

# DPBS(PG) College, Anoopshahr

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## Appreciation of Knowledge Management

While it may not seem directly related to the tactics of knowledge management, the primary goal is to increase company efficiency to improve business decision-making. The idea is that building expertise into your organization and dispersing it amongst employees empowers you to make more informed, faster, and ultimately more profitable decisions.

Of course, there are several secondary benefits. Successful KM will enable you to:

- It increases collaboration and idea generation.
- It optimizes a culture of knowledge sharing.
- It protect intellectual capital.
- It treats human capital as an asset (which makes employees feel respected for their knowledge).
- It captures and stores knowledge for the future workforce.

Kevin D. Murray, CPP, CISM is a technical surveillance countermeasures (TSCM) specialist with an extensive career in information security and counterespionage consulting for business and government. He breaks the benefits of KM into four value areas:

**Control:** Not knowing where your information is, is the first step to losing it.

**Security:** 'You gotta keep the bait in the bucket, not in the pond.'

**Access:** When you need your information, you will get it faster.

**Responsibility:** With all the eggs in one basket, one is forced to carry the basket more carefully, meaning you provide better protection for your information.

## **Limitations of Knowledge Management**

There are many Limitations of Knowledge management that approximately all businesses face when implementing knowledge management. Here is a list of some of the most common ones:

- **Creating a culture of flexibility and collaboration:** This is one of the most significant and enduring challenges of KM. Companies already struggle to implement new policies, because people naturally tend to resist change. However, KM can be especially difficult because employees might want to protect their skills and knowledge, or be reluctant to learn from their peers.
- **Security:** You have to design a knowledge transfer system that makes it easy for the appropriate people to access information, while protecting sensitive or private intelligence from outsiders.
- **Measuring knowledge:** It can be difficult to define metrics to measure the knowledge within your organization, especially for tacit knowledge that cannot be easily quantified. To overcome this, some experts recommend focusing on the purpose of knowledge, rather than the efforts or results (which are often also unquantifiable).
- **Identifying an expert:** There won't always be a single "keeper" of every knowledge type, but you will still have to identify who within the company possesses certain knowledge, and use them as the base level of knowledge from which you want to build. This process is difficult tactically, but can also be delicate among employees who might feel competitive about their skill levels.

- **Document storage and management:** While not all knowledge makes for straightforward documentation, it will have to be stored and organized in some form. Document management is a challenge for many companies, but organization is a vital aspect of KM - otherwise, it will be impossible to locate and use the knowledge you have stored. Consider using a dedicated document management system to keep everything organized.
- **Disseminating knowledge throughout an organization:** You'll need to devise a process where, once you store the knowledge, other team members can access it. This is complicated both theoretically and tactically, so many organizations opt for a software system designed specifically for this purpose. We'll take a closer look at KM systems later on.
- **Continual improvement:** Like most process-driven strategies, you should continually improve upon the knowledge management system you implement. Stage periodic reviews or, if possible, dedicate resources to continually optimize your process.
- **Determining where KM is housed:** If KM serves your entire organization, decide which department will "own" the strategy. Companies most commonly house KM in HR or IT. Remember, this department is not only responsible for effectively managing the knowledge itself, but also for maintaining the community of knowledge sharing and organizational learning.