



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

Knowledge Management

observations from the Canadian Experience

Facts we all know

Social / political

Funding agencies reluctant to increase appropriations

They have many competing demands

They ask “what is your value added?”

Public expectations and the intellectual / cultural needs of the nation increase

Economic

Employee and operational costs increasing

Expertise hard to obtain, and costly

Environmental threats

Growing service area and client base (even beyond national borders)

Comparing organizations

Pre - global Internet

Incremental, but slow change in government, funding, programs and plans

Hierarchical chain of command internally; hierarchical relations externally

Low change in personnel, budgets, demands

Currently

Low predictability

Internally, horizontal relations impt.

Externally, many old rules no longer apply

Personnel turnover (high mobility)

A new demand every day

An important distinction

Information

Product that we
generate, store,
distribute, manage

Knowledge

What we learn,
know – and what
we share

The mission challenge

Until recently, our funding organizations have been satisfied when we delivered on our mission.

But – new mission challenges

Ensuing your mission is keeping pace with changes in the environment

Ensuing your activities are directly related to delivery of your mission

Ensuing those activities are benefitting from the best available tools and techniques

Ensuing those activities are managed, and staffed with the best available talent

Ensuring your organizational knowledge gained is not lost – but passed on to those who follow you

Ensuring you are getting better at what you do, year after year.

What does KM seek to deliver?

A vibrant, adaptive organization, with values, attitudes and processes that help keep the organization connected to its preferred outcomes.

Elevation from dealing only in product and product process -> knowledge competence, continuous learning, and managed change.

Reduced risk to the organization, and its parent.



How one begins Knowledge management

- Study and describe the organization: what it is, what it does. Are there differences between the mandate / mission and the day to day work?)
- Consider what the organization should become / how it will evolve over time
- Implement a suite, and series of knowledge initiatives

A few initiatives

Mentoring and succession planning

Cross pollination (move people out of their fixed, comfort zones)

Activity de-briefs and brown bag lunches

Workshops to ponder “what if” and “what could be” (let staff imagine new and exciting prospects)

Look at what is being done elsewhere

A few more initiatives

Map out your clients, stakeholders, partners, friends and other relationships. Reach out to them. Ask them if you are still fully relevant to them.

Link to educational institutions. Hold joint events

Engage the young.

My recommendation

It is better to take some risks in making your organization better and better;

Than to expose yourself to risk by not ensuring you are adaptive and responsive to changes in the environment.

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