

## Seminar KCONNECT 2017: Q & A Session

### ▪ **Approach to overcome working in-silo vs working as teamwork culture**

Both leaders and individual should play their roles in building teamwork culture. Leaders in organisation must be together to work with others to make sure that everyone work as a team. Along with that, people in the organisation need to work together too. The most important part in working as a team is in yourself. What should you do in you and what you should do to others. If you openly want to share your knowledge, then you can definitely have it together as a team. In INTAN, there a lot of programmes that require teamwork. For example, when a research needs to be conducted, a team of relevant members will be formed and knowledge will be shared among members.

Collaboration and team learning should constantly be promoted by organisations. Stimulate employees to think about, identify and solve common problems as a team. Design work that uses groups to access different modes of thinking so that groups learn and work together. Develop CoPs so that people with similar interests and problems across units can learn from each other. Find and develop as many opportunities as possible for people from different units to meet, share, exchange and socialise so they better understand each other needs, limitations or goals. Based on this, new knowledge is continually generated and shared across the organisation.

### ▪ **How to deal with a leader who always pleased political aspirations**

There is no way you can disregard politicians and political issues because they are our policy makers. Work politics, whether it is in the private or public sectors, are inevitable:

- Some people have more power than others, either through hierarchy or some other basis of influence.
- Decisions at work are impacted by both work-related goals and personal factors, so there is further scope for goal conflict.
- People and teams within organisations often have to compete for limited resources; this can lead to conflict where teams compete to satisfy their needs and objectives, even when this is against the greater good.

### ▪ **How to overcome people's attitude as they are in comfort zone and reluctant for any changes**

With any change, whenever people are asked to do something differently, they need a good reason: what's in it for me?. You will need to make your value proposition very clear. If people believe they will benefit from sharing knowledge, either directly or indirectly, they are more likely to share.

You may need to give them incentive and recognition to do so. For example, best knowledge sharer of the week, of the year or of the unit. Remember that different

people are motivated by different things; some by money, others by status, some by knowledge, others by freedom etc. A good reward system will recognise this.

Additionally, you can also gamified processes. Gamification is a way to engage people by making some of the activities more fun. It is a way to get people to change slowly and get them out of their comfort zone. Gamified processes could include getting people to compete against each other or to reach different level of excellence. Generally, people, particularly generation Y, are quite playful and they like these challenge of accumulating points or accumulating things.

- **I observed that in Malaysia every time there is cabinet reshuffle will definitely change in leadership of the country. Therefore, the agenda being set earlier will keep on changing and indirectly will incurred cost by investing to the new agenda setting up by the new leadership**

Despite the change in leadership, the working organisation and knowledge workers are still the same. The information and knowledge in the organisation is still the same. The vision and objectives of KM shall remain, only the approach may be different.

- **What knowledge sharing and learning had taken place in the BOS initiatives? Have these initiatives been captured, disseminated and utilised?**

The National Blue Ocean Summit chaired by the Prime Minister of Malaysia or the Chief Secretary to the Government is conducted every month. Ministries and Agencies share their initiatives progress during the summit.

The National Blue Ocean Strategy Unit in the Ministry of Finance is responsible to monitor all progress and disseminate the information in many occasions all over Malaysia. Recently, Malaysia has also shared the success on NBOS initiatives in the International Forum on Blue Ocean Strategy.

Apart from that, INTAN is offering courses on Blue Ocean Strategy (basic) and NBOS Masterclass where participants are exposed to all the initiatives. Techniques on using BOS are also being discussed.

- **Hi..can request Dr Syed explains what are the reasons why 81% employees not engaged in KM and any actions or plans have been taken or will be taken to reduce the 81%... as many of them have attended courses, seminars etc about the KM. Bagi saya ia agak merugikan as Gov hv spent millions of ringgit. Tq.**

The study by Gallup in 2013 is not about KM and government agencies alone. It is about the total workforce including the private sector. The State of Workplace Report concluded that only 13% of the employees were engaged in their work as compared to 63% not engaged and the other 24% actively disengaged. In Malaysia, only 11% were

said to be engaged, 81% not engaged and 8% actively disengaged. According to the report only 5%-20% of what is learned is transferred and applied at the workplace in a way that improves performance (worldwide).

As a leader and KM practitioner in our organisation, we must take the results of the report seriously. We must plan on how to improve our daily work and make sure that our employees become more engaged. Initiatives such as knowledge sharing sessions, CoP, mentoring etc can be initiated at the respective agencies/companies.

- **I would like to ask the 2nd speaker on the best approaches to overcome on implementation innovation at the workplace. In certain cases, by adapting the innovations to deliver the best service, however i found that the top management (especially lead by baby boomers) are disagree on transforming based on the innovation being adapting to the workplace.**

Innovation has become the way to compete and the only way for organisations to transform themselves to survive in this fast changing digital and global world. Steve Jobs said “Innovation differentiates the leaders from the followers”. At this stage, organisations do not have a choice. They need to adapt themselves through different types of innovation or they will become rapidly obsolete. Competition is no longer only domestic but it is becoming more international with the AEC (ASEAN).

- **Hi..can request Dr Syed shares is there any organisations/GLCs etc which successfully improved their service delivery using their Internal Sources/KM practitioners..without engagement with external parties.**

Facts and figures are not available to this question. Anyhow, most organisations do not name their initiatives by the name of KM.

- **Salam, how does km help to coordinate different departments into achieving organisational objectives? Shamsuri, dpt of polytechnic education**

To start with, the KM strategy should be defined to support and coordinate different departments, and to also support the overall business strategy of the company. Each company department has a different focus and set of goals, but at the end of the day, everyone is on the same team. No department is truly independent; the company succeeds when each business unit works closely together.

The experiential knowledge captured and shared should benefit various departments. You can look at Porter’s Value Chain and see how KM can support and benefit each aspect of it. At the end of the day, it is about how KM can help individuals do their job better, faster, cheaper and innovate.

- **Q for Prof Dr Ribiere:**

**As your cartoon sharply pointed out, organizations are often prefer to continue using their square wheel rather than the innovated round wheel, due to time & \$ involved... Please share more of the insights that bring the successes in talking to such organizations...ie how to open them to the journey of "innovation"...**

Innovation is no longer the sole responsibility of R&D or Marketing, it is now the responsibility of everyone in the organisation. A clear innovation strategy, a governance model, well defined innovation processes, strong leadership buy-in, recognition systems, support from innovation champions, will help evolve the culture of an organisation towards an innovation culture.

- **Does Malaysia public sector have efficient knowledge creation initiatives?**

Every year, the Kumpulan Inovatif dan Kreatif (KIK) from the Ministries and Agencies has produced many new ideas and initiatives to enhance the service delivery of the government. Some of the initiatives have also been commercialised.

- **How do the government capture the public sector knowledge as frequent innovation when introduced to the public sector like bos, nbos the government uses expertise from people not from the public sector**

BOS is just a tool that was introduced by Prof Chan Kim. There are many other management tools such as design thinking, Ishikawa, McKinsey 7s, etc that were frequently used in many brainstorming sessions. Even though the techniques were introduced by others, all ideas and initiatives in the public sector were initiated by our own resources.

- **Why does knowledge management fail?**

Most of the time organisations engage in KM because they think it is good but there is no clear objective as to why they are doing KM. We should not do KM because it is good. We should do KM to support some existing processes and measure the value KM is bringing to the organisation. A lot of organisations do not have a clear way to have this measurement. After awhile, they are not able to justify how KM help to support the organisation.

A clear alignment between the KM strategy and the business strategy is imperative. If the linkage is clear and if you have the right measurement, for example, KM helps to reduce 30% of the engineers' time spent in searching for information, then you have some value to show in KM. KM should not be seen as additional tasks. If KM is seen as additional task you have to do, then it will not last very long. You need to embed KM activities into the way you do your work.

One way to integrate this is by looking at what type of knowledge can support different type of activities, what do we know and what is our critical knowledge. You cannot manage all your knowledge to start with. First, identify what is critical by doing a knowledge audit. Critical knowledge is knowledge that has value and which is at risk. Focus first on this, reduce your risk, and then expand to other type of knowledge.

To reiterate, you cannot just do KM without a clear strategy and clear matrix. It should not fail if it is designed that way but unfortunately for many organisations, it is not. At times, KM is implemented because a leader may be excited about KM. But leaders change and the next leader may not believe in KM, and then KM disappear. This should not happen if KM is embedded into the core processes because whoever is the leader does not matter since KM is the way the organisation work.

In Malaysia context, leadership is a critical element in KM. Unless the top people has the buy-in, that is they understand KM, they push and drive KM, else KM will not succeed. That is because you will always have that question from the leaders on what is KM and what has it done for the organisation. In short, you will need the right KM strategy, and the right strategy must include the right people. In Malaysia, you cannot do without the right people.

- **Apakah akan berlaku? Adakah kredibiliti pentadbiran tertinggi atau pengurusan tertinggi ada masa depan yang cerah atau dapat distabilkan sepanjang masa sebab bila kita hadir sesuatu mesyuarat, dalam mesyuarat itu ada perkara-perkara yang sulit tetapi belum lagi habis mesyuarat, maklumat atau info itu sudah bocor. Apakah kita perlu buat Datuk? Ini disebabkan oleh media sosial.**

This is a dilemma of the public service. As an individual and as a government servant, we have taken our oath and it is our duty to follow it through. Unfortunately, many individuals want to be the champion by being the first to share information even though the information may not be very accurate.

One easy way to deal with this not to allow people to bring in their smart phone during meetings. This has been done in various agencies particularly for internal meetings. It is not required for general meeting that is non-confidential. Again, it is the responsibility of individual to ensure that confidential information is not released in a pre-matured manner.

- **In organisation, there is a mixed of generation, from the baby boomers upto the generation Y. It is a challenge of something that is inherited because there is innovation from the youngster. From your both gentlemen experience, how can we meet somewhere, to meet both expectations, to bring two inherits and to bring the organisation forward.**

Diversity is very important in an organisation because you can diverse knowledge from both the experience and junior staff. The younger generation wants things to happen fast. They like to search for information and has limited attention span, while the older generation are more specific and detail. At times, the younger generation might have new ideas of which the more senior staff may not have. The younger generation wants to be heard by the superior so they can feel they are part of the organisation.

The combination of both these generations have a lot of value. You will need to be able to develop social ties between them so that they trust each other and understand each other's differences. You may create activities and events that help them to work together and to leverage on these differences. CoP can be used as a platform for young generation to learn from the senior staff. If you are able to create this kind of culture, it will break the barrier and help a lot to take this to the next stage.

- **What are the successful initiatives or activities of KM at work?**

There are many different types of knowledge sharing activities, KM processes and tools that organisation can use to help address a particular KM challenge. CoP is one of them. You can also have activities to bring people together virtually or face-to-face to share knowledge. Other activities include:

- structuring knowledge via taxonomy;
- understanding network and connection between people through social network;
- mentorship;
- training programmes;
- lesson learned and best practices; or
- having employees yellow pages in the form of expert locator.

KM activities can take a lot of different forms depending on what you are trying to achieve. There is no magic formula for KM. That is why we have been struggling for past 20 years because every organisation has different needs and different culture. We have to use different approach to address different needs. For example, a CoP may work very well for one organisation but not in another because of cultural issues or the way the organisation is structured. You have to see what is your culture and what you are after, and based on that, identify KM tools and practices that you can tap into and somehow best meets your KM needs.

In JKR, there are a few activities of KM at work:

- There is a knowledge repository in the form of Wiki. This knowledge can be accessible to everyone in organisation.
- For transfer of tacit knowledge, there is JCoP which is a virtual CoP. People can post questions pertaining to technical matter and about their work. There will be someone appointed, i.e. the moderator, to answer the questions. The moderators

will be on the look out and answers these questions as best as they can. This is particularly useful for the younger ones like the generation Y. As times, the younger generation are too shy to approach baby boomers but when done virtually, they are able to converse with their seniors. There are a few CoP domains in JKR, including project management, stakeholders management, asset and facilities management. All these domains of knowledge are topics of discussion in the platform of JCoP.

- Project lessons learned are also being compiled. These knowledge or learnings from project implemented are disseminated to others. By doing so, the other project team members get to know what are the problems faced, what are the things to avoid and how they can do better in their project.