

Analysis Guide Questions

1. Audit of market-centered knowledge – Interview

- WHAT IS THE PERCEPTION OF PEOPLE ABOUT DEVELOPMENT ORGANIZATIONS IN THE COMMUNITY? IS IT WHAT THEY REALLY ARE, OR INTEND TO BE?
- DO THE PEOPLE KNOW ABOUT DEVELOPMENT ACTIVITIES/ SERVICES THESE ORGANIZATIONS OFFER, AND HOW TO AVAIL THEMSELVES OF THESE?
- WHICH DEVELOPMENT ACTIVITIES/SERVICES DO THE PEOPLE KNOW AND PARTICIPATE IN MOST? IN WHICH DO THEY NOT?
- DO DEVELOPMENT ORGANIZATIONS HAVE THE LOYALTY OF THE PEOPLE? DO THEY HAVE THE COLLABORATION AND SUPPORT OF OTHER ORGANIZATIONS/GROUPS?
- IN WHICH AREAS DO DEVELOPMENT ORGANIZATIONS NEED TO INCREASE COMMUNITY KNOWLEDGE TO STRENGTHEN PARTICIPATION, SUPPORT, AND COLLABORATION?

2. Audit of market-centered knowledge -- Document analysis

- WHAT KNOWLEDGE HAVE DEVELOPMENT ORGANIZATIONS KEPT ON RECORD ABOUT DEVELOPMENT SERVICES/PRODUCTS, PROJECTS, BENEFICIARIES, AND SPONSORS?
- ARE THESE ADEQUATE TO SUPPORT A KM ACTIVITY TO SUPPORT DEVELOPMENT?
- WHAT OTHER DOCUMENTATION SHOULD DEVELOPMENT ORGANIZATIONS MAINTAIN ABOUT THEIR PROJECTS, BENEFICIARIES/ PARTICIPANTS, AND SPONSORS?

3. Audit of human-centered knowledge – Self-assessment

- DO STAFF MEMBERS OF THE DEVELOPMENT ORGANIZATION HAVE THE COMPETENCY FOR THEIR CURRENT JOBS?
- WHAT ARE THEIR COMPETENCIES AND WHAT LEVELS ARE THEIR PROFICIENCIES IN EACH?

- WHICH OF THE SKILLS REQUIRED TO ATTAIN THE KM GOAL ALREADY EXIST AMONG THE CURRENT STAFF (AS JOB-RELATED OR OTHER SKILLS)? WHICH ONES DO NOT?
- WHAT PERSONALITY TRAITS OF CURRENT STAFF MEMBERS WILL HELP IN THE ATTAINMENT OF THE KM GOAL? WHICH ONES WILL BE CONSTRAINTS?

4. Audit of knowledge infrastructure assets –Assets checklist

- WHAT PHILOSOPHY AND CULTURE DOES THE DEVELOPMENT ORGANIZATION HAVE THAT GUIDE DEVELOPMENT IMPLEMENTERS?
- WHAT SYSTEMS, PROCEDURES, AND STANDARDS FACILITATE AND SUPPORT DEVELOPMENT ACTIVITIES?
- WHAT KNOWLEDGE DO THEY CONTAIN? HOW MUCH OF IT IS TACIT, AND HOW MUCH IS EXPLICIT?
- WHERE ARE THESE KNOWLEDGE GENERATED, LOCATED, AND HOW ARE THEY TRANSFERRED?
- WHO ARE THE USERS OF KNOWLEDGE IN THE COMMUNITY?

Basic Parts of a Research Report

The knowledge audit you conducted is a form of research. You systematically gathered observations in order to determine the status of critical knowledge in your organization/group. To help readers recognize it as a report of research results, you may want to follow the basic format of a research report. It has the following parts:

- **Abstract or executive summary** — a concise presentation of the KM audit: its rationale, objectives, methodology, most important findings, and conclusions
- **Introduction** — description of the context of the audit: why it was done, the problem/opportunity it intends to solve/exploit, the expected benefits/use of its results
- **Methods** — information gathering procedure, sources of data and information, methods and tools used to gather and analyze data and information
- **Results and discussion** — clear and concise presentation of findings about what knowledge is needed, available, and missing, and what these mean to specific objectives
- **Conclusions and recommendations** — the implications of the findings, and what measures need to be taken to solve the problem or take advantage of opportunity confirmed and described by the audit

Knowledge Audit: Overview and Sample Questionnaire

1.0 Overview:

Knowledge audit is a systematic examination and evaluation of organizational knowledge health, which examines organization's knowledge needs, existing knowledge assets/resources, knowledge flows, future knowledge needs, knowledge gap analysis as well as the behavior of people in sharing and creating knowledge. In one way, a knowledge audit can reveal an organization's knowledge strengths, weaknesses, opportunities, threats and risks. A knowledge audit should also include an examination of organization's strategy, leadership, collaborative, learning culture, technology infrastructure in its various knowledge processes.

In order to transform an organization into a learning organization and ensure an effective knowledge management strategy, a knowledge audit should be conducted, which will provide a current state of knowledge capability of the organization and a direction of where and how to improve that capability in order to be competitive in this fast changing knowledge era.

2.0 Objectives of Knowledge Audit:

1. K-audit helps an organization to clearly identify what knowledge is needed to support overall organizational goals and individual and team activities.
2. It gives tangible evidence of the extent to which knowledge is being effectively managed and indicates where improvements are needed.
3. It explains how knowledge moves around in, and is used by, that organization.
4. It provides a map of what knowledge exists in the organization and where it exists, revealing both gaps and duplication.
5. It provides an inventory of knowledge assets, allowing them to become more visible and therefore more measurable and accountable.
6. It provides vital information for the development of effective knowledge management programmes and initiatives that are directly relevant to the organization's specific knowledge needs and current situation.
7. It helps in leveraging customer knowledge.

3.0 Components of a Knowledge Audit

A Knowledge audit can have the following components (not necessarily need to be in order):

- A. Knowledge need analysis
- B. Knowledge inventory analysis
- C. Knowledge Flow analysis
- D. Knowledge mapping

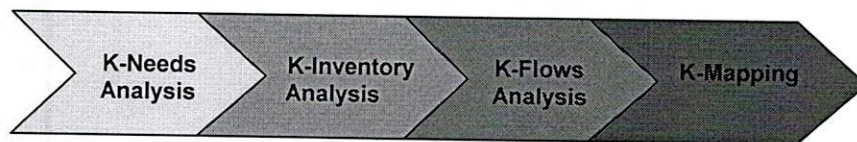
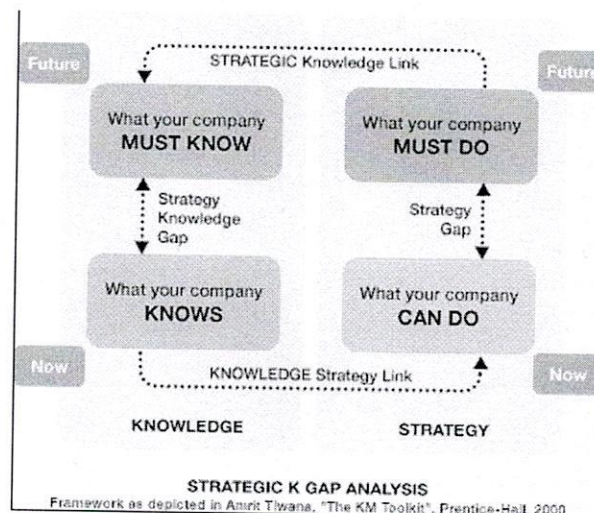


Figure 1: K-Audit Components

A. Knowledge Needs Analysis (K-Needs Analysis)

The major goal of this task is to identify precisely what knowledge the organization, its people and team possess currently and what knowledge they would require in the future in order to meet their objectives and goals.

Knowledge need analysis can help any organization to develop its future strategy. Amrit Tiwana suggested the following figure to explain the Knowledge-Strategy Link:



The K-need analysis can also measure the staff skills and competency enhancement-needs and opportunities for training and development, corporate knowledge culture-practices such as knowledge sharing attitude, collaboration, team spirit, rewards and recognitions & staff relationship with their superiors, peers and subordinates.

No.	Activities	March	April	May	June	July
1	Study of Org's major goal & objectives					
2	Draft an initial K-need/K-flow matrices					
3	Organize team to work on the analysis- internal					
4	Data Collection					
	<i>Finalize the questionnaire</i>					
	<i>Conduct survey</i>					
	<i>Focus group interviews</i>					
	<i>Interview with the HODs</i>					
5	Data Analysis					
6	Data Evaluation					
7	Reporting					

Please refer to Appendix I for the sample questionnaire

B. Knowledge Inventory Analysis (K-Inventory Analysis)

Knowledge inventory is a knowledge stock taking to identify and locate knowledge assets and resources throughout the entire organization. This process involves counting, indexing, and categorizing of corporate tacit and explicit knowledge.

Knowledge inventory analysis comprises of 2 entities: Physical (Explicit) Knowledge inventory and Corporate Experts (sources of tacit knowledge) inventory.

i. *Physical (Explicit) Knowledge inventory of an organization:*

- Numbers, types and categories of documents, databases, libraries, intranet websites, links and subscriptions to external resources
- Knowledge locations in the organization, and in its various systems

- The organization and access of the knowledge (how knowledge resources are organized and how easy is it for people to find and access them)
- Purpose, relevance and quality of knowledge (why do these resources exist, and how relevant and appropriate they are for that purpose, are they of good quality - up to date, reliable, evidence based, making sense, relevance to the organization)
- Usage of the knowledge (are they actually being used by whom, when, what for and how often)

ii. *Corporate Experts (sources of tacit knowledge) inventory:*

- Staff directory and their academic and professional qualifications, skill & core competency levels and experience
- Training and learning opportunities
- Future potentials-leadership potential

The K-inventory analysis may involve a series of surveys and interviews in order to get relevant answers to the above questions on both tacit and explicit knowledge that an organization may hold and have.

By making comparison between knowledge inventory and the earlier analysis of knowledge needs, an organization will be able to identify gaps in their organization's knowledge as well as areas of unnecessary duplication.

No.	Activities	March	April	May	June	July
1	Study of Org. K-portal and other databases					
2	Draft an initial K-inventory matrices					
3	Organize small team to work on the listing					
4	Data Collection					
	<i>Start listing of the files</i>					
	<i>Conduct survey</i>					
	<i>Interview with the HODs</i>					
5	Data Analysis					
6	Data Evaluation					
7	Develop Taxonomies					
8	Reporting & Expert Directory					

c. Knowledge Flows Analysis (K-Flows Analysis)

Knowledge flow analysis look at knowledge resources move around the organization, from where it is to where it is needed. In other words, it is to determine how people in an organization find the knowledge they need, and how do they share the knowledge they have. The knowledge flow analysis looks at people, processes and systems:

- i. Analysis of people: examine their attitude towards, habits and behaviors concerning, and skills in knowledge sharing, use and dissemination.
- ii. Analysis of process: examine how people go about their daily work activities and how knowledge seeking, sharing, use and dissemination form parts of those activities, existence of policies and practices concerning flow, sharing and usage of information and knowledge, for example, are there any existing policies such as on information handling, management of records, web publishing etc? Or are there other policies that exist that may directly or indirectly affect or relate to knowledge management, which may act as enablers or barriers to a good knowledge practice?
- iii. Analysis of system: examine technical infrastructure: for example, information technology systems, portals, content management, accessibility and ease of use, and current level of usage. To what extend those existing systems facilitate knowledge sharing and flow, and help to connect people within the organization.

An analysis of knowledge flows will allow an organization to further identify gaps in their organization’s knowledge and areas of duplication; it will also highlight examples of good practice that can be built on, as well as blockages and barriers to knowledge flows and effective use. It will show where an organization needs to focus attention in their knowledge management initiatives in order to get knowledge moving from where it is to where it is needed.

No.	Activities	March	April	May	June	July
1	Study of organization’s major goal & objectives					
2	Draft an initial K-need/K-flow matrices					
3	Organize team to work on the analysis- internal					

4	Data Collection					
	<i>Finalize the questionnaire</i>					
	<i>Conduct survey</i>					
	<i>Focus group interviews</i>					
	<i>Interview with the HODs</i>					
5	Data Analysis					
6	Data Evaluation					
7	Reporting					

d. Knowledge Mapping (K-Mapping)

The knowledge map is a navigation aid to explicit (codified) information and tacit knowledge, showing the importance and the relationships between knowledge stores and dynamics. The knowledge map, an outcome of synthesis, portrays the sources, flows, constraints and sinks (losses or stopping points) of knowledge within an organization. There are two main approaches to knowledge mapping:

1. Mapping knowledge assets and resources- the map shows what knowledge exists in the organization and where it can be found (holders of the knowledge-knowledge creator, collector, connector, users and knowledge critics, data repositories)
2. Mapping knowledge flows- the map shows how knowledge moves around the organization from where it is to where it is needed.

No.	Activities	March	April	May	June	July
1	Study K-need/K-flow matrices reports					
2	Draft an initial K-map					
3	Team analysis K-map					
4	Knowledge Map Reporting					

4.0 Deliverables of a knowledge audit

Common approaches and tools that can be applied to conduct a knowledge audit are: Site observation, questionnaire-based surveys, face to face Interviews, focus group discussion, forums. A knowledge audit could be divided into four parts: background study, data collection, data analysis and data evaluation. So the deliverables of a knowledge audit could be:

- A list of knowledge items (K-needs & current K-assets) in the form of spreadsheets
- A knowledge network map which shows the flow of knowledge items
- A social network map that reveals the interaction among staff on knowledge sharing

These deliverables will help an organization in identifying the gap between “what is” at present and “what should be” in the future from a KM perspective.

5.0 References used:

1. Chong, Y.Y. D (2004), Re-Thinking knowledge audit: its values and limitations in the evaluation of organizational and cultural asset, The Hong Kong Polytechnic University, Kowloon, Hong Kong.
2. Liebowitz, J., Rubenstein-Montano, B. et al (Jan/Mar 2000), The knowledge audit, *Knowledge and Process Management*, 7,1, 3.
3. National Electronic Library for Health, *Conducting a knowledge audit*, from [http://www.nelh.nhs.uk/knowledge management/km2/audit toolkit.asp](http://www.nelh.nhs.uk/knowledge%20management/km2/audit%20toolkit.asp)
4. Tiwana, A. (2002), *The knowledge management toolkit: Orchestrating IT, Strategy and Knowledge Platforms*, NJ: Prentice Hall.
5. KeKma-Audit, *KeKma-Audit, Knowledge audit & KM*, from <http://www.kekma-audit.com/index.htm>
6. Few Internet sources

Appendix: I

1. Knowledge Needs/K-Flow Analysis

Major goal – Identify the current and the future knowledge needs as well as how knowledge flows in an organization

Organization- Overall	Current		Future Required
	Exists	Required	
Functions			
Key Deliverables			
Core competencies			

Organization- Devison	Current		Future Required
	Exists	Required	
Functions			
Key Deliverables			
Core competencies			

Organization Devison- Individual Level	Current		Future Required
	Exists	Required	
Types of Knowledge			
Sources of Knowledge			
Frequency of usage			
Key stakeholders			
Key K-processes			
K-deliverables			
K-resources sharing partners			
Time spend in searching for knowledge			

Perception on Knowledge Sharing

No	Area: The overall environment of my dept:	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	• facilitates knowledge creation					
2	• facilitates knowledge storage/retrieval					
3	• facilitates knowledge transfer					
4	• enables me to accomplish tasks more quickly					

5	<ul style="list-style-type: none"> improves my job performance 					
6	<ul style="list-style-type: none"> is useful in my job overall 					
7	<ul style="list-style-type: none"> enables the organization to react more quickly to changes in the marketplace 					
8	<ul style="list-style-type: none"> speeds decision making 					
	Perception about Knowledge in the organization	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
9	<ul style="list-style-type: none"> the specific knowledge that I need resides with the experts rather than being stored in the portal because the knowledge is typically difficult to clearly articulate 					
10	<ul style="list-style-type: none"> the knowledge stored in the portal cannot be directly applied without extensive modifications because of the fast-paced, dynamic environment in which my department operates. 					
11	<ul style="list-style-type: none"> as the tasks of my department change frequently, I am always having to seek new knowledge that is not directly available in the K-portal or databases. 					
12	<ul style="list-style-type: none"> I am able to extensively reuse knowledge from the K-portal after making few if any changes to adapt the retrieved knowledge to the current situation 					
13	<ul style="list-style-type: none"> the knowledge that I find in the K-portal can be directly applied to current situations with little or no need to seek out or create new knowledge 					
	Do you think the members of your department:	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
14	<ul style="list-style-type: none"> satisfied by the degree of collaboration 					
15	<ul style="list-style-type: none"> supportive for knowledge sharing & creation 					

	There is a willingness to:	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
16	• collaborate across organizational units within our organization					
17	• accept responsibility for failure					
	I always find the:	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
18	• the precise knowledge I need					
19	• sufficient knowledge to enable me to do my tasks.					
20	• I am satisfied with the knowledge that is available in my dept to use					
	There should be reward system for	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
21	• creating reusable knowledge resources					
22	• reusing existing knowledge resources					
23	• contributing to a library of reusable knowledge resources					

Rate the answers from 1 to 5 (as 5 is the most important)

1. Did any dept/people ask your help for their knowledge needs? Of the questions that you have asked by others in the organization, what knowledge was requested that you consider to be

- a) essential for business performance _____
- b) essential for the company's competitive advantages _____
- c) important for leading to innovation and creative work _____
- d) outdated and no longer useful for the business _____

2. How did you acquire most the skills/expertise that you have been using in your job over the past 6 months?

- in this organization _____
- through self learning _____
- through formal training _____
- at my last job or elsewhere _____

3. Where is most of the information that you need to do your work located or stored?

- In paper-based documents _____
- In our team/dept's member's head _____
- In our central information system _____
- On my personal or workstation computer/hard drive _____

4. Knowledge that I acquire in my present job/organization, belongs first and foremost to
- Me alone _____
 - The company alone _____
 - Depends on how much I had put in to it _____
 - Both myself and the company _____
5. How often do you make use to documented procedures to do your work when you are stuck
- Constantly _____
 - Very often _____
 - Quite often _____
 - Not often/rarely _____
6. Which of the following is the biggest barrier to your being able to store information you receive more efficiently and effectively
- Lack of time/too busy _____
 - Poor tools/technology _____
 - Organization policy/directives _____
 - Poor information systems/processes _____
7. How often do you share information with other departments in formal way
- Constantly _____
 - Very often _____
 - Quite often _____
 - Not often/rarely _____
8. What are the challenges in sharing information with people from other departments
- Don't perceive there is an urgent need to share _____
 - Lack of open-minded sharing environment _____
 - Lack of trust of other people's knoweldge _____
 - No proper organizational quidelines on sharing _____
 - Bureaucritic proceedure invloves in sharing info/knowledge _____
 - Task doesn't require cross-dept. info sharing _____
 - No proper IT platform to share _____
 - Do not know about other person's knowledge needs _____

2. Knowledge Inventory Analysis (Physical Knowledge)

Major goal: to identify and locate knowledge assets and resources throughout the entire organization.

Organization Devison	Current		Future
	Exists	Required	Required
No. of databases			
No. of files in the system			
ERP			
Primary storage			
Decision Support System			
Filing system			
Groupware			
File sharing with other departments			
Physical file/report storage			
Archieving			

General audit

1. Catagories of knowledge available
2. Total no. of files
3. No. of new knoweldge created by the staff
4. No. of new knoweldge collected from external sources
5. Who are the owners of the various knowledge
6. Monthly knowledge creation
7. Monthly knowledge contribution in the portal
8. Yearly statistics and comparative study

3. Knowledge Inventory Analysis (Human Capital)

Major goal: to identify and locate internal experts within the organization

Organization Devison	Current		Future
	Exists	Required	Required
Staff and their expert areas			
Expert Databases			
Staff development plans			
Succession Planning			
HRM system			
List of ex-staff			
Database of External Experts			

General audit

1. Expert catagories
2. Comparative analysis of staff placement to their expertise
3. Analysis of Expert database- existing vs. future development
4. Sucession planning in the organization
5. Knowledge capture of leaving experts- any procedures exists? Plans?
6. Development of external industry experts – any databases?
7. Plans for expert knowledge sharing on regular basis
8. Development of best practices using experts