The knowledge sharing with help of ICT tools by “Intelligent Organizations”

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- Is knowledge = the power?

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World perspective is based on Knowledge Society

World trends ...

- Intensive ICT development
- Mass global travels & world-wide telecommunication (Internet/)
- Development of trade / globalisation ...... creates the societies based on knowledge
- Basis for it is development and exchange of non-material assets and services
- Most important are up-to-date information, knowledge and skills
- All these aspects change the structure of the work
- The NEW Economy (NEWWORK) = NETWORK Economy
Vision of “Intelligent Organisation”

- Intelligent organisation
- Knowledge Employers
- Initiatives related to knowledge
- Roadmap for Knowledge Management (KM)
“Intelligent Organisation” (IO)

Characteristics
- Decision making on all levels
- Information Technologies should be:
  - Close related to the goals and business processes
  - Expanded also on external partners and clients
  - Used for better communication and closer cooperation between employers
- Co-operation with partners and suppliers
- Continuously improvement of quality
- Learning from the competitors

“Knowledge employer”

Characteristics
- Takes initiatives
- Is in continues contact
- Manages himself
- Act in a team
- Is a leader
- Co-operates with his manager
- Remembers about strategic goals
- Solves conflicts
- Combines the competitive interests, individual and group ones
Roadmap for “Knowledge Management”

**Stage I**
Chaos (Knowledge Chaotic)
*No relation between knowledge and organisation objectives*

**Stage II**
Awareness (Knowledge Aware)
*Pilot projects
Recognition of advantages

**Stage III**
Focus (Knowledge Focused)
*Use of procedures and tools; recognition of advantages

**Stage IV**
Management (Knowledge Management)
*Existence of schema’s with procedures & tools
Still some technical and cultural problems

**Stage V**
System integration (Knowledge Centric: All)
*Procedures IO are integral part of I. Organisation
What means knowledge by an IO?

- Generally, the Knowledge is defined as combination of explicit (record-able) and implicit (in the human’s head).

It is an equation: $K = I + ESA$

**Explicit Knowledge = Info**
- Explicit Knowledge is stored in archives, dossiers, libraries.
- All information can be stored in theories, formulas, procedures, instructions, schema’s, etc.
- Explicit Knowledge can be also stored electronically.

**Implicit Knowledge : ESA**
- Implicit Knowledge of employers is stored in the heads.
- Implicit Knowledge can be divided into various categories:
  - Experience (projects)
  - Skills (competences)
  - Attitude, culture (personal characteristics)
What is the knowledge?

- **Knowledge**: does not exist outside human being; it is located “between the ears” of the employers of your organizations!
Attitude (culture): does Knowledge gives any power?

The Knowledge hardly gives the power!

Sharing of knowledge gives the power!
Key success factors

Information management
Knowledge management

“Together” creates more than a sum of the parts

1+1=3

However, many people act conform the following view on others:

Ja (Myself)
Mądrzy ludzie (Clever people)
Banda idiotów (Bunch of idiots)
What is Knowledge Management?

Knowledge Management is formalizing the management of an enterprise’s intellectual assets.

Enterprise look to manage their intellectual assets because of the capital embedded in them. This embedded capital is not financial – rather, it is human, organizational and relationship capital. Those forms of capital are often hidden, are not highly leveraged and are difficult to value.
KM Key Facts

- KM is a disciplined process, not a technology
- KM is an integral part of the organization and its processes
- KM programs must
  - Be designed to directly support business objectives and process
  - Yield measurable results; the ROI well-managed KM programs can be 2:1

\[
\text{New Technology} + \text{Old Organization} = \text{Expensive Old Organization}
\]
ICT tools for KM
(based on DHV example)

Knowledge sharing

Group Collaboration Systems
- Groupware: (MS Office)
- Intranets (iPortal, DHV Gateway, Portals) “Who-what-where”: Blue Pages, Lync, MySite, CVS, PRS,
- CoP -Virtual collaboration on the internet via Share Point Environments

Knowledge distribution

Office Systems
- Word Processing
- Desktop en Web Publishing
- Document management systems
- Document Imaging system,
- Workflow,
- Databases: desktop databases, spreadsheets, user-friendly interfaces to mainframe databases

Artificial Intelligence Systems
- Expert Systems
- Neural Nets
- Fuzzy Logic
- Genetic Algorithms
- Intelligent Agents Group
- Knowledge Broker Network

Knowledge capture and archiving

Knowledge development

Knowledge Work Systems
- GIS/ CAD/CAM
- Virtual Reality
- Distance Engineering
- E-learning
- Global Engineering Centre
KM Practical implementation

(Based on DHV Group, an example of “Intelligent Organisation”)
DHV is a knowledge-intensive organisation, which implies that the planning and management of knowledge is of vital importance. Knowledge management helps to improve the cohesion within the DHV Group, is a critical success factor for growth and profit, and is essential for the realisation of DHV’s Mission Statement and goals.
Important areas of knowledge and KM tools within DHV

Clients

Which projects have been or are to be carried out for which clients?

Professional expertise

What knowledge is applicable to which client?

Who possesses what knowledge?

Who has worked for which client?

Projects

What knowledge is applicable to which project?

Who has done what?

Staff

CRM
Social Media

CRM
Social Media

DHV iPortal:

Projects

PRS
Project Server
Partner Server

Blue Pages
Lync

CVS
MySite
Access to knowledge at DHV: iPortal

For all articles, visit the News & Views site. Your news here? Submit your items to Peter Vlugt.

Group

08-03-2012 Executive Board/Executive council members to visit offices (UPDATED)! New Members of the DHV and Royal Haskoning executive councils will present the intended merger. Read more...

08-03-2012 Today: International Women's Day! New 8 March: International Women's Day. The DHV Group gives voice to her leading women. Read more...

07-03-2012 And the winners are.....! Turgo Mining Consulting wins "King of Cash" award. Read more...

09-03-2012 DHV verhuist van Vodafone naar KPN! New As onderdeel van het Unified Communications Project wisselt DHV van mobiele provider. We stappen over van Vodafone naar KPN. Lees verder...
DHV’s iPortal

- News and Views
- Country Plazas
- Knowledge & Collaboration
- Support systems
DHV’s iProtal – Support Systems

- CRM – Customer Relation Management
- ABW - on-line Financial System incl. Time registration
- Project Reference System
DHV’s iProtal – Support Systems

- CVS – Curriculum Vitae System

Curriculum Vitae System (CVS)

'Make yourself found!'

What would you like to do?
- View my personal data
- Search
- Search for knowledge
- Download an empty CV

Access permissions granted to you: You may edit your own CV and view any CV. You may download only your own CV.

Last modified by ghj hjh ghjh on 13 Sep 2000

- Blue Pages
DHV’s – My Site and MS Lync

Kin, Annemarie

- Quality Manager (drs.), Asset Management - Public
- Building Beukendael, +31 40 2509348

Contact details:
- Building name: Building Beukendael
- Room number: 2C, 250
- Direct telephone: +31 40 2509348
- Alternative phone: +31 40 2509250
- Mobile phone: +31 6 54245137
- Work e-mail: annemarie.kin@dhv.com
- My Manager: Linnartz, Pieter
- Employee number: NL93573

Expertise:
- Market: Asset Management
- Expertise area: Quality assurance and licensing
- Hyperlink to CVs: http://cvs.dhv.com/cvs/cv_frame.asp?person=5553

About me:
- Gender: Female

Company information:
- Company: DHV B.V.
- Street: Larikplein 1
- Zip: 5616 VB
- City: Eindhoven
- P.O. Box: P.O. Box 80007, 5600 JZ Eindhoven
- State: North Brabant
- Country: Netherlands

Calls are being forwarded to Mobile, offline. The contact is in a meeting.

Groups:
- Bent, Hans van der - Offline, 16 hours, mobiel wordt geporteerd vandaag bel vir...
- Floor. Ronald - Available
- Huisman, Tjark - Available, Amersfoort The Netherlands
- Kwitowski, Andre - Presence unknown
- Nijhuis, Jeroen - Away, 45 mins, Amersfoort C2 kolom 26
- Sint Anna Landal, Lars van - Offline, 13 days, otter
- Vliet, Nick van - Away, 16 hours
DHV’s SharePoint – Partner and Project Server

Welcome To DHV Partner Server

There are many situations in which team need to work together over a distance. Travelling team-members, customers and partners at their own offices or colleagues working from home. They are all part of today’s working class.

By using the Internet we can connect all these team-members, enabling them to increase their productivity, reduce their costs and upgrade their communications.

All the collaboration functionality you need are available on this DHV SharePoint-environment. For instance:

- A central place for your partnership announcements;
- Shared document libraries for centralized document management;
- Shared contact info;
- Shared calendars;
- Automated e-mail alerts to keep you posted on all changes within your partnership;
- Versioning available on all partnership info;
- The most recent and up to date info at hand all over the world;
- The possibility to tailor your partner site to your style, structure and functionality;
- Confidentiality is guaranteed by assigning unique permissions to your partnership;
- Security by using encrypted communication (128 bit SSL) between your computer and the partner server.

No costs

The good thing about it is that the use of a partner site is free of any costs.
# DHV and Social Media

- LinkedIn
- Twitter
- FaceBook
- Yammer (intern)

## Daily Digest for Wednesday, March 14

1 new member (Jaap Rutink)
9 conversations have 9 new messages

## The DHV Network

**kathleen poels:** China + Europa samen in water platform tijdens #wwf6, #dhvnl werkt aan onderliggende studie #nv #vri [http://sfrog.com/mm81ie3](http://sfrog.com/mm81ie3)

02:14 AM - Mar 14 / Reply

**Folkert van der Molen:** Lunchpresentatie prof. Frank Kwakman 23 april a.s. over "De ondernemende professional". Nootje vast in de agenda! Op 23 april zal Frank Kwakman bij DHV te Amersfoort een lunchpresentatie verzorgen onder de titel "De ondernemende professional". Een week eerder wordt zijn gelijknamige boek gepresenteerd. Frank is prof. in de professionele dienstverlening bij Universiteit Nijenrode en Director Professional Services Institute aldaar. Zijn presentatie gaat vooral over marketing en nieuwe verdiennomden a.d.

02:05 AM - Mar 14 / Reply

**Suzette Schreuder:** Foto Zandmotor met dank aan André Kuipers vanuit ISS. Weer een DHV-project dat vanuit de ruimte zichtbaar is!

02:00 AM - Mar 14 / Reply
If KM tools do not work then is still …
Questions?

If not, then I wish you to have nice time in the NL
Pen Picture of Authors

Mr. A.A. Kwitowski, The Netherlands, Presently: Director AKADIS b.v. and Senior Consultant for ICT, Geo-Informatics BGT, Land Registration and Cadastre;

Formerly: Manager Geo-Informatics and Senior Expert at DHV (Leading Consulting Company from NL),

Manager of various World Bank / EU projects especially in the field of E-Government/Land Registration and Cadastre; Individual ICT World Bank consultant;

Working experience in more then 20 countries, incl. Netherlands, Azerbaijan, Armenia, Belgium, Bosnia and Herzegovina, Croatia, Ethiopia, Hungary, Guatemala, El Salvador, Kirgizstan, Lebanon, Lithuania, Macedonia, Montenegro, NL Antilles, Poland, Tajikistan, Ukraine, Uzbekistan etc.

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