Facilitator: 

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We are in Knowledge Era

Changing World KNOWLEDGE ERA

- Speed Of Change
  - Information Explosion
  - Population Explosion
  - Technology Explosion
  - Multi careers

- Complexity
  - Less number Employed
  - Global Market
  - Growing Underclass
  - No Constants

- Uncertainties
  - Depletion of Resources
  - Weakening Social Supports
  - Techno-fear
  - Real Income Drop
  - No Safety Nets
  - Job losses
  - 20% Unemployment

Solutions?
- Continuous Learning
  - How to use own Best learning style
  - Analytical Thinking
  - Self-reliance
  - Creative Thinking
  - Wisdom
Why KM? Why Now?

- Information at our fingertips
- Knowledge Economy

“Kita akan bergerak kedalam ekonomi dimana nilai tambah terdapat pada resep bukan pada kue-nya”.

Charles Leadbeater

*Living on Thin Air*
The ULTIMATE Goal

Getting the **right knowledge**, to the **right people**, at the **right time**
Benefits of KM

1. The expected outcome of KM initiatives is to enhance individual, team, and organizational capability and thereby increase social capacity

2. Together, these outcomes will spur overall productivity, improve the quality of products and services, and contribute to profitability and growth
Benefits of KM - Individual

1. Increase knowledge and skills of individuals – arising out of learning and innovation in the knowledge process

2. Positive attitudes, strong moral and ethical values – foundations of individual capability development

3. Individual capabilities collectively contribute to organizational capability and societal capacity
Benefits of KM - Team

1. Increased knowledge and skills of individual members enhance the entire team’s capability

2. When members of a team are constantly learning and sharing knowledge with each other, the team capability is enhanced
Benefits of KM - Organization

1. Organizational capability focuses on these aspects to achieve sustainable growth and competitive advantage:
   - Improving internal processes and systems
   - Developing core competencies
   - Designing innovative strategies

2. Organizational capability to create, reorganize, disseminate widely, and embody knowledge in new products and services is critical when faced with
   - Shifting markets
   - Rapid product obsolescence
   - Hyper-competition
   - Financial upheavals
Why Knowledge Management?

Book Value to Market Capitalization Ratio

Starbucks: 20% Book Value

Microsoft: 7% Book Value

C. Schwab: 8% Book Value

Amazon.com: 2% Book Value

Intangible Asset:

Starbucks: 80%

Microsoft: 93%

C. Schwab: 92%

Amazon.com: 98%
"Knowledge is the Key Strategic Asset to be Managed"

Trends...

Capital

- Physical
- Intellectual

Tangible 10%

Intangible

Overall Corporate Value

Apple, Google, Microsoft Case
Benefits of KM - Society

1. Societal capacity = Collective knowledge of individuals + Organizations (that can be harnessed for inclusive growth)

2. Networking and collaboration can stimulate the creative potential of individuals and organizations to seize the enormous opportunities in society for growth and development

3. Enhanced public and private sector collaboration raises KM awareness and heightens the positive effects of knowledge and technology across all sectors of society
Effective KNOWLEDGE MANAGEMENT is, and always will be, critical to organizational development, performance, and growth.
a. Keyakinan yang dapat meningkatkan kapasitas untuk bekerja efektif (Ikujiro Nonaka, Organization Sciences, 1994).

How Knowledge Developed?

CONNECTED

DATA

INFORMATION

UNDERSTANDING RELATIONS

UNDERSTANDING PATTERN

UNDERSTANDING PRINCIPLES

CREATE VALUE AND DELIVER RESULTS

KNOWLEDGE

WISDOM

INNOVATION

KNOWLEDGE WORKERS

ICT

UNDERSTANDING

(Bellinger et al. (2004), dalam Agbeja & Fajemisin, (2008:2))
ICT AND HCM FUNCTIONS

PROFIT FOR LIFE

HCM FUNCTIONS

INNOVATION WISDOM +

KNOWLEDGE +

IDEAS +

INFORMATION +

DATA +

MATURITY

CONTEXT

JUDGEMENT

ANALYSIS

HUMAN CAPITAL

INFO –COMM TECHNOLOGY
Information and Knowledge

- We communicate information to one another in explicit forms (inform).

- We can chose to turn that information into knowledge (learning process) in our heads (tacit knowledge).

- When we make our internal tacit knowledge explicit in some form, in becomes information to others.
Knowledge as an Intangible Assets
What Knowledge?

a. Knowledge is information that changes something or somebody — either by becoming grounds for action, or by making an individual (or an institution) capable of DIFFERENT or MORE EFFECTIVE ACTION.” — Peter F. Drucker, in: The New Realities.

b. Justified belief that increases an entity’s capacity for EFFECTIVE ACTION (Ikujiro Nonaka, Organization Sciences, 1994).

c. Knowledge is a CAPACITY TO ACT (Karl – Eric Sveiby, The New Organization Wealth: Managing and Measuring Knowledge Based Assets, 1997)
1. Knowledge Workers = IS THE MOST IMPORTANT AND SIGNIFICANT ASSET, NEED TO BE MANAGE.

2. Knowledge Workers = IS THE LEARNING WORKERS WHO ARE MATURE, CREATIVE AND GLOBAL COMPETENCE

Knowledge as an Intangible Assets
Tangible Assets Indonesia
Knowledge as Living Assets

1. LIVING or INTANGIBLE ASSETS
   (HUMAN BRAIN = Knowledge Machine)

2. NON LIVING or TANGIBLE ASSETS
   (Money, Land, Car, Building, etc.)

a. Explicit Knowledge =

b. Tacit Knowledge =

c. Tacit : Explicit = 80% : 20%
Tacit and Explicit Knowledge

**Tacit Knowledge**
- Subconscious, internalized
- Not yet verbalized or written
- i.e. Cooking, Playing tennis

**Explicit Knowledge**
- Codified
- Verbalized
- i.e. Recipe, Theories of techniques on playing tennis
Knowledge Assets (KA)

**Explicit** = Media-based
Written down

**Tacit** = People knowledge in People’s head

- Paper-based
- Multimedia
- Digitally-Indexed
- Digitally-Active
- Intellectual Property
- Patents
- Individuals
- Groups

20% 80%
Explicit Knowledge

Conscious

Tacit Knowledge

Unconscious

Tacit Knowledge
Critical Issues in Knowledge Era

Overflow of stored data
Critical Issues in Knowledge Era

Scattered Explicit Knowledge
Knowledge Walkout: Assets lost when people leave
Critical Issues in Knowledge Era

Knowledge Lost

I bring my knowledge died or pension or move to other company

Knowledge era concern about KNOWLEDGE LOST
The Living Company

World Class companies, noted in Fortune 500, they have 40-50 years life time average

Peter Senge (1990)

Knowledge era rely on LEARNING ORGANIZATION
The Organisation as a Tree

APPLES = Tangible Assets

ROOTS/TRUNK /BRANCHES = Intangible Assets

THE STRENGTH OF THE TREE
“Knowledge is Power”

Sir Francis Bacon, 1597
1. Mengapa tangible assets Indonesia tidak menghasilkan kesejahteraan bagi bangsanya?

2. Mengapa ada organisasi yang mampu belajar dan ada yang tidak mampu belajar?

3. Mengapa banyak organisasi yang tidak mampu merubah tacit knowledge menjadi eksplisit knowledge?

4. Mengapa banyak eksplisit knowledge organisasi tidak menghasilkan nilai bagi organisasi tersebut (tidak menciptakan produktifitas atau kualitas kerja)?
1. Karyawan hanya menggunakan 2,5% dari kapasitas otaknya.

2. Dari 2,5% kapasitas otaknya, hanya 20% pengetahuan karyawan (0,5% kapasitas otaknya) yang berhasil dieksplisitkan (baca: di amalkan).

3. Yang kita tahu > yang bisa kita ucapkan > yang bisa kita tulis > yang bisa kita aplikasikan (amalkan).

4. Keberadaan karyawan dalam organisasi bisa menjadi modal (aset kehidupan organisasi) atau beban (penyebab bangkrutnya organisasi)

5. Pengetahuan yang ada dalam otak manusia, bisa hilang/mubazir dibawa pensiun/mati/pindah kerja.
What is KM?
KM is an integrated approach for identifying, classifying, storing, sharing, applying and creating knowledge to enhance organizational productivity, quality, sustainability/profitability, and growth.

What do you think about this definition?
What’s Really New About KM?

Knowledge Management is the discipline of enabling individuals, teams, and entire organizations to 
collectively and systematically create, share, and apply knowledge to better achieve organizational objectives.
The discipline of enabling individuals, teams, and entire organizations to MANAGE (collectively and systematically) through create, share, and apply knowledge.

2. TOOL

PEOPLE initiatives and behavioral interventions, PROCESS AND TECHNOLOGY (systems) aimed at promoting smooth flow and sharing of INFORMATION/KNOWLEDGE.
What kind of knowledge should be managed?

Sourcing, capturing and deploying

How to be managed?
Kapasitas untuk bekerja efektif

Menemukan, Mengembangkan/menciptakan, Menyimpan, Mendistribusikan/Berbagi dan Menggunakan Pengetahuan

Bagaimana MENGELOLANYA?

Perlu Dikelola

Aset Organisasi Modern

Perlu Dikelola

Knowledge Management
Kebijakan; pola kepemimpinan dan manajemen; serta sistem dan organisasi yang efektif, untuk menciptakan “habitat kerja” yang kondusif untuk tumbuh suburnya aset pengetahuan organisasi.

Pola hubungan kerja antara manusia, proses kerja dan teknologi yang sistimatik dan seimbang untuk menemukan, mengembangkan, menyimpan, mendistribusikan, serta menggunakan aset pengetahuan (anggota) organisasi untuk mencapai KPI maupun inovasi organisasi secara efektif.

KM adalah alat untuk mencapai tujuan organisasi dengan lebih mudah, lebih cepat dan lebih baik, melalui inisiatif, sistem dan intervensi perilaku yang terintegrasi – sehingga proses berbagi dan aliran pengetahuan dalam organisasi menjadi lebih efektif.
KNOWLEDGE MANAGEMENT ACTIVITIES

- Generating Knowledge Through Learning
- Capturing Knowledge and Experience
- Sharing and Collaborating, Connecting, Communicating
- Organising Knowledge for Easy Access
- Using and Building on What is Known

Enabled by: Systems, Disciplines, a Culture of Sharing and Openness, Continuous Learning, Technology and Managerial Coordination
Focus: Develop Outer Shift Organization

2. Adaptive system and organization.
3. Information & Computer Technology.
Proses Perubahan Sikap Manusia Pembelajar

**KOLABORASI**
- Institusionalisasi
  - KM menjadi perilaku baru
- Internalisasi
  - Berbagi pengetahuan didorong oleh motivasi dan keyakinan karyawan
- Komitmen
  - Merasakan kelebihan KM

**LOYAL**
- Promosi ke orang lain
  - Menggunakan dan merasakan manfaat KM
- Persepsi positif
  - Fully implemented and operational

**MENERIMA**
- Menggunakan
  - Mulai mempraktekkan KM
- Tertarik
  - Mengerti dan menjadi potensi aset organisasi

**SADAR**
- Tertarik
  - waktu
“Bagaimana para pemimpin organisasi mampu mengembangkan **Manusia Pembelajar** dan menciptakan perubahan untuk menghasilkan nilai tambah maksimal?"

Para pemimpin mampu mencapai sasaran strategis perusahaan, melalui pembentukan **Manusia Pembelajar** sesuai dengan kebutuhan perusahaan.
Dukungan Pimpinan Puncak

a) Menciptakan lingkungan kerja yang menghargai proses akwisisi, berbagi dan aplikasi pengetahuan organisasi

b) Memberikan dukungan finansial maupun non-finansial atas aktifitas KM perusahaan.

c) Mendukung implementasi strategi dan program KM perusahaan.

d) Mengadakan pelatihan KM bagi para pimpinan dan aktifis KM

e) Memberikan penghargaan akan suksesnya implementasi KM.
KM Principles for Maximize Benefit
1ST PRINCIPLE: KM – IS A TOOL TO ACCELERATE INNOVATION

To innovate (4)
To enrich (3)
To retain (2)
To know (1)

HOW?
“It's not about creating an encyclopedia that captures everything that anybody ever knew. Rather it's about keeping track of those who know the recipe, and nurturing the culture and technology that will get them talking.”

-Arian Ward, Work Frontiers International
## SECI Knowledge Transfer Process

<table>
<thead>
<tr>
<th>TACIT</th>
<th>EXPLICIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOCIALIZATION</td>
<td>EXTERNALIZATION</td>
</tr>
<tr>
<td>INTERNALIZATION</td>
<td>COMBINATION</td>
</tr>
</tbody>
</table>

Nonaka & Takeuchi, 1997
Nonaka’s S-E-C-I Framework

**Socialization**: transfer of tacit-to-tacit knowledge. Occurs when knowledge is shared face-to-face.

**Externalization**: transfer of tacit-to-explicit knowledge. Occurs when knowledge is translated into something concrete like text, graphic, audio, video, etc.

**Combination**: transfer of explicit-to-explicit knowledge. Occurs when explicit knowledge is organized in a library or information system.

**Internalization**: transfer of explicit-to-tacit knowledge. Occurs when explicit knowledge is absorbed by people through learning where it will become tacit.

Nonaka & Takeuchi, 1997
2ND PRINCIPLE: KM IS NOT INFORMATION COMPUTER TECHNOLOGY ISSUES

Basic KM Framework
1. People
   - **Soft Skills:** Values, Culture, Behavior and Attitude
   - **Hard Skills:** Knowledge and Skills

2. Process
   - Policy & Rules
   - Governance: System & Procedures
   - Business Process
   - Principles: Efficiency, Motivated

3. Technology
   - Information Technology and Tools.
   - Infrastructure.
   - Principles: Easy to Access, Usability, Collaborative tools & Discovery tools.
S-E-C-I Processes and Tools

**Knowledge Required**

**People**
- Mentorship
- Training
- Knowledge Share Fair

**Media-based**
- Computer-based training
- Semantic search
- Tacit Knowledge Capture
- Ask-Me
- Library

**Knowledge location**

**Combination = Converting**
- (organize & transfer)

**Socialization = Sharing**
- (capture & transfer)
- Computer-based training
- Semantic search
- Tacit Knowledge Capture
- Ask-Me
- Library

**Externalization = Capturing**
- (capture & organize)
- Archiving
- Web Sites
- Scanning Systems

**Internalization = Accessing**
- (transfer & utilize)
- Computer-based training
- Semantic search
- Tacit Knowledge Capture
- Ask-Me
- Library
- Archiving
- Web Sites
- Scanning Systems
# Examples of KM Tools

<table>
<thead>
<tr>
<th>Socialization</th>
<th>Externalization</th>
<th>Combination</th>
<th>Internalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer Assist</td>
<td>Concept notes</td>
<td>Repository</td>
<td>Search Engine</td>
</tr>
<tr>
<td>After Action Review</td>
<td>Lesson learns paper</td>
<td>Database</td>
<td>Expert Directory</td>
</tr>
<tr>
<td>Retrospect</td>
<td>Best practice papers</td>
<td>Server</td>
<td>Project Database</td>
</tr>
<tr>
<td>Peer Review</td>
<td>Comparative experience papers</td>
<td>Intranet</td>
<td>Newsletter</td>
</tr>
<tr>
<td>Exit Interview</td>
<td>How-to guides</td>
<td>Content Management System</td>
<td>Wikipedia</td>
</tr>
<tr>
<td>Coaching Mentoring</td>
<td>Practice notes</td>
<td>Document Management System</td>
<td>website</td>
</tr>
<tr>
<td>Communities of Practice</td>
<td>Project report</td>
<td>Data Management System</td>
<td>Social Network tool</td>
</tr>
<tr>
<td>Training</td>
<td>Digital Minutes of Meetings</td>
<td>E-Discussion Forum</td>
<td>E-Learning</td>
</tr>
<tr>
<td>Knowledge Café</td>
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<tr>
<td>Knowledge Networks</td>
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<tr>
<td>Debriefing session</td>
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<tr>
<td><strong>Storytelling</strong></td>
<td></td>
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<tr>
<td>Pairing</td>
<td></td>
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<tr>
<td>Knowledge Sharing Forum</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Virtual Meetings</strong></td>
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</tr>
</tbody>
</table>

- **Socialization**: Methods that involve the sharing of knowledge within a group or organization.
- **Externalization**: Methods that involve the dissemination of knowledge outside a group or organization.
- **Combination**: Methods that involve the integration of knowledge within an organization.
- **Internalization**: Methods that involve the absorption of knowledge by individuals within an organization.
a. KM Process: Socialization

1. Knowledge sharing handicap?
   - Ashamed?
   - Knowledge is power?
   - Wasting of time?
   - No facilities?
   - No incentive?
Business is a conversation because the defining work of business is conversation - literally.

And 'knowledge workers' are simply those people whose job consists of having interesting conversations.

David Weinberger
The Cluetrain Manifesto
b. KM Process: Externalization

1. Knowledge centre supported?

2. Knowledge Assets?
   - Project?
   - Client data based?
   - Employees data based?
   - Success story?
   - Fail story?
   - Meeting noted?
   - Benefit of training?
<table>
<thead>
<tr>
<th>Knowledge Products</th>
<th>What they are and when to write them...</th>
<th>When to consult them...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concept Notes</td>
<td>Short discussion papers exploring and conceptualizing new topics, emerging trends and cross-cutting issues.</td>
<td>When new CPR-related challenges arise, or when seeking a new and innovative direction to respond to existing challenges.</td>
</tr>
<tr>
<td>Lessons Learned papers</td>
<td>Reflections on past practice and concrete recommendations for improving UNDP’s performance in the future.</td>
<td>When designing new CPR projects and seeking experience from elsewhere in UNDP to learn from best practice and avoid repeating mistakes.</td>
</tr>
<tr>
<td>Comparative Experiences papers</td>
<td>Compilations of experiences on topics which showcase various approaches and distil shared commonalities and challenges.</td>
<td>As above: when designing new CPR projects, or components of projects, informed by the experiences of others.</td>
</tr>
<tr>
<td>How-to Guides</td>
<td>Practical and operational guidance to both UNDP country office focal points and/or a targeted partner audience on specific areas of UNDP’s work.</td>
<td>When met with a particular project-related challenge and seeking step-by-step guidance, based on the experience of others.</td>
</tr>
<tr>
<td>Practice Notes</td>
<td>Practice Notes are usually written by headquarters or Regional Service Centres/SURFs to articulate the corporate UNDP position on topics related to each Practice Area.</td>
<td>When embarking on a new area of CPR-related work and seeking a broad introduction to the issues.</td>
</tr>
</tbody>
</table>
c. KM Process: Combination

1. ICT infrastructure?
   - Quality and capability?
   - Accessible?
   - User friendly?
   - Services availability?
d. KM Process: Internalization

1. Source of the Knowledge?

2. Knowledge Assets content?
   - Expertise and experiences?
   - Dictionary/encyclopedia/terminology?
   - Learn before/during/after?
   - etc

3. How to access?
Internalization

www.commoncrafts.com/show

Wikis
Blogs
Social Networking Tools
Social bookmarking
RSS
3RD PRINCIPLE: KM IS AN INTEGRATOR BETWEEN ICT AND HUMAN CAPITAL MGT

ICT Slice

COLLECT AND CONNECT KNOWLEDGES

CAPTURE AND STORE

HCM Slice

RETRIEVE

KNOWLEDGE LEARNERS/WORKERS

SHARED & LEARN

EFFECTIVE ACTONS

USED/INNOVATION

KM OUTCOMES:
PRODUCTIVITY,
QUALITY,
PROFITABILITY,
GROWTH

Apin - CCLFI
KM NEEDS KNOWLEDGE STOCK AND FLOW PROCESS

External Source of Knowledge

(1) Knowledge Workers

(2) Technology

(3) Processes

(4) KNOWLEDGE CYCLE

R&D

Learning Organization

Learning, Creation, Capturing

Classifying and Storage

Use

Work Process

Sharing, Transferring

Identify & Access

Administrative Support

Info (ICT)-Structure

Serafin Talisayon
"99 Paradigm Shifts"
The Typical Stove-piped Organization

Lots of “backroom” knowledge sharing among informal “clusters”

Functional organizations and project teams (little, if any, cross communication)

Established work processes and management systems

IT infrastructure (fragmented collection of e-mail, file folders, database and applications)

Knowledge

People

Processes

Technology

Very loosely defined relationship
“backroom” knowledge sharing begins to dissipate.

Organizational barriers dissolve, and the social network becomes highly visible.

Knowledge life cycle management (capturing, enrichment, storage, transferring, and using knowledge) become embedded within day-to-day work processes.

IT infrastructure (fragmented collection of e-mail, file folders, database and applications)

<table>
<thead>
<tr>
<th>Budge</th>
<th>Social and Politic</th>
<th>People housing</th>
<th>government</th>
</tr>
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<tbody>
<tr>
<td>Education</td>
<td>Service Industry</td>
<td>Mining and Energy</td>
<td>International relation</td>
</tr>
<tr>
<td>House of representative</td>
<td>Secretariat General</td>
<td></td>
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</tr>
</tbody>
</table>

PEOPLE

KNOWLEDGE

PROCESS

TECHNOLOGY
KM – IS A TOOL TO GET ORGANIZATIONAL GOAL

What the Organization Must Know

KNOWLEDGE GAPS

What the Organization Known’s

KNOWING – DOING GAP

What Organization Must Do

CAPABILITY GAPS

What Organization Is Doing

DESIRED/NECESSITY ORGANIZATIONAL TARGET PERFORMANCES VALUE CREATION

KNOWLEDGE DEMAND
KM Planning Aligned with Business Planning

BUSINESS VISION AND MISSION

BUSINESS OBJECTIVES/GOALS

BUSINESS STRATEGY

ORGANIZATION’S ROAD MAP

KM VISION & MISSION

KM OBJECTIVES / GOALS

KM STRATEGY

KM ROAD MAP
KM Implementation
Case Studies:
1. KM is not Information-Computer-Technology (ICT) issue. Success implementation of KM depend on:

- **70% people mind set and habits: trust and corporate culture.**
- **30% enablers: Policy/Roadmap, Culture-driven, Structural Design, Performance Management (KPI), Physical Architectures, and ICT.**

2. KM implementation is not a project, but a long journey of shifting (through learning organization), starting from development of people mind set and habits, guided by good leadership.
Conclusions

3. KM seek Senior Management commitment to:
   a. Sends a strong, explicit signal to colleagues that this is a priority for the organization
   b. Ensures access to the right people for each stage
   c. Ensures that effective participation is a priority for your colleagues
   d. Participating fully in the KM Strategy Workshop, clarifies where the priorities are.
   e. Increases likelihood of implementation follow through
4. **KM Critical Success Factors:**
   a. Proper KM education
   b. Senior Management engagement and commitment
   c. Identification of the critical knowledge areas/assets
   d. A shared KM vision and strategy linked to the business objectives
   e. A naturally flourishing knowledge sharing culture
   f. Robust KM-enabled processes that leverage the knowledge
   g. Natural and flourishing knowledge-led communities
   h. Enabling knowledge technologies
   i. Aligned rewards and recognition
   j. Critical knowledge worker skills training & competence development
   k. Measures to gauge the business and KM benefits
Ciri-ciri KM Efektif

1. Keputusan lebih cepat dan tepat
2. Mudah mencari informasi yang dibutuhkan
3. *Best practices* dapat digunakan secara berulang
4. Tidak ada kesalahan kerja yang berulang
5. Kapasitas dan pertumbuhan organisasi meningkat
6. Para ahli mau berbagi pengetahuan
7. Informasi/pengetahuan terdistribusi dan “mengalir” dgn baik pada unit yang membutuhkan
8. Standar dan prosedur kerja terpelihara dan selalu diperbaharui
9. Saran-saran konsumen menjadi sumber pengetahuan organisasi
10. Inovasi berkembang dengan subur
1. Karyawan enggan berbagi pengetahuan karena *knowledge is power* – persaingan internal tinggi

2. Belum suburnya kebiasaan (budaya) berbagi pengetahuan/ pengalaman antar karyawan

3. Karyawan enggan menyimpan pengetahuannya untuk perusahaan karena rendahnya rasa percaya pada perusahaan

4. Kurangnya rasa percaya diri para karyawan.

5. Pimpinan perusahaan tidak memberi contoh dan dukungan

6. Tidak adanya tempat yang cocok untuk berbagi pengetahuan/ pengalaman antar karyawan

7. Tidak adanya dukungan teknologi untuk memudahkan proses berbagi pengetahuan/pengalaman antar karyawan

8. Tidak tahu dari mana harus memulai
Terima Kasih

Matur Nuwun

Matur se Kelangkong

Syukron
Kheili Mamnun

Danke

Merci bien

Arigatoo

Terima Kasih