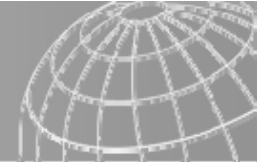


Knowledge Management by GTZ

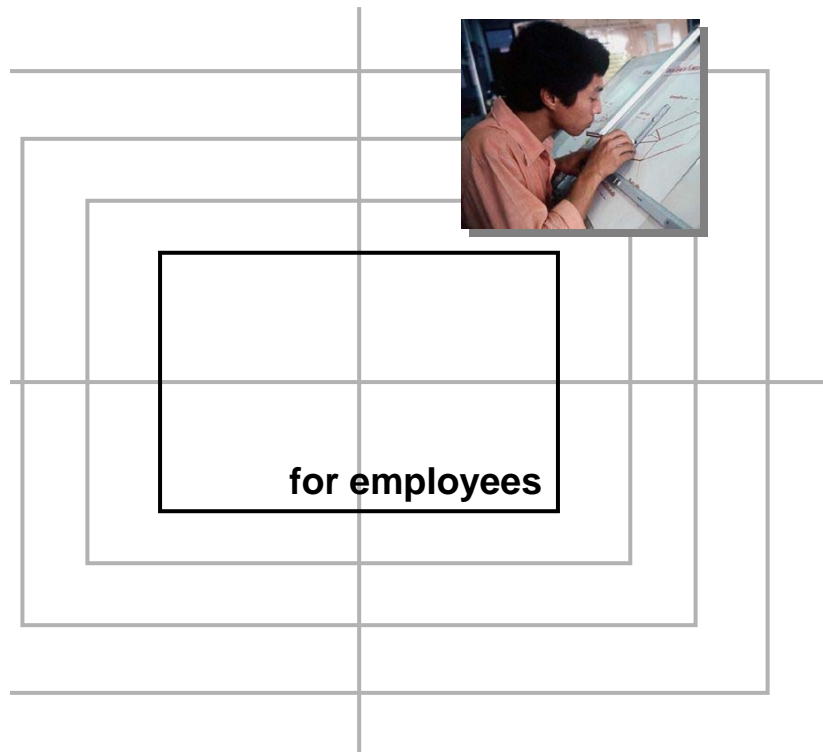
From Knowledge to Action

GTZ's product-oriented knowledge management

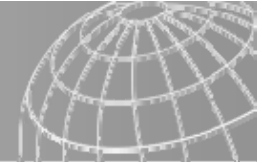
Dr. Cornelius Oepen



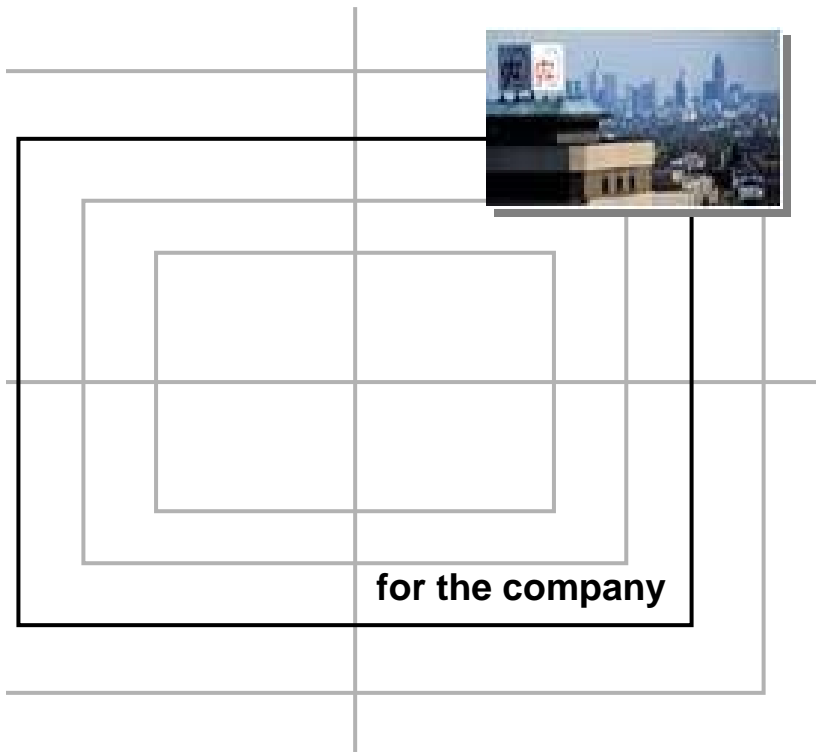
KM must prove its benefits at all levels



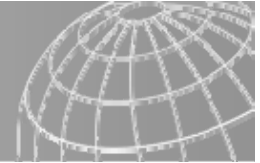
- Simple to use and quick access to know-how
- Improved access to international expertise
- Sound basis for decision processes through networks and benchmarks
- Fast integration of new employees
- Opportunities to present innovative ideas and expertise



KM must prove its benefits at all levels



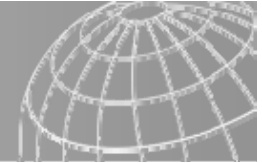
- Higher competitiveness, performance
- Higher effectiveness and sustainability of the projects
- Reducing costs by re-use of ideas and results and by avoiding repeating mistakes (learning organisation)
- Improved cooperation with partners and clients
- Providing GTZ services faster and more efficiently on demand



Implication 1: KM is not a goal in itself, but aims at

- **Providing all measures,**
which guarantee an effective exchange of
knowledge and corporate learning.
- **Enhancing existing knowlege,**
which is essential for achieving our results
and for assuring our sustainability for the
future.

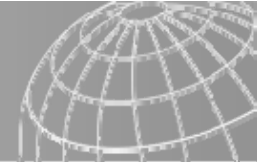
*Create, safeguard and use knowledge assets to
create more value for the organisation.*



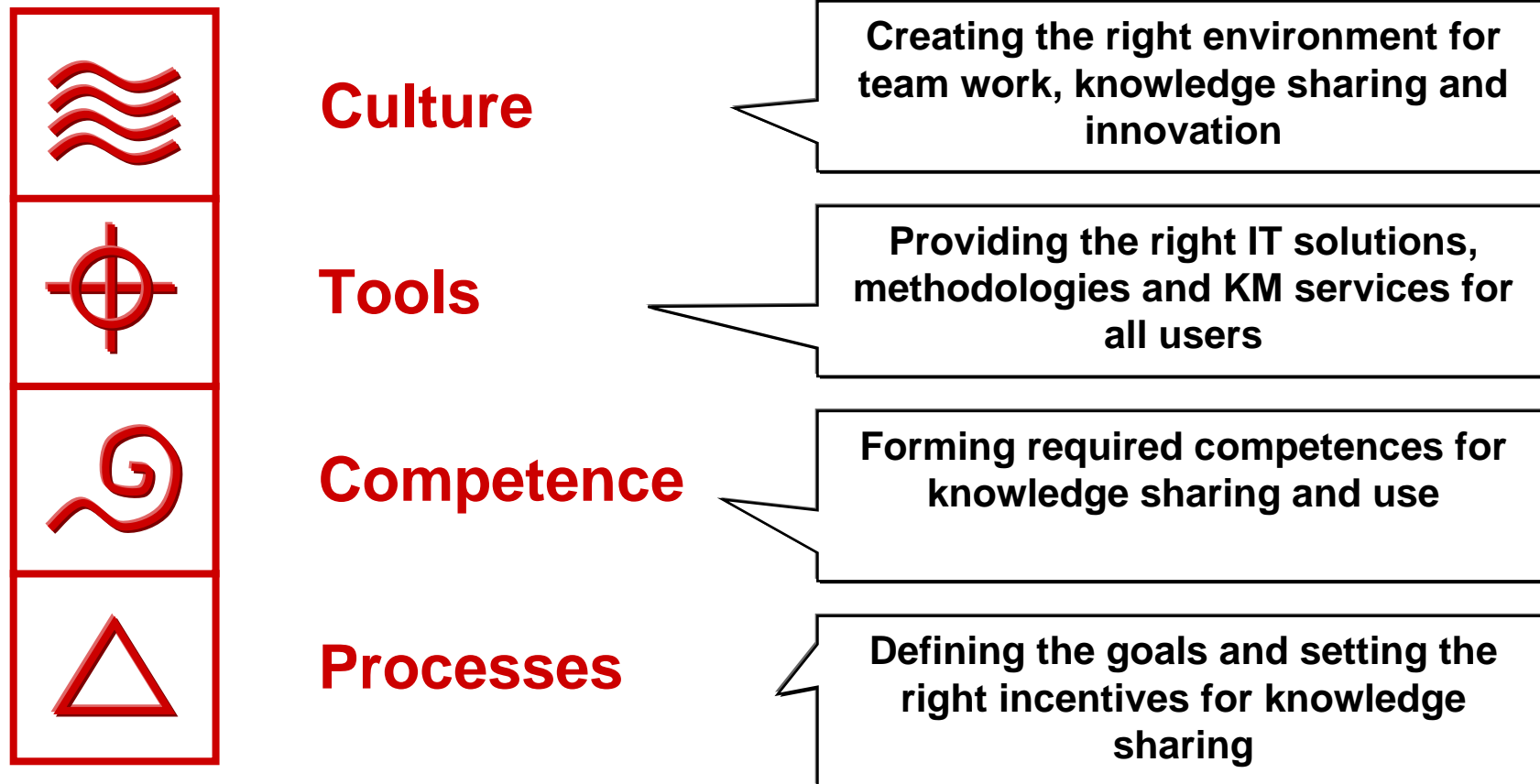
Implication 2: Getting the focus right

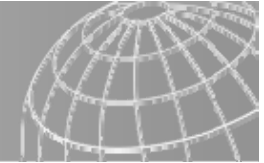


- 1. Focus on knowledge**
not data or information
- 2. Focus on experiential knowledge**
because it is our best source of learning
- 3. Focus on people**
because 70% of knowledge is implicit
- 4. Focus on utilisation**
to derive action from knowledge



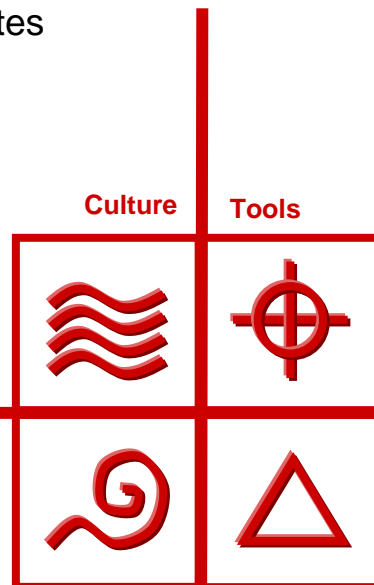
KM's four major tasks





...require the development of a coherent system of tools

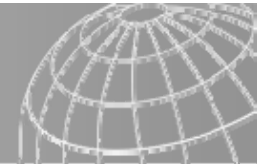
- Briefings, specification of mandates and tasks, types of contract
- Networks, boards, task forces, events
- Fachliche Heimat (technical coaching), leadership culture
- Benchmarking, cooperations and alliances



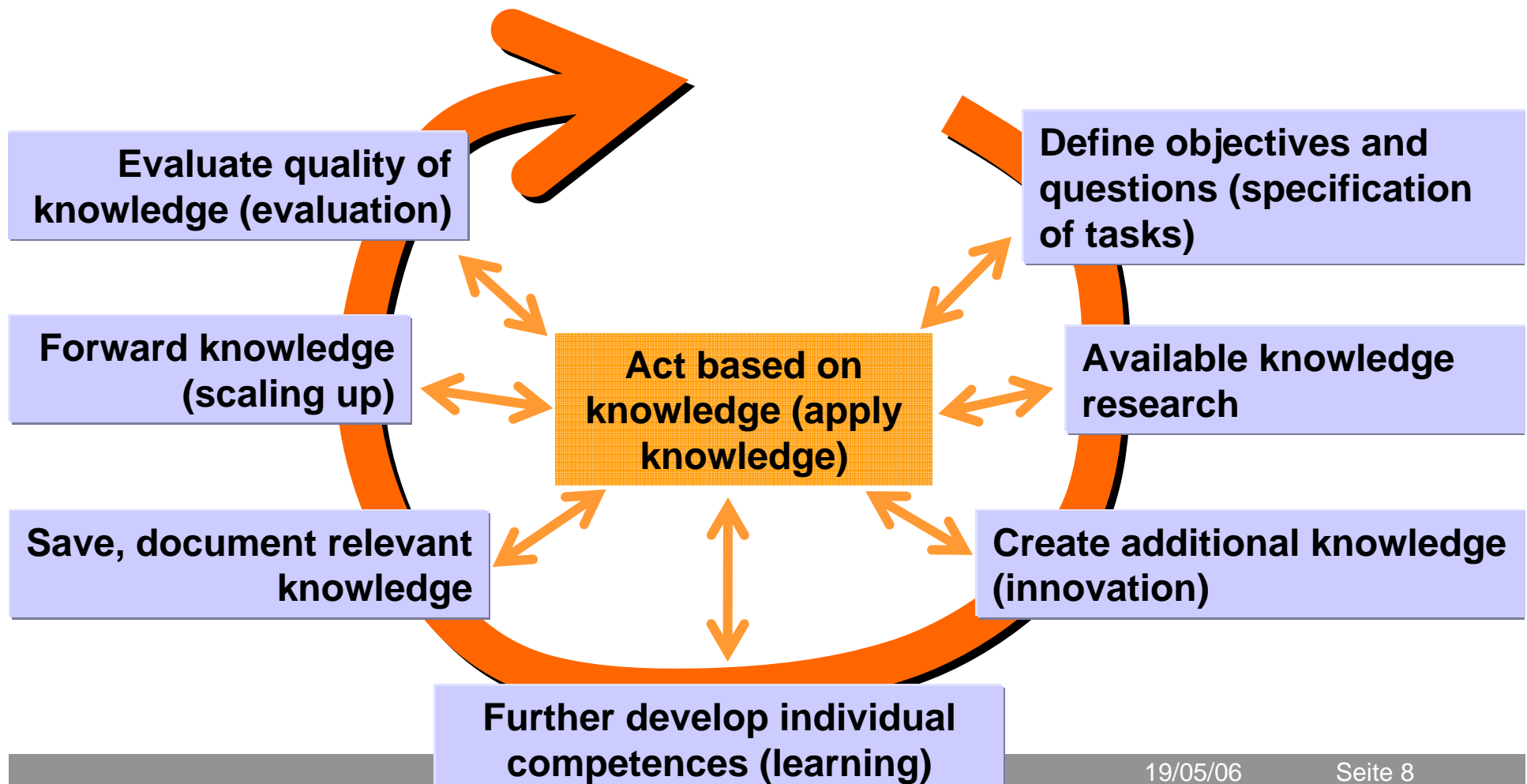
- Search and research systems, database system, filing system
- Products, tools, web applications
- Publications, archive, library
- Tools for knowledge management, planing, monitoring and evaluation
- Work station tools / IT

- Knowledge and experiences
- Introduction of new employees, trainings, autodidactic courses
- Identified areas of learning listed in the employees agreement on objectives
- Working atmosphere and ergonomics

- Post descriptions, ToR, guiding principles for employees, professional appraisal
- GTZ-policies, orientation and ruels, CI-standards
- Incentives and sanctions focussed on corporate success
- Other strategic instruments (quality, cost-effectiveness, effectivity etc.)
- KM governance structure



Focus 4: Focus on utilisation



Land/Region	Projektnummer	Person	Produkte	OE	reset	 wissens speicher
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		
auswahl	auswahl	auswahl	auswahl	auswahl	abschicken	Navigationshilfen
Text <input type="text"/>						Filter
						<input checked="" type="checkbox"/> Nur laufende PBS-Projekte durchsuchen

Wissensspeicher: GTZ's best „finding engine“



Concept

- Search engine for different data sources, incl. full text, persons, projects, products, units, countries
- Linkages of different info types for frequently asked research
- Data management in source data bases

Benefits

Simple access to available knowledge

Reduced searching time

Higher hit rate quality



Access via
GTZ Intranet

Wissenspeicher - Microsoft Internet Explorer provided by GTZ GmbH

Adresse <http://intra3.gtz.de/wissenspeicher/>

Land/Region Projektnummer Person Produkte OE

auswahl

Text

Suchkriterien: Text: Wissensmanagement

Navigationshilfen

Projekte (169) Personen (73) Produkte (45) Dokumente (250)

Exportieren Drucken

Vorherige Treffer 1-20 21-40 41-60 61-80 81-100 101-120 121-140 ... Nächste Treffer

1	2002.9164.1	ASIEN NA	Netzwerk- und Wissensmanagement von regionalen Organisationen "Management natürlicher Ressourcen" Network and Knowledge Management of regional natural resource man- organisations	
2	2002.2540.9	Überreg.	Wissensmanagement im Bereich Gesundheitssystementwicklung Knowledge management in the field of health systems development	
3	2002.2122.6	ASIEN NA	Förderung von nachhaltigen Politikansätzen im Management natürlicher Ressourcen im Hindukusch-Himalaja Promotion of Sustainable Policy Initiatives in the Management of Natural Resources in the Hindu Kush-Himalayas (ICIMOD) International Centre for Integrated Mountain Development (ICIMOD)	
4	2001.9190.8	Überreg.	Wissensmanagement im Netzwerk lateinamerikanischer Berufsbildungsinstitutionen	
5	2001.9128.8	AMERIKA	Informationsnetzwerk indigene Bevölkerung Lateinamerika	
6	2004.9100.1	AFRIKA N	Unterstützung der Vorbereitung und Durchführung des 3. Weltkongresses für	

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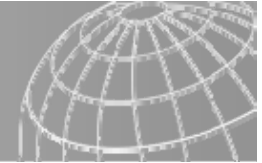
DMS | Mailbox/OWA | Hilfe | WWW

Input:

- specified search
- full text search

Output related to:

- projects
- persons
- products
- documents



Product-oriented KM

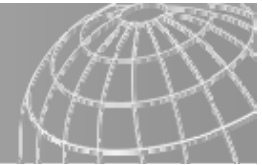


Concept

- Commented **Guide/Scout and Access** to relevant knowledge
- Standardised **structure**
- Only for subjects and methods with high **demand** of GTZ services
- Only demanded information
- Coordination by **Product manager**; Collaboration with colleagues worldwide
- **Monitoring & Controlling** of use and quality

Benefits

- Less redundant information
- Learning curve
- Focus of resource allocation
- More efficiency in core processes
- Sustainable improvement of quality
- Cost efficiency

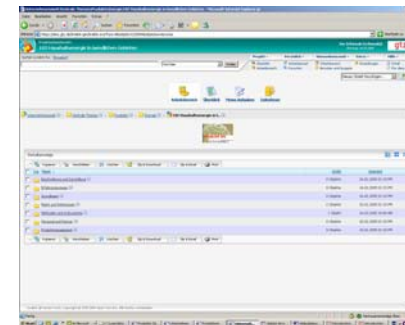


Elements of Product KM-Tools

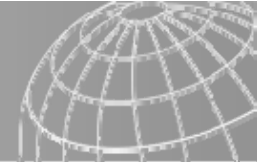


Standardized Intranet-sites for all basic information about each product (for internal use only)









Standardized folder structure in Document Management System for all product-related documents (for internal use only)



Standardized Internet-pages of all products for public access



Keys to succes in KM.

-  Strong support by top and middle management
-  Corporate understanding and language
-  Constant learning
-  Intuitive coherence of tools
-  Systematic integration in key operational processes
-  Focussing on business goals, demand and benefits
-  Appropriate KM governance and support service
-  Culture of knowledge sharing (give & take principle)