

Knowledge Management Workshop Beyond Theory:
Experience and Opportunities of the CGIAR

Final Report of the OCP Knowledge Management Workshop

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Table of Contents

EXECUTIVE SUMMARY.....	3
KEY MESSAGES FROM THE WORKSHOP	5
OCP STRATEGY FOR SUPPORTING IMPROVED KNOWLEDGE SHARING.....	7
KNOWLEDGE MANAGEMENT AND THE CGIAR.....	10
DEFINING KNOWLEDGE	10
PARTICIPANT’S MESSAGES ABOUT KNOWLEDGE SHARING.....	10
LESSONS FROM OTHERS.....	12
WORLD BANK EXPERIENCES.....	12
PRIVATE SECTOR.....	12
MAPPING KNOWLEDGE ASSETS.....	13
COMMUNITIES OF PRACTICE.....	14
STRATEGIES FOR VIRTUAL COLLABORATION	15
WORKSHOP EVALUATIONS	16
APPENDIX I: WORKSHOP PRESENTERS.....	18
APPENDIX II: CONTACT LIST.....	20
APPENDIX III: WORKSHOP EVALUATIONS	23
APPENDIX IV: WORKSHOP SCHEDULE	28

Executive Summary

Nineteen individuals representing 13 CGIAR Centers, the CG Secretariat, and the Food and Agriculture Organization in Rome participated in a three-day workshop entitled "Knowledge Management Beyond Theory: Experiences and Opportunities for the CGIAR Centers." The workshop was held April 5-7, 2000 at the offices of Training Resources Group, Inc. (TRG) in Alexandria, Virginia, see Appendix 1 for the complete list of participants, presenters, and organizers.

The Knowledge Management (KM) workshop was sponsored by the Organizational Change Program (OCP) for the International Agricultural Research Centers under a grant from the Ford Foundation. The OCP program works to *Strengthen Organizational Performance Through Innovative Responses To Change*.

The workshop was designed to:

- ◆ Increase Centers' understanding of Knowledge Management concepts, theories and operational considerations as they pertain to the CGIAR.
- ◆ Exchange current Knowledge Management practices, experiences, and challenges of the CG centers, looking for similarities and cross-cutting issues.
- ◆ Identify strategic next steps for Knowledge Management in the Centers and the CGIAR System.
- ◆ Suggest priorities for assistance from the Organizational Change Program.

The overall purpose of the workshop was to build a common understanding and framework for how to address Knowledge Management within the CGIAR Centers and to look at how Knowledge Management can help improve performance at the Centers. Experts from IBM, the World Bank, Bellanet International, and private consulting firms provided a context for Knowledge Management through presentations and discussions. The workshop agenda can be found in Appendix 2.

In addition to the presentations, Center representatives spent time discussing their current KM initiatives, obstacles, and opportunities for sharing across centers. The CG representatives spent the third day of the workshop strategizing on next steps. They identified what would be most useful to do immediately at the Center level and across Centers, suggested opportunities for OCP's involvement in KM initiatives, and drafted key messages to be sent about KM in the CG Centers and System.

The Organizational Change Program (OCP) sees knowledge management, or as we prefer to call it knowledge sharing, as a key factor in improving individual and organizational performance. The current focus on knowledge sharing arises not because knowledge sharing is new, but instead because of the increased value and currency of knowledge in the competitive work environment and the increasing pressures for the CGIAR Centers to demonstrate their worth and impact.

The CGIAR Centers generate knowledge as their business and possess a great wealth of scientific and business related knowledge. This knowledge is embedded in the minds and relationships of key staff throughout the Centers and often escapes or diminishes as staff leave, are left out of important decision-making discussions, or fail to see the value in sharing what they have gained. The CGIAR Centers need to know what their scientists, partners, and staff know and be able to capture that knowledge in ways that can be used for donor reports, fund raising, contribution and distinction to scientific research & quality, and to allow them to grow and save their knowledge assets. Staff turnover, geographically dispersed staff, complex scientific challenges, pressures for rapid response, and constrained resources all underscore the importance for the CGIAR Centers to be able to scan their knowledge assets and quickly mobilize them for improved organizational performance.

It is too painful and costly for a Center to:

- ◆ duplicate what has been done in another part of their organization or in another organization.
- ◆ lose valuable research knowledge when an experienced staff member retires without leaving behind an adequately trained and knowledgeable replacement.
- ◆ laboriously collect data, scattered throughout the Center, for reports, project results, system-wide efforts, proposals, and management decisions.
- ◆ replicate services such as publications, purchasing, reproduction of materials, library searches, that other Centers have at reduced costs or where economies of scale could reduce costs.
- ◆ lose scientific contribution by individual scientists who seek individual recognition and credit and fail to see the value added need for sharing with team members and partners.

All of these examples illustrate the costs involved when an organization is not aware of or fails to maximize their knowledge assets for improved organizational performance.

The workshop explored specific ways the CG can:

- ◆ assess organizational knowledge and readiness for knowledge sharing.
- ◆ create an organizational environment that supports knowledge sharing.
- ◆ increase efficiency in data and information retrieval.
- ◆ reduce costs through increased knowledge sharing.
- ◆ strengthen virtual collaboration.
- ◆ support communities of practice as a means of increasing knowledge sharing.

Key Messages from the Workshop

1. “Knowledge management” is not about information technology but about capturing and using the tacit and explicit knowledge that resides in staff for the purpose of improving organizational effectiveness. It is about “hiring smart people and getting them to talk to each other.” Effective knowledge management relies on solid information systems to facilitate the access, retrieval, and sharing of knowledge. It requires an organizational culture (values, norms, and behaviors) that support and reward collaboration and sharing of expertise.
2. After facing some difficulties with the term “knowledge management”, which implies someone is being managed, the World Bank is now using the term “knowledge sharing” to convey the voluntary nature of sharing given correct incentives. In this respect the knowledge management component of the Organizational Change Program complements the first component that seeks to build collaborative alliances.
3. Knowledge sharing will not occur without five things:
 - people
 - time,
 - space,
 - money,
 - technology, and
 - executive focus.

These factors underline that change takes time to prepare and implement; face-to-face interaction is necessary; it requires investment, application of technology, and, above all, executive input.

4. Top management “buy-in” is essential. The knowledge management literature, the experiences of the World Bank, and the presentations from private consultants, IBM, and the universities all argued that a “knowledge

management champion" in a top position is required.

5. Knowledge management can be improved through the application of tools and lessons from experience in research and research-related organizations (e.g. World Bank, FAO). Consultants to the workshop presented several tools that can help centers understand better the points of intervention. Topics included:
 - Understanding concepts of knowledge management
 - Lessons learned in KM from the World Bank.
 - Understanding the business drivers and purposes for knowledge management
 - Assessing organizational readiness: knowledge audits/identifying knowledge assets.
 - Identifying and nurturing communities of practice.
 - Organizing virtual collaboration.
6. Small working group discussions led to the identification of several actions that must be undertaken (not necessarily in a linear sequence) to improve knowledge sharing within and across centers. The Organizational Change Program/TRG could potentially assist in several of these:
 - Preparing the centers and creating understanding
 - Developing a strategy for the Center and for the CGIAR system
 - Implementing improved knowledge sharing
 - Enabling knowledge sharing
 - Supporting learning and capacity development.
7. The participants identified specific activities within each of these areas in which the OCP may be well suited to assist.
8. Support for knowledge sharing across Centers might include:
 - Facilitating the exchange of value and practices
 - Developing common standards and protocols
 - Facilitating "communities of practice"
 - Identifying opportunities for across Center sharing and savings
 - Linking knowledge and information through a knowledge-driven IT strategy
 - Facilitating knowledge sharing through support to communities of practice, incentives, and partnerships.
9. In group discussion and plenary it was apparent that the participants are willing to work together as a "community of practice" to maintain the

momentum created by their common understanding of KM issues and desire to contribute to a knowledge-driven information strategy for the CGIAR. A community of practice, being voluntary, should not be tasked with producing the strategy but will rather support those who are tasked to do it. The FAO participant confirmed their willingness to enter into collaborative arrangements with the CGIAR.

10. Next Steps. It was noted that one knowledge management goal is to have an Information Strategy for the CGIAR for discussion at ICW'00. This should be able to influence as well as reflect the system-structure debate that will be ongoing. Some key events that may be used to advance the work follow:

- The CDC Information Committee takes advantage of a meeting of IT specialists in Palo Alto in May (convened by CGNET Services) to acquaint these specialists with the knowledge management concepts within which an IT strategy for the CGIAR and the future of the IVDN can be discussed.
- The CDC discusses next steps at its meeting in Dresden (mid-May'00) to develop both an information strategy and procedure for putting an IVDN tender to bid.
- The CDC Information Committee, augmented by selected technical people from the Centers convenes a meeting in Rome to benefit from the First FAO World Agricultural Information Workshop. This meeting would receive a presentation of the FAO programs but be an occasion to discuss the CGIAR knowledge management and information strategies as a full committee. The Information Committee might consider enlarging its mandate to that of "Knowledge Management Committee.
- The CDC Information Committee may wish to support and draw on an emerging community of practice created during the KM workshop.
- Donor support for the development of the Information Strategy and future of the IVDN should be sought.
- Knowledge management is at the heart of the CGIAR system. Center Directors must build knowledge management into their strategy for system reform and use opportunistically every meeting between now and October to make this part of the debate.

OCP Strategy for Supporting Improved Knowledge Sharing

The OCP seeks to support quality improvement in Centers' operations through fostering sharing of knowledge and information on good practices. The purpose of focusing on improved knowledge management is to help Center staff improve their effectiveness thus improving their ability to contribute to Centers', mission, development objectives, and achieve greater impact.

Based on the workshop discussions on what would help Centers move forward in knowledge management or create improved knowledge sharing within their Center, the Organizational Change Program Leader identified potential ways for supporting knowledge sharing within and across CGIAR Centers. These are captured in Table 1.

Table 1: Potential Ways OCP Can Support Improved Knowledge Sharing

Support for Individual Centers	Support Across the Centers
<p>1. Preparing the Centers and creating greater understanding - Specifically, the OCP might seek ways to help Centers:</p> <ul style="list-style-type: none"> ◆ Understand what knowledge management involves and why it is important to the CGIAR Centers at this time. ◆ Learn who is doing what in knowledge management and identify benchmarks within and outside of the CGIAR. ◆ Identify the lessons learned, from both success stories and failed efforts, to demonstrate the value gained from improved knowledge sharing. ◆ Identify best practices and tools being used within and outside of the CGIAR. <p>2. Developing a strategy for Centers and the CGIAR - Specifically, the OCP might help Centers:</p> <ul style="list-style-type: none"> ◆ Articulate a vision/purpose/strategy for knowledge sharing. ◆ Map the organizational knowledge and readiness. ◆ Develop tools for knowledge sharing. ◆ Facilitate and support communities of practice. <p>3. Implementing Improved Knowledge Sharing - Specifically, the OCP might help Centers:</p> <ul style="list-style-type: none"> ◆ Identify pilot activities to demonstrate benefits and learn about improved knowledge sharing. ◆ Report progress and share lessons 	<p>1. Facilitating the exchange of value and practices for knowledge sharing through:</p> <ul style="list-style-type: none"> ◆ Benchmarking ◆ Best practices ◆ Indicators on knowledge assets <p>2. Developing common standards and protocols for:</p> <ul style="list-style-type: none"> ◆ Data exchange ◆ Platforms ◆ Disaster recovery/storage/retrieval ◆ Metadata ◆ Training <p>3. Facilitating Communities of Practice by:</p> <ul style="list-style-type: none"> ◆ Finding pilot communities of practice such as the KM community or the HR community. ◆ Providing training on virtual collaboration and communities of practice. <p>4. Identifying Opportunities for Across Center Sharing and Savings by:</p> <ul style="list-style-type: none"> ◆ Developing a CGIAR INTRANET. ◆ Sharing contact lists/information. ◆ Training materials on office applications. ◆ Sharing resources (publication, graphics, public awareness, IT-outsourcing). ◆ Developing "one portal". ◆ Creating a virtual CGIAR library. ◆ Supporting E-journals (pilot). ◆ Increasing joint access to information.

learned across Centers.

4. **Enabling knowledge sharing -** Specifically, the OCP might seek ways to help:

- ◆ Secure leadership focus and commitment to improved knowledge sharing.
- ◆ Develop policies and practices that support knowledge sharing and collaboration.
- ◆ Develop incentives that support knowledge sharing.
- ◆ Secure appropriate IT infrastructure and resources to support knowledge sharing
- ◆ Identify focal points for dialogue on KM.
- ◆ Mobilize Center resources and processes.

5. **Support learning and capacity development -** Specifically, the OCP might support the Centers by:

- ◆ Reviewing books and literature to bring to the CG the most relevant materials.
- ◆ Stimulating the sharing of tools and practices across Centers.
- ◆ Developing training and materials to support communities of practice, i.e., a PowerPoint presentation on KM, guidelines on virtual collaboration.

5. **Link knowledge and information by:**

- ◆ Developing a knowledge driven IT strategy.
- ◆ Increasing linkages between research and information.
- ◆ Assist in keeping the organizational perspective broader than IT; use technology to enable storage, retrieval and dissemination of information for KM.

6. **Facilitate Knowledge Sharing Across Centers by:**

- ◆ Supporting communities of practice.
- ◆ Developing common incentives for supporting KM.
- ◆ Strengthening organizational culture that supports KM.
- ◆ Strengthening recruitment of smart people by collaborating to expand the pool.
- ◆ Supporting partnerships with FAO, WB, NARS, and others to learn about KM.

Knowledge Management and the CGIAR

Defining Knowledge

During the workshop, Larry Prusak helped participants differentiate between data (a change in state usually captured in a system) , information (a message, that has a sender and a receiver, with a purpose to inform you with a goal of viewing things differently), and knowledge (what a knower knows; it is not tangible, it is hard to transfer, it is socially constructed).

According to Prusak, "Knowledge is what makes organizations hum... when organizations know what they know, their profitability rises. Knowledge is the currency of the future. The outputs of knowledge are insights, innovation, efficiency, effectiveness."

Knowledge within an organization can be found in the people, culture (behaviors, values, norms), artifacts, documents, groups, routines.

Knowledge sharing will not occur without:

- ◆ time,
- ◆ space,
- ◆ money,
- ◆ technology, and
- ◆ executive focus

His advice to the CGIAR was "find the knowledge communities and networks-- don't try to create or force artificial groups. Once you find them support them by rewarding and promoting people for knowledge sharing behaviors. Remember, knowledge sharing is about "hiring smart people and letting them talk to each other."

Participant's Messages About Knowledge Sharing

During the last day of the workshop, participants explored what was most important for the CG Centers to know about knowledge sharing. These key messages were developed:

1. We need to define and vision and articulate what knowledge management/sharing is for the CGIAR.
2. We can be both more efficient and more effective if we manage our Knowledge better.
3. Knowledge sharing is a good investment for the Centers as there is a net value added to the organization (e.g. Best Practices).

4. Knowledge sharing is about getting smart people to talk together.
5. Knowledge sharing is at the heart of our business and is a two way process inside and outside the Centers.
6. Knowledge sharing is going on already in the Centers. What we need now is to find it, stop the implied decline and build on it. We are trying to “defrag” organizational knowledge.
7. Knowledge sharing requires buy-in from the top. Executive focus is the key ingredient.
8. Knowledge sharing is dependent on TRUST. Act to build trust through increased transparency and consistency in behaviors, norms, and values.
9. Have a knowledge driven IT strategy. Let the business drive technology not the reverse. Knowledge sharing is about people, supported by technology.
10. There is a continued need for face to face (non-virtual) interaction. The vibrancy of the face-to-face connection cannot be replaced by technology and total virtual communication. Trust is the basis of the knowledge sharing and this requires face to face contact and time to develop the social capital. Getting good people face to face is key.
11. Incentivize information and knowledge sharing at both the Center and CGIAR System level.
12. Language is important to increasing understanding and awareness about knowledge sharing. We need to use clear neutral language such as mapping assets, knowledge sharing. Remember to keep it simple and avoid jargon.
13. Let’s get our information house in order. Knowledge sharing depends on solid information systems for easy access and retrieval of information.
14. The CGIAR needs methods for measuring the intangibles and tracking the value and impact.
15. Immediate gains through sharing best practices are important. Quick visible examples of successful stories will be a valuable way to help Centers understand the potential. Focus on SMALL victories. Tolerate and expect failures as Centers experiment with improved knowledge sharing.
16. We need to reinforce sense of **COMMUNITY** in CGIAR.

Lessons From Others

Presenters shared from their experiences what they thought were key lessons from which the CGIAR might benefit.

World Bank Experiences

From the World Bank's experience (Reza Firuzabadi & Willem Zijp):

1. Avoid jargon (use knowledge sharing, tools that help clients learn instead of knowledge products).
2. Explain through story telling.
3. Have a strategy What Knowledge to share? With whom to share? How will knowledge be shared?
4. Realize a budget is necessary.
5. Develop appropriate incentives and a culture that supports knowledge sharing.
6. Let the business drive the technology not the reverse.
7. Nurture communities.

Private Sector

Verna Allee, President of Integral Performance Group explained that any organization should start with a clear understanding of the strategic driver or purpose for knowledge management. Once the purpose is clear, appropriate practices can be used to support and foster knowledge sharing.

The following table illustrates some of the common strategic drivers for Knowledge Management and what might be appropriate for the CG Centers

Strategic driver or purpose	What it involves	Examples in the CG
Customer intimacy	What you might need to know about your customers/clients	Increased knowledge on donor needs/relationships or on NARS research priorities
Rapid response	What you need to know in order to respond quickly to changing environmental needs	Access to and ability to report on research impact, project results/budgets, annual plans
Intellectual property	What you need to capture and protect as proprietary knowledge	Breeding results, genomics

Knowledge based products	What can be produced and distinguish the organization	Publications, booklets, brochures, job aids
Innovation	What can be generated from exchange and expansion on existing ideas, creation of new knowledge	Scientific networks, team problem-solving meetings, peer reviews, joint research
Quality and production	Knowledge that can be captured and used to increase quality of service and results	Best practices, case studies, benchmarking
Efficiency	What knowledge can improve speed or reduce effort in providing services.	Quick retrieval of data for reports through improved MIS, economies of scale for collaborative purchases

Mapping Knowledge Assets

According to Jay Liebowitz, Rober W. Deutsch Distinguished Professor of Information Systems, University of Maryland, Baltimore County, the key question is – What knowledge do we have, what knowledge is missing, who needs this knowledge and how will we use the knowledge in order to solve a problem or pursue a strategic objective? (Liebowitz). An organization needs to better organize its knowledge to increase the speed and access to the knowledge, facilitate sharing, and enhance organization performance.

Strategies for Increasing Knowledge Sharing need to include:

1. Clear conceptualization of the situation and strategy.
 - ◆ Why are you doing this? What is the intended result?
 - ◆ Assess the organizational readiness.
 - ◆ Map the knowledge assets.
 - ◆ Analyze the results and develop the strategic plan.
2. Create or acquire the needed knowledge.
3. Establish a mechanism for capturing/storing/retrieving the knowledge.
4. Provide smooth distribution.
5. Support use and application.

Knowledge sharing culture requires:

1. Trust.
2. Ability to communicate clearly and with enough bandwidth to transfer meaning.
3. A common context or language.
4. A reason or goal for sharing.
5. The space to think and reflect.
6. The ability to interact with others in a non-purposeful way.
7. The autonomy to share.
8. Awareness that knowledge may be local.
9. A flexible organizational structure that support knowledge sharing.
10. The infrastructure to support knowledge and information sharing.
11. Communities of practice.

Steps to support knowledge sharing:

1. Invest in education and training of the firm's human capital.
2. Develop knowledge repositories for preserving, sharing, and distributing knowledge.
3. Provide incentives to encourage employees and management to contribute to the organization's knowledge repositories and use this knowledge.
4. Consider evaluating annually each member of the firm on the quality and quantity of knowledge contributed to the firm's knowledge bases as well as the organizational knowledge used by that firm member.
5. Develop methodologies for managing and structuring the knowledge in the knowledge repositories.
6. Provide an infrastructure of individuals whose main job is to manage the creation, development, and maintenance of knowledge repositories.
7. Place the Chief Knowledge Officer (CKO) in either a staff position directly under the CEO or in a line position equivalent to a VP.
8. Adapt to the changing competitive environment by forming project teams based on the employee knowledge profiles.

Communities of Practice

According to Louis de Merode, Principle Consultant, Silver Creek Associates, communities are voluntary groups drawn together by a common passion for a subject and a desire to increase skills and ability to do work. They are action-oriented and task related as opposed to a social network that is more speculative in the pursuit of intellectual stimulation.

They are used to share and create knowledge both explicit and tacit. They do this by:

1. Drawing on lessons learned.
2. Sharing warnings and failures of the past.
3. Explore topics together.
4. Share successes.
5. Record what they have learned.

Communities of practice require:

1. Trust (Commonality of interest, relationship, non-judgmental space).
2. Strategy (purpose, passion, values, agreement).
3. Efficient processes (common language, known resources, norms, problem-solving routines, multiple communication channels).

Strategies for Virtual Collaboration

According to Steve Song, Senior Programme Officer, Bellanet International Secretariat, it is a myth that working virtually will involve less time, effort, and travel. Virtual collaboration is more difficult than face to face collaboration because you lose the non-verbals and written communication is not the same as oral communication.

Technology can support virtual collaboration but it does not replace the face-to-face meetings and communication needed for successful collaboration. Each technology has strengths and weaknesses, therefore you need to assess which one is most appropriate and use multiple communication channels.

A facilitator is an essential ingredient for successful virtual collaboration. The facilitator needs to:

1. Set and communicate the ground rules.
2. Promote understanding.
3. Communicate proactively.
4. Communicate regularly.
5. Follow up with commitments.
6. Remain neutral.

Steve Song advises that the following be used when determining the most appropriate technology :

- ◆ How centralized vs decentralized is the knowledge and community?
- ◆ Is the knowledge sharing between staff-staff, staff-partners, staff-clients, or all?
- ◆ Can the knowledge be codified or is it more tacit and shared person-person?
- ◆ Is the knowledge routine which is something that can be repeated or is it something that does not fit into a routine?

Workshop Evaluations

Nineteen participants completed a workshop evaluation form prior to the end of the workshop.

In general, the group identified the presentations of Larry Prusak, Steve Song, and Linda Spink as most relevant. Some of the most useful aspects of the 3-day workshop mentioned by the respondents included:

- Interaction with CGIAR colleagues.
- Interaction with presenters, particularly Larry Prusak.
- Increased understanding and clarification of KM concepts and principles, particularly as they relate to the Centers..
- The final day of synthesis.
- Overall organization of the workshop.
- The mix of participants.

Recommendations for what could have been improved included:

- More sharing of specific KM achievements from all the Centers (although respondents acknowledged the need for an additional day to achieve this suggestion).
- Verna Allee's presentation was not practical and did not fit into the CGIAR context.
- More concrete examples of what impact and benefit KM has had in organizations similar to the Centers.

Participants evaluated the relevance of the sessions and effectiveness of the presenters on a scale of 1 to 5 , where 1 = not relevant/ effective and 5 = very relevant / effective. The results are as follows:

<u>Session</u>	<u>Content Relevance</u>	<u>Presenter Effectiveness</u>
a. "Overview of Organizational Change Program & the KM Initiative" by Linda Spink	4.47	4.47
b. Keynote: "History, Concepts, Trends of KM". by Larry Prusak	4.21	4.95
c. "Experiences and Lessons Leaned in KM" by <u>Reza Firuzabadi</u> Willem Zijp	4.42	3.81 4.11
d. "KM Strategies: Understanding the Business Drivers and Purposes for KM" by Verna Allee	2.5	2.17
e. "Assessing Organizational Readiness: Knowledge Audits" by Jay Liebowitz	3.89	3.83
f. "Communities of Practice" by Louis de Merode	3.67	3.22
g. "Virtual Collaboration" by Steven Song	4.47	4.17

The complete evaluation results can be found in Appendix 3

Appendix I: Workshop Presenters

The workshop provided an opportunity for CG representatives to participate in sessions with several well-known Knowledge Management experts.

1. Larry Prusak, Executive Director of IBM's Institute for Knowledge Management discussed the history and trends of KM and identified the enablers and enemies of KM in organizations. Larry identified people as the most important asset of an organization and focused on the need for organizations to hire smart people and then give them time to talk to each other.
2. Two World Bank representatives, Reza Firuzabadi, Senior Information Officer of Knowledge Management & Information Services, and Willem Zipp, from the Africa Bureau who is an anchor of the Agriculture Knowledge and Information System (AKIS) thematic team, discussed what they have learned at the World Bank about Knowledge Management. They also described the process used by the AKIS thematic team to organize themselves and to share knowledge across the organization.
3. Verna Allee, President of the Integral Performance Group and author of *The Knowledge Evolution: Expanding Organizational Intelligence*, identified a number of strategic drivers and purposes for KM in an organization. This discussion was meant to help identify the purposes and reasons for pursuing improved KM at the Centers and provide a context for developing a KM strategy that would be focused on using knowledge to help get work done and improve performance.
4. Jay Liebowitz, Robert W. Deutsch Distinguished Professor of Information Systems University of Maryland, Baltimore County, discussed how to assess an organization's readiness through the use of *knowledge audits*. A knowledge audit helps answer such key questions as what knowledge does an organization have, what knowledge is missing, who needs this knowledge, and how will the knowledge be used.
5. Louis de Merode, Principle Consultant, Silver Creek Associates highlighted the concept of communities of practice – voluntary groups that are formed based on a common passion for a subject and a desire to increase skills and ability to do work.
6. Steven Song, Senior Programme Officer, Bellanet International Secretariat, explained the benefits and constraints of *virtual collaboration* and the special needs that arise when working virtually.

7. During the workshop, Linda Spink, Program Manager, Organizational Change Program, highlighted the OCP Program and outlined ways that the Program could be used by the Centers to support their KM initiatives.
8. The workshop was facilitated by Kathy Alison from TRG.

Appendix II: Knowledge Management Workshop Contact List

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Appendix III: Workshop Evaluations Knowledge Management Beyond Theory: Experience and Opportunities of the CG Centers

Objectives:

Workshop objectives were rated on a scale of 1 to 5. 1 = the objective was not met; 5 = the objective was met very successfully.

1. Increase Centers' understanding of Knowledge Management concepts, theories and operational considerations as they pertain to the CGIAR.

Mean: 4.21

2. Exchange current Knowledge Management practices, experiences, and challenges of the CG centers, looking for similarities and cross-cutting issues.

Mean: 3.56

3. Identify strategic next steps for Knowledge Management in the Centers and the CGIAR System.

Mean: 3.84

4. Suggest priorities for assistance from the Organizational Change Program.

Mean: 4.05

What did you find most useful about the workshop?

- ◆ The theoretical background of KM. Understanding the needs & initiatives at other Centers.
- ◆ Increased understanding of KM through Face to Face interaction
- ◆ Interaction with speakers and CG staff and FAO. Final day synthesis. Overall organization
- ◆ Good interaction with CGIAR colleagues.
- ◆ Opportunity to explore next steps in KM evolution in a nice, welcoming environment
- ◆ Hearing the stories of what the Centers are doing. Larry's provocative statements and interaction.
- ◆ Wednesday morning's session - L. Prusak - good introduction.
- ◆ Working groups on centre initiatives.
- ◆ The good mix of participants - different perspectives from different levels and disciplines contributed greatly to coming up with an effective and workable set of strategies for next steps
- ◆ Absorbing state-of-art from the consultants. Learning that my sister Centers have much the same constraints and opportunities as us.
- ◆ The time, the space and the people to discuss about hidden values that we should place in our agenda
- ◆ Began clarifying ideas and concepts and tasks about and for KM.
- ◆ Combining discussions about KM with specific certain points for Centers and the system as a whole.
- ◆ Good mix of conceptual and experimental knowledge.
- ◆ The opportunity to hear the perspectives of the individual centers on KM. Deeper general understanding of what knowledge management is.
- ◆ It ended a 3 year period in which we felt frustrated by a feeling of an inability to move forward together on important issues affecting all of us.
- ◆ Presentation on KM and experiences. Interaction face to face between Centers.
- ◆ Time for dialogue.

What could have been done better?

- ◆ It would have been useful to have pushed for a harder agreement on the future use of TRG - this is an important resource and must be maximized.
- ◆ More briefing of presenters on CGIAR and work of Centers
- ◆ Stronger separation between IT issues and Knowledge issues.
- ◆ More actual detail/experiences from speakers. More reference by speakers to CGIAR or non-profit organizations. Presentations need more on practice, less on theory.
- ◆ Hands-on exercises would be good.
- ◆ Verna's presentation.
- ◆ Wednesday PM - V. Allee's session was NOT good "fit" in this programme and we lost ground as a result (this was caught up on Thursday am).
- ◆ Missed having sharing on specific KM achievements from all the Centers. Another day would have been necessary to allow both learning from each other plus accomplish the strategic next steps for KM in Center & CG System. If we launch a bulletin on the website hopefully there will be a permanent place to share their experiences on an ongoing basis.
- ◆ The KM audit analysis could have been done more rigorously to provide a first-cut benchmark for each Center relative to the group - this would have been a useful take-home tool.
- ◆ Present concrete examples of gainings in the CGIAR after using concepts of sharing KM or communities of practice.
- ◆ Speakers with more experience of KM in not-for-profit/development agencies (is this possible?)
- ◆ I wish we had a bit of time to do the knowledge mapping exercise with Verna Allee.
- ◆ It would have been useful to go through Center experiences in depth - but I am happy that we took time on system issues.
- ◆ The KM strategy session with Verna could have worked a lot better.
- ◆ Not much, however orientation of consultants (some) re: the CGIAR. Selcuk's paper in the Journal of Public Administration and some public awareness materials should be required reading.
- ◆ Clearer definitions at the outset. Less paper in the folder as reading material.

Please evaluate the workshop sessions and presenters on a scale of 1 to 5, with 1 being not relevant/ effective and 5 being very relevant / effective

<u>Session</u>	<u>Content Relevance</u>	<u>Presenter Effectiveness</u>
h. "Overview of Organizational Change Program & the KM Initiative" by Linda Spink	4.47	4.47
i. Keynote: "History, Concepts, Trends of KM". by Larry Prusak	4.21	4.95
j. "Experiences and Lessons Learned in KM" by Reza Firuzabadi Willem Zijp	4.42	3.81 4.11
k. "KM Strategies: Understanding the Business Drivers and Purposes for KM" by Verna Allee	2.5	2.17
l. "Assessing Organizational Readiness: Knowledge Audits" by Jay Liebowitz	3.89	3.83
m. "Communities of Practice" by Louis de Merode	3.67	3.22
n. "Virtual Collaboration" by Steven Song	4.47	4.17

What final comments do you have for the organizers?

- ◆ We (the participants) seemed to drift on day 2 - I don't know why. Fortunately the last day was back on track.
- ◆ Well done and thanks.
- ◆ Certain material should be read before arrival to increase understanding. If you ask us to do the surveys, then we should have used or discussed them jointly with resource people. Presenters should come with list of suggestions/actions for the Centers to consider.
- ◆ Excellent initiative. Congratulations.
- ◆ Overall very good. Some of the external presentations could have been more beneficial if they were relevant to international R&D organizations and/or developing countries - too much emphasis on corporate America.
- ◆ I think we made good progress, have commitment to move ahead in some areas. Thanks TRG for another effective workshop.
- ◆ Logistics, facilities were extremely well-organized. Appreciate the excellent time management. I felt that each session was very valuable and well-chosen; excellent use of my time. I wish we could have been more concrete about next steps for follow-up.
- ◆ Congratulations. Great opportunity to share ideas.
- ◆ Excellent workshop. Brought together an impressive group of participants from the Centers. The workshop gave an opportunity to discuss inter-center issues that have been outstanding for several years.
- ◆ I was very impressed with the staff of TRG for their hard work and dedication. Excellent resource people.
- ◆ Follow-up is going to be important to maintain dynamic. Need to nurture a C of P that is being born.
- ◆ many thanks for an outstanding workshop. The best I have attended in 11 years in the CGIAR. I am confident that it will catalyze dramatic change.
- ◆ Meeting well-organized and interactive.
- ◆ Good job. Well organized. Great sandwiches, coffee! Good set of follow up actions.

Appendix IV: Knowledge Management Workshop Beyond Theory: Experience and Opportunities of the CGIAR

Wednesday, April 5, 2000	Thursday, April 6, 2000	Friday, April 7, 2000
<p>9:00 Welcome – Linda Spink, OCP Program Manager</p> <p>9:05 Introductions / Overview of Agenda, Objectives, Norms Kathy Alison, Facilitator</p> <p>9:30 Keynote History, Concepts, Trends, Enablers & Enemies of Knowledge Management Larry Prusak, Executive Director, IBM Institute for Knowledge Management Discussion</p> <p>11:30 Break</p> <p>11:45 Experiences and Lessons Learned in KM Reza Firuzabadi, Senior Information Officer, Knowledge Management & Information Services, ESSD, World Bank Willem Zijp, RDV, World Bank Discussion</p>	<p>9:00 Overview of Day</p> <p>9:05 Assessing Organizational Readiness: Knowledge Audits, Jay Liebowitz, Robert W. Deutsch Distinguished Professor of Information Systems at Univ. of MD, Baltimore County Discussion</p> <p>10:30 Break</p> <p>10:45 State of Knowledge Management in the CG Centers – (table discussions) <ul style="list-style-type: none"> • Current KM Initiatives • Obstacles • Opportunities for Sharing Between Centers </p>	<p>9:00 Overview of Day</p> <p>9:05 Strategic Next Steps for Centers</p> <p>10:30 Break</p> <p>10:45 Strategic Next Steps Across Centers Suggested Role of OCP</p>
Lunch (1:00-2:00)	Lunch (1:00-2:00)	Lunch (1:00-2:00)
<p>2:00 Overview of Organizational Change Program & KM Initiative Linda Spink, OCP Program Leader</p> <p>2:30 Knowledge Management Strategies: Understanding the Business Drivers and Purposes for Knowledge Management Verna Allee, President of Integral Performance Group</p> <p>3:30 Break</p> <p>3:45 Business Drivers session, continued</p> <p>5:00 Wrap-up / reflections on the day / Adjourn 5:30 Reception - TRG</p>	<p>2:00 Communities of Practice Louis de Merode , Principle Consultant, Silver Creek Associates Discussion</p> <p>3:45 Break</p> <p>4:00 Virtual Collaboration Steven Song, Senior Programme Officer, Bellanet International Secretariat Discussion</p> <p>5:30 Adjourn</p>	<p>1:15 KM Messages</p> <p>3:00 Break</p> <p>3:15 Evaluation of Workshop / Final Comments</p> <p>4:30 Adjourn</p> <p>7:00 Dinner - Hosted by the CG Secretariat</p>