

KM Exchange 2021

Case Study Cafe 1: Securities Commission Malaysia and BINUS University Indonesia

Edited Notes of Chat Channel

Patrick: None of the case study cafes will be recorded but feel free to make notes in the chat channel which we will make available afterwards.

SECURITIES COMMISSION

Edgar: Preparedness: SC had KM framework approved by senior mgmt before pandemic, which was opportune when the pandemic hit. Their IT Dept's implementation of VPN also provided a key capability to enable KM during the pandemic.

Michelle: How do we differentiate between knowledge and knowledge repository in the the pandemic? If using SharePoint, how can KM add value to the IT tool? How do we breakdown fear of sharing? How do we manage change? How to we build trust?

How to embed it within the rewards systems and performance KPIs?

Patrick L: How do we get leadership to be more engaged in the KM activities we have been doing?

Edgar: CoPs - harder to engage members and we get lower turnout. How do we counter that?

Lyn: To get engagement in the tools - engage key bosses/leaders people and get them proficient in them as the local "experts"

Roznita: Get leadership to model knowledge sharing behaviors

Arief: Differentiate between KM and K repository? Who's looking at the tacit side of knowledge when the focus is on the repository? E.g. Insights are normally discussed in meetings - decisions may be captured but the insights and discussions are not, but we can try to mitigate this. Curate learning and past knowledge - put into onboarding, learning programmes

Edgar: A concept in KM is the distinction between knowledge as a Thing and knowledge as a Flow. A knowledge repository contains things (docs etc) while KM looks after the important knowledge flow - making sure knowledge gets codified, stored, shared and accessed.

Geeta: Increase in information usage - Are there any numbers to compare before and during the pandemic?

Dr Elidjen: The people aspect is the most difficult to do, managing perceptions is the most important part. People need to be clear about what we are trying to achieve and why, and we need to show appreciation for their contributions.

Bill: Building trust in this environment: regular virtual meetings of the same people builds trust over time.

Edgar: Trust is a precondition for quality knowledge sharing between colleagues but you wouldn't know in advance with whom you have to share knowledge with and so you wouldn't be able to hold regular meetings with "them" to build trust.

Kim: What have folks done during the pandemic to bring people closer together and work better together?

Stuart: We have done the usual morning standups, invited speakers from across the org, etc, but looking back, I think the biggest difference has come from creating a culture where it is ok to talk about being not ok.

Murni: How do you carry out your change mgmt initiatives especially in the current new way of working where engaging and connecting of people needs to be elevated to a different level as people are scattered and have become physically disconnected.

Patrick: There is a distinction between Theory of Change and having a clear direction for the changes you want to implement, and just helping people to cope - this second one has become important during the pandemic.

Azlinayati: Agree. E.g. we issued regular, simple infographics, on how to work from home, conducting virtual meetings, staying "human", giving some sense of how to manage in the new environment. When we rolled out a new tool, we organised a series of sharing sessions to help people utilise, and maximise the platform.

Arief: We also established a network of KM agents.

Patrick: We know we need to be harder at helping people navigate changes when WFH and if we do so then people appreciate it. Perhaps more than in the "normal" change management we do when working face to face.

Michelle: The question was "how to breakdown the fear of sharing knowledge" especially since IP or experience seems to be the key trump card each employee has to remain a valued asset in the company. What can be done to remove this "self-protection" mindset?

Arief: fear of sharing is a real thing - but there is no way that we can divulge everything we know and lose our competitive advantage - and there are ways of sharing that visibly enhance the value of what we are doing. Trust is a two way thing - is it a small or large organisation? Do people know each other? What is the purpose of the sharing, does it make business sense to the sharing partners?

Roznita: to build trust ..need to create psychological safety in the workplace.

BINUS UNIVERSITY

Michelle: On the university case study: how was customer satisfaction measured? Was it specific to access to virtual lessons or was it student satisfaction (e.g. value of virtual education model vs on-site education model)?

Swati: Student's point of view - forming interpersonal relationships and networks has been so difficult - campus life has gone.. especially MBA/PhD programmes - are they getting their returns on the course fees? And it's a challenge when students don't want to interact online via audio and video.

Dr Elidjen: the platforms and tools were already in place with some hybrid learning taking place when the pandemic hit, so we were able to make the switch very easily to remote learning, which made the students happy. Plus we focused on making them very user friendly with custom features.

Bill: Earlier on in the pandemic I attended a seminar at Sydney U of Science & Technology. Someone pointed out that the organisations which had strong technical platforms in place were making the flip to online much more smoothly.

Swati: How we motivate/inspire students especially in context of educational institutions has been very difficult in a virtual environment.

Michelle: How do the processes and the tools work together in the KM integrated approach?

Arief: Change management is critical for KM. Petronas had 3 pillars for change management - Culture, Process and Capability.

Stuart: That's the first time I have heard those three together Arief: Culture, Process and Capability.

NEW SKILLS

Kim: In the pandemic, have we had to learn new skills? Or some skills get exploited more than before?

Dr Elidjen: We have an "ambidextrous" innovation strategy - we combine exploitation and exploration activities, this makes us flexible in how we deploy skills.

Edgar: We have had to learn how to facilitate workshops virtually - different skillset from facilitating f2f e.g. harder to read visual cues.

Patrick: Agree: needs a different skill set, and the workshop activities extend outside the sessions - pre-workshop activities and post workshop activities

Azlinayati: Our focus was more on change management, helping the organization to adapt with new way of working from home as well as using various virtual tools for engagement and communication.

Arief: Knowledge curation skills. This can help to curate meaningful content in a more effective way. This includes infographics and videos editing.

Patrick: Not just a skills change issue - can also be a new mindset issue - e.g. a meeting is what happens in the room is the old mindset - now, we have to think about pre-meeting prep and post meeting follow up.

Bill: There was pre and post for face-to-face meetings. These are not unique to virtual meetings.

Patrick: Bill: in theory, yes, but often not in practice!

Stuart: All true about prep and post time, but the up side is we are now running half day workshops for 35-40 people in just 90 minutes, with higher value outputs and higher levels of engagement. So there are up sides too.

Patrick: Yes I agree Stuart, and in some work we did with Nancy White last year we agreed that what we're learning about virtual meetings and workshops can actually improve the way we do face to face as well - a helpful backwash of learning.

Roznita: We need to balance work and life goals too.

Patrick: Thinking about this discussion about having platforms in place... Are we going to move from "everything on one platform" learning, to multi-tool learning pathways, where the content and curriculum and objectives are the guiding force, and the technologies/tools are incidental? Similar to the BYOD (Bring Your Own Device) move some years back? People using a variety of tools such as Zoom, Miro, Teams, Chat, Email.

Kim: is anybody working on framing the value of KM to senior management?

Arief: I was inspired by Nick Milton's keynote to do a stock take on this, and be clear about the operating model for post pandemic operations.

Kim: What did KM look like pre-pandemic; what has changed during the pandemic, and what will change post-pandemic?

Dr Elidjen: What has changed? KM is not just about what we find in the portal.

Question is now how do we get KM embedded in processes for every centre/faculty/employee every day?

Stuart: For us it has been less about KM and more about social capability growth. We have an incredible local knowledge sharing culture but terrible cross-org knowledge sharing. COVID forced people to go online, many for the first time, and communicate via digital means. They know it isn't as good as face to face, but have realised how much more they can be heard at the State level by being online. Many of their eyes have been opened and this is creating a new landscape to practice KM in.

Edgar: Patrick: Did your KM ship have to sail in a different direction during the pandemic storm or did it just sail in the same direction as set before?

Patrick: Edgar: yes, two big changes: the way in which we interact with clients and in workshops, and second rethinking the way that we deliver heavily facilitated

knowledge audit processes - something that is still going on - mindset shifts are slow to take root.

Swati: Not only the direction was changed but also the KM ship was rebuilt to cater to the high tides. The way the performance of the professors is evaluated has also changed because colleges now refer to the recorded sessions. Also colleges are now actually taking up online teaching more seriously and expanding their horizons by adding new courses and also actively engaging with the community to provide learning and training to multiple stakeholders.

Stuart: Insight from this case study: innovation is one of the greatest KM connections in my mind.

Bill: This group highlights the different places in the Covid-19 pandemic different parts of the world are at this time.

Patrick: Unevenness of pandemic has forced constant agility on us, and that is likely to continue for some time to come.

Bill: Yes, agility with realism.

Kim: Another theme is what future knowledge do organisations need to remain agile and resilient? Future knowledge is important as well as lessons learned. (The ADB case study is blending foresight into KM - Wednesday afternoon).

Edgar: Future knowledge? How about when the next pandemic will likely be? :)