

PRESENTATION MADE TO THE 5TH TECHNICAL COMMITTEE OF COMPUTERIZATION OF ECOWAS INSTITUTIONS

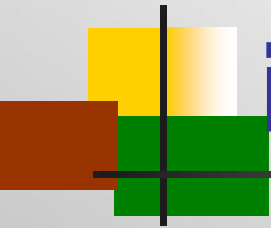
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By

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Knowledge Management in ECOWAS



Content

- What is Knowledge?
- What is Management?
- What is Knowledge Management (KM)?
- Theoretical Foundations of KM
- Rationale for KM in Organizations
- ECOWAS and KM
- Role of IT Tech Ctee in ECOWAS' Knowledge Management System.





KNOWLEDGE

Definition of Knowledge - Davenport and Prusak, 1988

A fluid mix of framed experience, values, contextual information, expert insight that provides a framework for evaluating and incorporating new experience and information. It originates and is applied in the mind of knowers. In organizations it often becomes embedded not only in documents or repositories but also in organizational routines, processes, practices and norms



MANAGEMENT

Definition of Management - Wikipedia

- *Management in business and organizations as the function that coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively and as comprising planning, organizing, staffing, leading or directing and controlling an organization to accomplish its goal.*





KNOWLEDGE MANAGEMENT

Definition of Knowledge Management (KM) - Davenport and Prusak, 1988

- *Knowledge Management is managing the corporation's knowledge through a systematically and organizationally specified process for acquiring, organizing, sustaining, applying, sharing and renewing both the tacit and explicit knowledge of employees to enhance organizational performance and create value.*



Theoretical Foundations of KM – Baskerville, 2006

KM has its theoretical foundations in information economics, strategic management, organizational culture, organizational behavior, organizational structure, artificial intelligence, quality management and organizational performance measurement. These theories are being used as foundations for new concepts that provide a rationale for managing knowledge, define the process for managing knowledge, and enable us to evaluate the results of this process.



Theoretical Foundations of KM

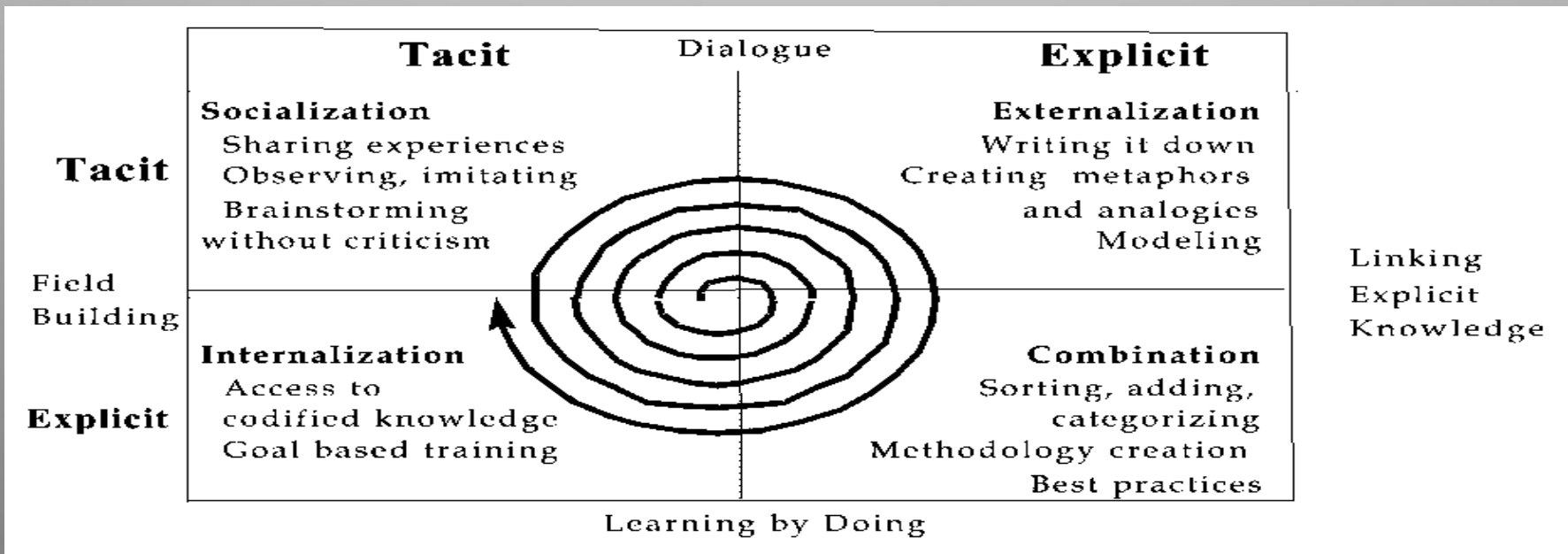
– Baskerville, 2006 (Cont.)

- *New concepts: knowledge economy, knowledge alliance, knowledge culture, knowledge organization, knowledge infrastructure, and knowledge equity.*
- Theoretical linkages among all these touching on the discipline of KM has systematically raised it into an important practicable body of management theory.



Rationale for KM in Organizations - Nonaka's SECI Model

SECI model of knowledge conversion from tacit to explicit and vice versa, as the forms of knowledge transition from one form to the other with each cycle (or spiral) providing an ever wider dimension of knowledge acquisition leading to knowledge creation and innovation



Rationale for KM in Organizations - Nonaka's SECI Model (Cont.)

For the purposes of:

- *Hiking organizational performance;*
- *Ensuring competitive advantage among rival companies and organizations;*
- *Ensuring survival and adaptation of the organization to evolving technological and socio-economic realities;*
- *Knowledge value creation and innovation to become the leading edge*



ECOWAS and KM

- *Conscious effort must be made to harvest knowledge from all levels, distribute and diffuse it also to all levels. The essence is to ensure that knowledge does not become the preserve and monopoly of the few.*
- *Harvesting knowledge in whatever form it may be prevalent in our organization, especially tacit knowledge, will require building organizational structures - knowledge networks to foster staff self-expression to enable them to share their technical and cognitive skills with others.*



ECOWAS and KM (Cont.)

- *Enabling organizational knowledge processes that seek synergistic combination of data and information processing capacity of information technologies and the creative and innovative capacity of human beings.*

(Studies have proved the lack of correlation between information technology spending and organizational financial results and that it is not computers that make the difference but what people do with them.)





ECOWAS' KM Strategy

- Align KM efforts with organization's strategic objectives;
- Creation of repositories and addressing the need to manage content;
- Understand and connect KM into individual daily work activities;
- Depart from an overemphasis on formal learning efforts as a mechanism for sharing knowledge; and
- Not focusing KM efforts only within organizational boundaries.



ECOWAS' KM Artefacts

An interconnected platform riding on the organizational intranet linking all the KMSs of institutions, agencies and projects:

- Library Documents;
- Departmental repositories of work generated documents with archiving;
- e-Learning platform/Links to knowledge resources (MOOCs).....
- Professional magazines for all represented disciplines in the ECOWAS family;
- News magazines and newspapers from all the Member States
- Repository of Staffs' domain of expertise and contacts





Role of IT in the process

DISCUSSIONS





THANK YOU !

