

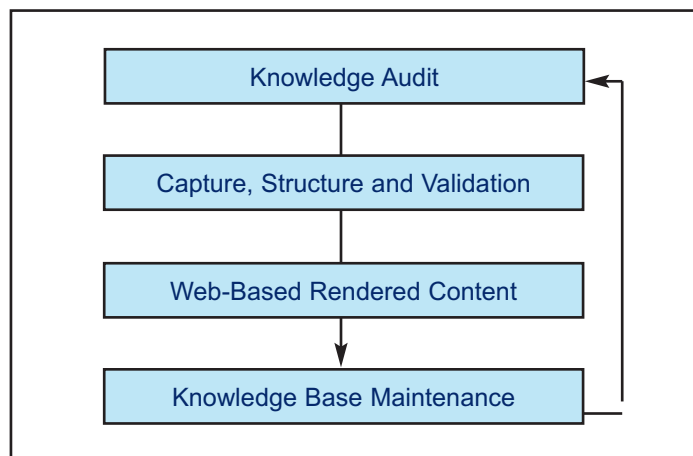
# The Need for Knowledge Engineering



Business decision making competences are constantly challenged by a changing environment of competition, regulation and resources. Right-time intelligence or even the knowledge itself is often lacking. The “rules of thumb”, the “local knowledge” built up over many years of engagement, is often not recorded or has been too difficult to record. Retirements, staff turnover, skill shortages or low training investment all lead to the loss of capability within the organisation.

It is said that 42% of an organisation’s knowledge is held in the minds of its people (C. Frappaola & L.T. Wilson). How effectively is that knowledge being utilised? What is the value to the organisation of that knowledge and the risk of losing it? How up-to-date is that knowledge and how often is it utilised?

We begin to answer those questions with a knowledge audit to identify the sources of knowledge and its value to the corporation. The solution should not be to capture everything but to apply a strict filter to what is captured and why. We can then make that knowledge available in a structured way to suit users’ needs on-demand. In general our process involves the following steps:



It does not attempt to “automate” the decision process but provides support in terms of access to experience in the form of fault trees, FAQs, risks, examples of good/poor practice, case studies/after action reviews and links to supporting resources.

We assess from a user’s point of view the best way to represent that knowledge not simply using what is in existence. For example, is it better that a procedure has accompanying video footage rather than being just text based? Is a model too complicated for operators as opposed to being appropriate for engineers?

**Responding to this major need AMT-SYBEX has put together a number of support programs to enable clients to build, capture and share their corporate knowledge.**

**These include: IT based solutions as well as coaching, mentoring and training. We have also partnered with a number of specialists in the field of Knowledge systems to capture client workforce knowledge and make it available in a structured way.**

## Mobilising Knowledge Conference – IoD London

This event, hosted by AMT-SYBEX drew clients from a diverse range of industry sectors to highlight the importance of mobilising knowledge and to discuss methods to capture essential business information to ensure organisations avoid the knowledge trap.

Presentations included Dr. C. Booth, Dynamic Knowledge Corporation who focused on the value of capturing knowledge in a global economy where business processes are commonly outsourced or off-shored and David Higgin, from National Grid who provided a case study where following a period of company restructuring and a number of employees leaving, National Grid wanted to capture and preserve the unique and critical knowledge stored within its workforce.

## Knowledge Management Wish List - generated from the conference breakout sessions

- Sponsorship and taking the first step - then sell it
- Recognition of knowledge (mgt) should be a core competency
- Ability to do ‘it’ again and again - i.e innovation (supported by financial metrics)
- Knowledge sharing drives innovation
- How do you instill a culture/pride in organisation/work for sustainable business or competitive advantage?
- Need top-down sponsorship with bottom-up delivery - visionary to ‘sell’ concept
- ‘Safe pair of hands’- definitions/terminology
- Trust in the individuals’ abilities
- Driver for KM – Incident or risk motivated to drive to improve (benchmark companies). When do you start?
- How to change knowledge from a dry subject to a ‘sexy’ subject
- Transfer of knowledge to consultants on process
- Share knowledge to new employees/ suppliers/client (new sales people)
- Knowledge at the point of need
- Ease of access - up to date/right knowledge/right time
- How to achieve a learning organisation
- Continual re-inventing the wheel
- Business wants succession planning
- Knowledge business case in metrics that are believable
- Speed of knowledge transfer within business
- Shift knowledge from strategic to common practice
- Expert acceptance of knowledge, also with user community
- Balance between responsiveness and bureaucracy
- Suitable technology channel for knowledge access
- Relationship between timing of knowledge initiatives and cultural readiness
- Leadership and collective understanding of purpose

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