Today's Presentation

OBJECTIVES

• Discuss the approaches and principles of Organizational Memory
• Present steps in establishing organizational memory repository
• Cite practical benefits for the institutions that capture organizational memory
Contents

• What is Organizational Memory?
• Data. Information. Knowledge.
• Two Forms of Organizational Memory
• Transfer of Organizational Memory
• Framework on Managing Organizational Memories
• Implementation Approach
What is Organizational Memory?
Makati in 1940’s

Source: https://makeitmakati.com/10-nostalgic-photos-makati/
Organizational Memory

Institutional Memory

Corporate Memory

Knowledge Management
Organizational Memory

Knowledge and information from an organization’s past which can be accessed and used for present and future organizational activities.

Can be structured and unstructured in format.

Viewed from the perspective of information services such as libraries, records management and archival management.

( Olivera, 2000 )
Data. Information. Knowledge.
DATA
Data is bits of content in either text or numerical format. By itself, data has no meaning.

INFORMATION
Information is data that is accumulated to allow comparison, grouping, and categorizing which enables the content viewer to determine what to do with the data group.

KNOWLEDGE
Knowledge is taking the information and putting context around it, making it actionable.
Example:
Two Forms of OM
STRUCTURED/CONCRETE FORM
Codified in the form of records, databases, webpages, etc.

UNSTRUCTURED/ABSTRACT FORM
Deeply rooted in the individual’s action and experience, as well as in the ideals, values or emotions that the person embraces.

Jennex and Olfman (2003)
Concrete Form

- Databases
- Manuals
- Training materials
- Books
- Photos

Abstract Form

- Know-how
- Judgement
- Experience
- Insight
- Rules of thumb
- Skills
TRANSFER OF ORGANIZATIONAL MEMORY
Transfer Processes using the SECI Model

SOCIALIZATION
Abstract (Tacit) → Abstract (Tacit)

EXTERNALIZATION
Abstract (Tacit) → Concrete (Explicit)

COMBINATION
Concrete (Explicit) → Concrete (Explicit)

INTERNALIZATION
Concrete (Explicit) → Abstract (Tacit)

Asian Productivity Organization, 2009
SOCIALIZATION

Direct interaction among individuals
EXTERNALIZATION

Translation of knowledge into codified formats
Concrete form of organizational memory is communicated explicitly (two-way)
INTERNALIZATION

Learning and understanding concrete form of organizational memory and internalizing it to become abstract form again
Framework on Managing Organizational Memory
Mission/Vision of the Organization

Pillars

Knowledge Processes

Outcomes
Mission/Vision

• Starting point
• Management of organizational memories should meet the business objectives of the organization
Mission/Vision of the Organization

- Management
- Processes
- People
- Technology
Pillars – Management

• Drives the OM initiatives in the organization
• Ensures alignment of OM strategies and projects with the mission and vision of the organization
• Provides support and resources for the implementation of OM projects
• Social and technological steps that enhance the contribution of knowledge in the organization
• Systematic and effective processes can contribute to improving organizational productivity, profitability, quality, and growth
Pillars – People

• People are users as well as generators of knowledge and information
• They create and possess intellectual capital
• Trust is prerequisite for knowledge sharing
• Accelerates the OM Process through effective tools and techniques
• Tools such as groupware and collaborative workspaces enable participation across time and distance
• Provides a platform for retention of organizational memory
Pillars – Technology

• Systems
  – Enterprise Content Management System
  – Workflow automation
  – Video and Picture Repositories
  – Social and Business Network Technologies
  – Knowledge Portal
  – Microsoft offers application such as SharePoint, MS Team, MS Yammer, MS Skype Business, MS Outlook
Knowledge Process
5 Steps of Knowledge Process

- Identify
- Create
- Apply
- Share
- Store
• Initial crucial step
• Analysis of what is available and what is lacking (gaps)
• Address the gaps identified by converting the existing knowledge and information and the generation of new knowledge and information

• Many ways to create new knowledge and information:
  – Training
  – Brainstorming activities
  – Research and development works
• Collection and preservation of organizational knowledge assets
• Various forms of storage
• Organized for easy retrieval
• Regular and sustained exchange of knowledge and information
• Fosters continuous learning to achieve business goals
• Mutual trust and benefit help foster a culture of sharing
• Use of technology to enhance sharing
The use and reuse of knowledge and information in the organization
Translates knowledge into action
Knowledge only adds value when it is used to improve produces and services
Outcomes
Learning and Innovation through the Knowledge Process

- All levels and areas in the organization
- New products, services, processes, markets, technologies, and business models
- Build individual, team, and organizational capability leading to societal capacity
Implementation Approach
Exercise
Case Study

Engineer A receives a report that there are leaking tubes in a heat exchanger. The leaks are not large. Engineer A consulted the documented policy and procedures for small leaks. He disregarded the fact that such policy and procedures was last updated 5 years ago. A couple of months later, the plugged tubes rupture, severely damaging several adjacent tubes and resulting in costly repairs and down time. In the investigation, it is found that another heat exchanger experienced the same tube failures some months ago. In this case, Engineer B found that the ruptured tube was caused by flow induced vibration. Engineer B, who identified the original flow induced vibration failure, sat in the cubicle adjacent to Engineer A. However, he was not informed of the said problem so he offered no advice or experience to his colleague.

Identify the issues that need to be corrected and how Organizational Memory Repository can address those.
Lessons Learned from Case Study

— Organizational Memory can either make you or break you
— If used well, it has the capability to improve organizational performance
— But if used poorly, OM has the capability of damaging organizational performance far worse than if OM had not been used at all.


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