

# PRESENTATION AT REVIVAL OF SACN KNOWLEDGE MANAGEMENT REFERENCE GROUP MEETING:



# BACKGROUND:

- NO ASSIGNED FORMAL APPROACH/  
STRUCTURE
- VERBAL 'ADD-ON' TO  
MANAGER:STRATEGIC ANALYSIS &  
RESEARCH
- MAY 2006 WORK PLAN PRESENTED TO  
EXECUTIVE MANAGEMENT COMMITTEE
- KM CHAMPIONS
- WORK PLAN APPROVED BY EXCO-  
MANCO
- HOWEVER RECEIVED ALMOST NIL  
COOPERATION & PRACTICAL  
COMMITTMENT

# WORK PLAN:

- CREATING INTERNAL KNOWLEDGE MANAGEMENT (KM) CAPABILITY THROUGH 3 KEY FOCUS AREAS:
  1. DEVELOPING KNOWLEDGE-FOCUSED LEADERSHIP
  2. BUILDING AN INTERNAL KNOWLEDGE MANAGEMENT TEAM & INFRASTRUCTURE; &
  3. DEVELOPING KM STRATEGIES & IMPLEMENTATION PLANS IN EACH SBU

## KEY FOCUS AREA

1. Developing Knowledge-Focused Leadership: This focus area will have as its objective the preparation of the Executive Management Committee for their role in leading the organisation towards capability in knowledge management.

DELIVERABLE	TIMEFRAME	PARTICIPANTS
(a) Leadership Workshop with Exec Manco and EXCO to transfer the key concepts of KM & identify opportunities for KM in the City as well as within SBUs	1 Day	<ul style="list-style-type: none"> <li>• EXCO</li> <li>• EXCOMANCO</li> <li>• MSA&amp;R</li> </ul>
(b) Development & Consultation of KM Strategy & Policy	<p>ONGOING</p> <p>Development/ framework to be done via electronic communication between Knowhouse &amp; M:SA&amp;R</p>	<ul style="list-style-type: none"> <li>• EXCOMANCO</li> <li>• EXCO</li> <li>• LLF</li> <li>• SG&amp;HRComm</li> <li>• MSA&amp;R</li> </ul>

## KEY FOCUS AREA

2. Building an internal Knowledge Management team and infrastructure: This focus area will be upon the development of a team of KM champions in the SBUs of the city with the view towards creating sustainable competence in managing knowledge.

DELIVERABLE	TIMEFRAME	PARTICIPANTS
(a) Develop the Job description and selection criteria for a KM co-ordinator and KM champions for the city	To be done electronically	<ul style="list-style-type: none"> <li>• MSA&amp;R</li> <li>• Service Provider</li> </ul>
(b) Train champions from business units in the 9 KM competencies, including piloting of each KM intervention.	2 Days	<ul style="list-style-type: none"> <li>• MSA&amp;R</li> <li>• SEMS</li> <li>• Process Managers</li> <li>• KM Champions</li> </ul>

# 9 Organisational Habits

1. Know your own expertise:
  - Competence Networking
2. Creating a culture of knowledge exchange through conversation
3. Learning before doing' as risk mitigation
4. Sharing learning while doing as the basis for career success
5. Learning from every delivery cycle as a crucial 3<sup>rd</sup> outcome of every initiative
  - Delivering results, growing people, retaining know-how
6. Strategic collaboration:
  - Creating collaborative communities across silo's
7. Using technology appropriately
8. Accessing all organisational behaviour drivers to encourage collaboration & learning
  - Change Management

# 9 Organisational Habits: Practically

1. Create a directory of expertise (Expert Locator)
2. Create learning forums (Communities of interest)
3. Expect each project to start with learning (Peer assist)
4. Develop a database of case studies and innovations (Shared Learnings)
5. Debrief each project or initiative from a learning perspective (Project retrospects)
6. Build communities across silos and within them to define best practice (Communities of Practice)
7. Configure the portal you have to be a knowledge sharing platform. (Technology Strategy)
8. Change the culture from “knowledge is power” to “knowledge shared is power” (Performance Management)
9. Make the creation & retention of knowledge an IDP goal

## KEY FOCUS AREA

3. Developing KM strategies and implementation plans in each SBU: This focus area will anchor knowledge management in the business plans & IDP goals of participating SBUs/ process units, including their participation in cross functional knowledge sharing initiatives.

DELIVERABLE	TIMEFRAME	PARTICIPANTS
(a) Develop a service level agreement for champions with their SEMs/ FMs for the introduction of KM capabilities in each participating SBU/ process unit.	TO BE CONFIRMED	<ul style="list-style-type: none"> <li>• KM Champions</li> <li>• IDP</li> <li>• IS&amp;F</li> <li>• SG&amp;HR</li> <li>• Comm Services</li> <li>• MSA&amp;R</li> </ul>
(b) Derive SBU KM roadmaps & measures from the IDP goals and performance contracts per participating SBU/ process unit.	TO BE CONFIRMED	<ul style="list-style-type: none"> <li>• SEMs</li> <li>• FMS</li> <li>• IDP</li> <li>• MSA&amp;R</li> </ul>

# CHALLENGES:

- RAPID TURN-OVER OF MUNICIPAL MANAGERS
- NO FORMAL UNDERTAKING OF KM
- NO STRUCTURE
- NO RESOURCE ALLOCATION
- LACK OF PRACTICAL COMMITMENT FROM EXECUTIVE MANAGEMENT

# PROPOSED JOINT KNOWLEDGE MANAGEMENT ACTIVITIES FOR SACN CITIES:

1. Create a directory of expertise: Experts from across 9 member cities on a voluntary basis(Expert Locator);
2. Create learning forums (Communities of interest) (Current Reference Groups?);
3. Peer assist between 9 member cities;
4. Develop a database of case studies and innovations (Shared Learnings) (Currently being done?);
5. Project retrospects: Encourage member cities to document projects which SACN archives and makes available to member cities;
6. Build communities across member cities to define best practice (Communities of Practice);
7. Configure a knowledge sharing platform between member cities;



THANK YOU

THE END

