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## FROM THE CHAIR

Welcome to our second edition of the KMSA Newsletter IN THE KNOW, as we journey together building the Knowledge Management profession. This is our season of renewal and sustenance. As required by our constitution, KMSA elected a new Board for the period 2021 – 2024. It therefore gives me great pleasure to formally introduce the new board members of KMSA for the period 2021 – 2024.



1. **Refiloe Mabaso (Chair)**
2. **Professor Hanlie Smuts (Deputy Chair)**
3. **Mapule Letshweni**
4. **Ken Wiggins**
5. **Adriana Chickesh**
6. **Dr Candice Borgstein**
7. **Wisdom Ndashe**
8. **Jeanette Seko**

The four new members join us at an exciting and important time as we consolidate gains and focus on accreditation and professionalization. Each board member brings a wealth of experience from diverse industries and sectors that will benefit KMSA. I also wish to send KMSA's warm and heartfelt gratitude to the outgoing members of the Board: Rendani Nkuna, Tebogo Mashego, Michael Mavuso, Rethabile Ntlatleng, Anna Sanfilippo, Lillian Santi, Viwe Mgedezi and the chairperson Kholane Chauke. We are truly grateful for your leadership and expertise to guide KMSA to a sustainable and member centric association. You remain part of KMSA as we continue to seek your counsel and build on your legacy.

We are prioritizing the conclusion of the SAQA accreditation application and continue to develop value for members through several products and services. The board will be reviewing KMSA strategy which will be communicated and shared with all. We will continue to build and create strategic partnership with key stakeholders as we continue with the journey of creating and sharing knowledge for sustenance and bringing distinct meaning to our brand. I wish you well during this difficult time as we continue to battle the COVID-19 pandemic and its impact on our lives. Let's continue to be safe and well.

**Refiloe Mabaso**  
KMSA Chairperson.



## GETTING TO KNOW KMSA MEMBERS

This section profiles KMSA members, getting to know them better, whilst enabling peer learning and support. In this edition, we introduce the new board members, Dr Candice Borgstein, Mr Wisdom Ndashe, Prof Hanlie Smuts and Ms Jeanette Seko. Get to know them better as they reflect on the challenges facing Knowledge Management and their aspiration for KMSA .



**DR CANDICE BORGSTEIN**

### **Tell us a little bit about yourself.**

I am a Knowledge and Communication Design Specialist, and believe communications is an instrumental function in any organisation. My holistic viewpoint of how all things and people are linked means I continuously find interest and encouragement in the work of different people from different sectors. And that, all our work contributes to market information, poverty reduction, and knowledge sharing that is data-driven, evidence-based, and responsive to the needs of different audiences. I believe in continuously learning and sharing, and I welcome conversations with people from all walks of life.

### **What are your hobbies and interests?**

I have worked in an NGO (or not-for-profit) development space for many years and feel that all my work, interests and hobbies, contribute to understanding the people of Africa and South Africa. It makes for a deeper and wider understanding of the problems we face both in business and as people. I hope all my experience and learning is able to help others through sharing and having empathy for people. I enjoy research, continuous learning, and adopt a design thinking approach in both my work and personal life.

### **What are your personal goals for serving on the KMSA Board?**

On the KMSA Board, I would like to be involved in 2 aspects: one internal facing and the other outwards. I would like to

initially focus on the professionalization of KM. And making our KMSA 'product' very attractive to business and potential members. Externally, I would like to be involved in setting up an AI-subcommittee to work with understanding the AI business landscape in South Africa and how KM can help with achieving a better business output. I am also very keen to share my learnings from a recent AI-KM course – whether that be through mini-courses or tying into businesses.

### **What in your view are the biggest challenges facing Knowledge Management?**

I feel organizations do not understand the value of KM and therefore do not collaborate. This lack of collaboration is stunting both KM as an area and their understanding of the Business challenges.

### **How can these challenges be addressed?**

Awareness of KMSA and the role of KMers will go a long way to raising an understanding of KM. Useful examples and case studies will guide some organisations but a knowledge hub or collaboration space (even within sectors or organisations) is a first step to addressing these challenges. Work towards a Knowledge Agenda for South Africa is a tangible first step we can take.

### **How do you keep up with the latest trends and development in Knowledge Management?**

I actively research trends and developments and made KM a part of my recent studies. LinkedIn has some great communities. This includes KM work in my recent PhD and attending an AI-KM course with KMGN (Knowledge Management Global Network). KMSA is valuable source for sharing ideas and seeing what challenges other KMers are facing and how they are solving their problems.

“A real leader uses every issue, no matter how serious and sensitive, to ensure that at the end of the debate we should emerge stronger and more united than ever before.”

**– Nelson Mandela**



**MR. WISDOM NDASHE**

### **Tell us a little bit about yourself.**

I am a proud public servant, a safety ambassador who has spent the past few years in the Gauteng Department of Community Safety assisting with the establishment of a knowledge base for crime prevention interventions in the Province. I have spent my years in the profession developing myself into a knowledge systems analyst drawing from a diversified portfolio of approaches towards defining knowledge capabilities for the organizations, I have been blessed to serve. I am both a sunshine yellow and a cool blue, making me a sociable, dynamic, enthusiastic, demonstrative, but also precise, deliberate, cautious and analytical professional. I hold a Postgraduate Diploma in Knowledge and Information Systems Management (Stellenbosch University), a Postgraduate Diploma in Business Analysis (Rhodes University), a Bachelor (Hons) in Information Studies (University of Limpopo) and is currently enrolled for an MPhil in Digital Curation specialising in Information Architecture and Metadata (University of Cape Town).

### **What are your hobbies and interests?**

I am actually a musician, I have always separated my life as a singer from the other as a professional, but I am realizing now that music has helped carry me for as long as I can remember. It has become my source which I always tap into to re-energize and resuscitate. My weekends are always joyful whether I am on stage performing or ministered to through song. Quite recently, I have also developed my passion for building websites and applications. I am learning how to code and playing with prototypes. I cannot wait to have this skill fully develop so I can make more money, LOL, but honestly, we are living in constantly transforming times, there is therefore a call for tech-savvy and futuristic mavens across all industries.

### **What are your personal goals for serving on the KMSA Board?**

The opportunity to serve on the board was unexpected really. People who are deserving to serve as members of the board are not only experts, but also thought leaders in the industry. So, to be selected amongst such incredibly established experts is humbling. I want to take the opportunity to advocate for more young people to take advantage of spaces that will provoke their leadership capabilities, but to also prove ourselves worthy for representation.

### **What in your view are the biggest challenges facing Knowledge Management?**

The lack of a clear-cut definition for KM by most organizations is a major issue. This lack of definition in my view is a root cause to many issues that we have long been trying to solve as KMers. This includes the lack of KM embedment across business processes and systems which has resulted to silo work, knowledge hoarding, lack of buy-in and lack of representation for KM. Furthermore, these deficiencies have resulted to (in) misalignment of KM and organizational strategic decrees.

### **How can these challenges be addressed?**

Standardization! Standardization! Standardization! Technical standards governing KM will truly assist in providing concise standard definitions and approaches for KM across dissimilar sectors and industries. This will also help us bridge the gap between strategy as well as KM and for what is worth, what I always advocate for-- representation of KM and leadership buy-in.

### **How do you keep up with the latest trends and development in Knowledge Management?**

Apart from the network of professionals I have had the pleasure of connecting with over the years, I have subscribed to several platforms providing updates on latest KM trends. My involvement in the industry has also helped me keep up. This includes attending webinars as well as participating in KM focusing surveys. I must say, I am big in benchmarking, my mentors know, LOL, I am constantly knocking on their doorsteps asking 'what's new? Or how can I approach this?'

“Do not follow where the path may lead.  
Go instead where there is no path and leave a trail.”  
- **Ralph Waldo Emerson**



**PROF HANLIE SMUTS**

### **Tell us a little bit about yourself.**

With a passion for business transformation, people and knowledge management, I focused on business performance improvement and operating model optimisation during my tenure of more than 30 years in industry at organisations such as Naspers, Multichoice and MTN. The outcomes of my role aimed to deliver consistent customer relevance across all digital touch points, to empower customers through convenient and effective self-service, to drive growth through personalised digital offerings and to strengthen brand association between customers and digital services. Through a deeper understanding of the digital and adjacent ecosystems, I championed the transformation of the traditional telco model and the need for collaboration and knowledge exchange in order to see the growth of network traffic and increased revenues. During this time, I also completed my PhD in Information Systems with specific focus on knowledge management in information technology outsourcing arrangements.

In September 2017, I joined the University of Pretoria on a full-time basis as an Associate Professor teaching subjects like Strategic Management, Big Data Management, Information and Knowledge Management and ICT Project Management – all at Masters level. I thoroughly enjoy the research projects I am working on and received a BRICS research grant earlier this year working with scientists from Russia and Brazil. I am actively involved in developing young leaders and women in management, and promote leadership skills through seminars, coaching and mentoring. On a personal note, I have been married to André for 35 years and we have two children – our son Stefan (with daughter-in-law Solett) and our daughter, Corlia.

### **What are your hobbies and interests?**

I thoroughly enjoy writing, especially thought leadership articles, and it requires a lot of reading to be able to achieve this. So, I enjoy reading and also make time for my hobby – crochet. André and I love to travel, something we will hopefully be able to catch up on once the pandemic rules allow freer movement.

### **What are your personal goals for serving on the KMSA Board?**

Organisations experience significant disruption, and transformation will probably increase exponentially. I believe that knowledge managers are extremely well positioned to assist organisations and employees through this transformation period and position knowledge management in this new world of work. My goal is therefore to contribute to this future-ready knowledge management role from 2 perspectives – firstly, the profile and skill of the practitioner and secondly, the organizational understanding of the role and value add of the role (especially in the new world of work).

I am extremely passionate about Africa and making a difference in our continent. I believe KMSA can provide thought leadership across the continent such as leading and publishing our own research on trends and aspects around the profession.

### **What in your view are the biggest challenges facing Knowledge Management?**

In my experience, a major challenge is a deep understanding by executive management of the value that knowledge management adds in organisations especially as it relates to strategic objective realisation, innovation, internal optimization, etc. Secondly, being future-ready, as we can lead transformation in organisations.

### **How can these challenges be addressed?**

I believe these challenges may be addressed by preparing the profession for the future, ensuring that we are future-ready so that we may lead transformation e.g. AI4KM (artificial intelligence for KM), KM4D (KM for development), evidence-based decision making, etc. Through this leadership the value of knowledge management will be made explicit and the value it adds to organisations will easily be quantified.

### **How do you keep up with the latest trends and development in Knowledge Management?**

I read a lot – both academic and popular press so that I am aware of the latest research in the field, as well as trends and case studies (successful and failures as that is how we learn). I am a member of national and multiple international bodies where I have the opportunity to engage with leaders in the field – both from an academic and industry perspective.

“The true test of leadership is how well you function in a crisis.” – **Brian Tracy**



**MS. JEANETTE SEKO**

**Tell us a little bit about yourself.**

I am a mother of three girls who enjoys having fun and laughing. I am very passionate about my career and KM in general, especially the Indigenous knowledge system and how they are interlinked with different fields. I am interested in numerous fields and try to learn as much as possible on them. I love social investment activities and try by all means to participate in them. I love agriculture more specifically crop agriculture.

**What are your hobbies and interests?**

My hobbies are running, going to gym, studying, and gardening (Crop experimenting)

**What are your personal goals for serving on the KMSA Board?**

To be part of a movement that will grow and mature Knowledge Management in the country and showcase the exceptional work of knowledge practitioners.

**What in your view are the biggest challenges facing Knowledge Management?**

Understanding the true benefit of KM and understanding it as a science on its own rather than combining it with other related fields. KM can enhance a lot of fields and in celebrating it on its uniqueness we tend to merge it with other fields to sell it rather than ensure that its benefit and importance is realised.

**How can these challenges be addressed?**

This challenge can be addressed by ensuring that KM is placed in the right structure and defined as a specialised science that impacts on and is impacted by other related fields. The proper definition of KM even in the job description will reduce the confusions on what the aim and goal is.

**How do you keep up with the latest trends and development in Knowledge Management?**

Attending webinars and subscription to a number of KM related databases. LinkedIn also has a number of valuable postings and articles that provides much needed information.

“The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails.” - **John Maxwell**



# Developing, implementing, and resetting a KM Strategy in a time of uncertainty: staying ahead of rapid and radical change

By Bill Kaplan



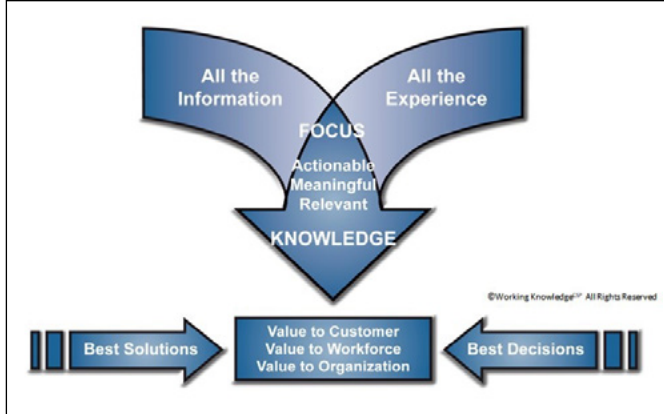
## COVID is But One of Many Change Events Creating Uncertainty for an Organization

COVID's is a global "change" event affecting both private sector and public sector organization strategic planning and operations. COVID changed work schedules, work locations, and revealed the strengths and weaknesses in how organizations "connect with each other, collect and use knowledge, and collaborate across internal and external organizational boundaries.

Many organizations with an existing Knowledge Management (KM) strategy recognized they needed to adapt their KM environment (KME) to the new business and operational environment (BOE) in which they found themselves operating. Those without a strategy for leveraging the knowledge of their organizations recognized the need for developing a KM strategy to leverage their knowledge and create more effective practices to collaborate in this new, challenging, and uncertain environment more effectively.

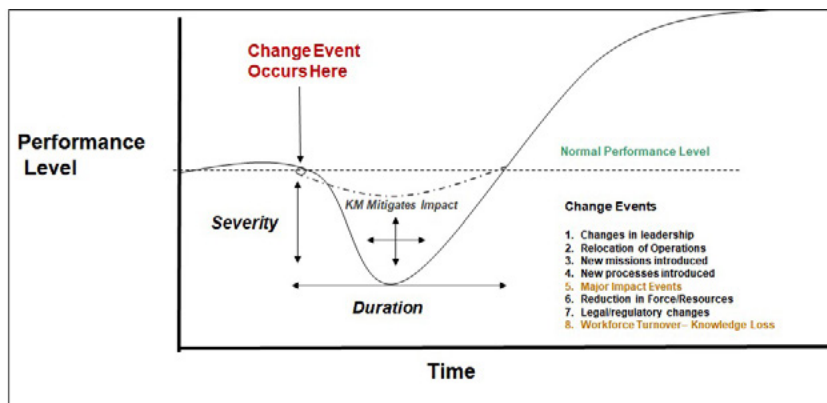
While COVID may be a KM wake up call, it is but one of many change events organizations face that can disrupt their BOE and endanger their mission.

### Working View of Knowledge



Organizations that can leverage all of their information (explicit, codified) and all of their experience (tacit, personal) to solve problems and address new and existing challenges will be able to develop and implement better solutions and make better decisions concerning the problems and challenges they face. High performing, knowledge enabled organizations will be able to operate "faster than the speed of change."

### Change Drives Knowledge Needs



Organizations that can leverage all of their information (explicit, codified) and all of their experience (tacit, personal) to solve problems and address new and existing challenges will be able to develop and implement better solutions and make better decisions concerning the problems and challenges they face. High performing, knowledge enabled organizations will be able to operate "faster than the speed of change."

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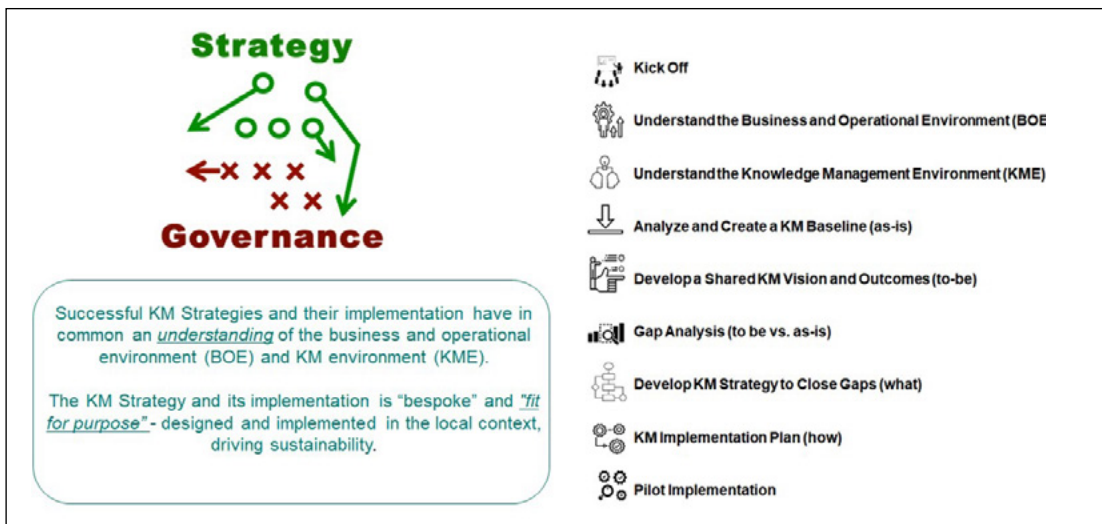
This figure reflects the concept of the impact of “Change” events on an organization’s normal operational performance. Change events should force an organization to determine the kind of knowledge needed to mitigate the impact of change and a critical change event on the normal operating performance of the organization.

Organizations with an effective KM strategy (1) possess the capability to effectively mitigate the impact of a change event on performance by limiting its severity and also its duration;

(2) can do this more effectively than organizations lacking an effective KM strategy because they can more effectively leverage all of the information and all of the experience (and insight) in their organization to address the challenges; and (3) possess the individual and organizational behavior and “fit for purpose” technology and tools to “move knowledge across the boundaries” of their organization to address the challenges.

Further, the organization’s performance level may improve beyond their historic norms through this increased capability to “create value from their knowledge” effectively leveraging the most recent lessons learned from addressing the change event.

## Developing/Renewing and Implementing a KM Strategy



© Working Knowledge CSP

This figure depicts the Working KnowledgeCSP approach to developing/renewing and implementing a KM strategy. While the 9 steps are consistent across organizations with whom we work, the strategies implemented are unique or “bespoke” for each organization.

- 1. Kick Off:** Schedule and conduct a kickoff meeting with key project people to (1) introduce the teams and ensure there is shared understanding of the project requirements and the proposed solution, the expectations and desired outcomes, and (3) refine and confirm the timelines for workflow and delivery and address any questions.
- 2. Understand the Business and Operational Environment (BOE):** Conduct research, including interviews, to understand the organization’s mission and how the organization executes it.
- 3. Understand the Knowledge Management Environment (KME):** Research, interview, and use surveys, when it makes sense to do so, to (1) understand how the organization creates and uses knowledge and (2) how knowledge flows across organizational boundaries from a collaboration and a technology capability perspective.
- 4. Analyze and Create a KM Baseline (As-Is):** Develop and coordinate an as-is baseline of the organization’s KME based on this research in each of five focus areas: People/Culture, Process, Enabling Technology and Tools, Content, and KM Structure/ Governance. Confirm the baseline including the user requirements for the KM technology and collaboration platform(s) and tools.
- 5. Develop a Shared KM Vision and Outcomes (To-Be):** Facilitate a leadership workshop, based on the KME baseline, to develop a shared understanding of what “good” KM looks like when the KM system solution is implemented.

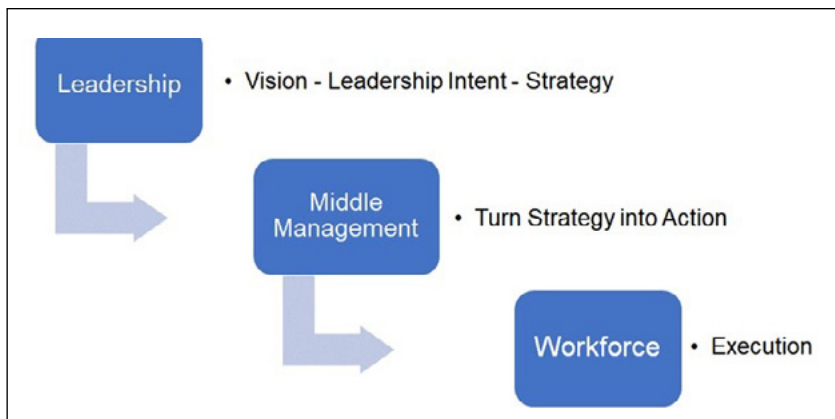


- 6. Gap Analysis (To Be vs. As-Is):** Compare the as-is and to-be conditions and identify the gaps to close in all five focus areas.
- 7. Develop the KM Strategy to Close Gaps (What):** Co-develop the KM strategy with the organization, based on the five focus areas, to close the gaps. Develop an Analysis of Alternatives (AoA) and make recommendations for relevant technology solutions that are “fit for purpose” based on the organization’s requirements and gain approval.
- 8. KM Implementation Plan (How):** Co-develop a KM framework, based on the five focus areas, to implement the organization KM Strategy to measurably achieve desired KM and mission outcomes. Carefully select KM pilot projects focused on solving real and current business or operational challenges to demonstrate that the KM strategy and implementation recommendations work in the organization’s real time business and operational environment. Gain KM implementation plan approval.
- 9. Implement Pilot Projects and Provide Just-in-Time KM Training:** Collaboratively design, develop, and coach success for the pilot projects to demonstrate to the organization that the recommended KM Strategy and implementing framework are a fit for the organization. The KM pilot project(s) will demonstrate “proof of concept” not only for the use of the KM technology supporting the “use and flow” of knowledge across the organization, but also will provide the “just-in-time training” to the pilot project team(s) so they can learn the KM implementing practices necessary for “ongoing knowledge capture and management” as part of workflow. Sustainment of the KM investment is critical. Upon completion of the effort, capture lessons learned from the pilot projects and modify the KM strategy and its implementation as needed.

## Final Notes

KM implementation succeeds or fails from the middle!

Translating leadership’s KM intent and required outcomes throughout the organization happens at middle management where “intent becomes action.” If the middle doesn’t get it, or buy into it, KM efforts likely fail.



For more information or if you have questions, comments, or other thoughts, please contact the author at [bill@workingknowledge-csp.com](mailto:bill@workingknowledge-csp.com)

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## About the Author

Bill Kaplan, a KM Practitioner, published author, and KM Coach, is the Founder of Working KnowledgeCSP, an independent, internationally recognized knowledge management consulting company.

After a 25-year USAF career, Bill served as the Chief Knowledge Officer and Knowledge Management Practice Manager at Acquisition Solutions, Inc. (ASI), a public sector only management consulting company. Under Bill’s knowledge leadership, ASI earned Top 20 North American Most Admired Knowledge Enterprise (MAKE) recognition from Teleos in 2007, 2008, and 2009. Prior to that, he was the Deputy Global

KM Practice Manager at SAIC. CIO Review recognized Working KnowledgeCSP as one of the “10 Most Promising KM Solution Providers of 2018.” Recently, Industry Era magazine recognized Bill as one of the “10 Best Entrepreneurs of 2020.”

Bill holds a BS in Business and Economics from Lehigh University, an MBA from The Southern Illinois University at Edwardsville, and a Professional Degree in Engineering Management with a concentration in Knowledge Management from The George Washington University. He is also an adjunct professor in knowledge management at the University of Maryland, Global Campus.





Are you studying towards a Masters or Doctoral Degree in Knowledge and Information Management? We would love to hear from you. Please share your journey with us, the highs and lows!

Have you recently completed Masters or Doctoral studies in Knowledge and Information Management? We also would love to hear from you, share your work and lessons with us.

Are you conducting research on Knowledge Management you wish to share with us, also get in touch with us using this email address [kmsaservices@vdw.co.za](mailto:kmsaservices@vdw.co.za).

## PhD and Masters Studies



### Dr Nikiwe Momoti (PhD)

University of the Western Cape

**Thesis Title:** A model to foster the use of records for evidence-based decision-making by senior managers in Western Cape governmental bodies, South Africa (2021)

#### Abstract

South Africa has placed emphasis on evidence-based decision-making for justifying service delivery improvement decisions. Evidence-based decision-making entails decisions made by referring to verifiable facts and figures available from a variety of sources of evidence such as organizational records. Records are created or received during the conduct of business and contain evidence of organizational activities. Their use as sources of evidence is continuous. Most records management scholars hypothesize that the use of records as sources of evidence for decision-making contributes to improved service delivery, while some lament their minimal use as sources of evidence for decision-making due to poor records management. This descriptive, positivist quantitative study used a cross-sectional survey to determine the extent to which records as sources of evidence were used for evidence-based decision-making by senior managers in Western Cape governmental bodies, South Africa. The Continuum Model of Evidence Use and the Records Continuum Model framed the study. A web-based questionnaire augmented by a telephonic survey were used for data collection from a stratified random sample of 163 senior managers from 31 Western Cape governmental bodies. Descriptive analysis was used to analyse the data. The study revealed that senior managers acknowledged the importance of using records for evidence-based decision-making and always used them as sources of evidence to decide on service delivery programs. The study revealed 83 such service delivery improvement programs. To promote the use of records for evidence-based decision making, the study proposed a model to foster the use of records as sources of evidence in decision making.

#### Why did you decide to study towards this qualification?

I wanted to add to the body of knowledge and information management research.

#### Why did you choose the topic you chose?

When I chose the topic, I was the Provincial Archivist of the Western Cape government. Some of my responsibilities were to ensure proper management of records and implementation of a transversal Enterprise Content Management System in provincial government departments to enable data-driven decision making. My study, thus, intended to determine whether records as sources of evidence were used for evidence-based decision-making.

#### What was your contribution to the new knowledge on Knowledge Management?

The study contributed a Knowledge Standardization framework for evidence-based decision-making implementation.

#### What challenges did you encounter during the course of your studies?

Delay in responses during the data collection stage.

#### How did you remain motivated?

My commitment to complete my studies within the planned period kept me motivated.

#### What is your advice to others on this journey?

The academic journey is yours alone, self-motivation is vital. To reach your destination you should be committed, disciplined, humble and stay on the right course. Your mentor is there to guide you



### Mr. Marno van der Meulen (Master's)

University of Pretoria

#### Masters in Engineering Management (MEM)

**Dissertation Title:** Key Determinants of the Adoption of Virtual Team Collaboration within South African Innovation-Driven Companies (2021)

#### Abstract

We live in an age where physical boundaries are becoming increasingly blurred, leaving companies with the responsibility and opportunity to take advantage of these blurred lines. Innovations, like virtual team collaboration (VTC), enables effective remote work and presents countries like South Africa with a chance to reduce the knowledge gap that exists within its industry and between itself and technologically superior countries. The aim of this research is to establish what the determinants are to the adoption of VTC as primary mode of Knowledge Transfer (KT) within Innovation-Driven Companies (IDC) in South Africa. Through investigating the areas of knowledge transfer, virtual team collaboration and innovation driven companies, the influences on the adoption process of VTC may be determined. The research study was executed based on an interpretivist philosophy and a qualitative, survey strategy. Data was collected through 26 semi-structured interviews from respondents that currently work for or have worked for an IDC. Data collected were then interpreted and coded through the Diffusion of Innovation (DOI) theory. The codes were consolidated and structured around the IDP. The determinants from the empirical study were aligned with the theory presenting a comprehensive model showing determinants on all five stages of the IDP and prior determinants. Within each stage the determinants were also categorised according to the research areas of KT, VTC and IDC. The outcome of this study proposes an adaptation of the Diffusion of Innovation (DOI) theory's Innovation-Decision Process (IDP) to visualise the determinants of the adoption of VTC. By applying this proposed outcome, IDCs that want to adopt KT as a VTC, will be guided through the entire process from decision to adopt through to implementation and institutionalisation of the decision.

#### Why did you decide to study towards this qualification?

I originally entered the course of Masters in Engineering Management at the University of Pretoria as a way to grow horizontally in my career. My interest in Knowledge Management and more specifically virtual teams grew from a deep interest in a family member's work-from-home job (long before Covid-19) and how the company has not had an office in its history and was able to maintain a fully functional growing company across multiple countries.

#### Why did you choose the topic you chose?

As I stated above the initial idea came from a family member's work and also the fact that 50% of my group projects in my graduate degree were already completed virtually simply because it was more convenient for all the group members to not make the commute to a communal location, work until late in the evening and then commute back. We rather just worked from home instead. So, on the one side I saw an efficient company who has streamlined the process and on the other side I knew the struggles and inefficiencies that went with the comfort of working from home in a virtual group. This sparked the idea to find out more about the topic. What are the struggles to Virtual Teams Collaboration and why do companies adopt it and how would they be able to make it work on a permanent basis? P.S. Please note that I was already well into my proposal when Covid-19 struck in South Africa, so this just made my original idea even more relevant.

#### What was your contribution to the new knowledge on Knowledge Management?

I believe the model I built from my empirical study as well as the in-depth literature review gives a great overview of the

influencing factors relating to the adoption of the all too relevant, virtual team collaboration mode of Knowledge Transfer. The model builds on Rogers (2010)'s Diffusion of Innovation Theory's Innovation-Decision Process, shedding light on the determinants that are applicable, specifically to Virtual Team Collaboration, at each step of the process.

#### What challenges did you encounter during the course of your studies?

Well, off course the biggest cliché of the year, Covid-19. It made some of the data collection processes difficult and I have not met my supervisor in person ever. Another challenge must be the fact that I also work full time and started 2 new jobs during my first year of studies, as well as getting married.

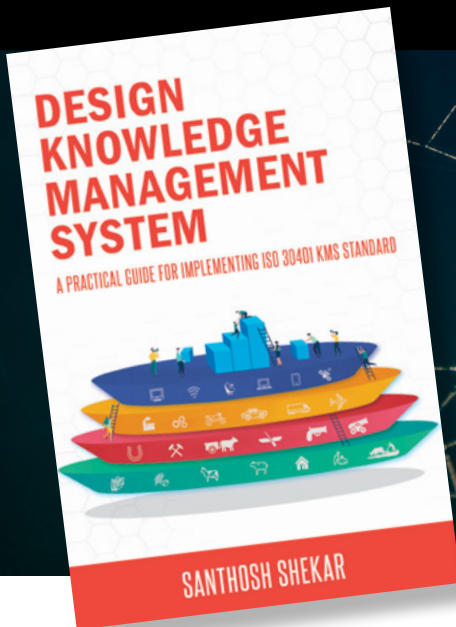
#### How did you remain motivated?

I got married, which saw to it that I had constant support with me during my studies and also during months of basically not leaving the house in the lockdown. I am lucky to have a supportive supervisor in Prof. Hanlie Smuts. My family was also a consistent motivation especially my brother who has been a source of wisdom during my studies. I am also very lucky to be fairly intrinsically motivated and tried at every turn to find my motivation in the work and how interesting it is.

#### What is your advice to others on this journey?

Make sure you pick an interesting topic for your dissertation. The more relevant and interesting the topic the more naturally the motivation and work ethic will come, in my opinion. I also felt that the more you can relate your studies to the world around you the easier it comes. I would have struggled to stay motivated doing a highly conceptual dissertation.

## BOOK ABSTRACT



**Book Title:** Design Knowledge Management System: a practical guide for implementing ISO 30401 KMS standard

**Author:** Santosh Shekar

**Publisher & Date:** Penman Books, 2021

The book depicts the fundamental “world of Knowledge constraints” model, which provides holistic view of the existing knowledge challenges in organization or human society. The book paves a way to deal with these barriers, and still manage knowledge for self and teams. KM Toolkit and KM processes are all depicted as illustrations for easier knowledge visibility; and various modes of KM approaches, techniques and methods are provided.

There are chapters on KM functions, initiatives, management, and leadership in a whole new dimension. Governance, support, ROI, operations and KM audits, certification process and steps. The focus is not on certification, but examining effective KM systems that are multi-dimensional. The whole idea of this book is to establish successful KM programs that create value to the stakeholder with a background of ISO KM tenets. There are high value resources available in appendices like Steps to Design KM Systems, Implementation Checklist and KM Methods and Tools. This book could be used as a workbook for KM leaders, practitioners, novice, and students to develop KM solutions with holistic and contextual deep understanding.

### Book Contents

**Chapter 1:** Introduction to Knowledge Management and the Standard

**Chapter 2:** Universal Knowledge Management Challenges

**Chapter 3:** Advantages of Knowledge Management Systems

**Chapter 4:** KMS Scope – Breadth and Width

**Chapter 5:** KMS

**Chapter 6:** Leadership

**Chapter 7:** Planning

**Chapter 8:** Knowledge Development Process

**Chapter 9:** Knowledge Conveyance and Transformation

**Chapter 10:** Knowledge Enablers

**Chapter 11:** Support

**Chapter 12:** Operations

**Chapter 13:** Performance Evaluation

**Chapter 14:** Continuous Improvements

**Appendix 1** - 10 steps to implement KM systems

**Appendix 2**- Key Concepts in KM Lifecycle

**Appendix 3** – Implementation Checklist

**Appendix 4**- KM Methods and Tools

**Appendix 5** – Taxonomy Development Example

### Book related activities

# QUALIFICATIONS THAT INCLUDE KNOWLEDGE MANAGEMENT IN SOUTH AFRICAN INSTITUTIONS OF HIGHER LEARNING

For more information, click on the qualification

	Qualification	Type & Duration	Department
University of South Africa (UNISA)	<a href="#">Programme in Knowledge Management</a>	Programme 6 Months	College of Economic and Management Sciences; Centre for Business Management
	<a href="#">Bachelor of Information Science (99310)</a>	Undergraduate Degree, NQF 7	College of Humanities, Department of Information Science
	<a href="#">Postgraduate Diploma in Library and Information Science (90003)</a>	Postgraduate Diploma NQF 8	College of Humanities, Department of Information Science
	<a href="#">Bachelor of Information Science Honours (90072)</a>	Honours Degree NQF 8	College of Humanities, Department of Information Science
	<a href="#">Master of Information Science (98410)</a> NB: Focuses on supervision of research projects in knowledge management	Master's Degree NQF 9	College of Humanities, Department of Information Science
	<a href="#">Doctor of Philosophy in Information Science (90035)</a> NB: Focuses on supervision of research projects in knowledge management.	Doctoral Degree NQF 10	College of Humanities, Department of Information Science
University of Pretoria (UP)	<a href="#">BIS specialising in Information Science</a>	Undergraduate Degree NQF 7	Faculty of Engineering, Built Environment & IT, School of Information Technology Department of Information Science
	<a href="#">Postgraduate Degrees</a> BIS Hons Information Science (NQF 8) MIS Information Science (NQF 9) PhD Information Science (NQF 10) NB: postgraduate studies enable students to specialise in their chosen field of study, proposed research opportunities include knowledge management and competitive intelligence.	Postgraduate Degree	Faculty of Engineering, Built Environment & IT, School of Information Technology, Department of Information Science
	<a href="#">Master of Information Technology (MIT) ICT Information Science (code 12254016)</a>	Postgraduate Degree NQF 9	Faculty of Engineering, Built Environment & IT, School of Information Technology, Department of Information Science
	<a href="#">Master of Information Technology (MIT) ICT Management</a>	Postgraduate Degree NQF 9	Faculty of Engineering, Built Environment & IT, School of Information Technology, Department of Informatics
University of Johannesburg (UJ)	<a href="#">Short Learning Programme in Knowledge Management</a>	Short Learning Programme (3 Days)	College of Business and Economics Department of Information and Knowledge Management
	<a href="#">BCom Information Management</a>	Undergraduate Degree (NQF 7)	College of Business and Economics Department of Information and Knowledge Management
	<a href="#">BCom Honours in Information Management</a>	Honours Degree (NQF 8) Full time (12 Months) Part time (24 Months)	College of Business and Economics Department of Information and Knowledge Management

# QUALIFICATIONS THAT INCLUDE KNOWLEDGE MANAGEMENT IN SOUTH AFRICAN INSTITUTIONS OF HIGHER LEARNING

	Qualification	Type & Duration	Department
	<a href="#">MPhil in Information Management</a> This is a research-based programme, and the final dissertation will constitute a contribution to the knowledge of, and insight into, the subject discipline of Information and Knowledge Management.	Master's Degree (NQF 9) Full time (12 Months) Part time (24 Months)	College of Business and Economics Department of Information and Knowledge Management
	<a href="#">PhD in Information Management</a> Through the final Doctoral thesis, a qualifying student would show evidence of independent and original scientific work. The thesis would constitute a contribution to the knowledge of, and insight into, the subject discipline of Information and Knowledge Management as well as the field of research	Doctoral Degree (NQF 10) Full time (24 Months) Part time (36 Months)	College of Business and Economics Department of Information and Knowledge Management
	<a href="#">Centre for Information and Knowledge Management</a> The Centre provides a dynamic research infrastructure for UJ's Department of Information and Knowledge Management.		
Stellenbosch University	<a href="#">BA (Humanities) with Socio-Informatics</a>	Undergraduate Degree NQF 7	Faculty of Arts and Social Sciences, Department of Information Science
	<a href="#">BComHons (Information Systems Management)</a>	Honours Degree NQF 8	Faculty of Arts and Social Sciences, Department of Information Science
	<a href="#">Postgraduate Diploma in Knowledge and Information Systems Management</a>	Postgraduate Diploma NQF 8	Faculty of Arts and Social Sciences, Department of Information Science
	<a href="#">MA (Socio-Informatics)</a>	Master's Degree NQF 9	Faculty of Arts and Social Sciences, Department of Information Science
	<a href="#">MPhil in Information and Knowledge Management (NQF 9)</a>	Master's Degree NQF 9	Faculty of Arts and Social Sciences, Department of Information Science
	<a href="#">PhD (Socio-Informatics)</a> The programme consists of the execution of an independent and original research project leading up to a dissertation of 250 to 300 pages.	Doctoral Degree NQF 10	Faculty of Arts and Social Sciences, Department of Information Science
	<a href="#">Centre for Knowledge Dynamics and Decision-making</a>		
University of the Western Cape	<a href="#">Masters in Library and Information Studies (M.LIS)</a> NB: Knowledge Management is offered as a semester module	Masters NQF 9	Faculty of Arts and Humanities Department of Library and Information Science

"The very essence of leadership is that you have to have vision. You can't blow an uncertain trumpet."

- **Theodore M. Hesburgh**

# NEWS UPDATES



## CAN WE FIX THE KNOWLEDGE MANAGEMENT PROBLEM IN NEWS?

Enter any newsroom as an intern and one of the first things an editor will likely tell you is what defines news. “Man bites dog,” is the tired cliché. “What’s new is what’s news,” is another phrase an angry subeditor will inform a newbie while hastily moving the introduction they toiled over to the bottom of their story. Often, we decide what is newsworthy based on the latest developments on a story rather than seeking to improve audiences’ overall understanding of important issues. For journalists this makes the background context problem a big one: don’t explain enough and we lose the reader, explain too much and it feels patronising. There is a sweet spot that explains while moving the story on, but it varies hugely depending on the reader. [Read more](#)



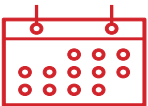
## THE FUTURE OF KNOWLEDGE MANAGEMENT AND ACCESS

The saying goes that knowledge is power. But in today’s workplace, there’s a growing gap between how knowledge is traditionally obtained and the amount of information that exists throughout an organization. Powerlessness is a demotivator for employees, and with Big Data encroaching on the workplace, it is becoming a growing concern. This paves the way for technology to improve our access to collective knowledge, leading to a more efficient, connected and empowered workforce. [Read more](#)



## KMWorld Trend-Setting Products of 2021

Important trends in knowledge Knowledge management Management such as AI, natural Natural language Language processingProcessing, machine Machine learningLearning, knowledge Knowledge graphsGraphs, blockchainBlockchain, and lowLow-Code and noNo-code Code development are shaping the capabilities of products and services for 2021 and beyond. There are solutions that identify information from documents and data sources to help uncover new opportunities, customer service tools that speed the delivery of customer insights to enable faster responses, powerful search engines that put information at users’ fingertips, solutions that connect information trails from end to end, resources for uncovering hidden connections between entities and so much more. [Read more](#)



## UPCOMING KNOWLEDGE MANAGEMENT EVENTS

**25 – 27 Oct** [13th International Conference on Knowledge Management and Information Systems \(KMIS\)](#)

**15 - 18 Nov** [KM World Knowledge Management and Enterprise Solutions Conference](#)

Please share Knowledge Management news and events with us via [kmsaservices@vdw.co.za](mailto:kmsaservices@vdw.co.za)