



# **KMSA CONVENTION 2019**

***Leveraging the 4<sup>th</sup> Industrial Revolution: KM Systems to meet  
Africa's  
Sustainable Development Goal***

**Knowledge sharing barriers and solutions  
Xolani Dube**

- **Department of Economic Development Tourism and  
Environmental Affairs**

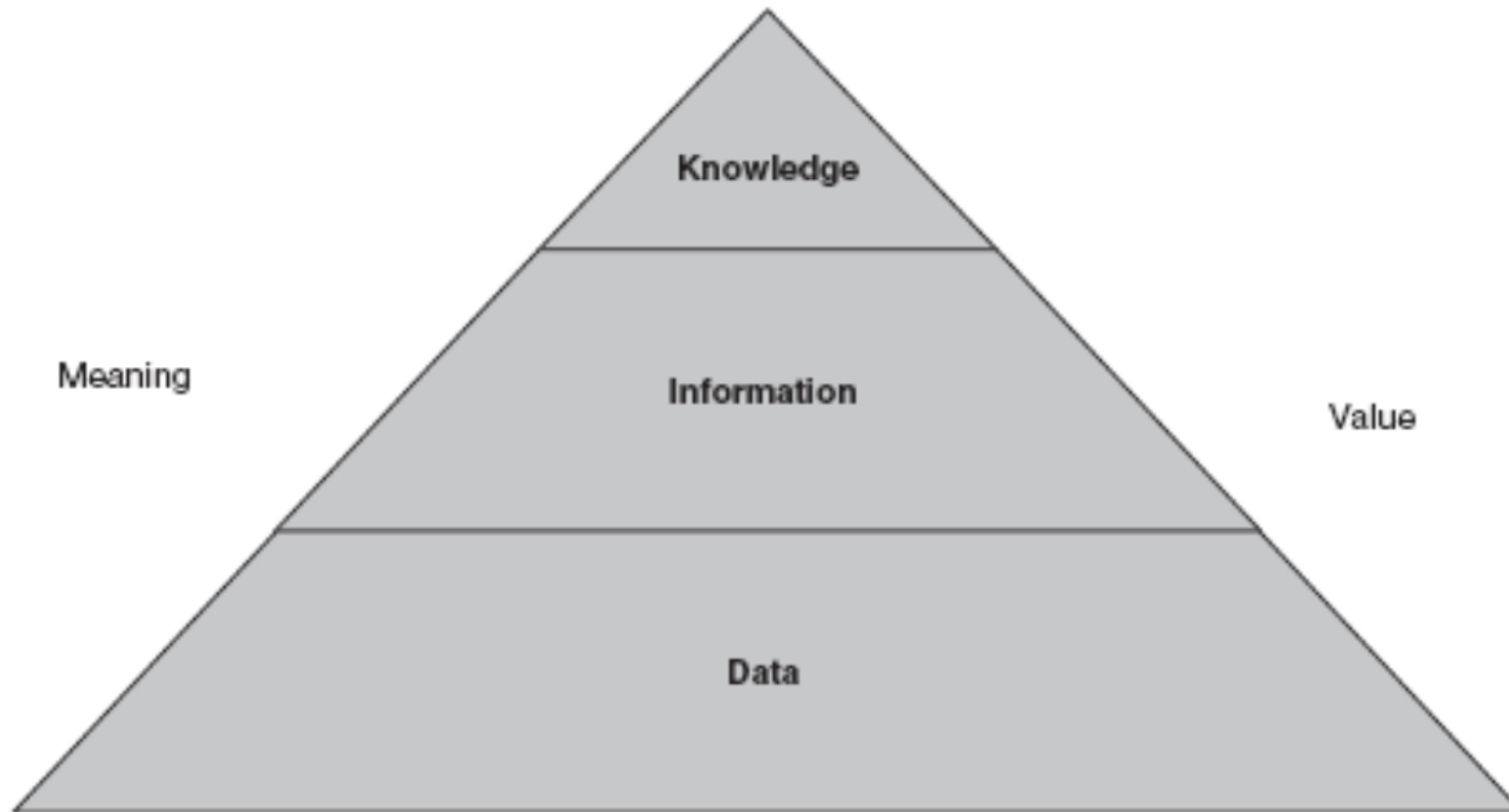
**Hosted by**



# Scope

- ▶ Knowledge development
- ▶ Knowledge sharing concept
- ▶ Types of knowledge sharing
- ▶ Knowledge sharing enabler
- ▶ Barriers and solutions to knowledge sharing
- ▶ Knowledge sharing barriers to 4IR

# Knowledge development



# 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**

# Knowledge sharing concept

- ▶ **Benchmarking – good and best practises**
- ▶ **Learning – worse practises**
- ▶ **Knowledge sharing is the human behaviour - their willingness, and their ability to share knowledge and use the knowledge of others**
- ▶ **Technology – telephones, audio-visuals, cellphones ( e.g.video calling), computers (e.g. emails, skype, intranets, extranet, internet, etc)**

# 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.

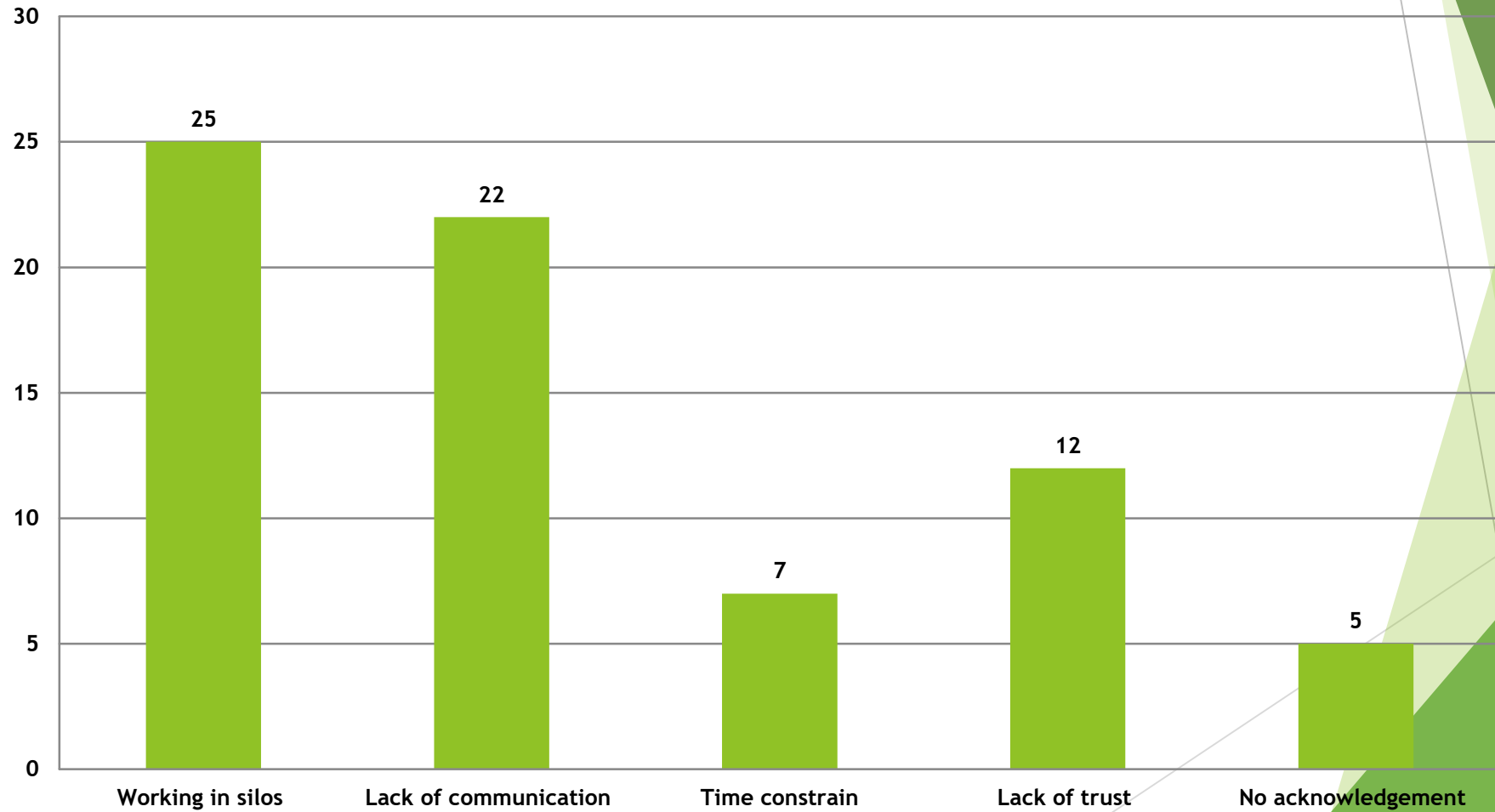
# Knowledge sharing enabler

- ▶ Organizational culture - which does not condone working in silos
- ▶ Trust - without trust one cannot openly share one's knowledge
  - you cannot buy trust
  - an atmosphere of mutual trust must exist



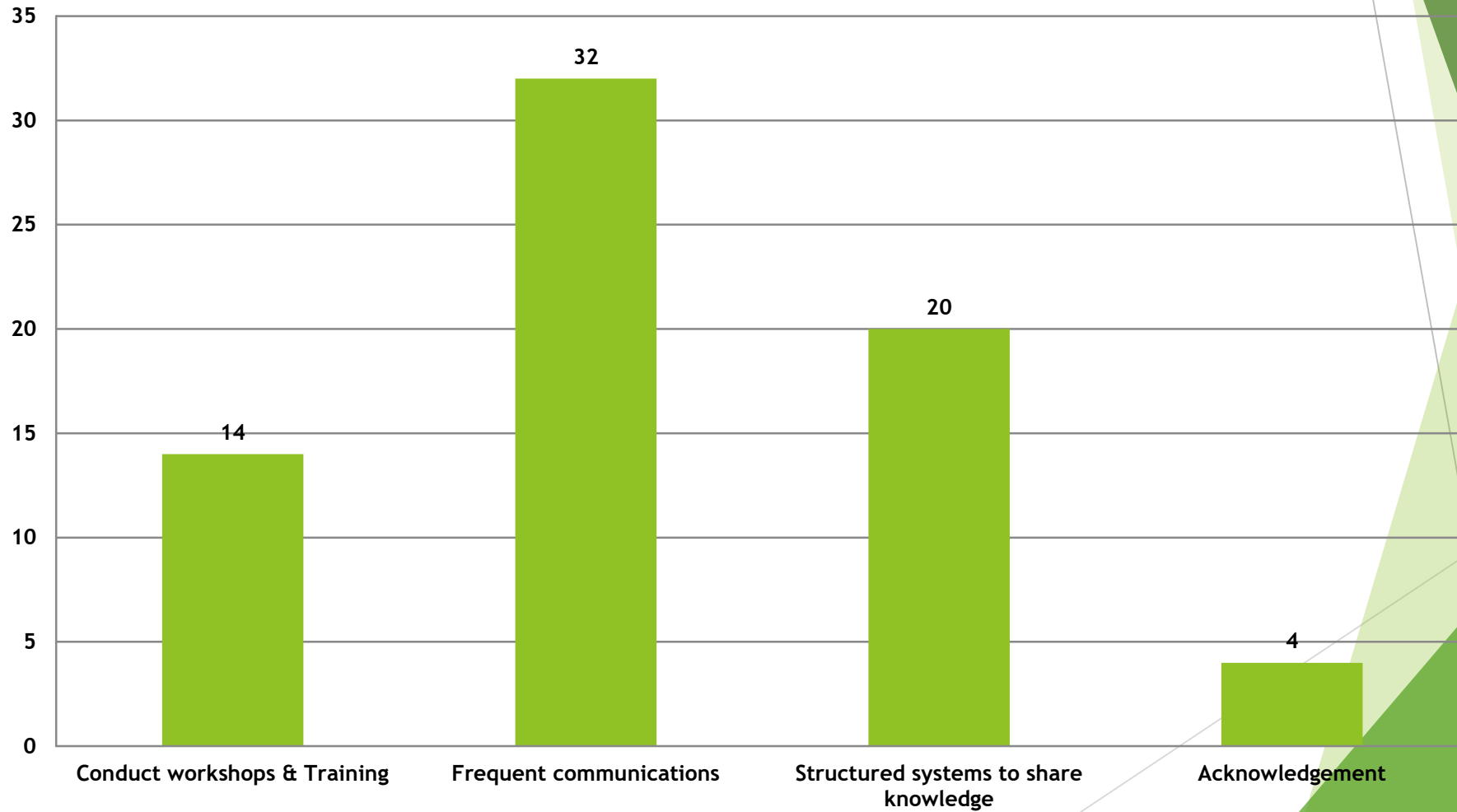
# Barriers in 2009

## knowldge sharing barriers

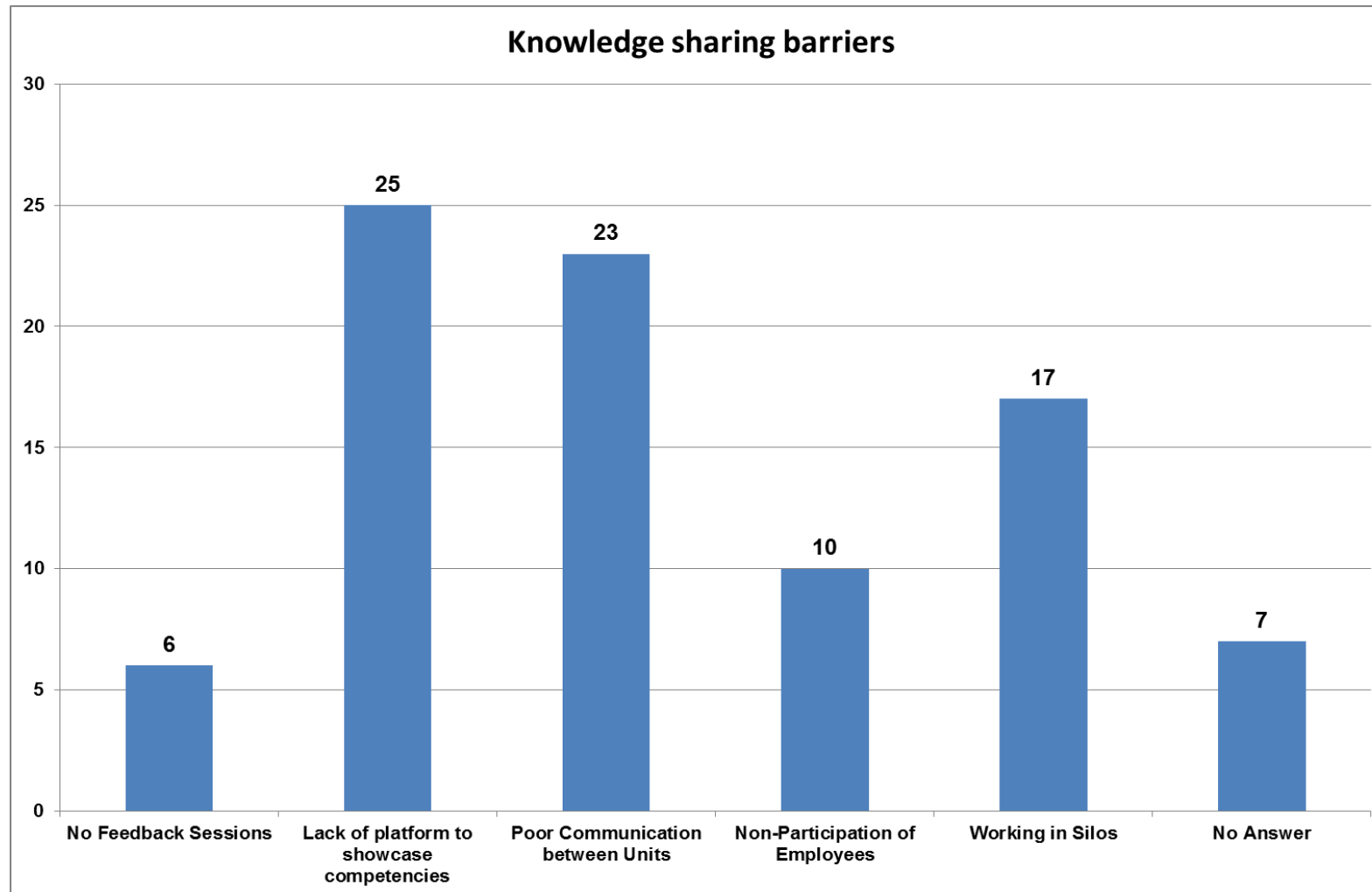


# Solutions 2009

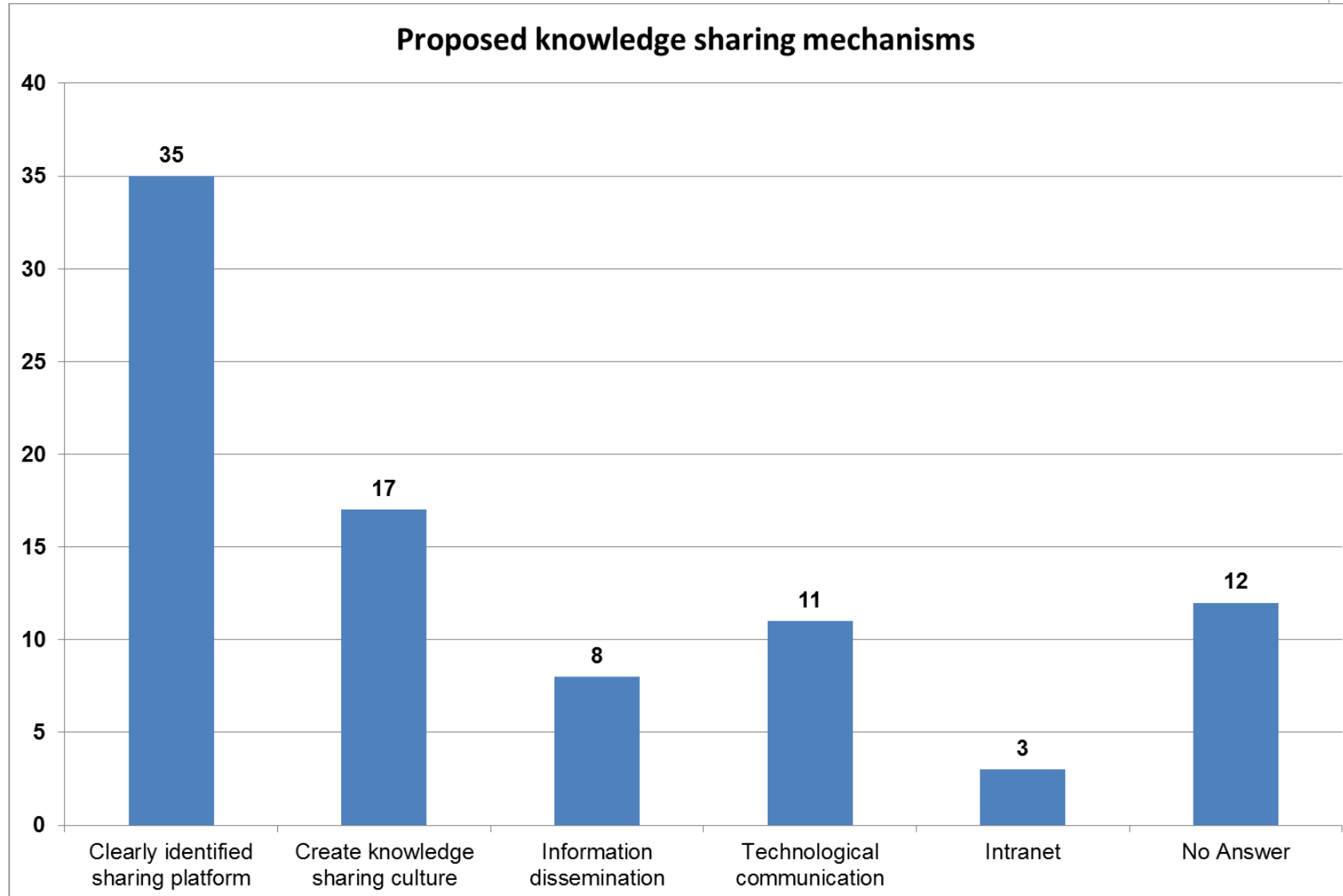
## Solutions



# Barriers in 2013



# Solutions in 2013



# Barriers and solutions to knowledge sharing ...

Barriers	Solutions
They don't know why they should do it	Have the leader of the organization communicating regularly on knowledge sharing expectations, goals and rewards
They don't know how they have to do it	Regularly communicate and conduct training, and knowledge fairs
They don't know what they are supposed to do	Establish and communicate clear knowledge-sharing goals
They think the recommended way will not work	KM team have to convince people in small group or one-on-one by showing them that it does work

# 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

# Barriers and solutions to knowledge sharing...

- ▶ Biggest inhibitor to knowledge sharing is the syndrome '*knowledge is power*' ( people are unaware they are have it)
- ▶ we compete for jobs, salaries, promotions, recognition, status, power, budgets, and resources etc
- ▶ That why Al-Hawadeh (2003) felt The biggest challenge for many organizations today is how to encourage their staff to share knowledge

# Knowledge sharing barriers to 4IR

**FEAR**

**Power**



# 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**



# **KMSA CONVENTION 2019**

*Leveraging the 4th Industrial Revolution: KM Systems to meet  
Africa's  
Sustainable Development Goal*

# **Thank You!!**

**Hosted by**

