



COMMUNITY OF PRACTICES FOR KNOWLEDGE MANAGEMENT

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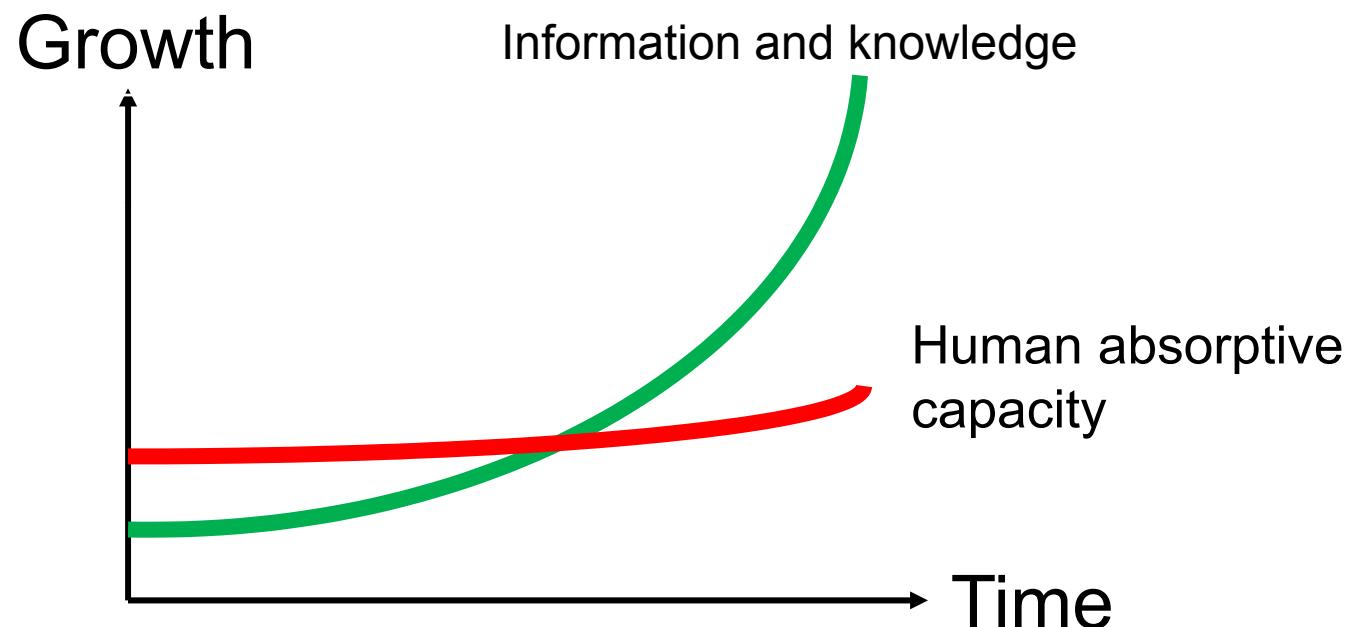
- BACKGROUND & CONCEPT OF CoP
- BEST-KNOWN CoP & CASE STUDY
- IMPORTANCE & BENEFIT OF CoP
- CoP – How They Work

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BACKGROUND & CONCEPT

BACKGROUND

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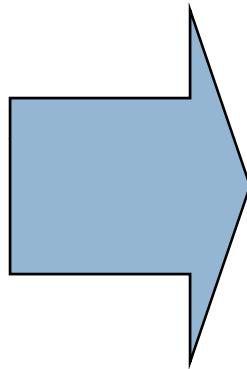
A world of rapidly growing knowledge

Source : Cohen, WM och Levinthal, D A, *Absorptive Capacity: A new Perspective on Learning and Innovation*, Working paper, Carnegie Mellon University and University of Pennsylvania, October 1989

BACKGROUND



First year of technical-based education



50%
knowledge
outdated

50%
knowledge
relevant

Third year
of education

BACKGROUND

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**"No one knows everything,
everyone knows something,
all knowledge resides in networks.**

Source : Pierre Lévy, Collective Intelligence: Mankind's Emerging World in Cyberspace, 1997

Lévy 1997

BACKGROUND

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- Although the term “Networking”/ “Community of Practice” is new, the community and the practitioners are not.
- Much of what people do in organizations occurs in the context of Communities/ Networking of Practice.
- There is where best practices and innovations first emerge and where the solutions to shared problems are first identified.
- For this reason many companies encourage, promote, and support CoPs, especially in areas, processes and functions where an edge in performance provides a competitive advantage.

Source : Fred Nickols , *Community of Practice Overview*, 2000 nickols@att.net

COP = GROUPS THAT LEARN

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- “A group of people who are *informally bound to one another by exposure to a common class of problem.*”
Brook Manville, Director of Knowledge Management at McKinsey & Co
- “Groups of people who share a passion for something that they know how to do, and who interact regularly in order to learn how to do it better.”

Source : Etienne Wenger, *Cultivating Communities of Practices*, HBS, 2002

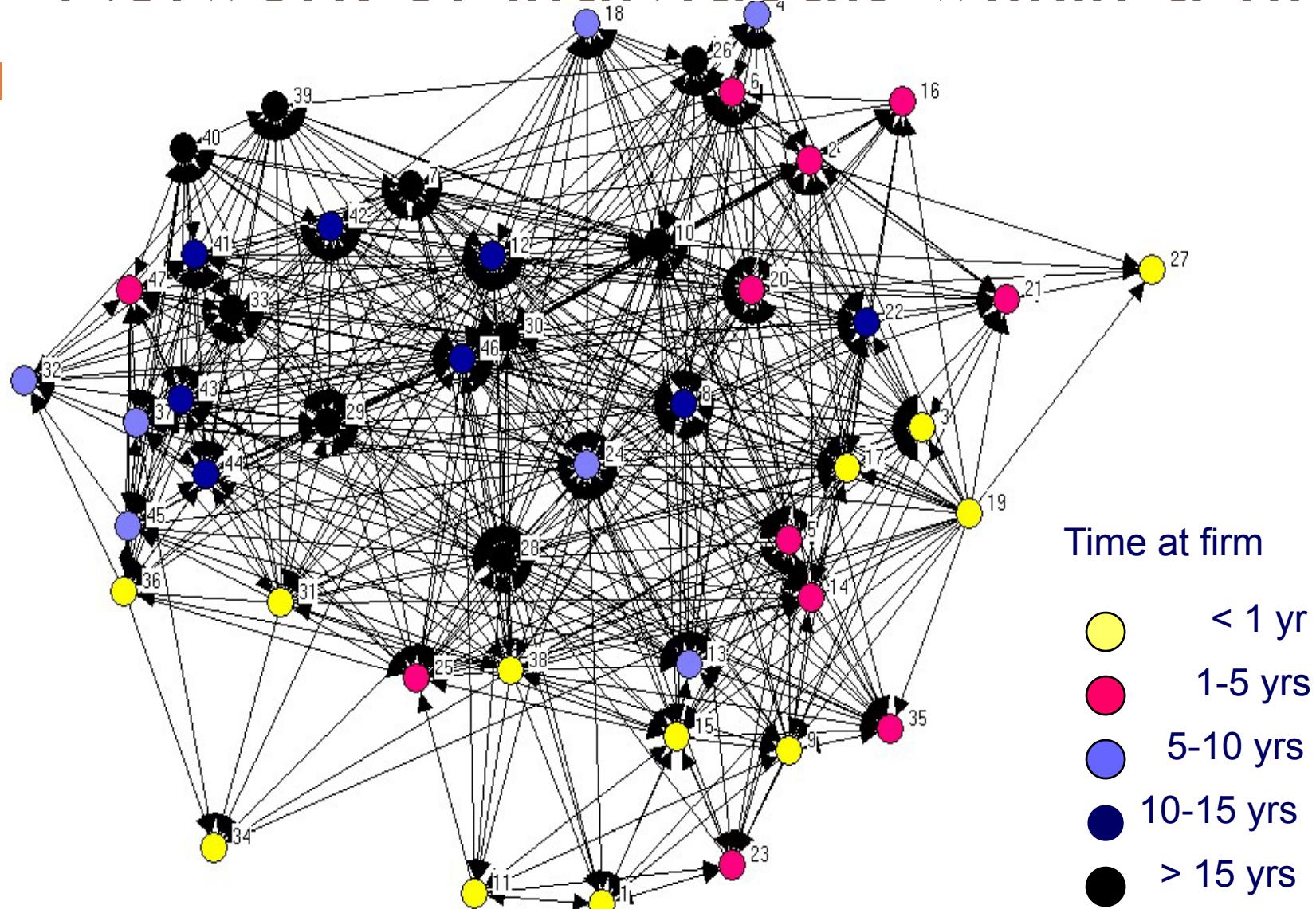
COP Vs Project Teams

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Category	PURPOSE	MEMBER	UNIFIER	HOW LONG
Communities of Practice	Create, expand and exchange knowledge and develop individual capabilities	Self-Selection based on expertise or passion for a topic/ area	Passion, commitment and identification with the group and its expertise	As long as relevance to the topic and value and interest in learning together
Project Teams	Accomplish a specified task	Have a direct role in accomplishing the task	Project's goals and milestones	Predetermined – when project has been completed

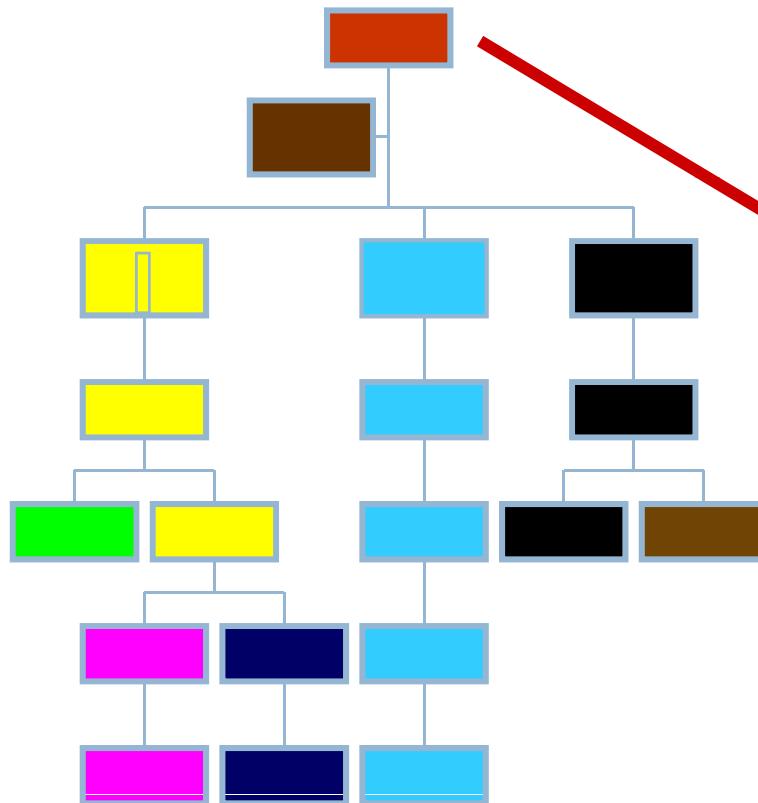
Source : Etienne Wenger, *Cultivating Communities of Practices*, HBS, 2002

Network of Individuals within a firm

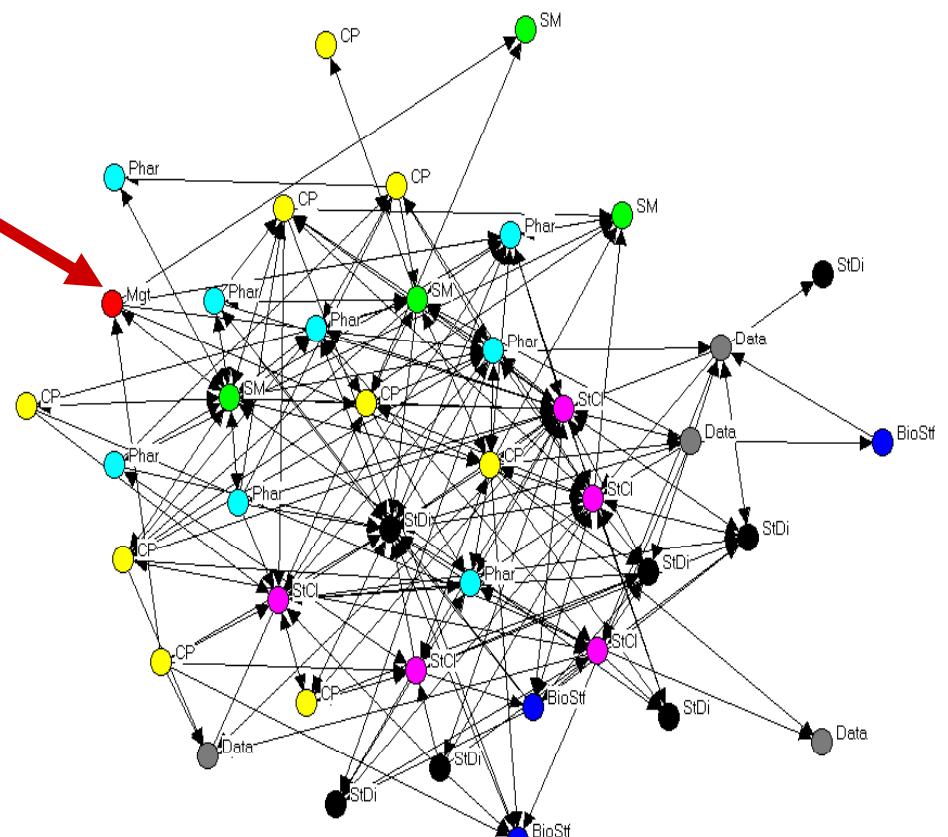


Uncovering networks in an organization

Formal organization



Informal organization



Dual loyalties

Loyalty



Loyalty



Organization



Professional
network

When you hire someone,...



.....you “hire” his or her network.

Encourage an open innovation attitude

Closed attitude

The smart people in our field work for us.

Open attitude

Not all the smart people work for us. We need to work with smart people inside and outside the company.

If you create the most and the best ideas in the industry, you will win.

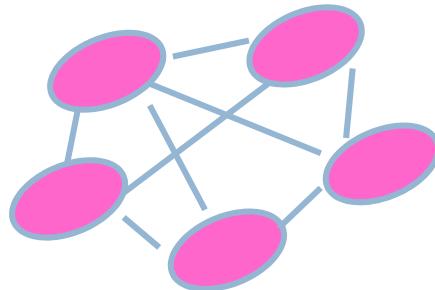
If you make the best use of internal and external ideas, you will win.

Participation in a variety of networks/CoP

Outside organization

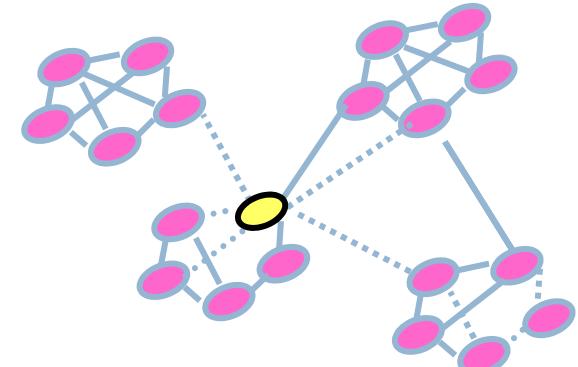


Inside organization



Strong ties

SOCNET

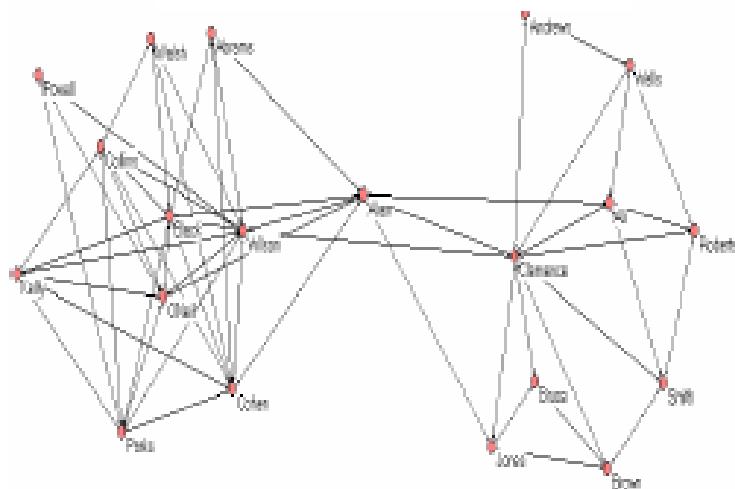


Weak ties

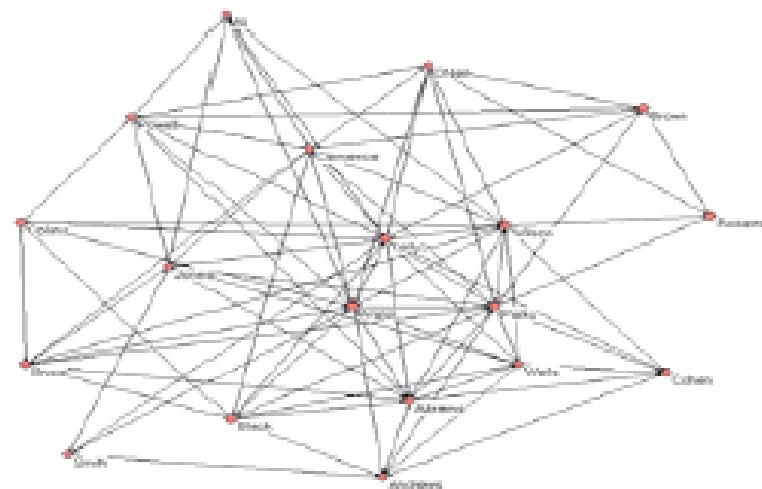
“Managing” networks in Organization

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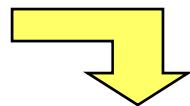
Before



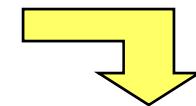
After



1. Uncover networks



2. Analyze networks



3. Improve connectedness

Source: https://webapp.comm.virginia.edu/NetworkRoundtable/Portals/0/NR04-05/Networks_and_Organizational_Change.pdf

Anklam & Welch 2005

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BEST KNOWN, COMMON FOCAL & CASE STUDY

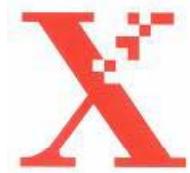
COMMON FOCAL COPS

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1. A recurring, nagging problem situated in a process or function.
2. A topic such as technology, intellectual capital, knowledge management or innovation.
3. A work-related function or process such as supplier management, production, distribution, purchasing, customer service or sales
4. A profession such as engineering, law, medicine or research.

Source : Fred Nickols , *Community of Practice Overview*, 2000 nickols@att.net

BEST KNOWN COP



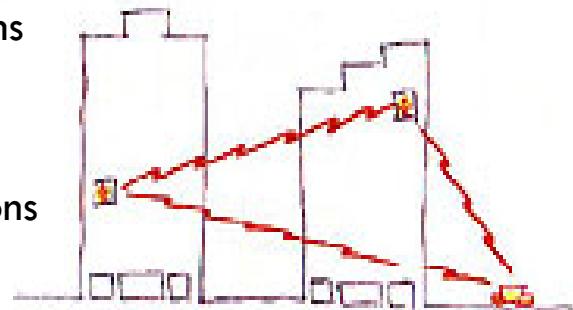
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1. A recurring, nagging problem situated in a process or function.

Case - XEROX

- ❑ COP formed by the copy machine repair technicians at Xerox Corporation.
- ❑ Through networking and sharing their experiences, particularly on problems encountered and solutions they devised.
- ❑ A core group of these technicians proved extremely effective in improving the efficiency and effectiveness of efforts to diagnose and repair Xerox customers' copy machines.
- ❑ The impact on customer satisfaction and the business value to Xerox was invaluable.

SUPPORTING THE PERIPHERY



- DISTRIBUTED COMMUNITY OF PRACTICE
- SELF DESIGNED
 - EMERGENT PROTOCOLS AND NEW WORK PRACTICES
 - DISTRIBUTED SOCIAL / EXPERT MIND

Source : Fred Nickols , *Community of Practice Overview*, 2000 nickols@att.net

BEST KNOWN COP



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2. A topic such as technology, intellectual capital, knowledge management or innovation.

- McKinsey - An informal community of consultants developed a new business line out of the knowledge they were sharing.
- World Bank - Practitioners at the build COP among client countries are in effect proposing a new approach to fighting poverty

Source : Etienne Wenger, *Cultivating Communities of Practices*, HBS, 2002

BEST KNOWN COP



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3. A work-related function or process such as supplier management, production, distribution, purchasing, customer service or sales

- Bank Mandiri – Customer Service COP produces guidelines for CS front-liners and help novice in CS to be competence.

BEST KNOWN COP

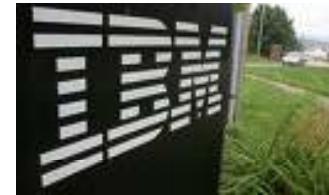
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4. A profession such as engineering, law, medicine or research.

- DaimlerChrysler – COP formed by Brake Engineers across production line (automotive, van to truck) produced and updated Ebok- Engineering Book of Knowledge

Case Study- IBM

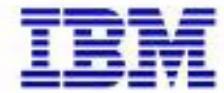


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- Driven by a knowledge economy, organizations need employees to become “knowledge workers”- to devise new responses and solutions for a rapidly changing marketplace.
- 1995, IBM Global Services began implementing a business model that included support for the growth and development of COP
- Focus on the Competencies of Organization

Source : <http://www.research.ibm.com/journal/sj/404/gongla.html>. Last Accessed, May 21 2008

Case Study- IBM



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□ The domains of knowledge :

- *IBM core competencies*
 - enterprise systems management,
 - application development,
 - testing methods and practices,
 - product platform,
 - and organization change
- *“Go to market” competencies*
 - e-business,
 - package integration,
 - total systems management,
 - mergers and acquisitions,
 - knowledge management

- *Industry sector competencies*
 - automotive,
 - chemicals and petroleum,
 - distribution,
 - finance and insurance,
 - health care.

Case Study- IBM



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- Today there are over 60 knowledge network communities (COP) with members from virtually every country that IBM serves.
- By the end of the year 2000, over 76000 professionals had access to the ICM (Intellectual Capital Management) Asset-Web application and about 20,000 participated in some form of community activity.
- Many of these knowledge networks have existed for multiple years.

IBM Global Services	Revenue growth, industry leadership	COPs, knowledge managers, Intellectual Capital Management System	<ul style="list-style-type: none">• 400 percent increase in service revenue• Time savings of \$24 million in 1997• Approximately \$750K to start up, \$750K annually to maintain
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Price history - IBM (1/1/1995 - 5/23/2008)



Source : www.mnsmoney.com/IBM.html. Last Accessed May 27 2008

Example of COP's Product

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- **Implementing a conciliation plan in medium size enterprises (Spain)**
- Posted March 25th, 2008 by ignacio in [conciliation](#)
- Domain: Mainstreaming
- Brief overview:
 - Step by step guide on how to develop a conciliation plan since conception to final implementation
 - This guide offers a global vision on conciliation and on how conciliation can help enterprises become more effective and reach in a major degree their objectives, living at the same time solutions to the problems their workers may have.
- Download on www.equalbur.org/documentos/guia_planconciliacion.pdf
- Added Value: Pragmatic and easy-to-follow guide.
- Potential users:
 - ESF Managers
 - ESF Promoters
 - EQUAL Managers
 - EQUAL Promoters

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IMPORTANCE & BENEFIT

IMPORTANCE OF COP

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74%

- Said that operating units rely on communities to provide knowledge resources

66%

- Said that communities set standards that operating units need to follow

Source : Best Practices Report of 12 Companies (Xerox, World Bank, DaimlerChrysler, Ford, Ernst & Young, etc) in *Building and Sustaining Community of Practice: Continuing Success in Knowledge Management* (2001 : APQC)

IMPORTANCE OF COP

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- “Organizations are webs of participation. Change the patterns of participation, and you change the organization.
- At the core of the 21st century company is the question of participation.
- At the heart of participation is the mind and spirit of the knowledge worker.
- You can not compel enthusiasm and commitment from knowledge-workers. Only workers who choose to opt in- who voluntarily make a commitment to their colleagues— can create a winning company”

Source : John Seely Brown (VP & Director of Xerox PARC, jsb.parc@xerox.com)
People Are the Company <http://www.fastcompany.com/node/26238> last accessed May 21 2008

BENEFIT TO ORGANIZATION

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SHORT -TERM VALUE	LONG-TERM VALUE
Improve Business Result <ul style="list-style-type: none">•Arena for Problem Solving•Quick answers to questions•Reduce time and costs•Improved quality of decisions•More perspectives on problems•Coordination, standardization, & synergies across units•Resources for implementing strategies•Strengthened quality assurance•Ability to take risks with backing of the community	Develop Organizational Capabilities <ul style="list-style-type: none">• Ability to execute a strategic plan• Increased retention of talent• Capacity for knowledge-development project• Forum “benchmarking” against rest of industry• Knowledge-based alliances• Emergences of unplanned capabilities• Capacity to develop new strategies• Ability to foresee technological developments• Ability to take advantage of emerging market opportunities

Source : Etienne Wenger, *Cultivating Communities of Practices*, HBS, 2002

BENEFIT TO COMMUNITY MEMBERS

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SHORT -TERM VALUE	LONG-TERM VALUE
Improve Experience of Work <ul style="list-style-type: none">•Help with challenges•Access to expertise•Better able to contribute team• Confidence in one's approach to problems•Fun of being with colleagues•More meaningful participation•Sense of belonging	Foster Professional Development <ul style="list-style-type: none">• Forum for expanding skills and expertise•Network for keeping abreast of a field•Enhanced professional reputation•Increased marketability and employability•Strong sense of professional identify

Source : Etienne Wenger, *Cultivating Communities of Practices*, HBS, 2002

CASE : CoP Result

 ERNST & YOUNG
Quality In Everything We Do

IBM



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Cap Gemini Ernst & Young	Faster revenue growth, lower costs	CoPs, central KM managers, content management	Ten-fold increase in revenue with only five-fold increase in employees
IBM Global Services	Revenue growth, industry leadership	COPs, knowledge managers, Intellectual Capital Management System	<ul style="list-style-type: none"> • 400 percent increase in service revenue • Time savings of \$24 million in 1997 • Approximately \$750K to start up, \$750K annually to maintain
Best Buy	Bring creative new solutions to market faster, shorten the learning curve, lower costs	Portal (RetailZone), Employee Toolkit, Communities of Practice (retail and services)	<ul style="list-style-type: none"> • 1.5 percent increase in gross margin • Sold 4.2 units/store/day more in pilot stores • 3 percent drop in damage claims • Paper reduction savings of \$250K/yr • Total investment of approximately \$3.5 million

Source : www.providersedge.com/docs/km_articles/Measuring_KM.pdf. (2002) Last Accessed May 27 2008

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COP- HOW DO THEY WORK

BASIC OBJECTIVES

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- To **enable** colleagues to **learn** from one another through the sharing of issues, ideas, lessons learned, problems and their solutions, research findings and other relevant aspects of their mutual interest; thus create the conditions for innovation

- To **generate tangible**, measurable, value-added **benefits** to the business.
 - Foster the reuse of intellectual capital
 - Enable better decision making
 - Etc.

Source : Fred Nickols , *Community of Practice Overview*, 2000 nickols@att.net

MISSION & OUTCOMES

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- Provide forum for community member to help each other solve everyday work problems; or
- Develop and disseminate best practices, guidelines, and procedures for their members to use; or
- Organize, manage and steward a body of knowledge from which community members can draw; or
- Innovate and create breakthrough ideas, knowledge and practice

Source : Fred Nickols , *Community of Practice Overview*, 2000 nickols@att.net

CASE – XEROX : BASIC GUIDING PRINCIPAL

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- We should never create the same solution twice.
 - If a solution already exists, it should be used rather than recreating a new solution.
 - In addition, we should focus on continuously improving existing solutions
- We should make knowledge easily accessible in real time to our people, customers and partners.
 - Solution should be made available to everyone as soon as they are created.
- We should create an environment where the organization highly values continuous learning and development for the future.
- We should recognize and reward people who benefit the organization by creating, sharing and reusing.

Source : Connie Moore, *Best Practices: Eureka! Xerox discovers way to grow community knowledge and customer satisfaction*. Posted Oct. 1, 1999 <http://www.kmworld.com/Articles/9140> Last Accessed May 21, 2008



CASE : Hp – Goal of CoP

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Increase orders, revenue, and profits by:

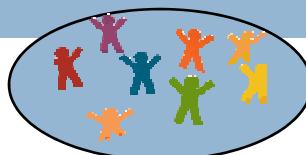
- Reusing materials and expertise
- Avoiding redundant effort
- Avoiding making the same mistakes twice
- Taking advantage of existing expertise and experience
- Making it easy to find information and resources
- Communicating important information widely and quickly
- Promoting standard, repeatable service offerings
- Providing methods, tools, templates, examples, & data to streamline selling and delivering
- Making scarce expertise widely available
- Showing our customers how we use our knowledge for their benefit
- Accelerating delivery to our customers
- Stimulating innovation and growth
- Enabling HP Services to leverage its size
- Making our best problem-solving experiences reusable

Source : *Knowledge Management in the Real World* Lecture given at Lawrence Technological University Stan Garfield (HP-KM Team Member) , October 20, 2007

TWO TYPES OF COP

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Self-Organizing



- Self-governing COP will add value to a company by :
 - sharing lessons learned,
 - acting as distribution points for best and emerging practices,
 - providing forums in which issues and problems can be raised and resolved
- They are fragile in that attempts to manage or control them can result in the group members disbanding or going “underground” instead of sharing their expertise and knowledge more broadly.
- They are extremely resilient over time, they adapt. They can even evolve into a formal or sponsored CoP. Or, they might disband if no longer deriving any benefit from their membership.

Source : Fred Nickols , *Community of Practice Overview*, 2000 nickols@att.net
www.providersedge.com/docs/km_articles/CoPOverview.pdf

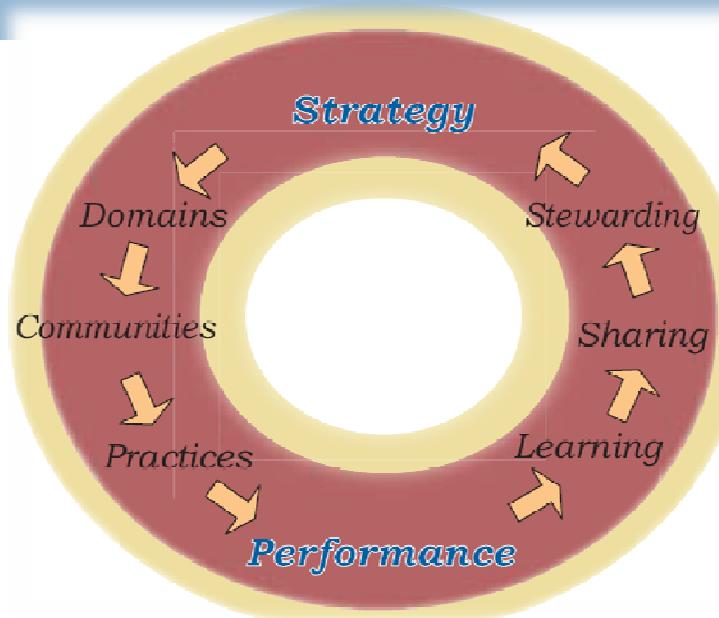
- **Sponsored CoPs**



- are *initiated, chartered, and supported by management.*
 - *expected to produce measurable results that benefit the company.*
 - They get needed resources and they have more formal roles and responsibilities.
 - Even so, they are much more self-governing and wide-ranging than the typical cross-functional project team.

COPS, ORGANIZATION STRATEGY & PERFORMANCE

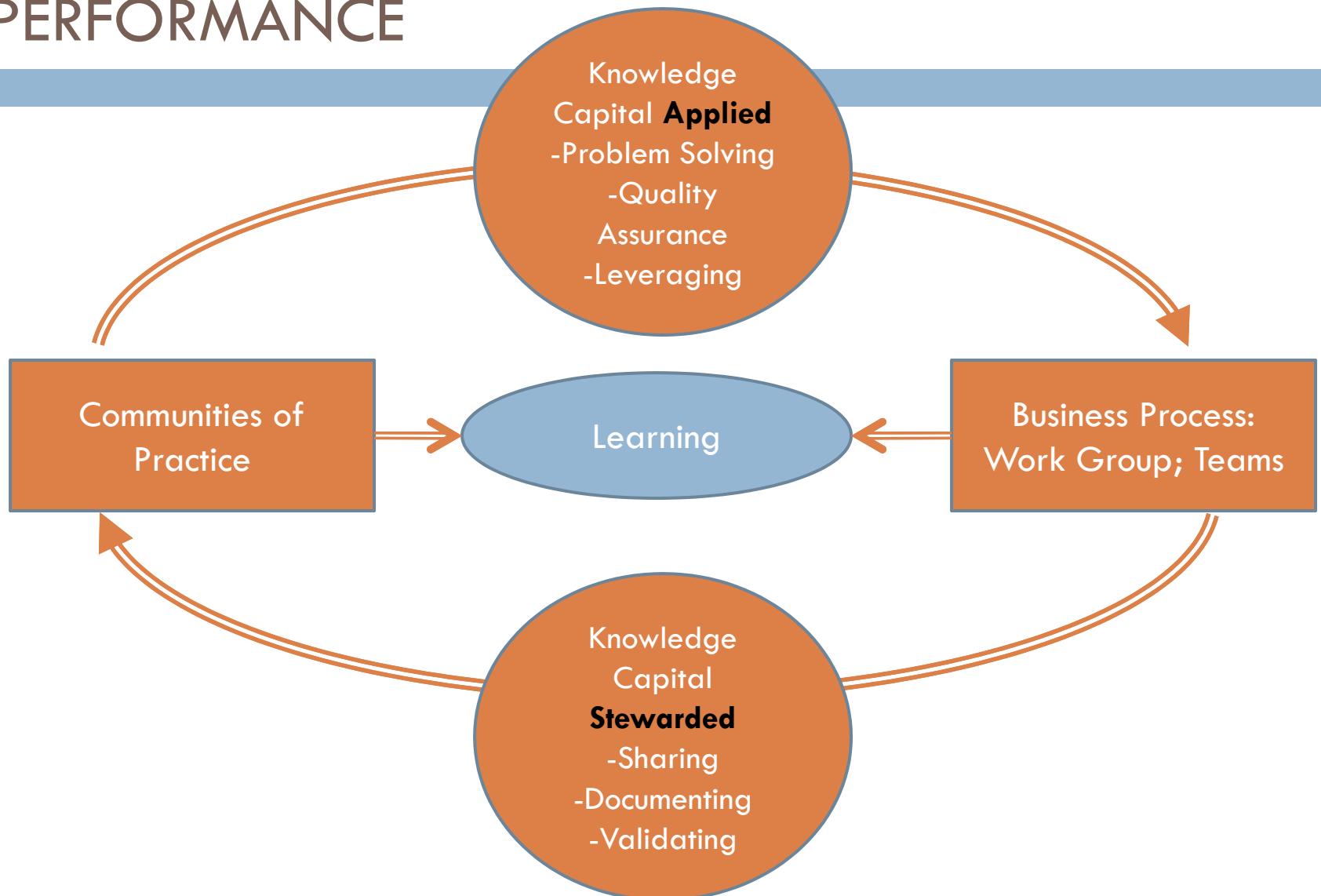
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- Domain - provides a common focus;
- Community - builds relationships that enable collective learning;
- Practice – provide solution and value creation to stakeholders.

COPS, ORGANIZATION STRATEGY & PERFORMANCE

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Source : Etienne Wenger, *Cultivating Communities of Practices*, HBS, 2002

CASE: hp – KM Model

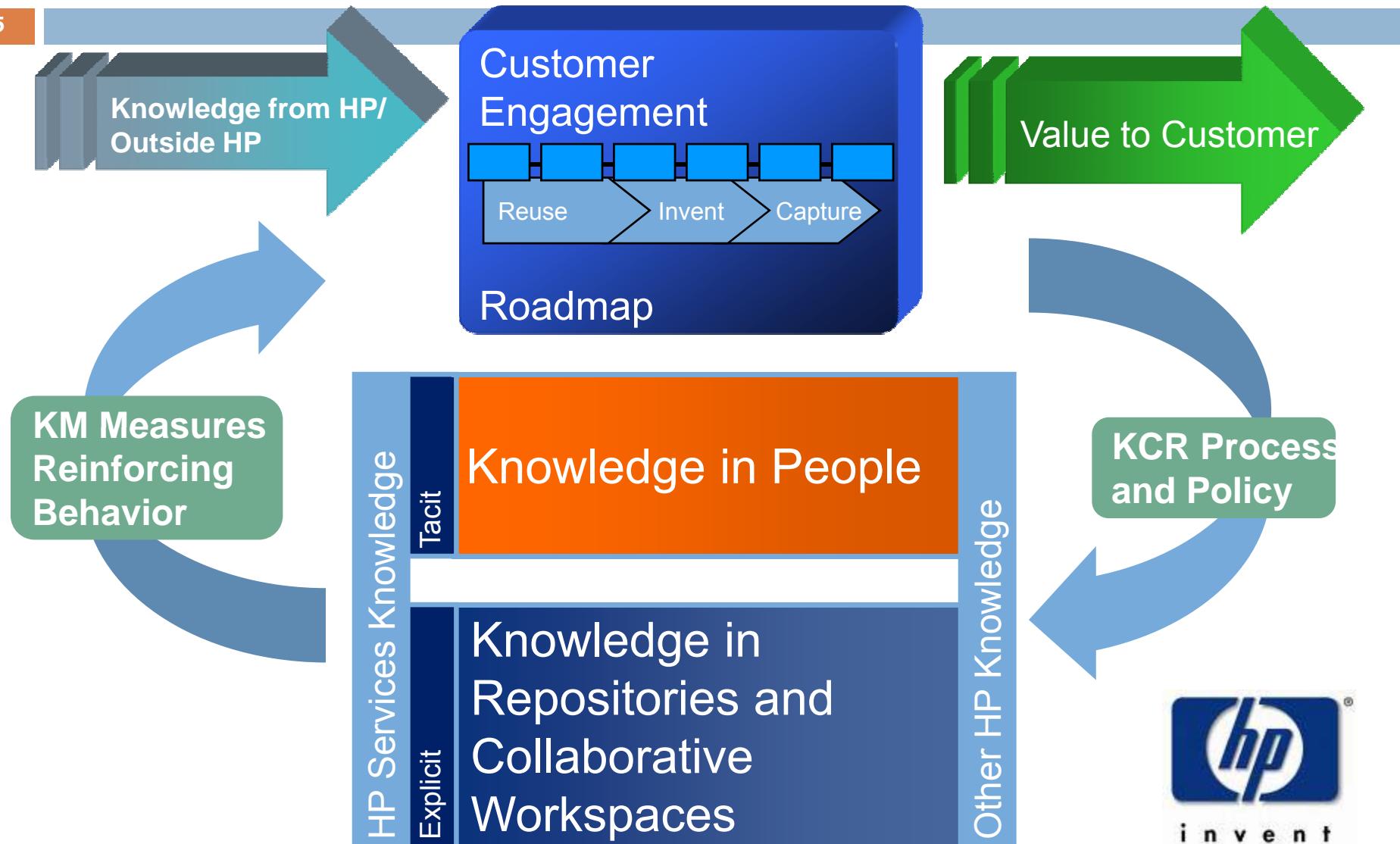


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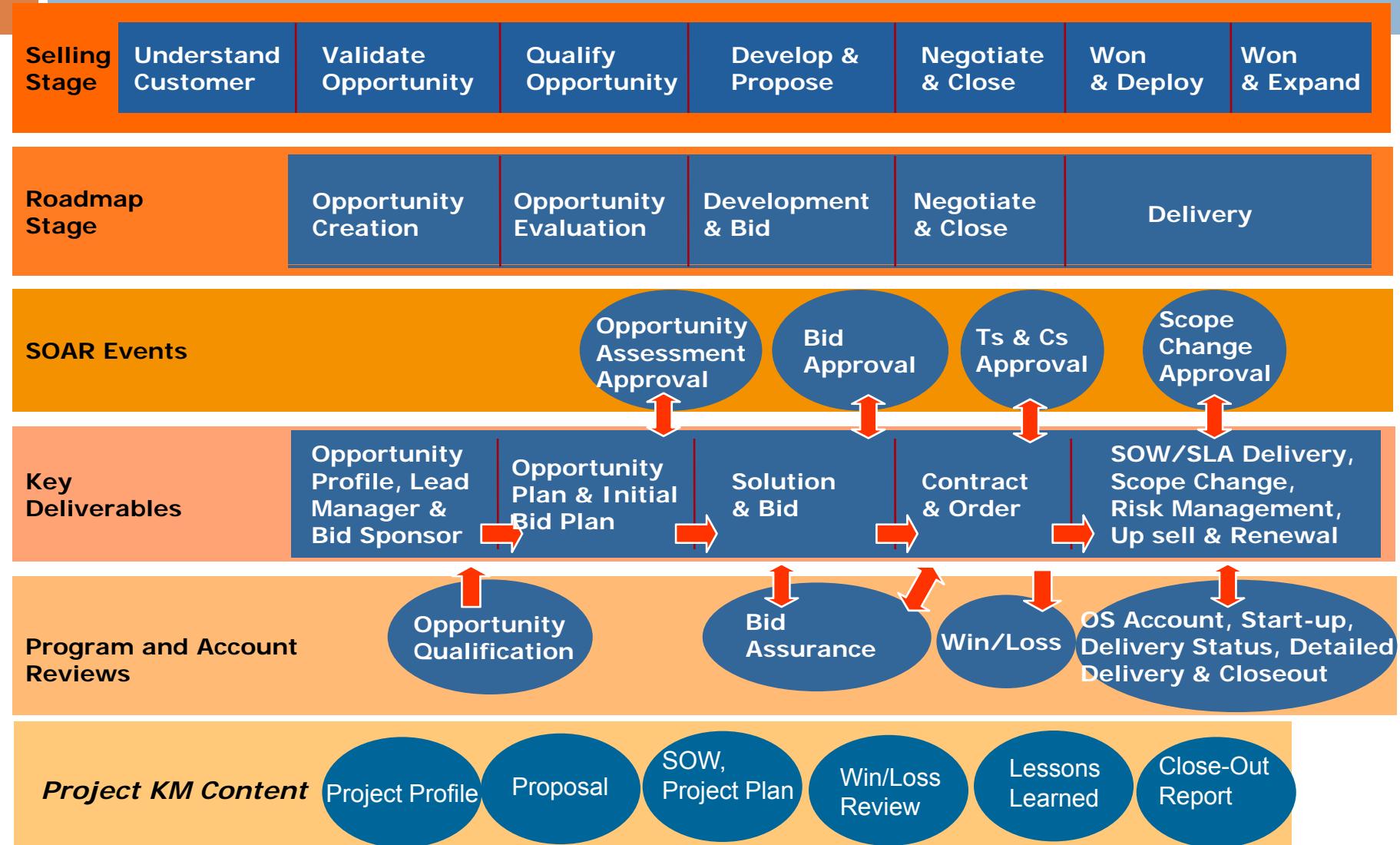


CASE- hp Services Knowledge Flow

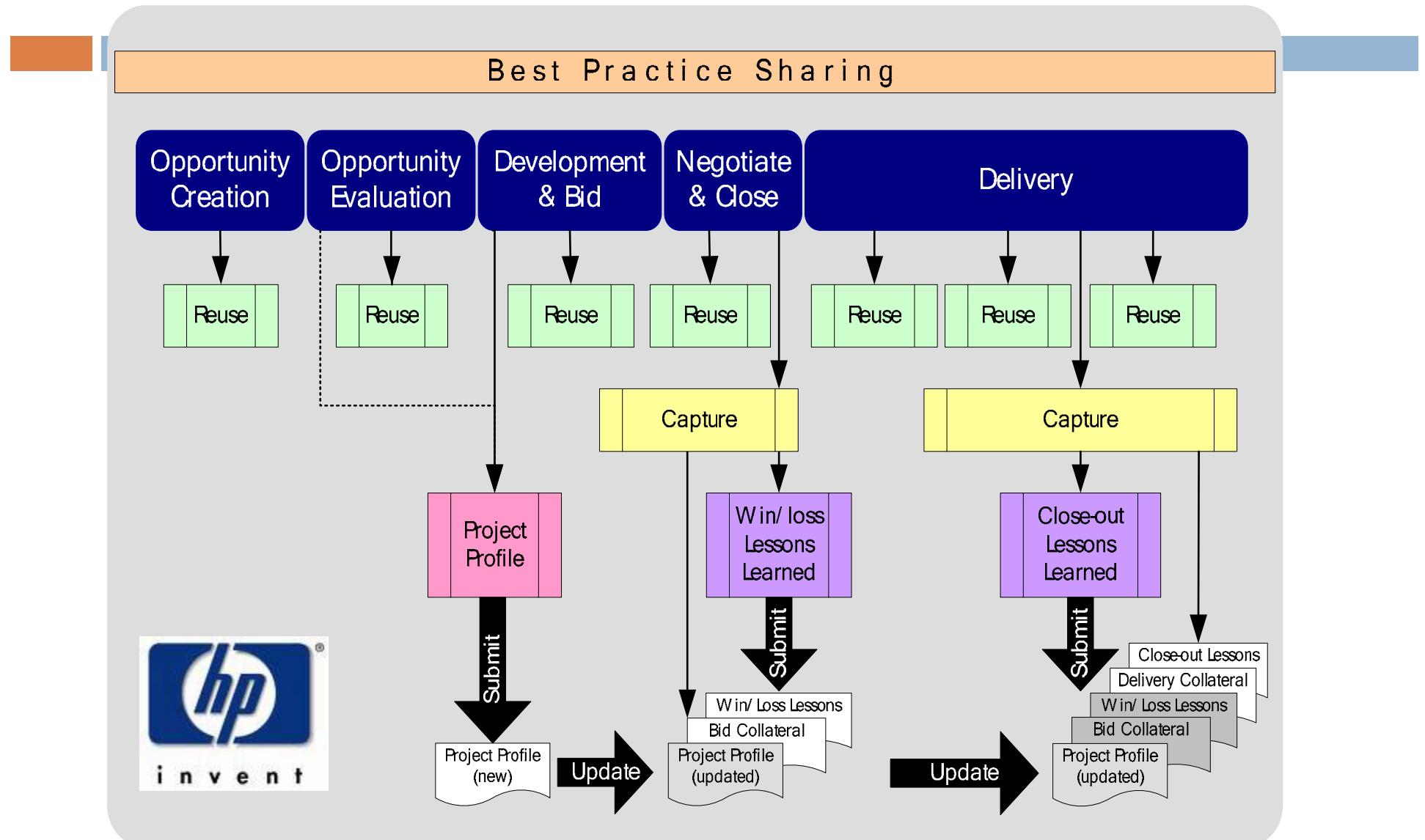
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CASE – hp Defined Customer Engagement Roadmap



CASE : hp -Knowledge Capture & Reuse



CASE : hp -Knowledge Map (I/2)



@hp Home Key Links Add My Link

Job Tools & Services Benefits, Careers & Policies Organizations & Locations PeopleFinder: Search: Search this site Intranet

Technology Solutions Group - HP Services - Knowledge Network

HPS Site Nav. Business KM C&I Knowledge OS & TS Knowledge Collaboration News Support & Training KM & KCR Policies Region KM

Engagement Knowledge Map: How HP knowledge sources link to the Customer Engagement Roadmap

Hover over the image for a description of each tool

Legend: Items preceded by an asterisk in highlighted cells are required actions.

Documents, Templates & Source Code		Customer Engagement Roadmap Stage (learn more)					
What is it?	Go there!	Main Users	Opportunity Creation	Opportunity Evaluation	Development & Bid	Negotiate & Close	Delivery
	Collaborative Team Spaces	HP		Create a Team Space to share information about the opportunity	Add more members to the Team Space as the bid progresses	Use Versioning to make sure you are all using the latest revision	As the number of documents grows, focus on "findability"
	Contribution Wizard	HP			Contribute sales and pursuit documents		Contribute delivery documents
	GDAS Reuse Portal	C&I OS			If reusable code exists, bid higher margin or lower price		Deposit new reusable source code
	HP Global Method	HPS		Follow the HP Global Method PM Process and use its tools and templates	Follow the HP Global Method PM Process and use its tools and templates	Follow the HP Global Method PM Process and use its tools and templates	Follow the HP Global Method PM Process and use its tools and templates
	HP MarketVision	HP	Search to find market research and business intelligence about HP, competitors and customers	Search to find market research and business intelligence about HP, competitors and customers	Search to find market research and business intelligence about HP, competitors and customers		
	HPS Portfolio	HP	Find details on all HP Service offerings				
	Knowledge Briefs	HP	If there is a unique technical challenge, check KBs for innovative solutions		Discuss technical challenges with KB authors to assess HP's fitness to deliver	Consider having the KB author speak to the potential client directly to support the bid	Key technical innovations should be written up as KBs
	Practice Portals & Communities	C&I	Search to discover relevant or reusable documents	Search to discover relevant or reusable documents	Search to discover relevant or reusable documents	Search to discover relevant or reusable documents	Contribute your insights and key documents to the most relevant Community
	Project Document Library	HPS			When investigating possible solutions, use the PPR to find related projects and the project document library to get more details on specific projects.		Search for examples of project documents. Best used in conjunction Global Method and the EPMO templates
	Project Profile Repository	HPS	Review existing project profiles to gauge HP's depth of expertise	Review existing project profiles in the client's industry		Enter a profile for every won or lost bid that has a customer statement of	Deposit key deliverables and lessons learned

Done Local intranet



CASE : hp -Knowledge Map (2/2)

Customer Engagement Roadmap Stage (learn more)							
What is it?	Go there!	Main Users	Opportunity Creation	Opportunity Evaluation	Development & Bid	Negotiate & Close	Delivery
	Find Consultants using RMMP	HPS	RMMP can be used to find expertise in any Roadmap stage.	RMMP can be used to find expertise in any Roadmap stage.	RMMP can be used to find expertise in any Roadmap stage.	RMMP can be used to find expertise in any Roadmap stage.	RMMP can be used to find expertise in any Roadmap stage.
	Forums	HP	Use relevant forums to seek information on the customer or solution that may not exist online	Use relevant forums to seek quick answers to questions that come up in this stage	Use relevant forums to seek quick answers to questions that come up in this stage		Use relevant forums to seek quick answers to questions that come up in this stage
	Knowledge Advisors	C&I	Call if you need help finding information	Call if you need help finding information	Call if you need help finding information	Call if you need help finding information	Call if you need help contributing lessons learned or documents
	Professions Program	HP					Share your challenges and innovations with others in your Profession Community
	Simple Guide to KM	C&I	How and where to find and share content	How and where to locate and contribute information	How and where to search for and submit documents	Where to learn more	How and where to capture and reuse knowledge

Page Owner: Stan Garfield
Last Updated: 08 Jun 2007

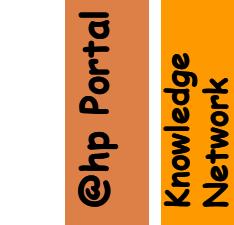
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CASE: hp- CoP Category



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- Communities are groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their understanding and knowledge of this area by interacting on an ongoing basis.
- Professions are communities of practice with the richest set of activities, governance, and structure.
- Solution Communities are for HPS portfolio solutions that do not currently map to any of the Professions – they can evolve to become Professions.
- Specialty Forums are for niche topics that don't require formal communities but need threaded discussions for collaboration – they can evolve to become communities.

- **Professions**

- Learning & Development driven
- Develop members to fit into a particular role, be proficient in this role, and be able to deliver services from within that role
- Motivation: master the profession

- **Solution Communities**

- Focused on the particular topic
- Various roles can participate
- Passion is focused on developing, selling, and delivering a specific solution set and becoming very knowledgeable about the topic
- Motivation: sell and deliver expertly

- **Specialty Forums**

- Loosely connected groups of people who want to learn about a particular topic
- No commitment in terms of delivering something together
- Motivation: ask and learn

Community Directory



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@hp Home Key Links Add My Link | Log Off

Job Tools & Services Benefits, Careers & Policies Organizations & Locations

PeopleFinder: Search: Search this site Intranet

Technology Solutions Group - HP Services - Knowledge Network

HPS Site Nav. Business KM C&I Knowledge OS & TS Knowledge Collaboration News Support & Training KM & KCR Policies Region KM

Communities, Knowledge Management Tag This Page! 2 ratings

Community Directory: Global communities improve the effectiveness of individuals in the same practice or profession by letting them share knowledge.

Practice Communities

- Communications, Media & Entertainment | Forums
- Financial Services Industry | Forum
- Health & Life Sciences | PDL
- Manufacturing & Distribution Industries | Forums
- Public Sector | PDLS
- Global Practices
 - Application Development & Integration | Forum
 - Application Modernization NEW | Forum
 - Architecture & Governance | Forum
 - Business Intelligence NEW | Forum
 - Business Process Integration | Forum
 - Collaboration | Forum
 - Content Management | Forum
 - Data Center | Forum
 - IT Consolidation & Migration NEW | Forum
 - IT Shared Services NEW | Forum
 - Microsoft NEW | Forums
 - Portals | Forum
 - SAP | Forums
 - Security NEW | Forum
 - Service Oriented Architecture (SOA) NEW | Forum
 - Storage & ILM | Forum
 - Transformational Service Management (SM) NEW | Forum

Profession Communities

- Architecture | Home | Portal | Forum
- Client Management | Home | Portal | Forum
- Microsoft Technology | Home | Portal | Forum
- Open Source & Linux | Home | Lists
- OpenVMS Technology | Home | Portal | Notes
- Project Management | Home | Portal | Forum
- Sales & Pursuit | Home | Forum
- SAP | Home | Forums
- Security | Home | Forum
- Service Management | Home | Forum
- Software Engineering | Home | Portal | Forum
- Storage Technology | Home | Forum
- UNIX Technology | Home | Portal | Forums

Other Communities

- knowLEDGE@hp | Portal | Forum | Using the Forums
- APJ OS and Global Delivery Communities
- OS IT Operations - Global Delivery Engagement
- Presales Communities | Sales Information Gateway
- More Community Resources
 - Blogs
 - Collaboration Central
 - Collaboration Strategy
 - Community Handbook & Directory
 - Community Leadership
 - Community of Community Leaders
 - Forum Moderator's Guide
 - Forums
 - How to Ask for Help: Ten Simple Rules
 - How to Create, Build, & Sustain Communities
 - me@hp: Social Network Software
 - Membership Directory (prototype)
 - Simple Guide to Communities
 - Professions, Communities, & Forums
 - Virtual Rooms
 - Wiki: HPedia

Invent Reuse People Capture Knowledge Management

SIMPLE GUIDE To KM Why... What... Who... How...

Ask the Expert

Professions Program

K-advisor

Engagement Knowledge Map

Project Profile Repository

Contribution Wizard

KM Stars

→ Service Portal Information and Training

→ Service Portal Release Schedule

Search Tips ?

searchable

Search SharePoint

Page Owner: Stan Garfield
Last Updated: 12 Sep 2007

Done Unknown Zone (Mixed)



CASE- hp CoP Member Profile

52

Screenshot of a web browser displaying a member profile for Stan Garfield on an HP Knowledge Management (KM) platform.

The browser window has a blue header bar with the title "Knowledge Management" and a "Social Network" tab. The address bar shows the URL "http://knowledge.hp.com".

Profile Information:

- Stan Garfield** (highlighted in bold)
- Worldwide Knowledge Management Leader for Consulting & Integration
- Nationality: US - live in Northville, Michigan
- Time in KM: 11 years
- Time with the company: 24 years
- Business unit: HPS C&I
- Personal background: married (Barb Hayes), three children (Roger - 22, Tracy - 20, and Kathy - 20) - see "Family Ties" under Links at the right
- Area of expertise: knowledge management, communications, leadership
- Current responsibility: Worldwide C&I KM Leader
- What do you consider your greatest success? Keeping KM on the list of priorities for C&I
- Name one thing that you would still like to achieve in your life? have everyone at HP become active in at least one community

Areas of Interest:

Communications, Dining out, eating Texas BBQ, KM Symposium 2007, Knowledge Management, live music, Music, Playing cards, Reading, Sports, Traveling, Walking, Writing

Forum Membership:

Architecture, Knowledge Brief System, knowledge@hp, Project Management, SharePoint, Using the Forums

Links:

- Bio
- Knowledge Network
- Knowledge Network News
- Blog (internal)
- Blog (external)
- Publications
- External Home Page
- Family Ties

Friends:

- Jesus Achaerandio Guijarro
- Linda Atwell
- Jeannine Bardsley
- Thomas Brix
- Murray Clark
- Carl M Dierschow
- Mark From-Poulsen
- Marcus Funke
- Preben Gammelmark
- Andrew Gent

At the bottom of the page, there is a "Trusted sites" section with a green checkmark icon.

CASE : hp- recognition (internal) “KM Stars”



53

Screenshot of a web browser showing the "Knowledge Network: KM Stars - Reporting" page.

The page displays four tables of top stars based on different reporting periods:

- Weekly KM Stars**

Member	Points
Barton, Robert	5
Battams, Joe	5
Dhaliwal, Hardeep	5
H, Daniel Divyakumar	5
James, Gavin	5
Kislytsya, Yurii	5
Price, Trefor	5
Quartermann, Brett	5
Stratford, Neil	5
Unnikrishnan, Pradeep	5
- Monthly KM Stars**

Member	Points
Miller, Jonathan	101
Mueller, Markus	100
Lecoq, Pascal	96
Pack, Jeremy	63
Pitt, Tony	62
Winsor, Gerry	56
Owens, Christopher	52
Taylor, Jonathan Mark	48
Banks, Tim	47
Gent, David	47
- Quarterly KM Stars**

Member	Points
Miller, Jonathan	307
Biharyova, Eva	195
Feshbach, David	164
Caceres, Juan	162
Mueller, Markus	147
Pitt, Tony	131
Taylor, Jonathan Mark	110
Poulain, Olivier	106
Barale, Luca	104
Lecoq, Pascal	101
- Lifetime KM Stars**

Member	Points
Hibbard, Carol A	865
Smith, Karen L	865
Miller, Jonathan	620
Wentzek, Rodion	619
Altavilla, Gaetano	573
Chang, Wei	474
Van Dorsselaer, Ralf	437
Pitt, Tony	338
Perlo, Alberto	289
Taylor, Jonathan Mark	286

Navigation and status bar at the bottom:

- Done
- Trusted sites

Source : *Knowledge Management in the Real World* Lecture given at Lawrence Technological University
Stan Garfield (HP-KM Team Member) , October 20, 2007

CASE – hp – KM Stars tell stories

54

I've been working for the company, through Digital, Compaq and now HP, for over 20 years. I've always been involved in Knowledge Capture and Reuse, though it was never called that in the early days. I've worked as a Security Consultant for the majority of that time, and that has always involved such a broad range of technology that I depended on my colleagues' knowledge. As I became "the expert" in my field at times during my career, I discovered that my colleagues were relying on my knowledge. Knowledge Management had become a two-way process, as it should be.

I now manage the Security Team within UK C&I, and I have always encouraged the team to share their knowledge with each other, and they do that very effectively in a largely informal way. All that I have done differently to become a KM Star is to use the formal KM channels as well. Here are a couple of examples:

- A colleague was struggling with transferring large files between HP and a customer. He'd discovered the mechanism to do this, but was having difficulty understanding the technical requirements. I did a little research to help him out, and then wrote up the whole subject as a Knowledge Brief. As a result, others who need to do this should be able to do so much more efficiently.
- While working on a customer bid, we needed to respond to a question about the PCI Data Security Standard. I looked to see if I could find any pre-existing material to use in the answers, and found nothing. While enquiring about this, people told me that "HP has decided not to offer PCI services". That statement didn't seem completely correct. Along with a colleague, I found the information about the standard, and we completed the bid. (Sadly, although we provided a good response, we didn't win the business, but that's another story ...) With the bid completed, I looked again at the statement that we didn't do this work. I discovered that we had indeed decided not to offer certified assessment services, but it was clear that within C&I we delivered many services relevant to helping customers satisfy the requirements of the standard. Once again, I wrote this up as a Knowledge Brief, and a summary will shortly be published in the HPSO Newsletter as well, thereby helping to clear up some of the confusion.
- Contributions to the Forums help me to respond to colleagues' questions in many areas, and also to contribute ideas to programmes that are helping to shape the HP of the future.
- Contributing documents to the appropriate repositories helps others respond to security questions within bids. That makes my life easier as well as theirs, because I get less last-minute requests to "just answer this question" for a bid.

In many respects none of these activities is particularly special. They are indicative of the way we should all be working all the time. However, it's clear that we don't all do these things. My current challenge is to motivate my own team, and the wider community to work in this way as well.

Tony Pitt, CISSP
Security Team Leader
HPC&I UK, Technology Consulting
Hewlett-Packard Limited
Tel: (mobile) +44 (0)7831 099067
"Happiness does not depend on outward things, but on the way we see them." (Leo Tolstoy)

 Done Local intranet

CASE : hp- Knowledge Briefs



- Knowledge briefs are exactly that: short but detailed snippets of information on a variety of topics, whether they be aspects of established technologies or overviews of the latest IT trend.
- The purpose of knowledge briefs is to share information quickly, passing along insights, tips and tricks, and other nuggets of knowledge to other HP employees.
- Awards are given to frequent knowledge brief contributors

CASE: hp Knowledge Brief – Example



56

Favorites ▾ Go ▾ C:\Documents and Settings\stgarf\My Documents\KB0850.doc

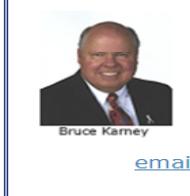
hp knowledge brief

March 2005

How to Ask for Help: Ten Simple Rules

By Bruce Karney

In a company with a knowledge sharing culture, we have a duty to help each other to acquire useful and timely information. We must all work together so that "HP can know what HP already knows." This Knowledge Brief explains how to write an effective request for assistance. The target audience is HP knowledge workers, but the principles are universal.

 Bruce Karney
[email](#)

Assumptions

Let's start with a few assumptions:

- There's a lot of information in document databases, but there's far more in people's heads
- HP employees want to help each other, and will even help co-workers they've never met
- Asking for assistance imposes an obligation on the requestor to share what he/she learns

The wrong way

The diagram below shows a typical request for help. It's similar to messages that many knowledge workers receive daily. Unfortunately, this is an example of how to do it **wrong**.

E-mail from: John Doe

To: several email distribution lists with many hundreds of names

Subject: Information Request

Does anybody know if there is a commercially available software package that will automate the customer support function for a

Close Full Screen ▾

CASE : hp Virtual CoP Forums



- Ad hoc threaded discussions
- Users can participate either by the Web or by email, and read by RSS
- Members interact with other people interested in a particular topic
- Ask questions, provide answers, share ideas, communicate trends
- There are forums for each of the Professions and Solution Communities, as well as many other subjects

Web Thread

Re: Example of Recognition for Knowledge Sharing #9604 - 31/08/2005 00:35 (1.1.1)

Good points Oliver and Gill.

As Oliver points out - modeling and supporting the right behavior within your direct neighborhood is key.

If you additionally get testimonials that the contribution (KB, etc.) actually made a positive difference in a customer engagement or made an improvement internally in HP - then this should be celebrated.

Post Extras: Manage this thread

Re: Example of Recognition for Knowledge Sharing #9605 - 31/08/2005 06:49 (16.19.161.81)

In Switzerland we always publish the contributors of Knowledge Briefs (including the link to the KB) in the monthly C&I newsletter.

Best regards,
Ruth

Post Extras: Manage this thread

Re: Example of Recognition for Knowledge Sharing #9606 - 31/08/2005 01:15 (1.1.1.1)

Thanks to John Rhoton and his monthly KB report, we in the UK&I are able to publish the monthly contributions to various levels within our organisation from the UKI TSG Managing Director down to the direct line managers of each KB contributor.

For monthly project profiles we send each contributing PM a thank you letter which is also copied to their direct line manager and PGM.

When it comes to FPR time these contributors can use this as evidence that they are participating in KM activities which in turn we hope lets others benefit from in the future.

BR,
Linda

From: Ruth Schmid in the Engagement Knowledge Management Forum [mailto:9605.klm.Forums@forums.know.hp.com]
Sent: 31 August 2005 09:54
To: undisclosed-recipients
Subject: Re: Example of Recognition for Knowledge Sharing

New reply in the Engagement Knowledge Management forum delivered by the forums email robot 3.0

Email Thread

RE: Example of Recognition for Knowledge Sharing - Message (HTML)

From: Linda Ahwell in the Engagement Knowledge Management Forum [9605.klm.Forums@forums.know.hp.com]
To: undisclosed-recipients
Subject: RE: Example of Recognition for Knowledge Sharing

You are receiving this message because you are subscribed to the Engagement Knowledge Management Forum. Any replies to this message will be posted in the forum and forwarded to all subscribers.

Thanks to John Rhoton and his monthly KB report, we in the UK&I are able to publish the monthly contributions to various levels within our organisation from the UKI TSG Managing Director down to the direct line managers of each KB contributor.

For monthly project profiles we send each contributing PM a thank you letter which is also copied to their direct line manager and PGM.

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Linda

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Sent: 31 August 2005 09:54
To: undisclosed-recipients
Subject: Re: Example of Recognition for Knowledge Sharing

In Switzerland we always publish the contributors of Knowledge Briefs (including the link to the KB) in the monthly C&I newsletter.

Best regards,
Ruth

New reply in the Engagement Knowledge Management forum delivered by the forums email robot 3.0

RSS Feed

RE: Knowledge management tool - Discussion

From: Bright Gottart
Posted To: knowledgegroup
Conversation: RE: knowledge management tool
Subject: RE: knowledge management tool

To: Joao Jose Moret
CC: All forum members

Dear Joao Jose Moret,

I was involved in offering KM solutions to external customers (and I also have presentations on that available). Also, Gill Wigwall (UK) and Francois Roppon (Belgium) delivered KM projects. We were working on the process/cultural level. For KM tools, HP is mainly working with partners, e.g. Microsoft (for 3rd party solutions).

You can contact me (and I guess also Gill and Francois).

Kind regards,
Bright

Bright Gottart
Knowledge Management Lead
Technology Solutions Group
HP Services Consulting & Integration
Information Management and General Western Europe
Hewlett-Packard Ges.m.b.H.
Viennastrasse 10
A-1120 Wien
Tel.: +43(0)1/81118458
Fax: +43(0)1/81118459
Mobile: +43(0)664/8112879
mailto:bright.gottart@hp.com
http://www.hp.com/at

KM Intranet for CI SE and GWE: http://athp.oia.oia.hp.com/ie_ci/business_operations/knowledge_management/

From: Joao Jose Moret in the knowledge@hp Forum [mailto:41551.klm.Forums@forums.know.hp.com]
Sent: Tuesday, 01 April 2007 16:36
To: undisclosed-recipients
Subject: Knowledge management tool

We are involved in a project to set up a structural benchmarking process on logistics for EMEA. There are many individual actions related to benchmarking but we need to create the knowledge management structure in the organization.

Do you know any available tool in knowledge management that we can leverage for our project? Is HP offering any solution of knowledge management to external customers?

CASE : hp - Ask the Expert Forum

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Ask the Expert - How it Works



Most of our active [Forums](#) have a special feature called "**Ask the Expert**." It's a process to ensure a predictable response to anyone who asks a question in the Forum. Here's how it works:

1. At least two Forum subscribers are assigned as Experts who monitor the Forum. One is usually a Forum Moderator.
2. At least one expert is on duty every work day.
3. Users can expect an e-mail response within 48 hours with one of the following: (a) the answer to their question, (b) the status of the Expert's search for the answer and when to expect it, or (c) a statement that the answer is unlikely to be provided, but may come from other Forum members.

Also see [Using the Forums](#) for more information.

29 Forums Have Ask the Expert

- [Architecture Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [Business Intelligence Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [CME \(Communications, Media & Entertainment\) Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [CME: Broadband and Media Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [CME: BSS/Billing and Revenue Assurance Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [CME: End User Services Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [CME: IUM \(Internet Usage Manager\) Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [CME: NEP Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [CME: Network Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [CME: OSS/ISM Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [CME: Solution Consulting Services Program* Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [CRM Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [Global Delivery Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [HP Asset Questions and Answers Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [HP Quality and Process Excellence Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [knowledge@hp Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [Manufacturing: SAP ITS&AM Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [Manufacturing: SAP OSDB Migration Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [Oil & Gas Industry Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [Project Management Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [Rich Media Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [Service Management Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [SWE: Agile Development SIG Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [SWE: Java SIG Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [SWE: Methodologies and QA SIG Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [SWE: Software Engineering \(General\) Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)
- [SWE: Testing SIG Forum](#) --> [Subscribe*](#) first, then [Ask the Expert!](#)



Done Local intranet

CASE: hp- recognition (external)

59

- Rewards HPS personnel who help raise customer awareness of HP Services capabilities through the publication of white papers, articles, and books, or who give presentations to recognized industry forums

Screenshot of the HP Services - Worldwide Chief Technology Office website showing the AEP Awards section.

The page title is "HP Services - Worldwide Chief Technology Office". The header includes the HP logo, a search bar with "PeopleFinder" and "Search" fields, and navigation links for File, Edit, View, Favorites, Tools, and Help.

The main content area displays a table of AEP Award winners:

Date	Recipient	Title	Publication Information
October 2004	Richard Austin	Viruses, Hackers and DoS, Oh No! (link to follow)	Conference award for presentation given at the 29th International Conference for the Resource Management & Performance Evaluation of Enterprise Computing Systems on October 28.
August 2004	Lynne Glickman	Best Practices for Consolidation Projects	Conference award for presentation given at HP World 2004 August 16-20 2004
August 2004	Kerry Main	The Adaptive Enterprise - A Practical Approach to IT Consolidation	Conference award for presentation given at HP World 2004 August 16-20 2004
August 2004	Keith Parris	Disaster-Tolerant Cluster Technology and Implementation	Conference award for presentation given at HP World 2004 August 16-20 2004
July 2004	Ted Saul	Backup Strategies that Work	Article published in the OpenVMS Technical Journal in January 2004.
June 2004	Mark D. Jilson	Effective Uses for the SYSGEN USER Parameters	Article published in the OpenVMS Technical Journal in June 2004.
May 2004	Daniel Weiss	How HP approached the Transfer from an IT Infrastructure to a Collaborative Environment	Presentation given at the ID Forum in May.
May 2004	Jeong-Ki Hong	Information Technology Strategy in the Twenty-First Century	Book published in Korea in March 2004 by SISA Computer Magazine Company.
May 2004	Louisa Saunier	The Twelve Principles of Trusted Solutions	Article published in May 2004 in Auerbach Publications Information Security Systems. Published internally as: KB0859, The Twelve Principles of Trusted Solutions .
November 2003		Beowulf Batch Processors and	Article published in August 2003 in

The sidebar on the left contains links to OS&T Home, TSG Worldwide Home, HPS CTO Home, About HPS CTO, Programs, Projects & Initiatives, Professions, and Site Content Submission Request.

The sidebar on the right contains links to About the AEP, Program Details, Nomination Form, and Example Publications.

The footer features the HP Invent logo.

CASE – hp encourage innovation (IP registration)

- The primary objective is to increase the number and quality of Invention Disclosures submitted to the Legal Department, thereby resulting in more and higher quality patents and a stronger patent portfolio for HP

The screenshot shows a web-based application titled "Edit Invention Disclosure: Untitled HP Services Disclosure". The status bar indicates "Invention Disclosure Status: In Progress" and "31%". The top menu includes File, Edit, View, Favorites, Tools, and Help. On the right, there are "Save and Close" and "Next >" buttons, along with a "Welcome, Stan Garfield | Log Out" message.

The main content area is titled "Welcome to Disclose!" and contains instructions for saving the disclosure. It features two large text input fields for "Title" and "Abstract", each with a "Spell Check" button below it. To the right of these fields is a large "hp invent" logo. At the bottom of the page are "Next >" and "Save and Close" buttons, along with links for "Undo Changes", "Delete Disclosure", and "View Disclosure".

A sidebar on the left lists several sections with red "X" icons: Title and Abstract, Description of Invention, Invention History, Inventor Information, Witnesses, File Attachments, Classification and Indexing, and Submit to Legal. Below this sidebar is a small image of a landscape.

At the very bottom of the page, the text reads: "DBI Version 7.1 - All Rights Reserved ©2000-2004 Hewlett-Packard Company" and "Generated by wkipble in 1 second and delivered in less than 4 seconds".

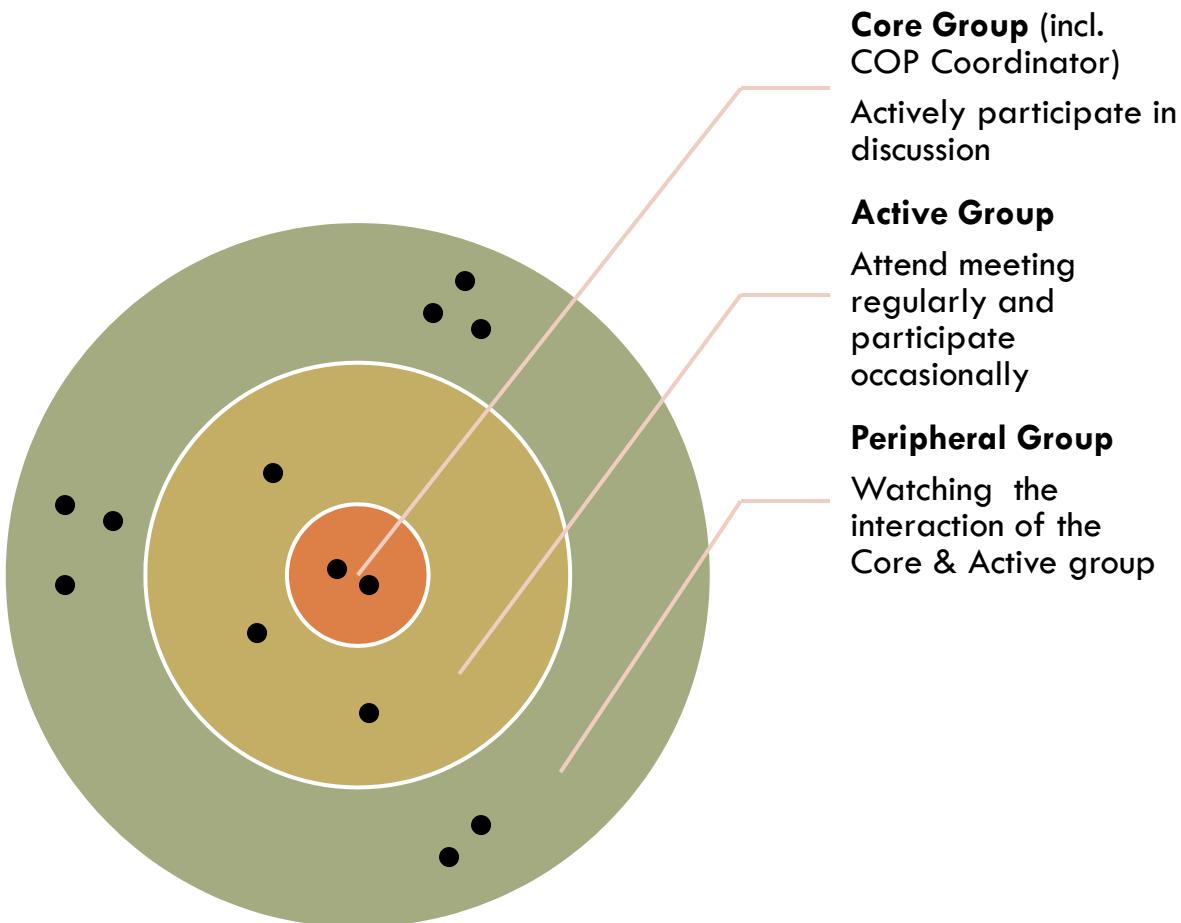
Comparing across firms



	Company A R&D	Ericsson R&D	HP R&D
% Revenue from products dev'd in last three years	Poor	High	High
Speed, time to market	Medium	Poor	High
End customer satisfaction	Poor	Medium	High

COP- GROUP LAYERING

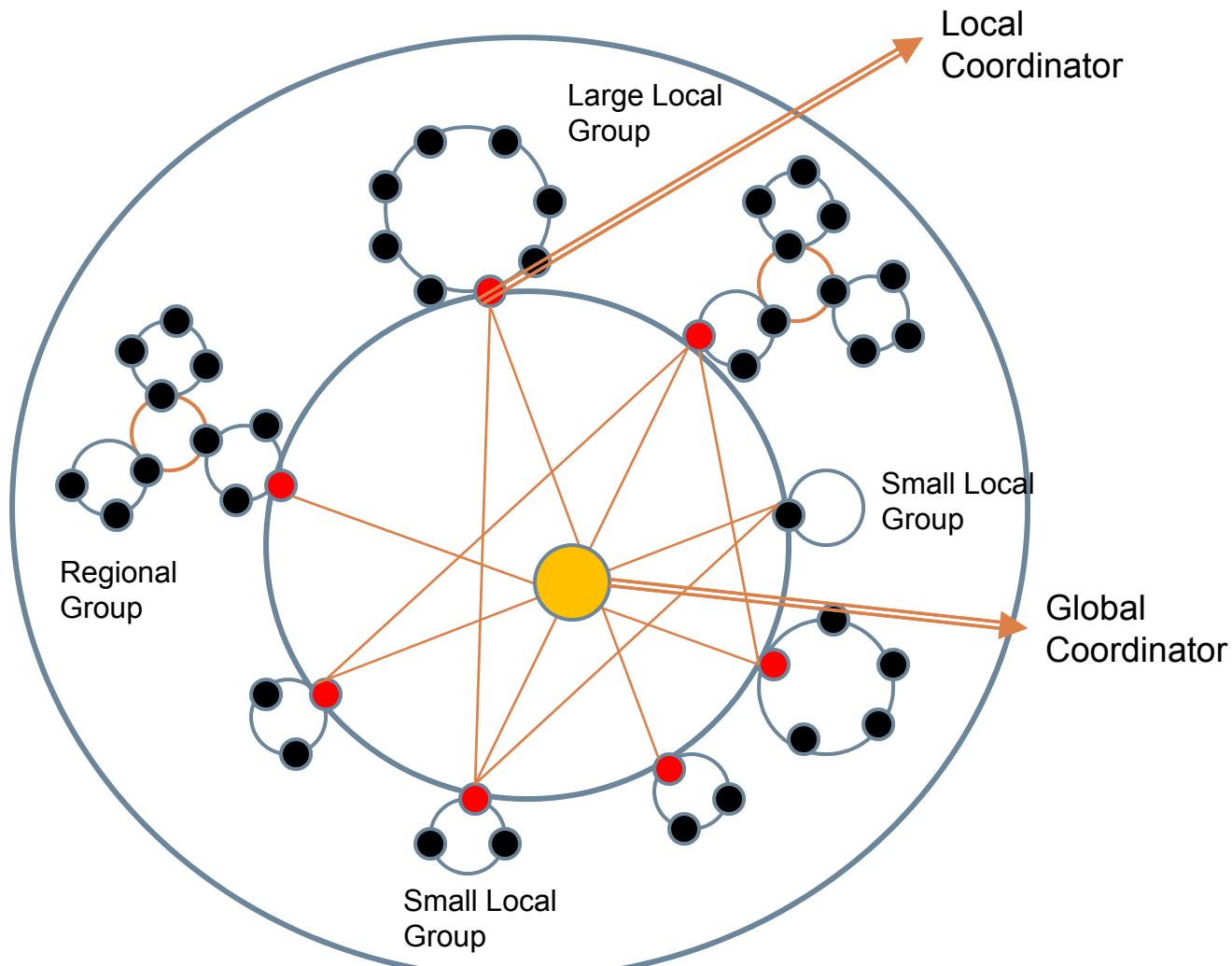
62



Source : Etienne Wenger, *Cultivating Communities of Practices*, HBS, 2002

FRACTAL STRUCTURE FOR COMPLEX COPs

63



Source : Etienne Wenger, *Cultivating Communities of Practices*, HBS, 2002

ROLES & RESPONSIBILITIES

64

- **Sponsor :**
 - *The Sponsor communicates the company's support for a sponsored community (executives). The Sponsor may help remove barriers that obstruct community progress (e.g., time, funding and other resources). The Sponsor will also be instrumental in establishing the mission and expected outcomes for the community.*
 - *Support by providing guidance, funds, visibility, legitimacy, or other means of clearing the way for communities to achieve results*
- **Champion :**
 - *Provides enthusiasm and energy for organizing meetings and communications.*
 - *Manager/employee who believes strongly that COP should be a primary mechanism for managing knowledge in the organization.*
- **Facilitator /Coordinator:**
 - *Chief organizer of events, and the administrator of communications. The Facilitator is responsible for clarifying communications, drawing out the reticent, ensuring that dissenting points of view are heard and understood, posing questions to further discussion and keeping discussions on topic—all subject to the will of the group. This can be accomplished during face-to-face sessions or in virtual meetings.*
- **Members :**
 - *Members interact with each other, sharing information, insights and experiences, participating in discussions and raising issues and concerns regarding common needs and requirements. Their primary responsibility is to participate actively, to learn and to share their learning.*
- **Practice Leader**
 - *The Practice Leader is the acknowledged leader of the CoP. His or her leadership is based on competence, not rank or position. Leadership in a CoP can shift as the issues and concerns of the CoP shift. Practice Leaders always emerge; they cannot be appointed.*

Case Study

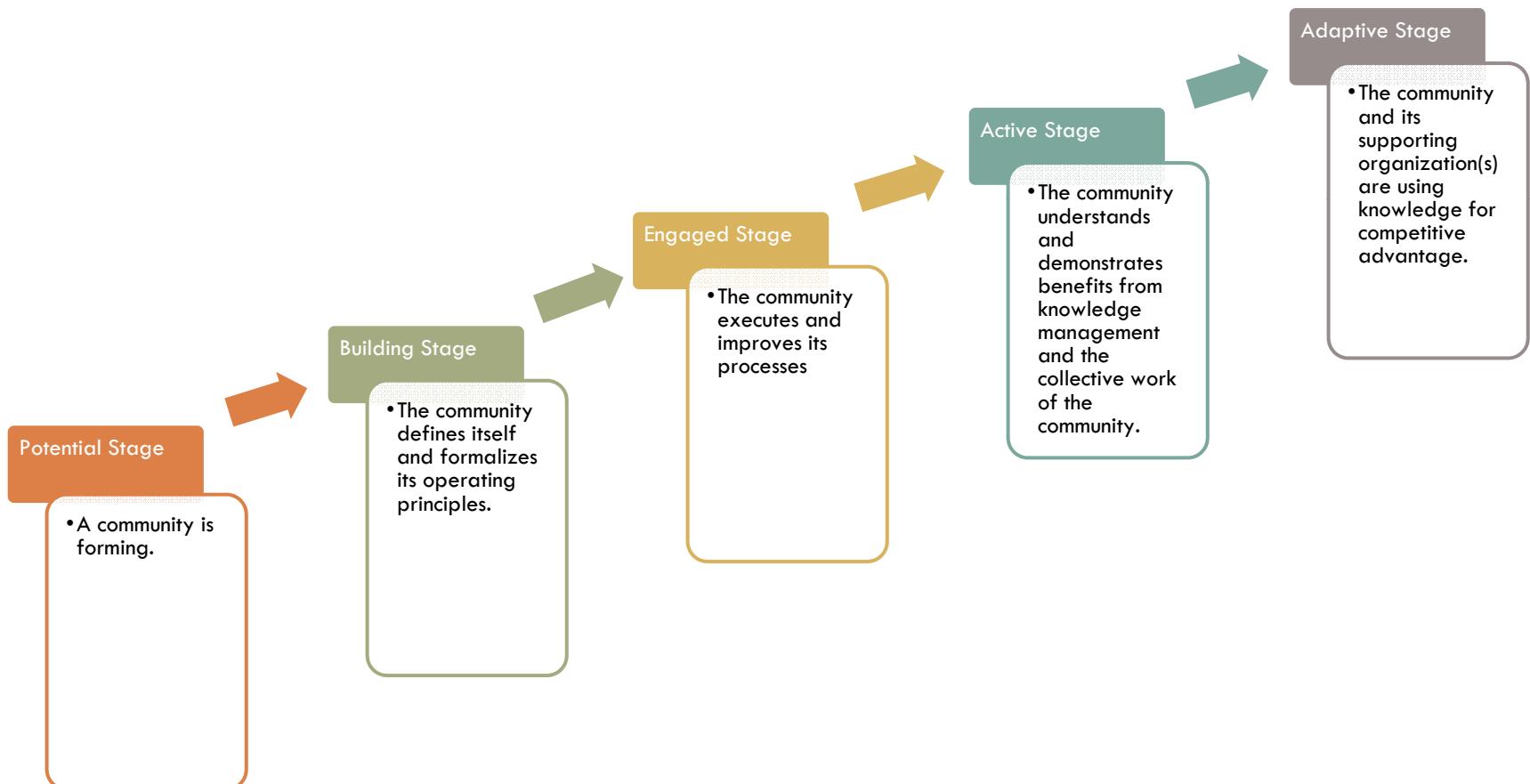


65

- Individual Sponsors :
 - IBM- each COP has an executive sponsor who provides access to the top management team and thus gives the community a voice in management decisions
- Knowledge board:
 - McKinsey, World Bank- executive group includes linemanagers and has senior-level perspective and influence to translate the firm's business strategy into priorities for knowledge initiative.
- Office of CKO :
 - Claricia Life Insurance – VP Strategic Capabilities sponsors the knowledge initiatives. He represents the voice of knowledge on the BOD.

COP EVOLUTION STAGE

66



Source : <http://www.research.ibm.com/journal/sj/404/gongla.html>. Last Accessed May, 21 2008

1. Potential Stage

Potential Stage

67

Function : Connection

People Behavior :

- Individuals find one another and link up
- Organization may be unaware of or uninterested in the potential community or
- Organization may provide some support to locate and introduce individuals

Process Support :

- Identifying potential community members
- Locating potential community members
- Facilitating bringing individuals together

Enabling Technology:

- Electronic messaging systems; email, chat rooms, list phone calls and teleconference
- On-line forum
- On-line directories

2. Building Stage

Building
Stage

68

Function : Memory & Context

People Behavior :

- Core member learn about each other
- Share experiences and knowledge
- Build common vocabulary
- Create roles and norms
- Begin a formal history together and record it
- Start a repertoire of stories

Process Support :

- Organization recognizes the community
- Classifying and storing knowledge
- Developing ways to support the knowledge life cycle
- Planning for community operation
- Beginning deployment

Enabling Technology:

- Common repository
- Initial classification and categorization schema tools
- Document and library management systems
- Collaborative work environment

3. Engaged Stage

Engaged
Stage

69

Function : Accessing & Learning

People Behavior :

- Members develop trust in and loyalty to the community
- Commit to the community
- Outreach to new members
- Model knowledge-sharing behavior
- Tell community stories
- Actively search for and contribute material to build the community knowledge-base
- Promote and participate in knowledge sharing
- Organization interacts with the community and learns of its capabilities

Process Support :

- Socializing new members
- Managing workflow
- Executing life-cycle process for developing and managing knowledge
 - Supporting tacit knowledge exchange
 - Developing and disseminating communication
 - Gathering and managing feedback.
 - Correcting problems and adjusting
 - Re-examining and modifying community definition and scope
 - Ensuring self-governance and self-regulation

Enabling Technology:

- Portals
- Expert and community “yellow pages” or locators
- Language translation capabilities
- Electronic surveys, polling, and other community-sensing or feedback tools

4. Active Stage

70

Function : Collaboration

People Behavior :

- Individuals engage other community members to solve problems and do “real work”
- The community creates focused work groups
- The community connects to and interacts with other communities
- The organization actively supports and measures community work
- The organization begins to rely on the community's knowledge to contribute to business value

Process Support :

- Problem-solving and decision-making
- Sensing and assessing the organizational environment
- Enhancing community learning and feedback processes
- Integrating with organizational processes
- Linking with other communities

Enabling Technology:

- Electronic meetings
- Collaboration tools, such as for issue-based discussion
- Team work rooms
- Analytical and decision-making tools
- Integration of community technology with the applications and technology of the organization

5. Adaptative Stage

Adaptive
Stage

71

Function : Innovation & Generation

People Behavior :

- The community changes its environment through creation of new products, new markets, new businesses.
- Members working together advance the knowledge, and even the definition, of their field.
- The community sponsors new communities.
- The organization uses the community to develop new capabilities and to respond to and influence markets.

Process Support :

- Adapting responsively to the environment, exhibiting dynamic stability
- Developing advanced boundary processes
- Mentoring the formation of new communities
- Focusing on innovation

Enabling Technology:

- Pilot uses of technology
 - Integration with the technologies of external organizations
 - Technology transfer

CASE – WIKA IN COP DEPLOYMENT

(Potential to Adaptative Stage)

72

- Hari kedua presentasi Community of Practice (CoP) dengan judul Pedoman Pembuatan, Pemasangan Logo, dan Pagar sebagai Identitas dan Citra Perusahaan, setelah sebelumnya mengangkat judul mengenai Attracting Qualified Employees to Reach a Successful Organization dan Boostering KM Through Reward Point. Pada presentasi CoP hari ini, Rabu (13/9), tim terdiri dari oleh Eddy Sularso, Pia Noor Bambang, Djoko Wahyudi, Yunius, Fadhli Piliano dan M. Rifai Afif.

Kegiatan presentasi tersebut tidak terlepas dari paket WIKA's People Development, yaitu "Breakthrough" yang diperuntukkan bagi Top Management Super Specialist (GM, Manager Divisi dan Manager Biro). Breakthrough angkatan ke-6 yang diikuti oleh tiga puluh enam peserta yang diselenggarakan mulai tanggal 3 s.d 5 Mei 2006 . Breakthrough lebih menitikberatkan pada penajaman soft competence terutama ?leadership? , sehingga pada akhirnya para peserta dapat menggunakan leadership mereka lebih tepat sasaran.

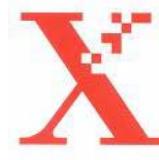
Setelah training breakthrough pada waktu itu, para peserta dari berbagai divisi ini akan membentuk CoP yang terdiri dari 6-10 orang. Dalam masa enam bulan ke depan, CoP diharuskan membuat makalah dan memilih bahasan yang menjadi area of interest mereka. Sudah barang tentu isi makalahnya seputar "issue" yang sedang mengemuka di perusahaan, dan diharapkan memberikan terobosan baru untuk perusahaan.



Source : http://www1.bumn.go.id/news.detail.html?news_id=15765. Last Accessed May 21 2008

MEASUREMENT :

CASE IN XEROX - Copier Repair Technician



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CATEGORY	MEASURES
Community Activities	# of sharing tips
	# of user connected
	% of users updating weekly
Knowledge Assets	# of solutions submitted
	# of days to validate solutions
Performance Outcomes	# of customer problems resolved
	% of reduction in service hours
	% of reduction in parts dollars
	\$ saved in cost of service and support

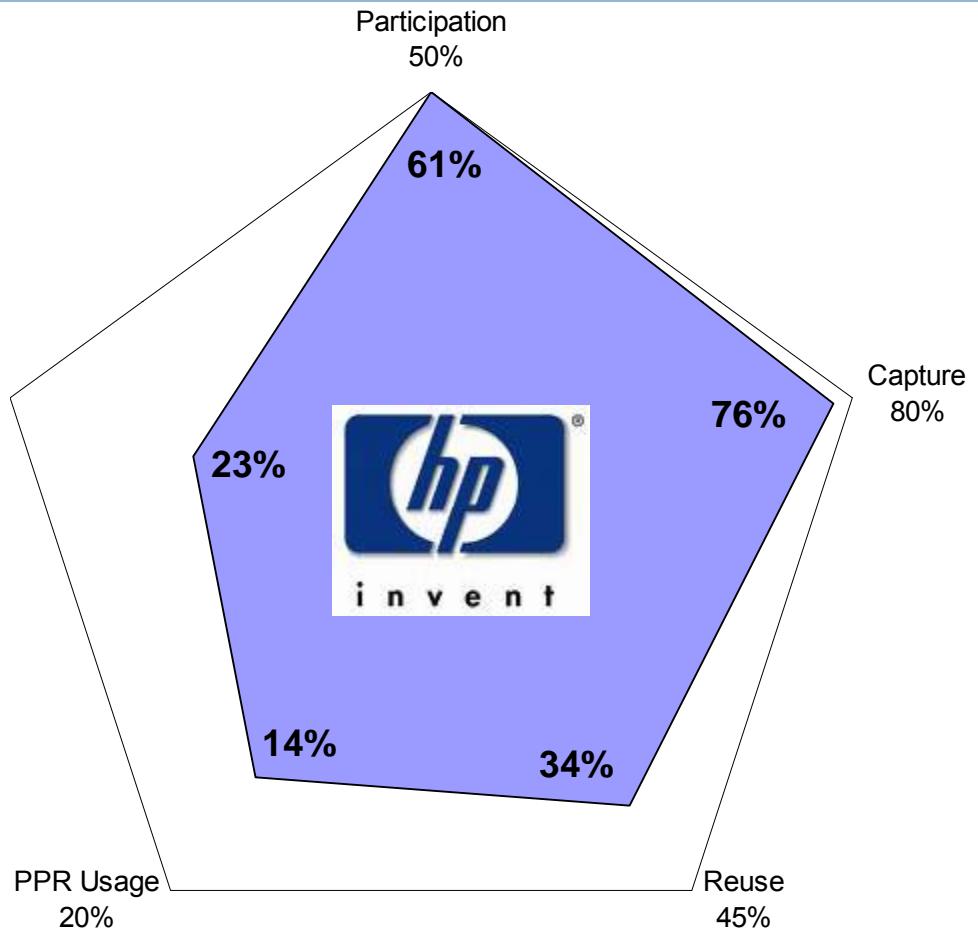
Sir John Brown, CEO of BP, uses the following example when explaining BP's KM initiative: "*Every time we do something again, we should do it better than the last time. Deep-water drilling is a good example. In 1995, we spent 100 days drilling a deep-water well. We now spend 42.*"

Source : Etienne Wenger, *Cultivating Communities of Practices*, HBS, 2002

MEASUREMENT

CASE – hp KM Metrics Dashboard

- Capture
The number of new projects recorded in the PPR as a percentage of all new projects booked. Goal: 80%
- Reuse
The average amount of project content that was reused by new projects entered into the PPR for this month. Goal: 45%
- PPR Usage
The number of employees who reviewed one or more project profiles from the PPR this month, as a percentage of total C&I population. Goal: 20%
- Portal Usage
The number of employees who visited one or more practice portals looking for official content this month, as a percentage of total C&I population. Goal: 40%
- Participation
The number of employees who participated in the forums (either online or as a subscriber) this month, as a percentage of total C&I population. Goal: 50%



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Q&A

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