Chapter 20
Best Practice Model Tools and Methods for Developing KM Systems

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ABSTRACT

This chapter focuses on an experience based presentation of the parameters that determine organizational culture, and the impact that basic interrelationships among such parametric factors exercise on the elaboration of KM; the timing and the sort of KM structure, configuration that is feasible to make KM an approved and successful management function within a corporate structure; the possibility and the proper timing of the elaboration of KM through corporate strategic approach i.e. starting from above (decision of the senior management), and the efficiency of a solution initiated from below (by the members of the organization). This chapter will describe some practice-proven solutions, such as: the application of the problem solution method named action research that could be expedient in the implementation of KM in certain cases, and times and situations where the application of the "sandwich method" could be expedient. Also, this chapter describes knowledge transfer experiences that facilitate the recognition of the "capillary model", its substance and scope of utilization.

INTRODUCTION

Works aimed at the description and explanation of the history of KM to various extents but surely give account on the initial uncertainty which is no wonder since knowledge even in its explicit form is a thing that can hardly be explored. A question that emerged at the beginning was the explanation of the difference between "simple" information and knowledge. In general: what is important and valuable (e.g. storable) knowledge and what is not. Another dilemma encountered at the beginning was, how to start configuring KM where knowledge handling has not been anteceded by like enforcements, moreover, where in correspondence with the perception of some managers in important position, knowledge is not really reputed, and desire for learning and knowing could not or could just hardly be found within

the organizational culture. In view of the above the question must be raised: how did and how does it happen that organizations scarce in knowledge culture would sooner or later at some level open up for KM. Well, the underlying reason is that organizations are not homogenous, there is always a member in the organization who is more receptive to new concepts than others are. And, of course, researchers, lecturers of the discipline and various application developers (consultants, IT developers, etc.) have discovered more and more possibilities related to KM, which is boosted by the fact that the renewal of various products and services and the production of added value could be achieved by "assembling" knowledge contents. The elaboration of this chapter was inspired by the understanding that there is a problem even today, namely that no matter how much people within the organization acknowledge the necessity the KM implementation if the solution is approached erroneously. Ranges of experiences full of failures and successes have proven that the time when and the approach with which KM is implemented do matter, since the human factor without commitment may exercise unfavorable impact and pose hindrances. In addition, the nature of certain parameters of the organizational culture can be substantial. This work wishes to be of assistance in the problem solution by way of presenting some proven models and methods that could successfully be applied in the course of implementing KM and integrating it into the operation of the organization.

BACKGROUND

As it has been mentioned in the Introduction, adaption of KM by an undertaking never was and is not a simple task, and difficulties could be encountered even today. SMEs others than knowledge intensive enterprises and knowledge demanding service providers or enterprises that follow the sharing economy models gaining more room in economic life, encounter much more problems than larger firms, and are more hesitative in starting the adaption of KM or investing into knowledge capital. If some failed applications interfere with the process, this could result in a break for years. This is why it is not all the same in what way we start adapting and configuring KM.

It would be interesting – specifically for users, in the interest of avoiding possible failures – to have a look on the developments made by the concepts and methods related to the configuration of the KM function. Although there are several possibilities, pitfalls may be encountered if those possibilities are implemented without justifying their usability and evaluating the advantages and disadvantages of their application.

The first attempts and scientific works scrutinized rather the application principles, the failure and success factors, and not or justly slightly the methodological issues. For instance Davenport and Prusak listed nine factors related to the successful adaption of KM:

- *A knowledge-oriented culture.*
- *Technical and organizational infrastructure.*
- *Senior management support.*
- *A link to economic and industry value.*
- *A modicum of process orientation.*
- *Clarity of vision and language.*
- *Non trivial motivational aids.*

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