



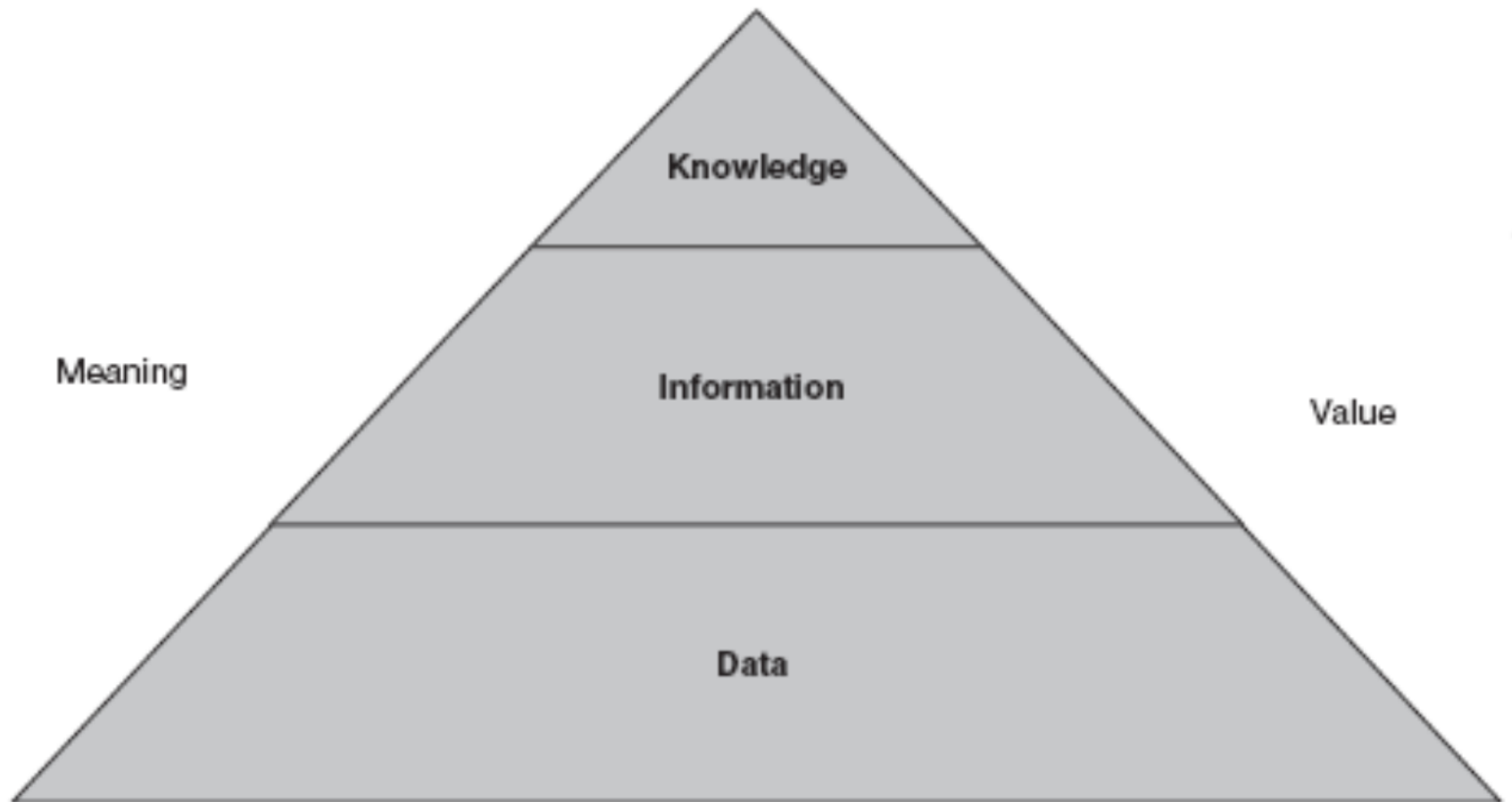
# **KMSA CONVENTION 2020**

**Knowledge-Sharing Culture to Support  
Organisation Success  
Xolani Dube**

# Scope

- ▶ Knowledge hierarchy
- ▶ Knowledge sharing concept
- ▶ Types of knowledge sharing
- ▶ Important elements of culture conducive to support organizational success
- ▶ Barriers and solutions to knowledge sharing

# Knowledge hierarchy



# Types of Knowledge

- ▶ *Tacit knowledge*: experiential (hidden) knowledge
- ▶ *Explicit knowledge*: documented knowledge

# Knowledge sharing an concept

- ▶ **Knowledge identification and capturing**
- ▶ **Knowledge storage**
- ▶ **Knowledge sharing**
- ▶ **Knowledge application**
- ▶ **Knowledge creation**

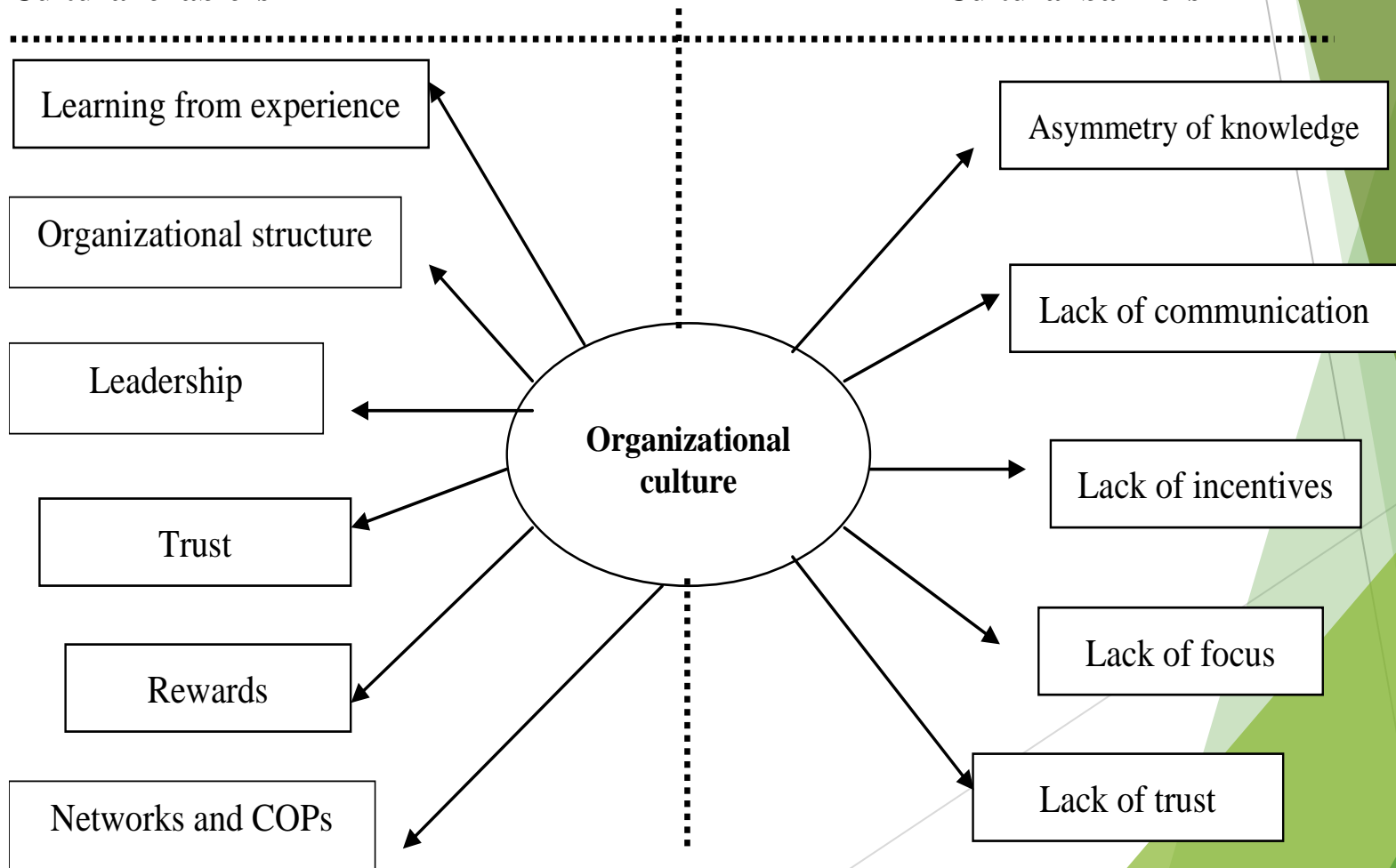
# Types of knowledge sharing

- ▶ ***Knowledge retrieval*** - knowledge sharing from the organization to the individual has the purpose of retrieving existing organizational knowledge;
- ▶ ***Knowledge exchange*** - knowledge sharing from one individual to others has the purpose of exchanging existing individual's knowledge. Individuals learn from other people to accumulate and develop new knowledge and expertise; and
- ▶ ***Knowledge creation*** - knowledge sharing among individuals has the purpose of generating new knowledge.

# Important elements of culture conducive to support organizational success

## Cultural enablers

## Cultural barriers



# Barriers and solutions to knowledge sharing

Barriers	Solutions
Working in silos	Frequent communication
Lack of communication ( poor participation of employees)	Structured knowledge sharing system ( include Technology)
Lack of trust	Creating knowledge sharing culture
Lack motivation or acknowledgement	
Lack of platforms to showcase competency	



# Barriers and solutions to knowledge sharing

Barriers	Solutions
They think something else is more important	It should be part of performance agreement (contract)
There is no positive consequence to them for doing it	Implement rewards and recognition programs for those who share their knowledge
They are punished for doing it	Align knowledge sharing processes and goals with other critical processes and performance goals

# Famous Quotes

**“Knowledge sharing is at the heart of Knowledge Management, if people do not share what they know there is generally little knowledge to manage” G. Alliger**

**“Most large-scale failures results from a series of small errors and failures, rather than a single root cause” M.A. Roberto**



**KNOWLEDGE  
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SOUTH AFRICA**

**Thank You!!**