

# Knowledge Management Initiative

**Hanady Al-Zagheer**

Associate Professor, Head of MIS Organization, Applied Science Private University, Amman,  
Jordan

E-mail: zegaier@asu.edu.jo

DOI: 10.6007/IJARBSS/v7-i5/2936 URL: <http://dx.doi.org/10.6007/IJARBSS/v7-i5/2936>

## Abstract

Although there is a growing interest in the concept of knowledge management, there is no specific definition of it. It is defined as those processes that assist organizations in generating, selecting, organizing, using, disseminating, and finally transforming important information and experiences that the organization possesses which are necessary for various administrative activities Problems, learning, and strategic planning. A process through which institutions create value from their intellectual elements based on knowledge in order to achieve best practices. The aim of this paper is to establish a knowledge management initiative applicable to organizations by establishing a general framework for knowledge. Any organization of any type can benefit from this initiative in planning, organizing, directing knowledge of all forms of implicit or explicit knowledge. The aim of this paper is to establish a knowledge management initiative applicable to organizations by establishing a general framework for knowledge. Any organization of any type can benefit from this initiative in planning, organizing, directing knowledge of all forms of implicit or explicit knowledge.

Keywords: Knowledge Management, Knowledge Framework, Initiative, Competences, Knowledge Application.

## Introduction

The world has witnessed a significant evolution in technological systems, leading to a significant role in economic transformation, Political, social development and the creation of a comprehensive change in all aspects of life. It is the most important element and it's a vital and vital in production and investment, and is a valuable resource for many countries that produce technology and high cost to other consuming countries.

The cost is not limited to hardware and equipment, but extends to Programs, systems, ready-made, maintenance and continuous training. At present, the importance has increased.

Advanced technologies to create a qualitative and rapid transition to another, more important element, the human element with technology becoming a way to help develop, create, retrieve and disseminate knowledge management around the world.

Knowledge management is one of the hottest topics of our time, and it is the focus of focus multi-stakeholder efforts with different perspectives and interests, in particular those working in the field, Business and Technology Management. Knowledge can be seen as a concept: it represents data and information, Ideas, discoveries, findings, conclusions, instructions,

recommendations, news, observations and events. Knowledge management models guide administrations to how knowledge is invested and transformed into implementation.

A number of researchers have added other processes such as knowledge organization - knowledge retrieval - and knowledge sustainability.

### **Knowledge Framework:**

Knowledge is divided into two main parts:

- Implicit knowledge.
- Clear knowledge.

The researcher pointed out that intangible asset Such as intuition, values; mental images, vision, and insight are the most important assets, because care and attention because it is a value to the operations carried out by the organization on a daily basis.

### **Characteristics of Knowledge:**

The major Characteristics of knowledge are:

- I. The human being or the individual worker: The individual is the worker in any field, but not all Workers in the productive area where only workers with knowledge and experience are included, Completion of works of a special nature requiring creativity at work.
- II. Working groups: A group of workers within a specific functional area or fields.
- III. They have innovated and worked together to create new knowledge in their field.
- IV. Research and lessons: An important source of knowledge production, such as marketing and development research Products, contributing to the creation of new knowledge that will play an active role in the development of organizations' activities.
- V. This is Sources can be considered as internal sources of knowledge, while there are external sources of a relationship. Large companies with small ones or corporate relationships with each other, where these relations lead to learn many skills and experiences.

## **1. Knowledge Management Initiative Framework:**

According to figure (1), the researcher has been develop Knowledge management initiative contains ten steps to be Applied:

### **3.1 Creating an awareness of knowledge management:**

The organization should ensure that every One has access to knowledge.

### **3.2 Performing Knowledge Management Benchmarking To See What Other Similar Organizations Have Done:**

In this context we can make communication with other organizations to have more information about their knowledge management experience.

### **3.3 Developing a knowledge taxonomy which serves as a vocabulary and structure in which to construct the knowledge management system:**

- Explicit knowledge: knowledge presented in document, books, e-mail and databases.
- Embedded knowledge: organizational knowledge, which founded in procedures process.
- Tacit knowledge: undocumented knowledge that is captured during learning process, seminar and workshop.

### **3.4 Developing a knowledge management strategy: we can accomplish this step through:**

- Presenting knowledge management as a management fashion.
- Keeping knowledge management vague.
- Our main product in the organization is our knowledge.
- Distribution of knowledge between workers or administrators should bone actively on a daily basis.
- The new ideas which generating innovations should be frequent occurrence in organization.
- The development of modern educational system as a basic for generating knowledge.

### **3.5 Pinpointing target areas for greatest use of knowledge management activities:**

- Gaining support from the chief executive officer and the managers who identify with knowledge management.

### **3.6 Selecting appropriate knowledge management technologies**

**And tools:** there are many tools using by organization such as:

- Each course there is assigned coordinator to monitor organization progress throughout the period of time.
- Lectures are provided with feedback on their performance through questionnaire results and annual evaluation.
- Some inside and outside speakers are use to deliver seminars on specific topics.
- Internet services are provided for employees.
- E-mail services should be available for internal communications between staff.

### **3.7 Knowledge management organization elements:**

Developing a knowledge management organizational infrastructure through:

- The organization should have time to chat formally and informally with their colleagues.
- We should have more monitoring program in the organization.
- We should have centers of excellence in the organization.

- Encourage knowledge sharing culture versus knowledge hoarding one.
- We should have Technological infrastructure to promote a knowledge-sharing environment within the organization.
- The office layout should be conducive in order to have speaking with colleagues and meeting the others.

**3.8 Building and nurturing online communities of practice (Cop).** communities of practice are groups of people who share a concern or a Passion for something they do and learn how to do it better as they interact regularly. So we should have in organization:

- Online community of practice where the staff can exchange views and ideas.
- Success, failure, or war stories should systematically be collected and used in the organization.
- Best practice repositories within the organization.
- How to organize experiences that ground organization learning in practice through participation in communities around subject matters?
- How to connect the experience of staff to actual practice through peripheral forms of participation in broader communities beyond the walls of the organization?

**3.9 Afterwards, knowledge management pilots can be conducted and Measurements made through:**

- The reuse rate of frequently accessed / reused “knowledge is high.
- The distribution of knowledge to appropriate staff is done actively on a daily basis.
- New ideas generating innovative systems and tools are frequent in the organization.

**3.10. Change management process Along with instituting within the organization:**

The process of change has been characterized as having three basic Stages: unfreezing, changing, and re-freezing.

There are at least three basic definitions of change management:

- The task of managing change (from a reactive or a proactive posture)
- An area of professional practice (with considerable variation in competency and skill levels among practitioners)
- A body of knowledge (consisting of models, methods, techniques, and other tools).

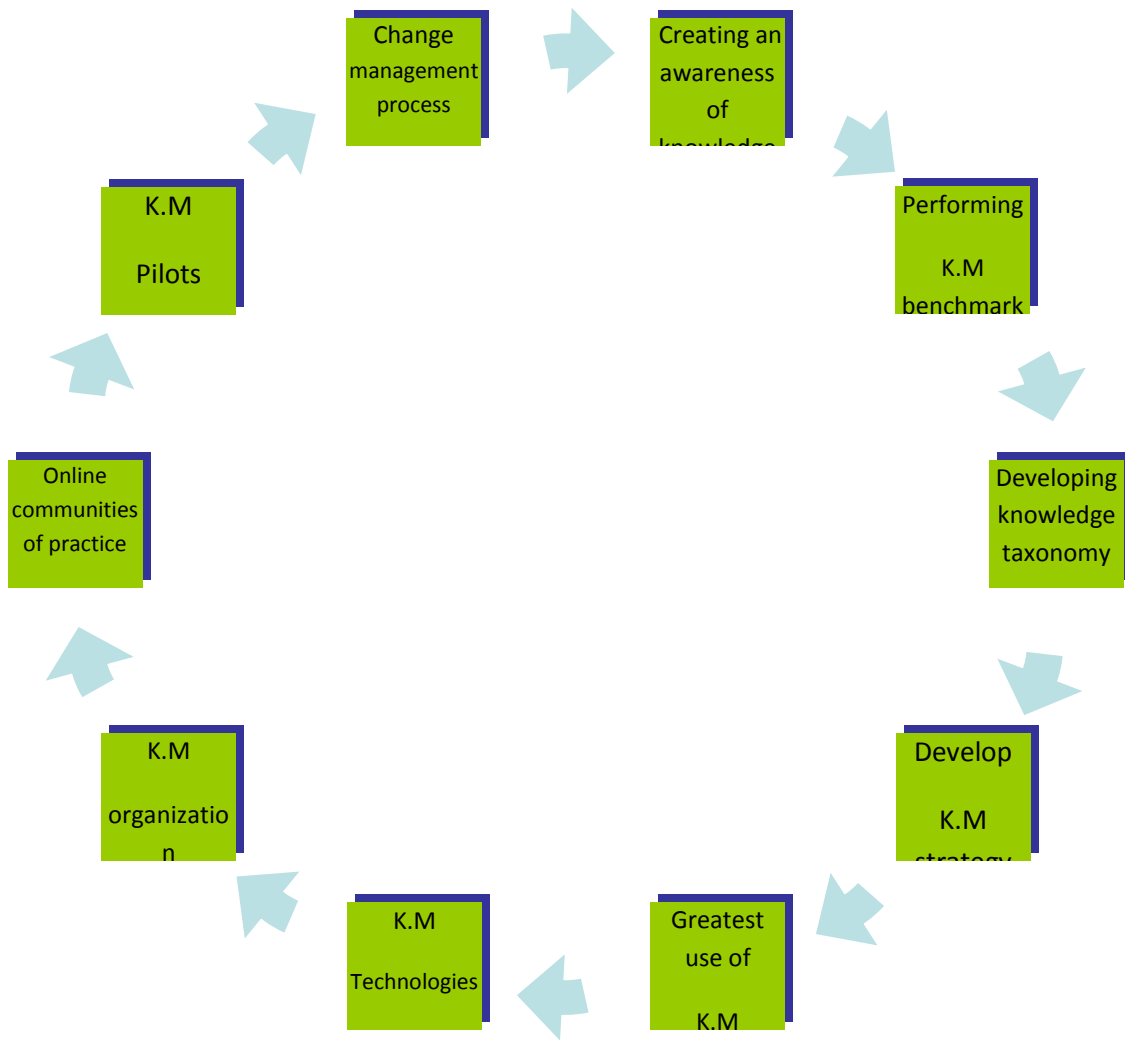


Figure (1) knowledge management initiative process

#### **4. Knowledge Application**

Most studies indicated that it is the most important element of knowledge itself, and innovation, storage and distribution processes will not lead to improved organizational performance as they do.

The process of effective application of knowledge, and it is clear that the strength and impact of knowledge is in the effectiveness of its application.

Application of knowledge requires the design of an organized environment in order to maximize access to knowledge, So as to create an environment conducive to the effective management of knowledge and thus to store, transfer and apply knowledge.

In general, such an environment requires the availability of a range of elements, such as appropriate organizational structures, Knowledge management, leadership and regulatory culture that encourage it, and appropriate information technology, and operations. The above knowledge management systems play an important role and are instrumental in improving the organization's intelligence in dealing with its changing and changing environment between night and day. The researcher believes that the application of knowledge requires delegation of the directors and heads of organizations in the industrial companies have broad powers and give them freedom to apply their knowledge to achieve the objectives of the organization efficiently and effectively.

#### **5. The Role of Technology in Knowledge Management Initiative:**

Technology advances have contributed to enhancing the ability to control existing knowledge, which has made it easier, cheaper and more affordable. Technology has contributed to creating an enabling environment and supports the interaction of human resources to generate new knowledge. Technology has contributed to the simplification, simplification, simplification and simplification of all knowledge management processes from generating, analyzing, storing, sharing, transferring, applying and retrieving research.

Technology in communication has facilitated the creation of joint workshops, which are needed by interactive groups in different geographic contexts.

#### **Conclusion**

The progress of knowledge, technical progress and economic progress imposed many forms and forms of operations to know the more knowledge the more innovations that aim to reach the best ways and means to develop the administrative work and maintain those organizations to the level to reach the highest level and comes our role in the development of these models, which In which the attempt to control knowledge and try to spread the knowledge between the individual, organization and the bottom line that these models are only the application of those processes, but these processes vary according to the purpose that was developed .

The application of KM should aim to achieve the broad objectives and objectives for which growth and adaptation are achieved. This necessarily leads to the interdependence of the knowledge management strategy with the enterprise strategy as a whole. For example, if customer service is of strategic importance, it is the first candidate to apply knowledge. The

application of knowledge is the goal of knowledge management. It means investing knowledge. Getting, storing and participating in it is not enough. What is important is to transform this knowledge into implementation. Knowledge that does not reflect implementation is merely a cost. The success of any organization in its knowledge management programs depends on the volume of knowledge implemented compared to what is available to them. The gap between what you know and what you have implemented is one of the most important evaluation criteria in this area.

So main objective of this paper is try to build an initiative fro any type of organization –weather in public or private sector- to be as guideline to capture, sharing and apply the knowledge – tacit and explicit-to be able to continue and competent in our changing world.

### **Recommendations**

1. Holding seminars, lectures, workshops and training courses, and conferences in the field of knowledge management to sensitize members including knowledge management Processes and their role in improving the quality of performance.
2. Encourage the conduct of joint scientific studies and research between different departments in the field of knowledge management to promote exchange of knowledge and acquisition of new knowledge and development.
3. Need to pay attention to building an information technology infrastructure Communication in colleges is one of the most important requirements for knowledge management.

### **References**

- Andriessen, D., Tissen R. (2000), *Weightless wealth*. UK: Prentice Hall Financial Times.
- Davenport, T. & Grover V. (2001), "Special issue on knowledge management". *Journal of Management Information Systems*; 18(1).
- Davenport, T & Prusak, L. (1998) "Working knowledge". Cambridge, MA: Harvard Business School Press.
- Housel, T., & Bell, A. (2001) "Measuring and managing knowledge". New York: McGraw Hill.
- Liebowitz, J. (2001) *Knowledge management: learning from knowledge engineering*". Boca Raton, FL: CRC Press.

Liebowitz, J. (2001) Lessons learned in developing knowledge management strategies for the Government. New Jersey: KM World, Information Today, Inc.

White, D., Fortune, J. (2002)' Current practice in project management": an empirical study. International Journal of Project Management: 20(1).

Wilkesmann, U., Wilkesmann, M. & Virgillito, A. (2007). How can knowledge transfer be supported in hospitals? discussion papers des Zentrums für WeiterbildungUniversität Dortmund ,ISSN 1863-0294.

Wony, K. Y. & Aspinwall, E. (2004). Characterizing Knowledge Management in small business environment, Journal of Knowledge Management, Vol. 8, No. 3.