

Knowledge Management – *strategy to reinforce organizational learning*

And

After Action Review – *way to capture learning while doing*

Daisy Chou

Program Director, Knowledge Management, Policy 21 Ltd, University of Hong Kong
Chairlady, Knowledge Management Development Centre, Ltd

- What is Knowledge Management?

- It is about:

Information Sharing

Portal

Experience sharing

Community of Practice

Knowledge Sharing

Customer Knowledge Management

E-Learning

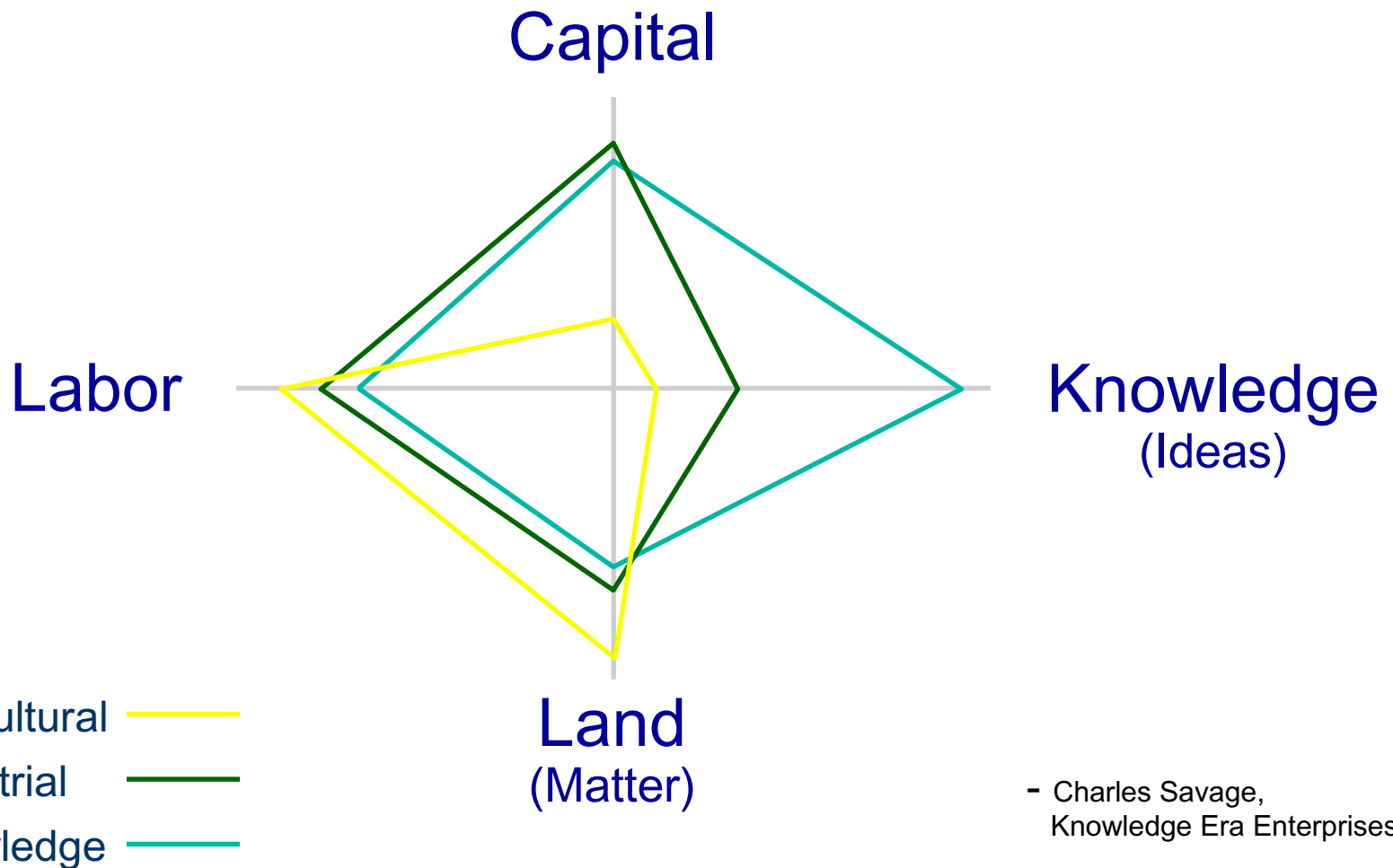
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Knowledge Management System

Learning Organization

Information Management
Process Improvement

Sources Of Wealth



Knowledge-based Economy



“Economic theory has a problem with knowledge: it seems to defy the basic economic principle of scarcity. ...the more you use it and pass it on, the more it proliferates...infinitely expansible...**What is scarce in the new economy is the ability to understand and use knowledge.**”

1996 World Economy Survey
The Economist

Where do Intellectual Capital locate in the organization?



They reside in:

- Its people (Human Capital)
- Its structure & process and (Structure Capital)
- Its customers / suppliers / partners (Relationship Capital)

Definition



Knowledge Management is ...

- The process of identifying, creating/acquiring, collecting, codifying, organizing, sharing/reusing knowledge (Intellectual capital)
- the multi-disciplines of enabling individuals, teams and entire organisations to collectively and systematically create, share and apply knowledge, to better achieve the business objectives

Integration of KM in Business - Knowledge Management Tools



- Soft tools:
 - Peer Assist
 - Action Learning
 - After Action Review
 - Retrospect
 - Community of Practice
 - Knowledge Café
 - Story Telling

Focus: Tacit knowledge sharing, learning & creation

Integration of KM in Business - Knowledge Management Tools, cont'd



- Technology:
 - Knowledge Asset
 - KM (IT) system
 - eBusiness, elearning
 - Document Management
 - Data warehouse
 - File Management system
 - Virtual team
 - Customer Relationship Management

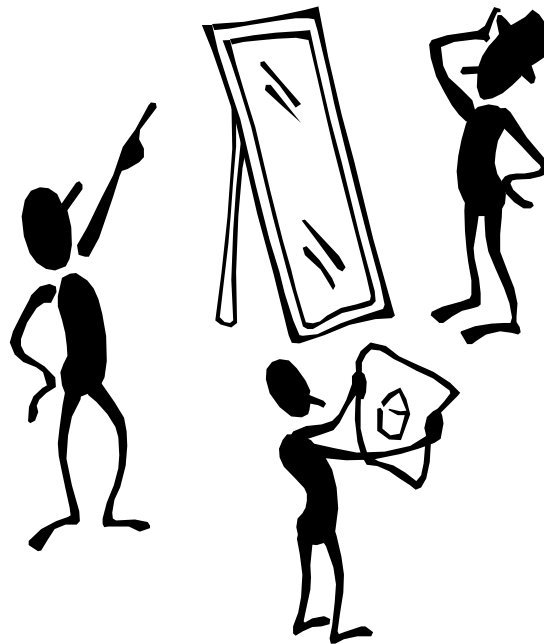
Focus: Explicit knowledge codification, repository & transfer

KM Implementation – Strategies & Approaches



Organizations *never* use only one strategy or approach, instead they will use different strategies and approaches in different parts of their business.

After Action Review (AAR) - Way to Capture learning while doing



U.S. Army's After Action Review (AAR)



A review meeting held after an action, with the purpose to capture lessons and re-use in next battle or mission



Why AAR



The AAR

- A simple, but powerful, tool

- A disciplined process

- Developed by the U.S. Army

- Proven tool for improving organizational learning and business results

Specifically, the AAR

- Targets tacit knowledge

- Exploits actionable knowledge

- Illuminates systems deficiencies

- Identifies gaps in competencies

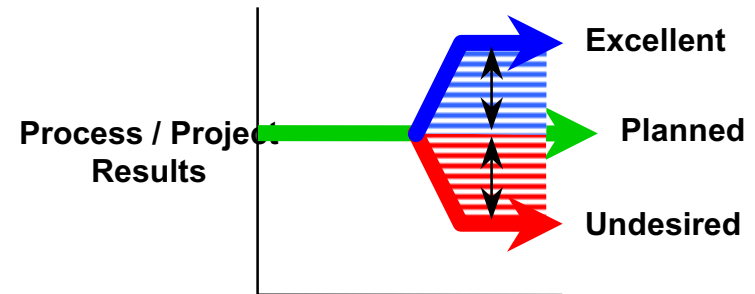
- Provides a means to rapidly improve performance

AAR / ISR - A tool for learning while Doing

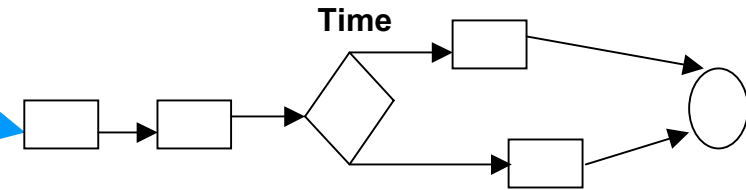


- **Four Questions in AAR / ISR**

I. What happened?



II. Why did it happen?



III. What should we improve?



IV. What should we repeat?

