

Knowledge Management Initiative

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Session**

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Outline

- Philosophy
- Rules of conversation
- KM activities
- Expected outcomes (KM vision)
- Future themes

Philosophy

- Knowledge is not a substance that can be placed in people's head
- Knowledge is created in the spaces between people
- The practitioner is central to knowledge creation
- Learning is central to the success of the practitioner

Debate Vs. Dialogue

- **Knowing**
- **Answers**
- **Winning or losing**
- **Proving a point**
- **Defending a position**

Finding out

Questions

Sharing

Listening

Exploring new possibilities

- D. Zohar, *Rewiring the Corporate Brain*

IQ PLUS

The Rules of Conversation at KS

- *Listen* attentively and open mindedly
- Ask *Questions* genuinely
- *Share* and reflect openly
- Be *Playful*
- Deepen your *Understanding*
- Commit yourself to *Implementing* the new knowledge

KM Activities

- Facilitate regional (and local) KS meetings
- Publish ASK
- Engage KS participants in developing project managers and training tools

KM Activities (cont.)

- Connect NASA practitioners to sources of knowledge
- Recognize and reward contributors
- Harness management support

Expected Outcomes of KM

- **Better Practitioners:** empowered, reflective, experiencing growth.
- Tacit knowledge converted to explicit knowledge: stories, best practices, case studies.
- Better dissemination of knowledge and tools: on demand and to more people.

Expected Outcomes of KM

(cont.)

- A stream of innovative concepts and tools.
- Better mentoring, training, and consulting.
- Better integration of internal and external partners.

Expected Outcomes of KM

(cont.)

- Changes in NASA's culture; improved collaboration and knowledge sharing, questioning /reflection attitude promoted, recognition of the central role of the practitioner.

Expected Outcomes of KM

(cont.)

- Improved image of NASA (can help in funding and recruiting).
- Transfer of knowledge to industry.
- Development of competitive advantage: securing more projects and delivering **more successful projects.**