



**The Abdus Salam
International Centre for Theoretical Physics**



1962-26

Joint ICTP-IAEA School of Nuclear Knowledge Management

1 - 5 September 2008

Building and Maintaining a Knowledge Sharing Culture

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Building and Maintaining Knowledge Sharing Culture



▶▶▶▶ School of NKM, Trieste 2008



Tatiana Karseka



Contents



1.

Dilemma of KM

2.

Elements of Organisational Culture

3.

HR Initiatives and Implications

4.

Conclusions



Contents



1.

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2.

Elements of Organisational Culture

3.

HR Initiatives and Implications

4.

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Key assumptions of KM Initiatives



- ❖ Knowledge is either codified, or is codifiable (tacit knowledge can be converted into an explicit form) ***not totally true***
- ❖ Knowledge can be shared via IT systems ***not totally true***
- ❖ People will be willing to share the knowledge **very often not true!!!**

OUR FOCUS

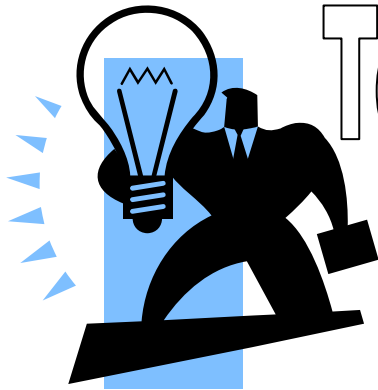


Why should I share?



Reasons?
Objectives?
Intentions?

To share or not to share





As a consequence:



1. Human, social, and cultural factors are fundamental to understand both the attitudes of workers to knowledge management initiatives and the dynamics of knowledge management processes
2. It is problematic to assume that people will be willing to actively participate in knowledge management initiatives



Questions:



What can be done
to motivate people to
share their knowledge?

What affects people's
willingness to share
knowledge?

???



Contents



1.

Dilemma of KM

2.

Elements of Organisational Culture

3.

HR Initiatives and Implications

4.

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Factors affecting willingness to share knowledge:



**Willingness
to share
Knowledge**

Intergroup/Personal Conflict

Concerns over whether status/expertise

**Sense of equity/fairness in
organisational processes**

Interpersonal trust

Organizational commitment

General organizational culture

HRM Practices (reward/recognition)



!!!



**ALL of them are improvable through
changes in organisational culture!**



Definition 1:



❖ **Organisational Culture** – The beliefs and behaviours shared by an organisation's members.



Attitude and behaviours relevant to KM initiatives

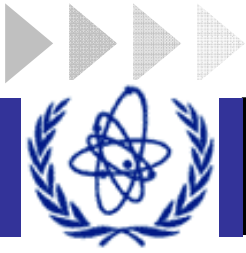


Attitudes

- Positive attitude towards KM initiatives
- Level of loyalty and commitment to the organisation, and the goals it is pursuing

Behaviours

- Active participation in KM initiatives
- Having continuous employment for significant periods



Question:



**How to create a
knowledge sharing
culture?**

???



Contents



1. Dilemma of KM

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How it works!





HRM Implications:



Explicit knowledge	Tacit knowledge
❖ Motivate people to codify their knowledge	❖ Motivate people to share their knowledge with others
❖ Training should emphasize the development of IT skills	❖ Training should emphasize the development of inter-personal skills
❖ Reward people for codifying their knowledge	❖ Reward people for sharing knowledge with others



Practical Examples:



- ❖ Nuclear Industry in China:

20%-30% of salary reduction for not sharing knowledge;

- ❖ Krsko, Slovenia:

Retired experts are invited to support some activities and to train less experienced colleagues;

- ❖ Nuclear Organisations in Canada:

Records in a common Knowledge Data Base about all unusual situations - OBLIGATORY part of executing procedure



Other Practices:



- ❖ Experienced and/or retired employees are invited as consultants to renew, clarify or update procedure records;
- ❖ Social advantages and stimulation: Knowledge sharing award, the mostly helpful colleague recognition, promotion, increase of accountability;
- ❖ Monetary stimulation: bonuses for a real knowledge sharing (example of China)



KM initiatives linked to culture:



To <u>visible</u> elements of culture	To <u>invisible</u> elements of culture
❖ KM initiative should link to <u>existing business problems</u>	❖ KM should link to <u>core organisational values</u>
❖ KM initiatives should reflect <u>existing organisational style</u>	❖ KM initiatives should link into <u>existing networks of social relations</u>
❖ HR practices should link to <u>appropriate knowledge behaviours</u>	



3 foundations for culture:



- A positive orientation to knowledge: employees are bright and intellectually curious, are willing and free to explore;
- The absence of knowledge inhibitors: people do not fear that sharing knowledge will cost them their jobs;
- The knowledge management project type fits the culture.



!!!



**Retaining valuable workers
should be equally important
for knowledge management
strategy as to motivate workers
to participate in knowledge
activities!**



Definition 2:



- ❖ **Psychological contract** – the unwritten expectations and/or obligations that exist between a worker and their employing organisation.



How it works!



**Psychological
contract**



**Level of
organisational
commitment**



**Attitudes &
behaviours**



Attitude and behaviours relevant to KM initiatives



Attitudes

- Positive attitude towards KM initiatives
- Level of loyalty and commitment to the organisation, and the goals it is pursuing

Behaviours

- Active participation in KM initiatives
- Having continuous employment for significant periods



The Nuclear Industry disposes!



❖ Top Industry Practice ‘Best of Best’ Award!

- ❖ Companies participating:
- ❖ Nuclear Energy Institute FOR IMMEDIATE RELEASE, AmerenUE , American Electric Power, Constellation Energy , Dominion Nuclear Connecticut , Exelon Nuclear , FirstEnergy , FPL Energy and Tennessee Valley Authority
- ❖ AREVA ; GE Energy, Nuclear ; Westinghouse Design and Westinghouse CE Design



Contents



1.

Dilemma of KM

2.

Elements of Organisational Culture

3.

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4.

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Conclusions:



- ❖ **Not everyone might be willing to share knowledge**
- ❖ **An appropriate environment should be created to support and facilitate knowledge sharing**
- ❖ **When introducing KM initiatives, they should be linked to organisational culture**

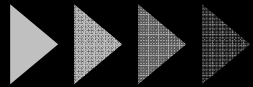


Conclusions:



- ❖ **If knowledge sharing does not work, changes in organisational culture might help**
- ❖ **HR practices like trainings, appraisal and reward systems can play a role in supporting and reinforcing appropriate knowledge behaviours, self development and knowledge sharing.**

Thank You !



www.iaea.org/inisnkm/nkm/aboutNKM.html



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