BUILDING A KNOWLEDGE-CENTRIC ORGANIZATION

Organization, People, Knowledge, and Technology for Learning

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Knowledge management is the explicit and systematic management of processes enabling vital individual and collective knowledge resources to be identified, created, stored, shared, and used for benefit.

It is the fusion of information management and organizational learning.

It is about providing the right knowledge to the right people at the right time, and helping them apply it in ways that improve organizational performance.
CORE KNOWLEDGE ACTIVITIES

- Core knowledge management activities should be aligned with the business processes of an organization.
- They should be balanced according to the specificities of each process.
- A knowledge management solution should not just focus on one or two activities in isolation.
A learning organization acquires knowledge and innovates fast enough to survive and thrive in a rapidly changing environment.

LEARNING ORGANIZATIONS

- Are built around people—their know-what, know-how, and know-why—and centered on human interaction and community building;
- Encourage and support critical thinking;
- Allow mistakes and value risk taking;
- Highlight experience as the source of learning; and
- Disseminate new knowledge for incorporation in day-to-day activities.
The Most Admired Knowledge Enterprises (MAKE) Knowledge Management Implementation Model specifies that organizations implementing knowledge strategies generally go through 5 stages:
Stage 1: Pre-Implementation
Stage 2: Implementation
Stage 3: Reinvigoration
Stage 4: Inculcation
Stage 5: Holistic

The process can take anything from 12-15 years for non-profit, public sector organizations such as ADB.
LEVELS OF KNOWLEDGE MANAGEMENT MATURITY

STAGE 1 PRE-IMPLEMENTATION
STAGE 2 IMPLEMENTATION
STAGE 3 REINVIGORATION
STAGE 4 INCULCATION
STAGE 5 HOLISTIC
1 PRE-IMPLEMENTATION

INITIATE KNOWLEDGE MANAGEMENT AND LEARNING

AWARENESS
STRATEGY
TARGET AREAS
KNOWLEDGE TAXONOMY
BENCHMARKING
PRE-IMPLEMENTATION

INITIATE KNOWLEDGE MANAGEMENT AND LEARNING

BENCHMARKING

A  B
C  D
E
2 IMPLEMENTATION
DEVELOP KNOWLEDGE MANAGEMENT AND LEARNING
INFORMATION AND COMMUNICATION TECHNOLOGIES
A B
C D
E
2 IMPLEMENTATION
DEVELOP KNOWLEDGE MANAGEMENT AND LEARNING
COMMUNITIES AND NETWORKS OF PRACTICE AND LEARNING ALLIANCES
REINVIGORATION
STANDARDIZE KNOWLEDGE MANAGEMENT AND LEARNING
PILOTS AND MEASURES
A  B  C
3

REINVIGORATION

STANDARDIZE KNOWLEDGE MANAGEMENT AND LEARNING

CHANGE MANAGEMENT

A  B  C
4 INCULCATION
OPTIMIZE KNOWLEDGE MANAGEMENT AND LEARNING
FULL IMPLEMENTATION
HOLISTIC

INNOVATE KNOWLEDGE MANAGEMENT AND LEARNING

EVERY SINGLE ONE OF US

I ask questions. Inquiring minds are welcome here.

WORKING IN TEAMS

We check first to see what already exists.

AS A COMMUNITY

We question accepted wisdom.

ASK

LEARN

SHARE

I contextualize learning to make it real.

We connect and take opportunities to learn.

We review lessons as we go and apply our learning.

I share personal details, roles, and skills.

We share experience, evidence, and feedback.

We share achievements, outcomes, and pride.
THE PROMISE OF KNOWLEDGE MANAGEMENT AND LEARNING

PERFORMANCE TODAY

PERFORMANCE TOMORROW

PEOPLE

TECHNOLOGY

ORGANIZATION

KNOWLEDGE
ABOUT THE ASIAN DEVELOPMENT BANK

ADB’s vision is an Asia and Pacific region free of poverty. Its mission is to help its developing member countries reduce poverty and improve the quality of life of their people. Despite the region’s many successes, it remains home to two-thirds of the world’s poor: 1.8 billion people who live on less than $2 a day, with 903 million struggling on less than $1.25 a day. ADB is committed to reducing poverty through inclusive economic growth, environmentally sustainable growth, and regional integration.

Based in Manila, ADB is owned by 67 members, including 48 from the region. Its main instruments for helping its developing member countries are policy dialogue, loans, equity investments, guarantees, grants, and technical assistance.

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Knowledge Primers serve as quick introductions to knowledge management and learning applications in development work. In an attractive package, they are suitable for interactive presentations and self-learning for action. They are offered as resources to ADB staff. They may also appeal to the development community and people having interest in knowledge and learning.