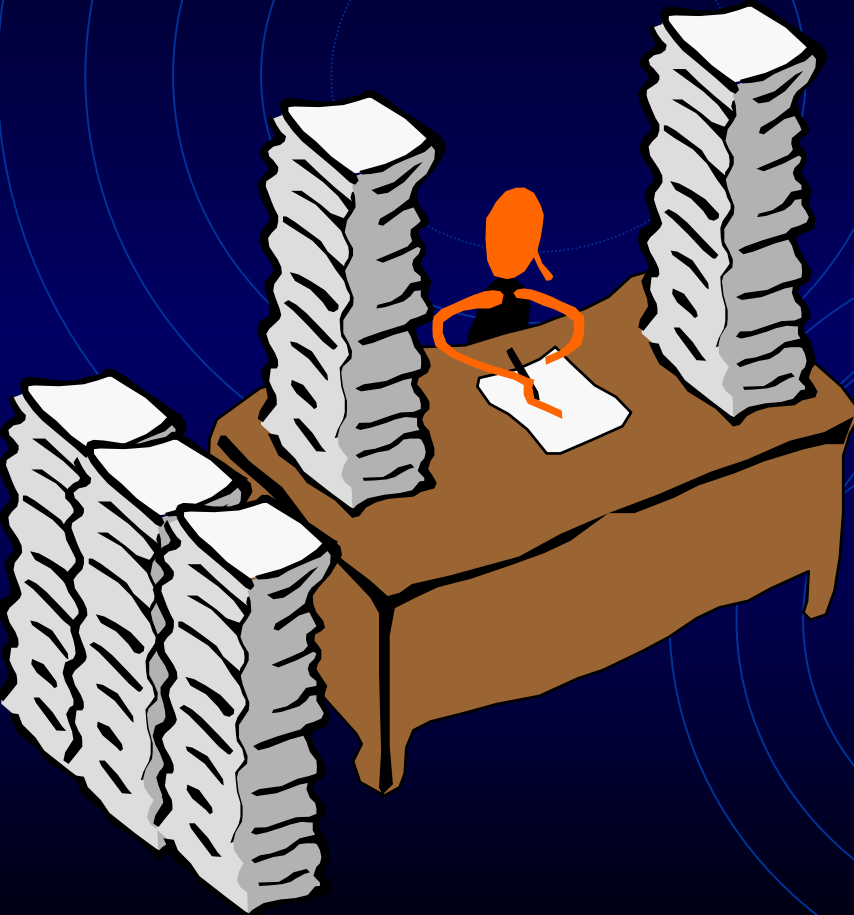
The role of people in knowledge management and corporate intelligence

Thomas Groenewald

Mission of R&D.Com

- To serve South Africa by promoting technology, industrial growth & human development.
- Core objectives:
 - value to South Africa's natural resources
 - expand the country's technology
 - develop related industries in SADC & Africa
 - support the growth of SMME's
 - transform R&D.Com's business practices & staff profile

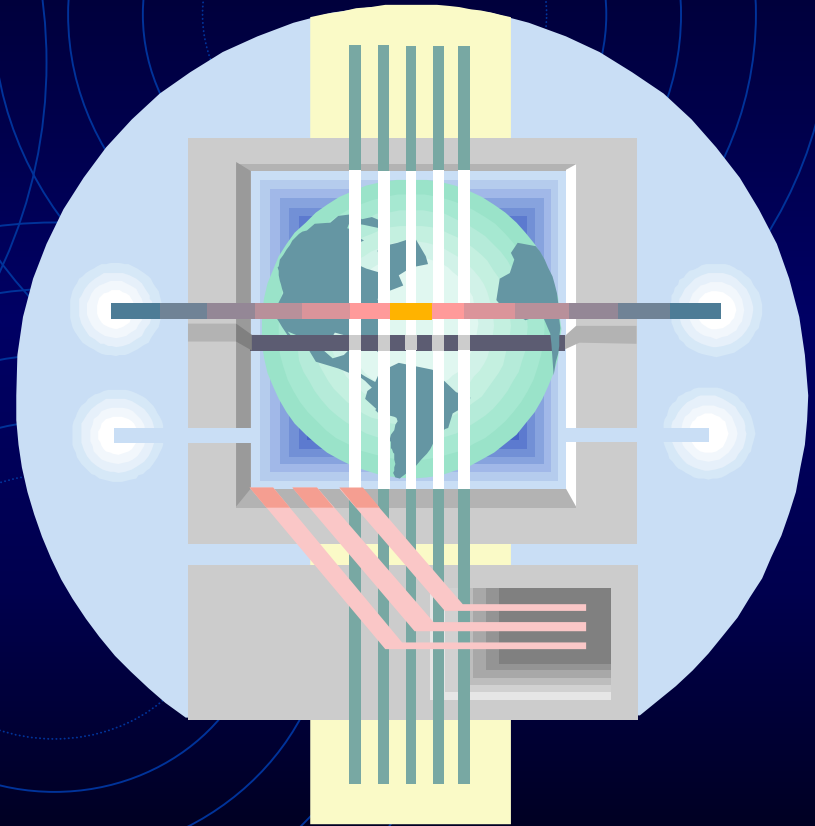
Prior to 1999 paper-based



- Documents often not filed consistently.
- Files went missing.
- Wanted to improve the productivity of R&D staff.
- Information easily accessible.

R&D.Com introduced EDMS

- Server software.
- Windows-interface document management 25x full functionality.
- Browser-enabled interface read only general users.
- Imaging facility.



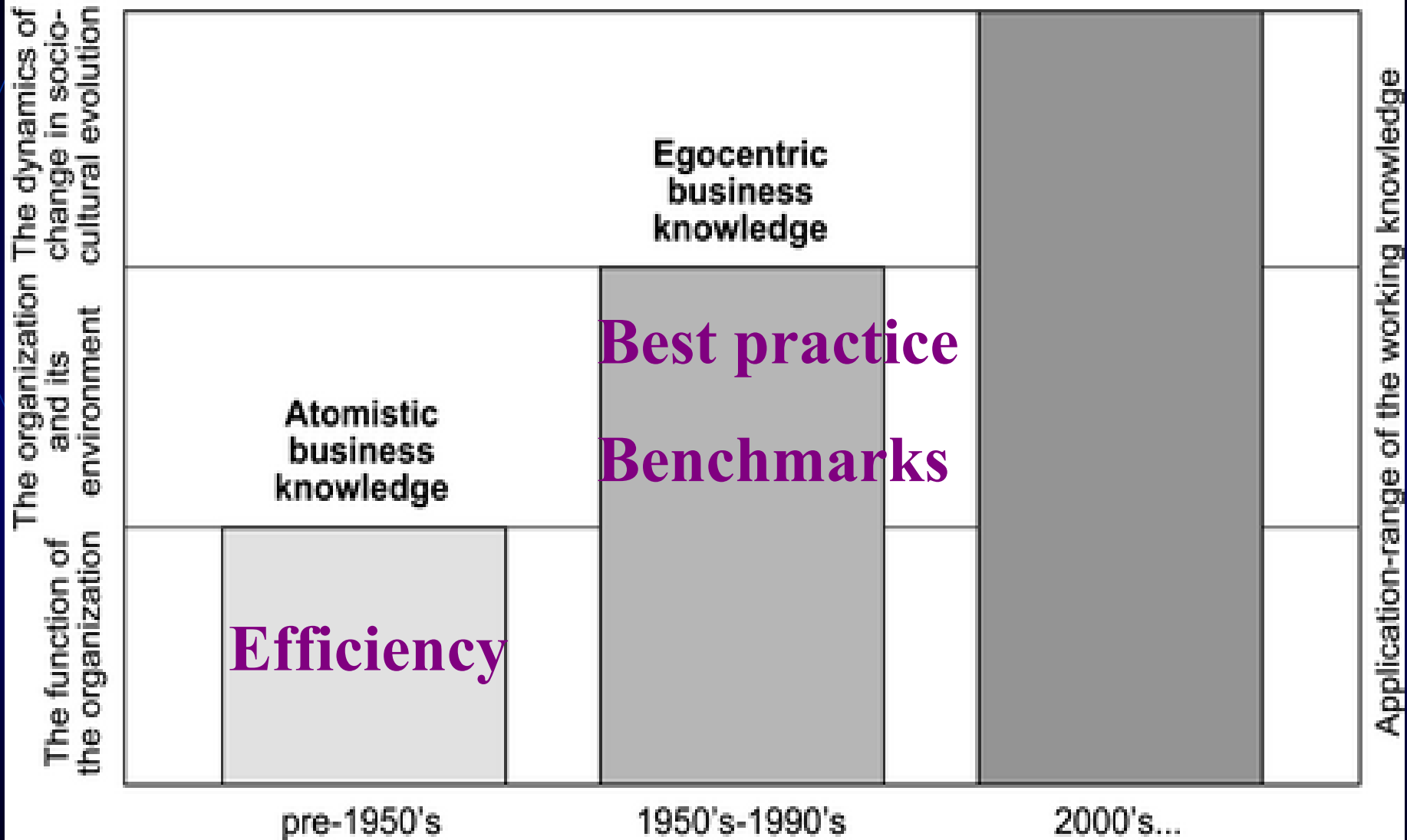
Supplier's functional specification sessions

- No structure re electronic document saving.
- Individual peculiar format and choice.
- **Strong discipline enforced by management.**



Knowledge economy reality

- Knowledge = critical factor in global economy.
- Corporate knowledge/intellectual capital = last sustainable competitive advantage.
- Knowledge = theoretically infinite.
- Shared information is not lost, it gains value.
- Race to make new discovery first.



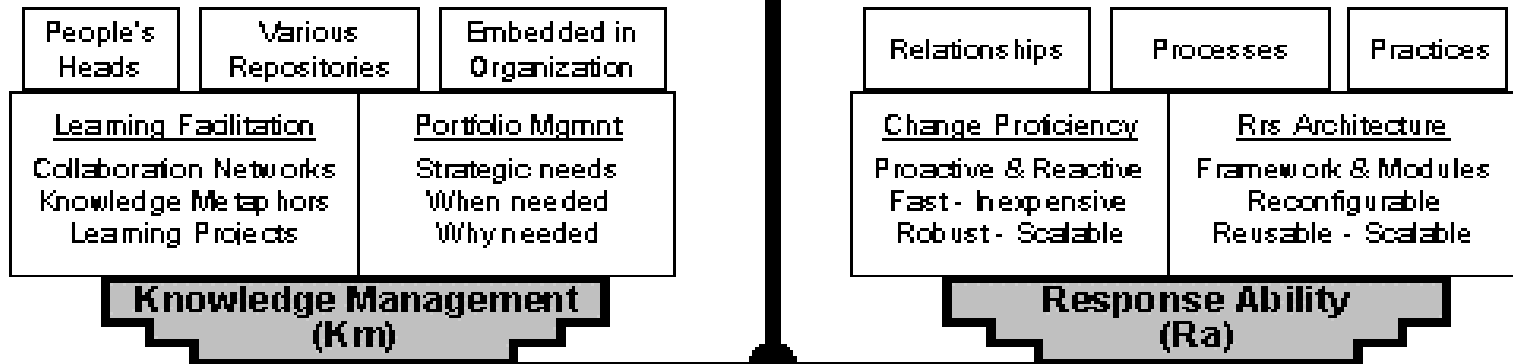
Source: Laszlo & Laszlo (1997)

Agile

Km/Ra Balance

Catatonic
Too Much Km
Not Enough Ra

Spastic
Too Much Ra
Not Enough Km



Infrastructure						
Learning Science Principles	IT CoP, CLE, Network, and Repository	Km Facilitation (Corp University?)	Culture	Ra Facilitation (Corp University?)	System Integrity Mgmt	Rrs/CAS System Principles

Agility - the Ability to Manage and Apply Knowledge Effectively

Abbreviations:

CAS: Complex Adaptive Systems

CLE: Collaborative Learning Environment

CoP: Community of Practice

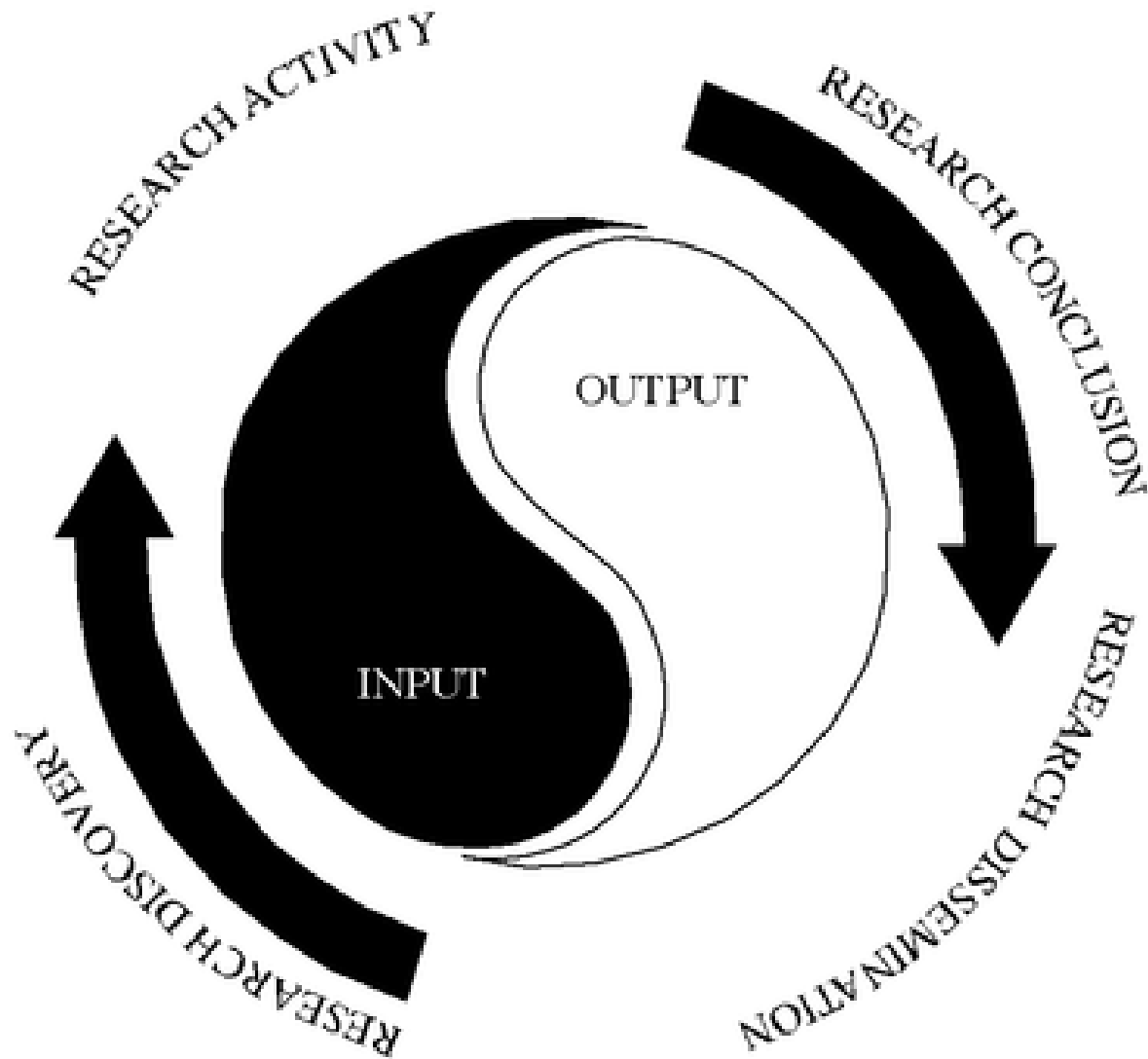
IT: Information Technology

Rrs: Reusable, Reconfigurable, Scalable

Figure 1 The knowledge continuum



THE KNOWLEDGE CONTINUUM

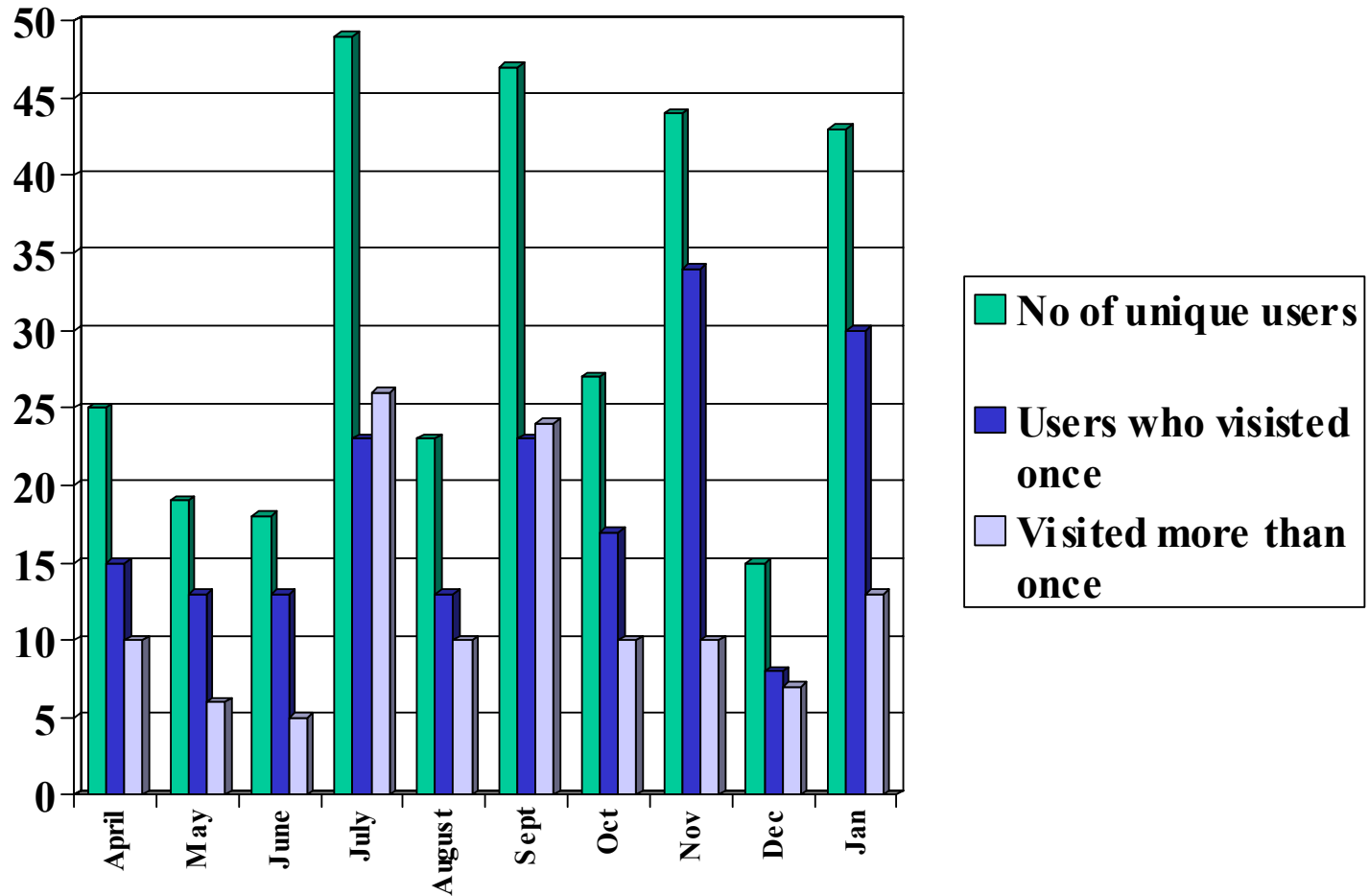


KM & Human Resource Management?

- KM = way of working.
- KM needs to be imbedded.
- People at the ♥ of KM.
- Changes in HRM practices.
- Link KM & HRM to business strategy.



R&D.Com's EDMS statistics for April 2002 to Jan 2003.



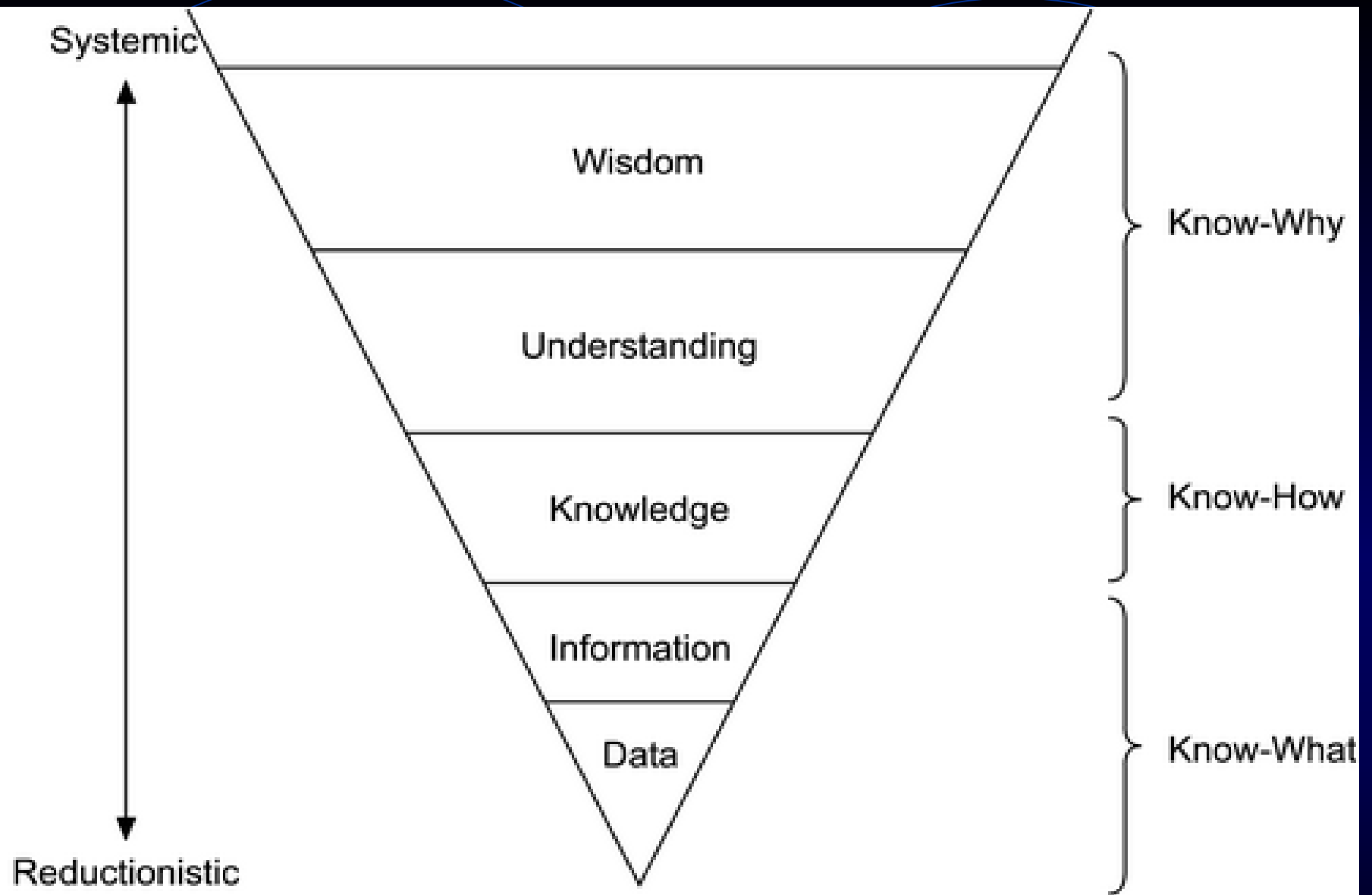
😊 = 75-100, 😐 = 50-75,
 😞 = 25-50 & ✖ = 0-25.

	Essen- -tial	NB	Nice to	Irre- lev.
Management of documents	😊 😐	😞 ✖	😞 ✖	😞 ✖
Collaboration among users	😞	😞 ✖	😞 ✖	✖
Saving of documents	😊			
Importation of documents	😊 😞	😞 ✖	😞	
Relationships between docs	😊	✖	✖	
Control of documents	😊 😐	✖	✖	✖
System & document security	😊 😐	✖	😐	
Search functionality	😊 ✖	😐 😞	😐 ✖	
Integration with applications	😊 ✖	😞 ✖	😞 ✖	✖
Archiving	😞	😞	✖	
Other EDMS features	😐 ✖	😐 ✖	✖	✖

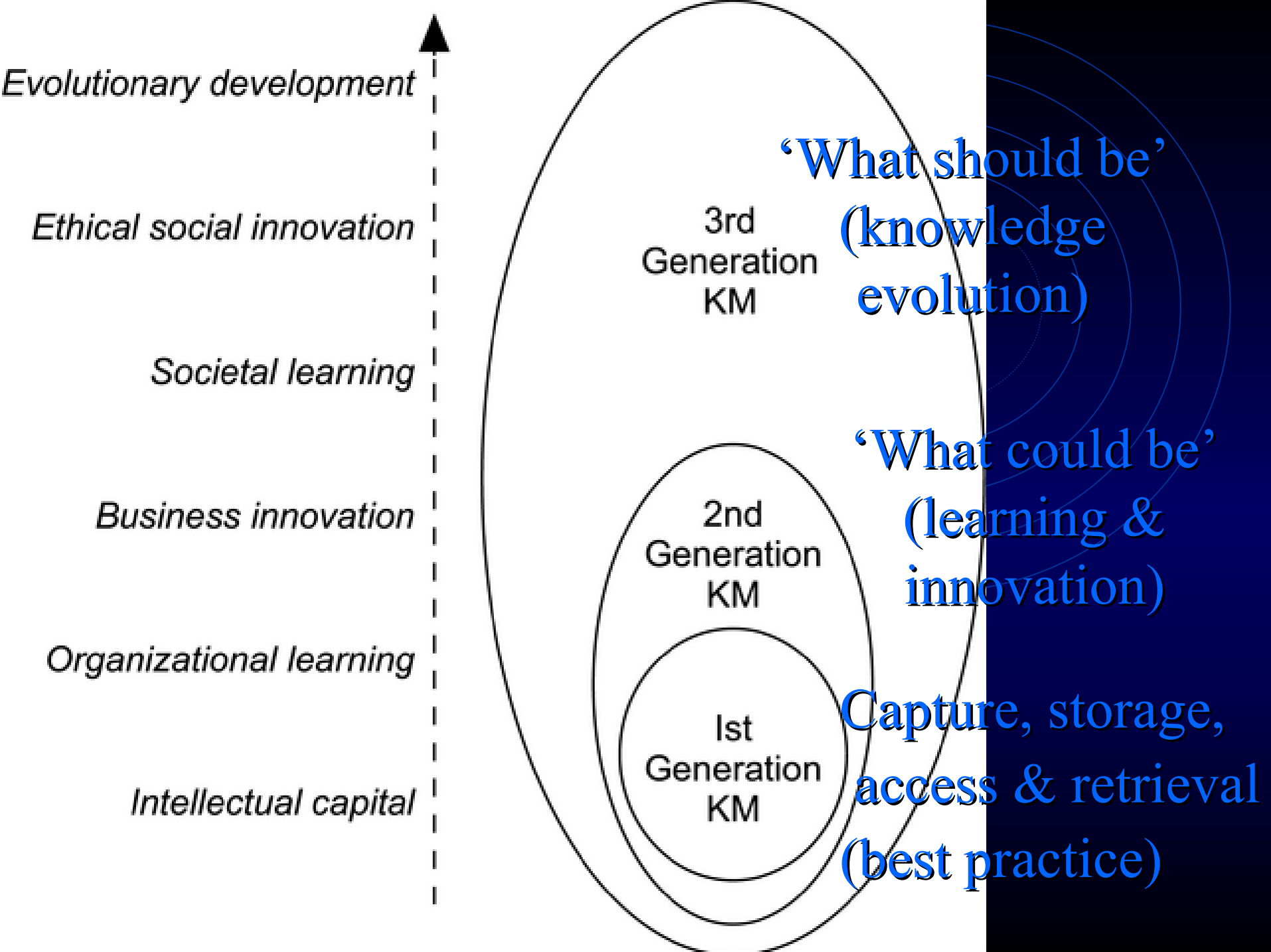
3x separate communities converging

- 2nd generation KM.
- Learning organisation (organolearners).
- Complexity theory.





Source: Adapted from Laszlo (2002)



Evolutionary development

Ethical social innovation

Societal learning

Business innovation

Organizational learning

Intellectual capital

3rd
Generation
KM

‘What should be’
(knowledge
evolution)

2nd
Generation
KM

‘What could be’
(learning &
innovation)

1st
Generation
KM

Capture, storage,
access & retrieval
(best practice)