



KNOWLEDGE MANAGEMENT

Participant Guide



West Virginia Department of Transportation
Division of Highways
Human Resources
Training & Development
FY 2015 Rev.

Course Overview

It has been reported that at least 30 percent of the state transportation agency workforce will change over the next three years. The knowledge lost will be severe. Although you cannot stop your workers from leaving or retiring, you can control how much of their skills and knowledge stays within your organization.

Every organization is in danger of losing employee knowledge. Knowledge management helps your organization obtain and transfer valuable information before it walks out the door. It is an ongoing process designed to dispense company information in a user-friendly way for both current and future employees. The goal of this process is to preserve knowledge assets, enabling your organization to work more effectively:

- Minimize the risk and cost of lost knowledge
- Increase the speed by which individuals assuming new responsibilities become fully competent
- Create knowledge and skill repositories that support creative job and learning design
- Lower training costs through repurposing assets across various employee groups

This training supports the West Virginia Division of Highways (WVDOH) by strengthening WVDOH's ability to share critical knowledge and experiences to improve ongoing processes and products.

Learning Objectives

- Describe the difference between tacit and explicit knowledge

- Define knowledge management

- Explain the benefits of knowledge management

- Identify reasons why the culture of government may make knowledge management difficult

- Explain the process used to share critical agency knowledge

During the presentation, think about the answers to these questions:



1. Who are some of the “experts” on your team, in your organization, or in the agency?
 - Who has the knowledge and experience?
 - Who can effectively share this ability to share?

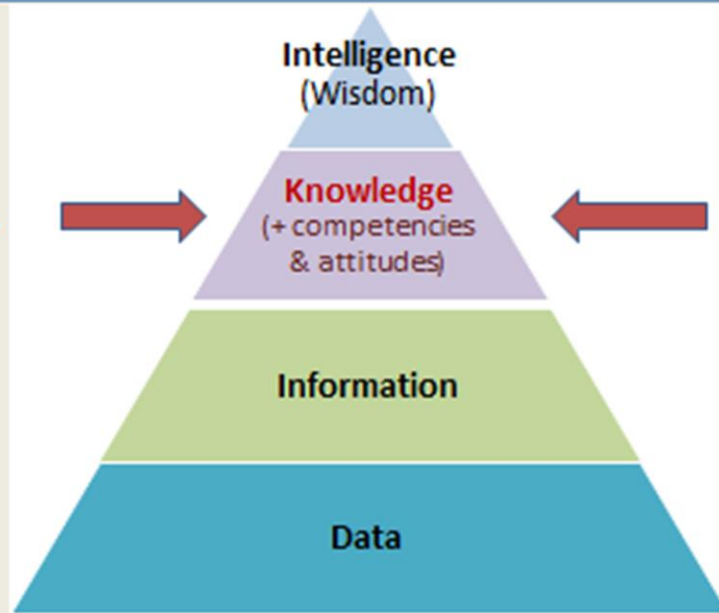
2. What knowledge does this agency need to provide to its employees?

3. How might we manage this knowledge?

4. What goals will the successful implementation of such a program accomplish?

What is Knowledge?

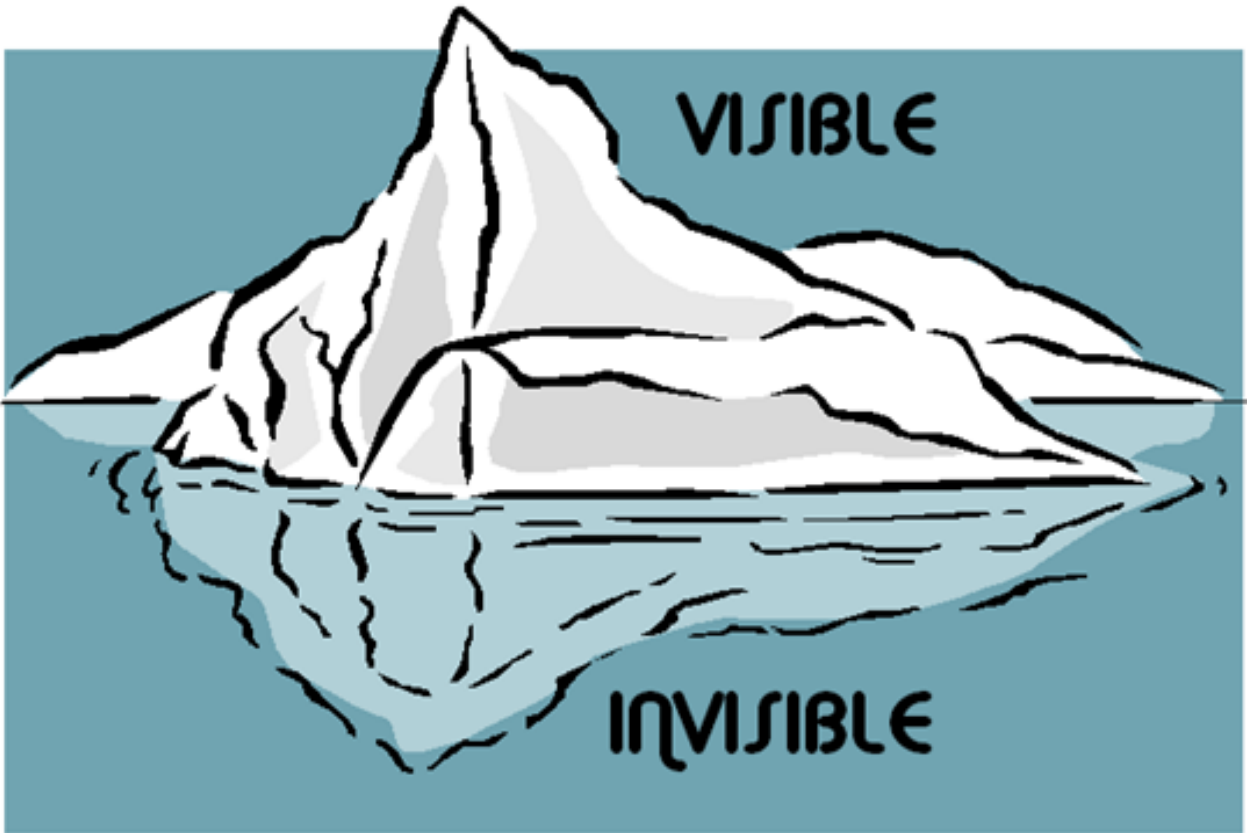
- **Intelligence** – evaluated conclusions drawn from knowledge
- **Knowledge** – builds on information to give us content
- **Information** – organized data
- **Data** – specific fact or figure, without any context



WV DOH/HR Training Unit

9-6

THE KNOWLEDGE ICEBERG



- What kind of knowledge is visible?

Explicit

Tacit

- What kind of knowledge, then, is often invisible?

Explicit

Tacit

Explicit or Tacit Knowledge

Determine which statement is an example of explicit knowledge or tacit knowledge. Write the appropriate letter beside the statement:

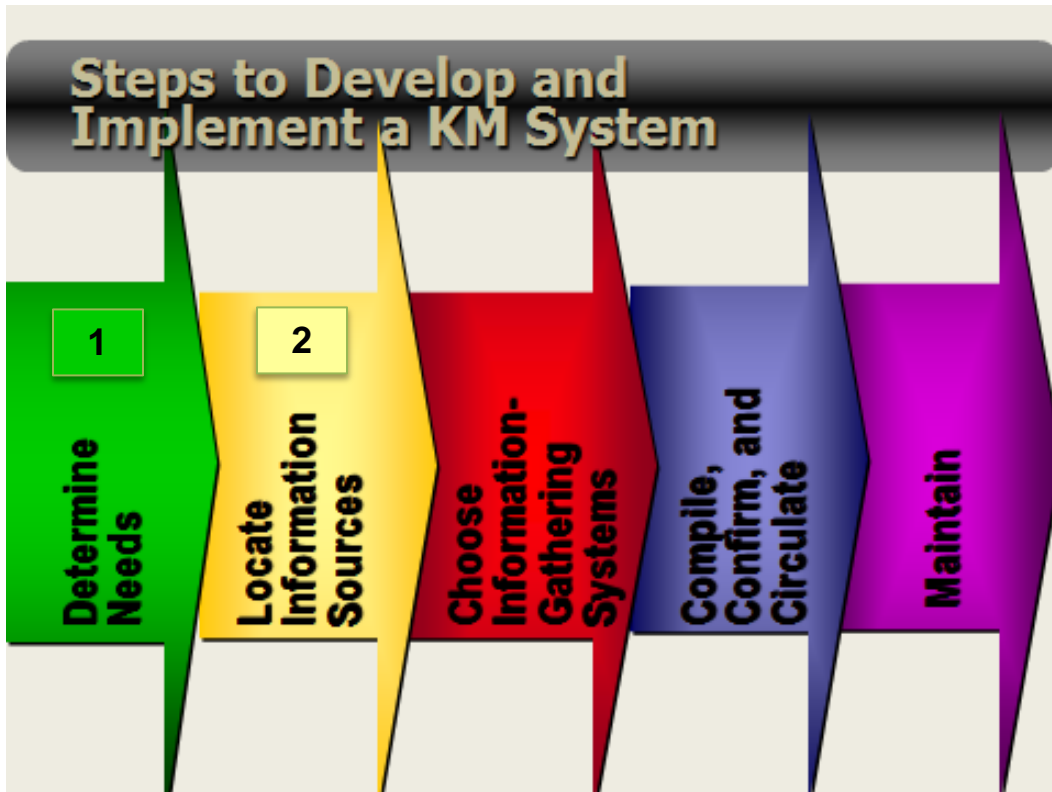
E (Explicit Knowledge)

T (Tacit Knowledge)

1. _____ What time it is
2. _____ Critical of others
3. _____ Human anatomy
4. _____ Write persuasively
5. _____ Ability to speak German
6. _____ Effective communication
7. _____ The rules of Monopoly
8. _____ Optimism
9. _____ Critical towards others
10. _____ Play an instrument
11. _____ Ability to sing
12. _____ How to change a tire
13. _____ The capital of Germany
14. _____ Solve problems
15. _____ Get along with others

“We can know more than we can tell.”

~ Michael Polanyi



1 What knowledge does your organization need to provide to its employees?

2 The potential champions for knowledge management in your organization

- A. Who has the experience?
- B. Who is competent?
- C. Who is committed to the organization?