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Techniques of Knowledge Management

Charles Steinmetz, the wizard of Schenectady, was the most famous electrical engineer of his day. The story goes that when Henry Ford had exhausted the Ford Motor Company's resources trying to fix a large electrical generator, he called on Steinmetz for help. Steinmetz arrived in Detroit and called for a pencil, paper, chalk, and a cot. After two days, he drew a line on the generator's housing and asked the technicians to replace 16 wire windings. He submitted a bill for $10,000, a large sum in those days. Ford, surprised, requested an itemized invoice. Steinmetz replied:

1. $1 to draw a chalk line
2. $9,999 to know where to draw it

Ford paid the bill without any delay.

For every organization, people are the key asset. Their knowledge defines what the business knows and can accomplish. The knowledge of the staff is also constantly changing, and the knowledge needed for the organization is constantly changing too. This presents lab managers with several key knowledge management challenges, including how to identify:

- The knowledge possessed by the people

- The knowledge that is unique
- New knowledge needed by the organization
- How to effectively share and transfer knowledge

The knowledge owned by an organization can be located in numerous places. Most labs are familiar with the variety of concrete knowledge or documented knowledge around the lab. Familiar documents containing important knowledge include reports, notebooks, methods, databases, shared drives, and hard drives. The aspect of the organization's knowledge more difficult to identify and locate is the tacit knowledge contained in people's heads.

There are various techniques of Knowledge Management used in organisations. But a very famous techniques is **Delphi Technique**. Let us discuss about the same:

Delphi Technique:

There are three requirements of Delphi Technique:

1. **Estimating**
2. **Experts**
3. **Continuation**
1. First of all **Estimate** the demand of Human Resources.
2. Then the human resource **Experts** estimate the demand along with reasoning.
3. It is **Continued** until all experts agree on estimated human resource requirement.

Now Delphi Technique is described as :

A process in which the **Forecasts** and **Judgments** of a selected group of experts are solicited and summarized in an attempt to determine the future HR demand.

Steps used in Delphi Technique

1. **Define and Refine the Issue or Question:**
   It is so relevant, focused and detail feedback can be derived. First of all defined and refined talk must be made on the required issue or question.
2. **Identify the Experts, Terms and Time Horizon:**
   It is deciding upon team, terms & conditions and also defining the nature of work as well as Time horizon.
3. **Orient the Experts:**
   It is provided precise and comprehensive definition. Identify the relevant time horizons. Clarifying and classifying the groups of interest. Overviewing of the demand forecasting decision process.
4. **Issue the First Round Questionnaire:**
   It is defining assumptions supporting the estimate by expert. It also maintaining anonymity of experts.
5. **Issue the First Round Questionnaire Summary and The Second Round of Questionnaires:**
   It is collecting & summarizing the responses and dealing with deeper issues. It is also seeking to build consensus.
6. **Act on Findings:**
   It is reaching a consensus and analysing the findings. It is also putting the plans in place.