

# Mastering Organizational Knowledge Flow

How to make Knowledge Sharing work.

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Chief Knowledge Officer  
SAS Professional Services



THE  
POWER  
TO KNOW®

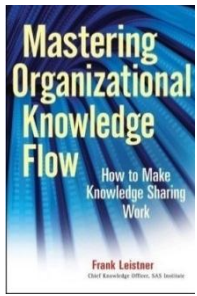
# Agenda

- Why another KM book?
- Some Key Take-Aways
- Exercise – Knowledge Flows
- Synthesis

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# Why this book? Background



Knowledge Management (KM) at SAS  
(since 1997)



IBM Institute for Knowledge Management  
(1999-2003)



Harvard Learning Innovations Laboratories  
(since 2003)

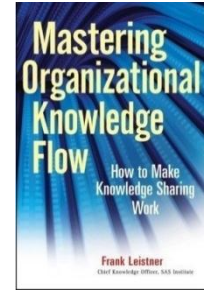


Babson Working Knowledge Research Center  
(2005-2008)



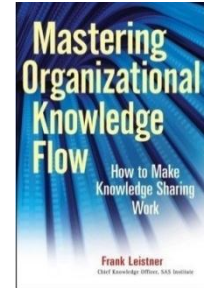
Swiss Knowledge Management Forum  
(since 2007)

# Why this Book? Activities



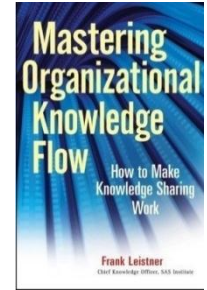
- «KM» Initiatives within SAS
  - ToolPool (since 1997)
  - ESDB (since 1997)
  - CDI (since 1998)
  - Resource Sharing (since 1998)
  - Communities of Practice (since 2001)
  - Web 2.0 (since 2005)
  - ...

# Why this Book?



- People asked
- Certain ideas manifested themselves
  - Principles that make it work
  - Principles that make it fail
- The opportunity – SAS Publishing !

# Why this book? – Haven't they learned?



- Articles, Blogs, Twitter, Books that more and more annoyed me:
  - Buy our technology and KM is easy!
  - Mixing the words Knowledge, Information and Data
  - «You get what you measure», so start with measuring
  - «People will only contribute when you pay them»
  - «Codification of knowledge»
  - «Knowledge base», «KM Vendor», «KM System»



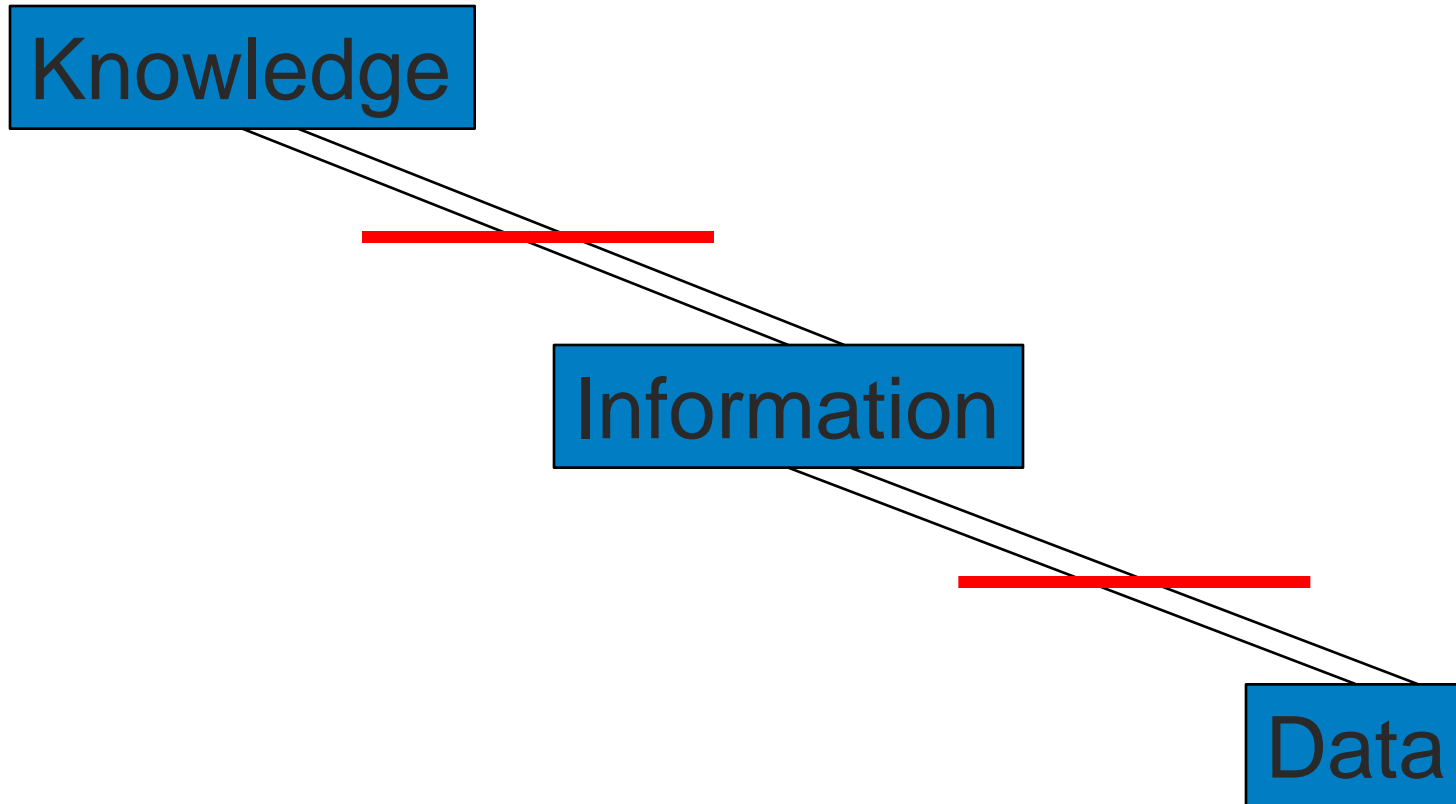




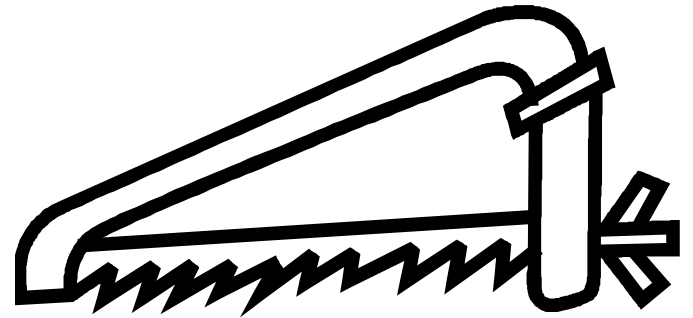
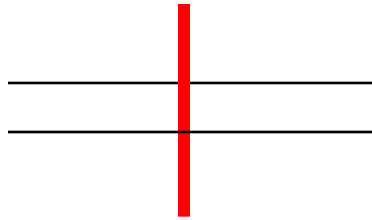
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# Language

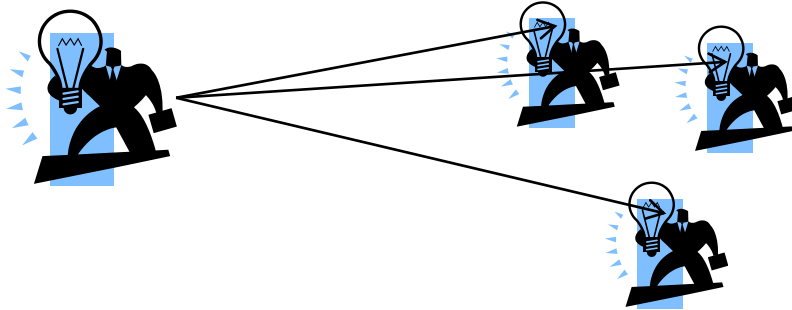


# The right tools for the job

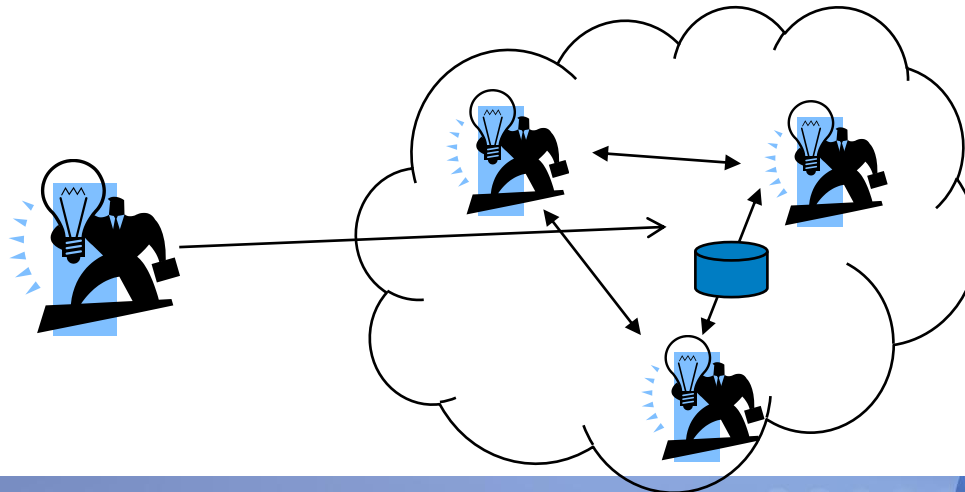


# KM vs. KFM

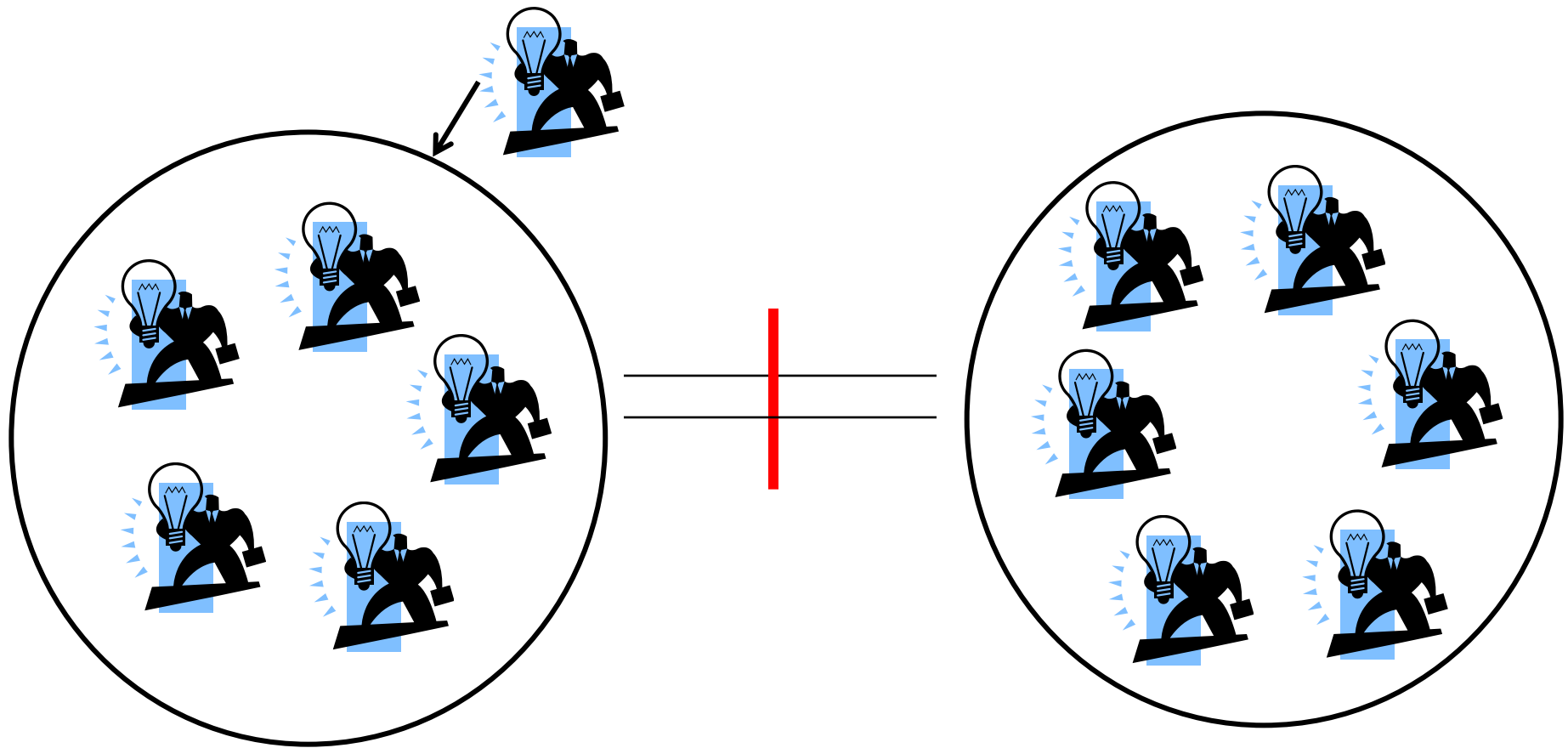
## Knowledge Management



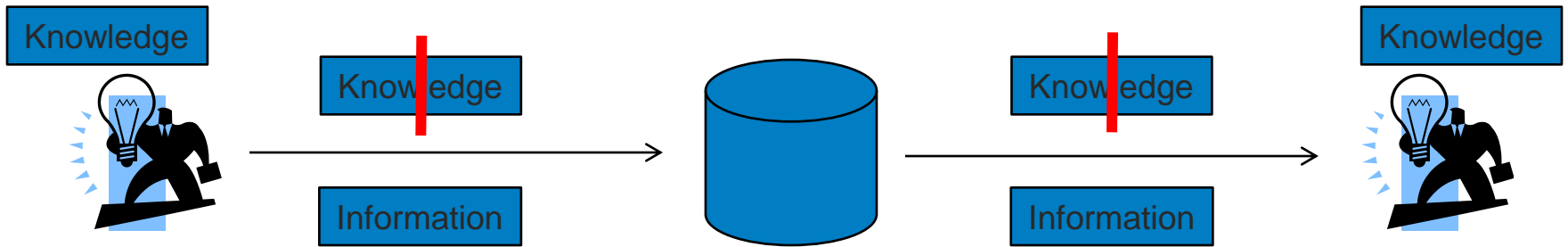
## Knowledge Flow Management



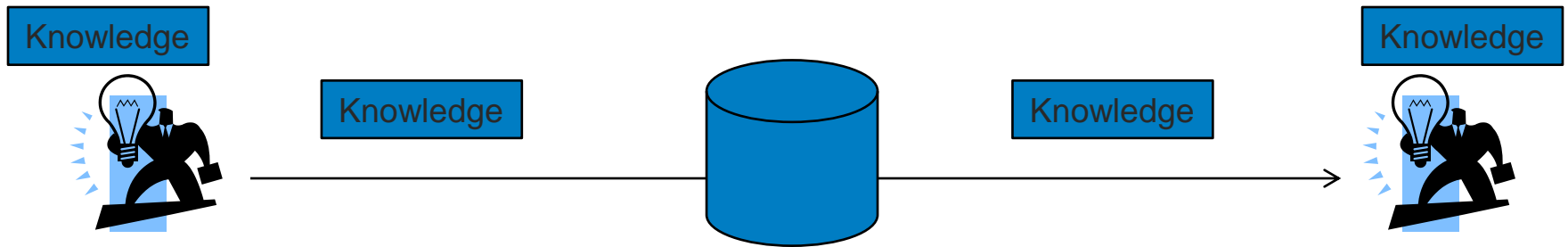
# One-2-Many → Many-2-Many



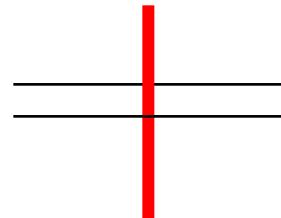
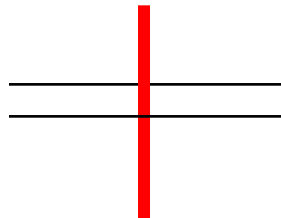
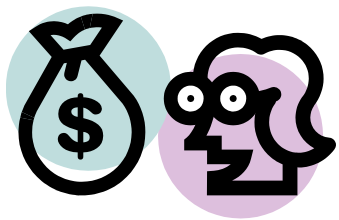
# Knowledge Flow



In a virtual sense, maybe.

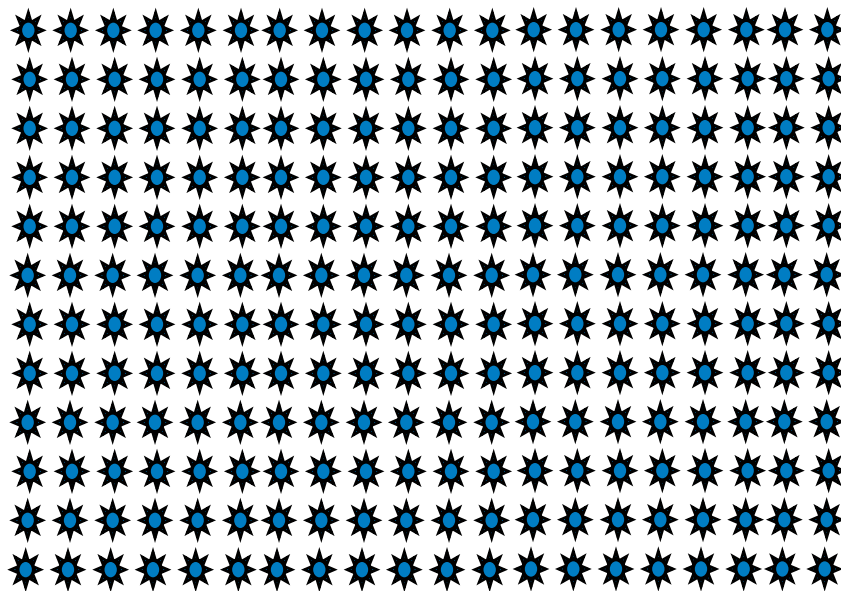


# Rewards can have serious side effects



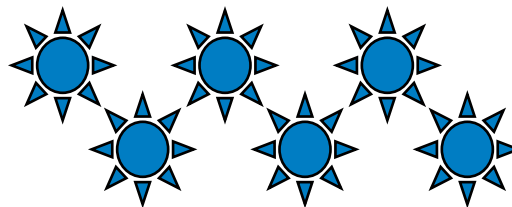
# The Leveraging Factor

SAS World



$$\text{LF} = 2 * 3 * 2 * 40 \\ = 480$$

Office



$$\text{LF} = 2 * 3 * 2 = 12$$

Group



$$\text{LF} = 2 * 3 = 6$$

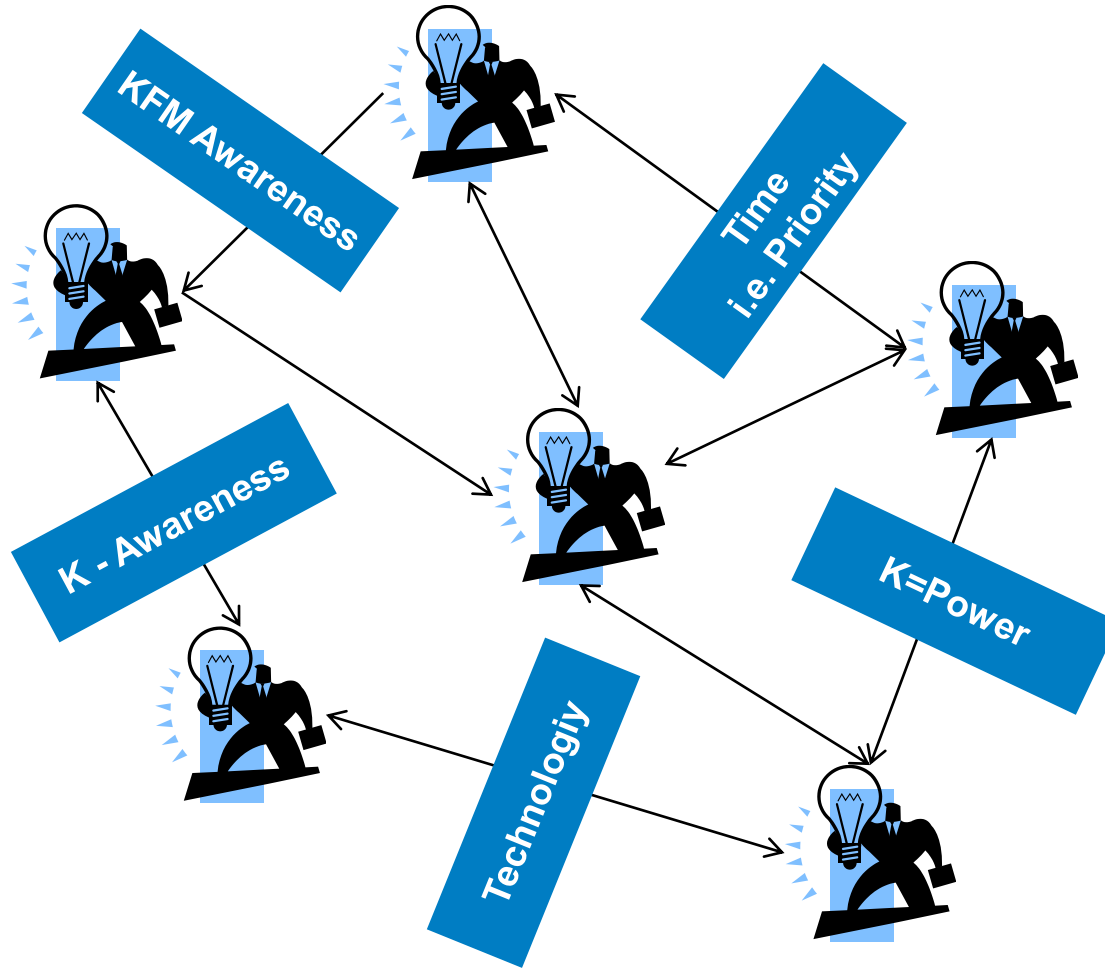
Self



$$\text{LF} = 2$$

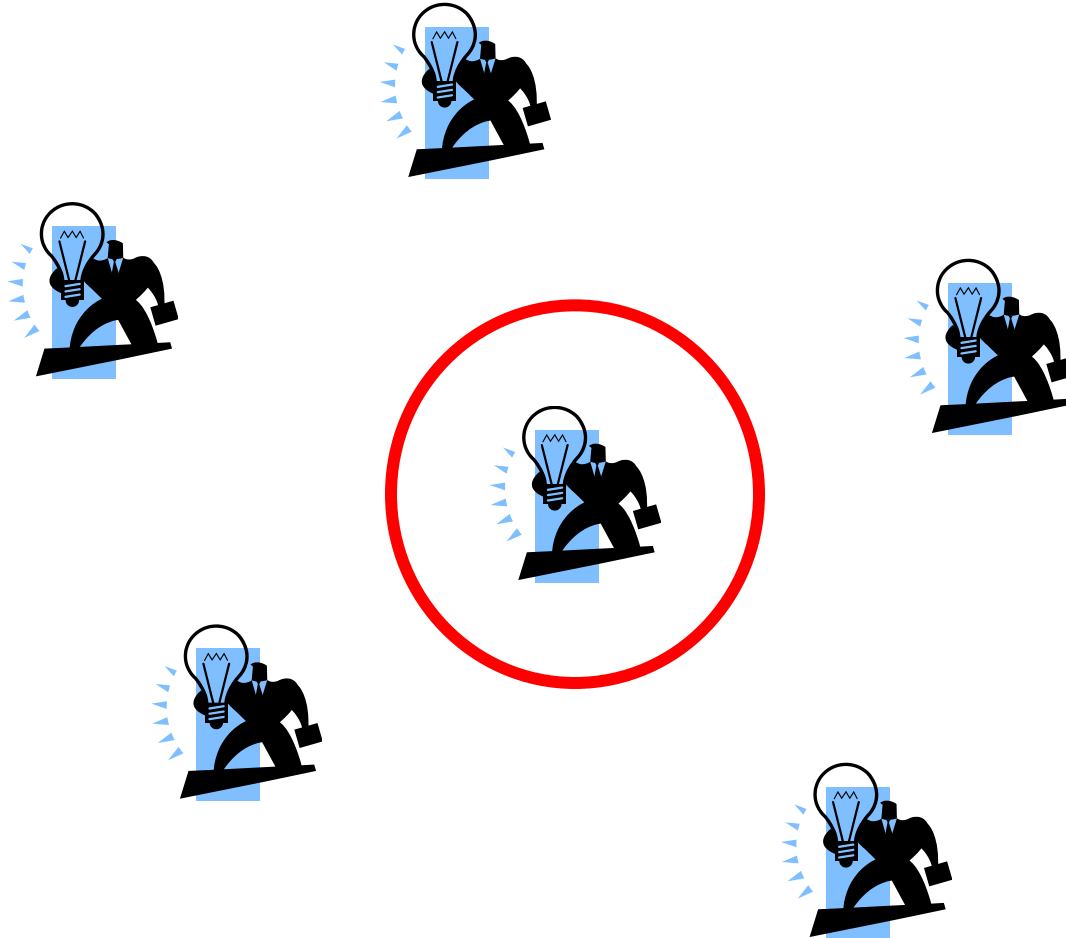


# «Make-Them» vs. «Enable the flow»

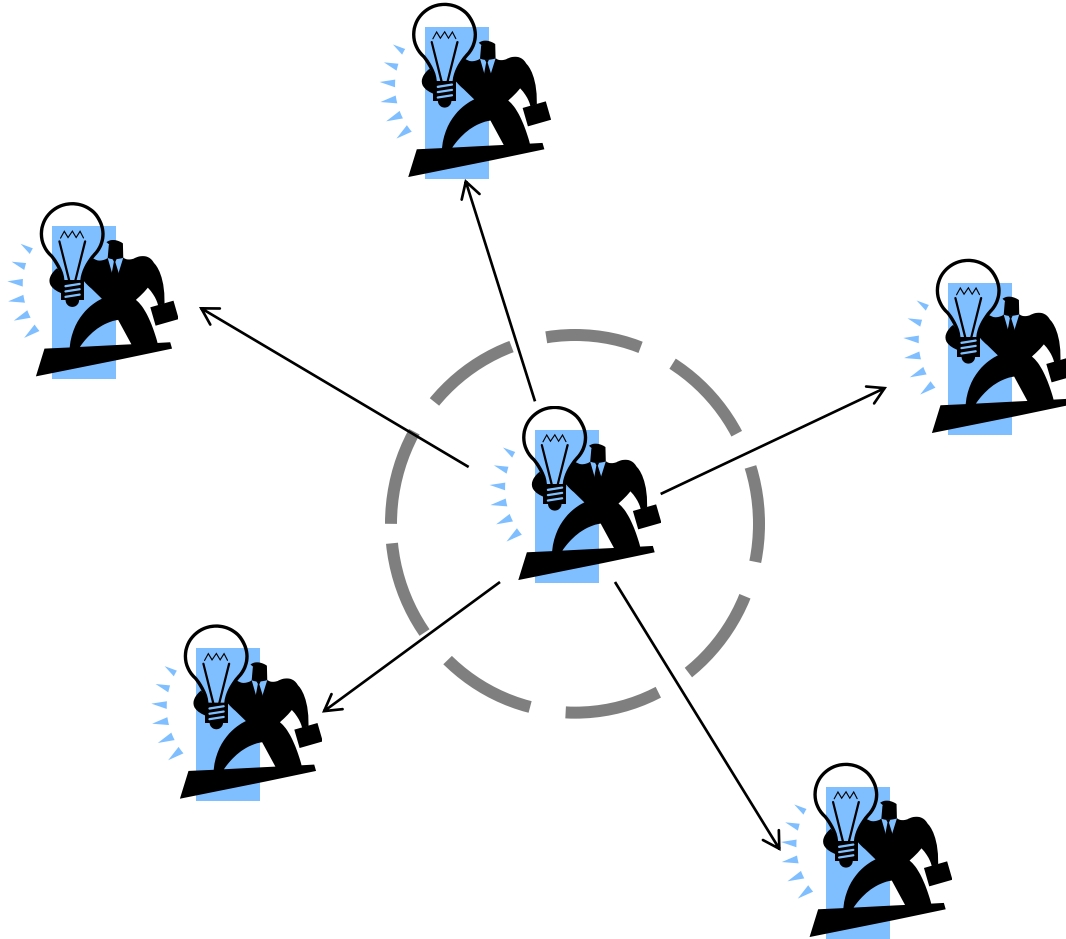


Work on Reducing the Barriers

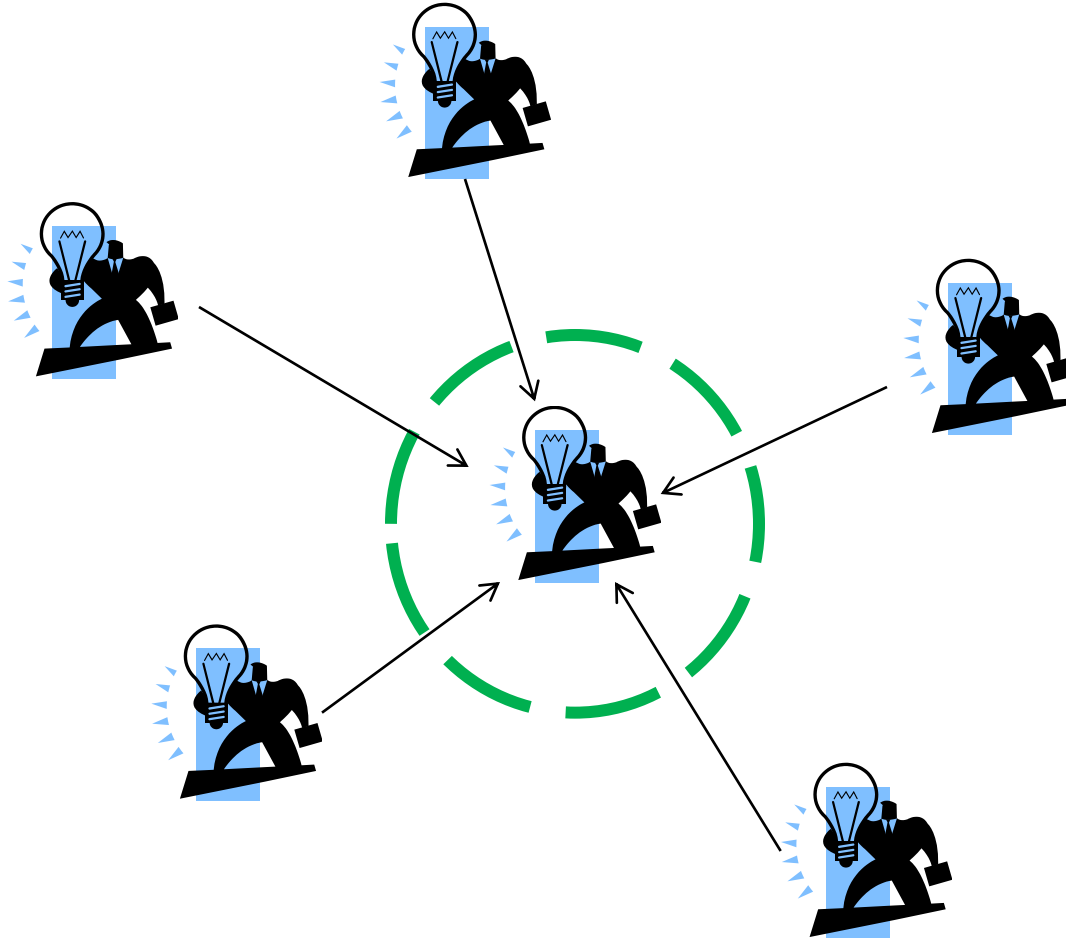
# Knowledge is Power



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# Network is Power



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***Nothing of value happens  
without passion!”***

**Larry Prusak**





[www.sas.com](http://www.sas.com)