

Knowledge Extract Process in Knowledge Management Project

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Abstract: The knowledge extraction of employees that becomes partly fundamental in knowledge management project. The most common form to extract the knowledge of employees is by means of the realization of a questionnaire to know the available knowledge, the experts in each area and the best accumulated practices in organization.

Key-Words: Methodology, Knowledge Management Project, Knowledge Extract

1 Introduction

The necessity to establish initiatives of Knowledge Management (KM) in organizations where it becomes more and more of a challenge that should develop companies to be able to survive in a world where globalization is a becoming factor, and where knowledge constitutes the main asset to achieve a great profit and efficiency, obtaining products and services of the best quality that allows one to compete wisely to dominate markets.

A definition of Knowledge Management provided by the Gartner Group [1] say: "Knowledge management is a discipline that promotes an integrated approach to the creation, capture, organization, access, and use of an enterprise's information assets. These assets include structured databases, textual information such as policy and procedure documents, and most importantly, the tacit knowledge and expertise resident in the heads of individual employees."

In this context, the knowledge extraction of the employees that becomes partly fundamental inside the knowledge Management project that would be implemented in an organization and it is in fact the topic of the present work.

2 Methodology of KM

The best way to approach a Knowledge Management Project, is establishing a group of phases or stages that bares to recognize, storage and compartment of available knowledge in the organization, for example, in [2] a formal methodology has been established that directs the development and installation of a Knowledge Management System (KMS) that is divided in the following phases (figure 1):

1. Analysis and Identification of Knowledge.
2. Extraction of Knowledge.
3. Extracted Knowledge Processed.
4. Evaluation and Validation of Shared Knowledge.
5. Share and Exploit the Knowledge.

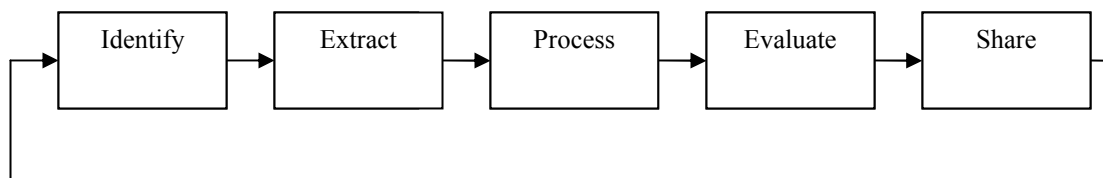


Figure1. Cycled Model of the Methodology of Knowledge Management

The Analysis and Identification of Knowledge phase pursues to recognize the knowledge that possess the diverse sources of the organization, fundamentally the tacit one that is that has been acquired through accumulated experience and that which is not described explicitly.

The Extraction of Knowledge phase establishes the mechanisms that allow to obtain the most quantity in the knowledge identified in the previous phase, establishing a correspondence between the source and the knowledge that they possesses, which will allow later not only discover the experiences and accumulated abilities but also, the expertise that possesses this knowledge.

Extracted Knowledge Processed phase is based on the analysis of the extracted knowledge recognizing the incomplete information, false and duplicated with the purpose of assuring the usability and dependability of the system, the importance of this phase rests in determining the quality of the gathered information, which is stored forming a structure that we identify as a map of corporate knowledge.

During the Validation and Evaluation phase of the shared knowledge the developers of the KMS have the responsibility of determining the feasibility of the use of the application on the part of the members of the organization, establishing their limit and possibilities.

The Sharing phase and to exploit the knowledge has as objective to offer like access to the knowledge deposits and the network of experts through a corporate

portal. The portal uses the map of knowledge and diverse tools of manipulation of the knowledge to locate and access to the information.

3 Extraction of Knowledge

Inside the phases that compose the knowledge management one of the most outstanding it constitutes without place to doubt the extraction of the knowledge and had most importance if the source that is processed is an employee.

The way to extract the intangible asset that is the knowledge, to the employees, is a crucial or critical activity, because in dependence of the knowledge that we are able to extract, and to the grade of reliability that represents, they will be this way the results that are obtained with the installation of the project of KM inside the organization.

Knowledge management encompasses both the management of information and the management of people. Knowledge cannot be managed directly--only the information about the knowledge possessed by people in organizations can be managed. [3]

One can deduce that this activity so easy by describing the needs of a great effort on the part of all those that try to take the process of KM ahead, firstly looking for methods and more appropriate forms to interview the employees, next, formulating the questions that will be used and lastly carrying out the survey to those that can contribute useful knowledge in favor of the improvement of the organization and that it bares to obtain

the competitive advantages wished for that they justify the settings to move forward with the KMS.

Several forms exist to extract the knowledge from the employees, the most common are by means of the realization of a questionnaire that will be responded by each selected person (audit of employees), forming discussion groups that will debate the selected topics or carrying out individual interviews to those people that has more experience.

Difficult in end is the convincing of each person so that with their participation, support and understanding they give their best effort in responding to each one of the questions or to participate in the debates exposing their experiences, abilities and all their acquired knowledge after a long period in their professional work life.

The most probable thing, is that not the whole tacit knowledge can be extracted appropriately for its later use inside the organization, for that reason it is that the identification, at least, of the accumulated knowledge who possesses it and like you will consent to its source in the event of necessity they constitute a main objective to achieve in this stage.

4 Making and the realization of the survey

In the ways used to extract the knowledge the most used one and the one that gives better results is by means of the realization of a survey or audition of knowledge.

According to Hylton[4], in the first place audited the knowledge, the most important preparatory stage in a new initiative or program of Knowledge Management. Regular or periodic auditions should be carried out to maintain the upgrades. It presents as a characteristic, audit the cycle of life of the knowledge of the organization, such that, to determine the main areas in which the active knowledge needs to be

maximized, shared, and managed to obtain a better corporate efficiency.

A little more formal, we try to identify in a general way the following aspects:

- What are the necessities of knowledge in each area inside the organization?
- What knowledge has the organization and where is it located?
- How is it that the knowledge flows inside the organization?
- How to describe the best practices carried out?
- What possible lagoons of knowledge in the activities that are developed?

The results of treating these points will be good to the organizers of the project like a base to identify where the organization needs to direct their best efforts of knowledge Management, assuring the interest of the members of the organization ahead of time for the use and application of the system.

Among the main audit benefits of knowledge is:

- It helps the organization to identify that knowledge is necessary to support the goals of the organization taking in mind the individual activities and group activities.
- A tangible evidence of which knowledge is managed exactly and it indicates where it is necessary to perfect it.
- It provides a bill based on the evidence of knowledge that exists in an organization, and as the knowledge moves so it is used inside the organization.
- This conforms the map available knowledge in the organization and where each of its knowledge is found, as well as inadequacies and duplications.
- This reveals the knowledge that is not being used by the organization to obtain competitive advantages.
- This reveals examples of good practices like obstructions and barriers.
- It offers an inventory of the active knowledge, allowing it to be convert for more visibility and therefore more appraisable and more countable, giving a

clear understanding of the contribution from the knowledge to the organizational execution.

<p>Generic questionnaire to Identify and Extract Knowledge from Employees.</p> <ul style="list-style-type: none"> • Rules and regulations that guides the organization • Other works that has been carried out during the time that it takes for working in the organization. • How long it takes working in the organization. • The main activities that it develops during the work day. • Abilities or indispensable knowledge for the achievement of the main tasks in the department or workspace. • Who or whom checks these activities. • Exist guides or methodologies for the development of their work. • Information of trust to which one has access. • Where does this information proceed? • Actions that must be done before abnormal situations or emergencies.

Table1. Some questions to extract the knowledge of the employees

- It provides vital information for the development of the programs of knowledge Management and initiatives that are directly revealing to the necessities of specific knowledge to the organization and the current situation.

In our proposal, we intend that to audit the employees to obtain information that can be classified in:

- Available knowledge in the whole organization.
- Experts in each one of the areas of the organization.
- Better accumulated practices.

Some of the questions that can be included in the questionnaires so that they are applied during these first two stages they are shown in the table 1 [5].

5 Knowledge Extraction Systems

Taking like a base which was previously described, we gave ourselves the task of designing a system to knowledge extraction whose fundamental objective is the automation of the process of audition of knowledge starting from questions that are made taking like a base the matrices of competition of each work position.

All the questions will be stored in a table and its the Knowledge Management task and its directive of the organization to select the questions that will conform each one from the surveys carried out for work the position, next, the employees always selected supervised by management and knowing the number corresponding to the survey will be audited through the system.

As a result a base is obtained where it is fundamentally described that knowledge possesses each one of the employees and their participation in the solution of diverse problems confronted in the organization.

To put all this information gathered to the employees' disposition we aid ourselves of a corporate portal that serves as interface to the system of content management that is the one in charge of giving the answers to the carried out demands.

6 Conclusions

To extract knowledge from the employees of an organization is a task of vital importance to achieve an appropriate installation of a Knowledge Management System, it is for that reason that we gave ourselves the task of

implementing an Automated System that can carry out the process of interviewing the available knowledge of the employees and it facilitates to us the access to the gathered information.

In spite of everything that has been outlined, the organization of the whole process that includes the selection of the questions to be carried out, the convincing of the employees so that they put their best interest in answering the questions to the best of their ability and finally the validation of the answers is what will facilitate the success of the Knowledge Management Project.

In these moments we participate in the development of a Project of Knowledge Management in a small company of lubricant.

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