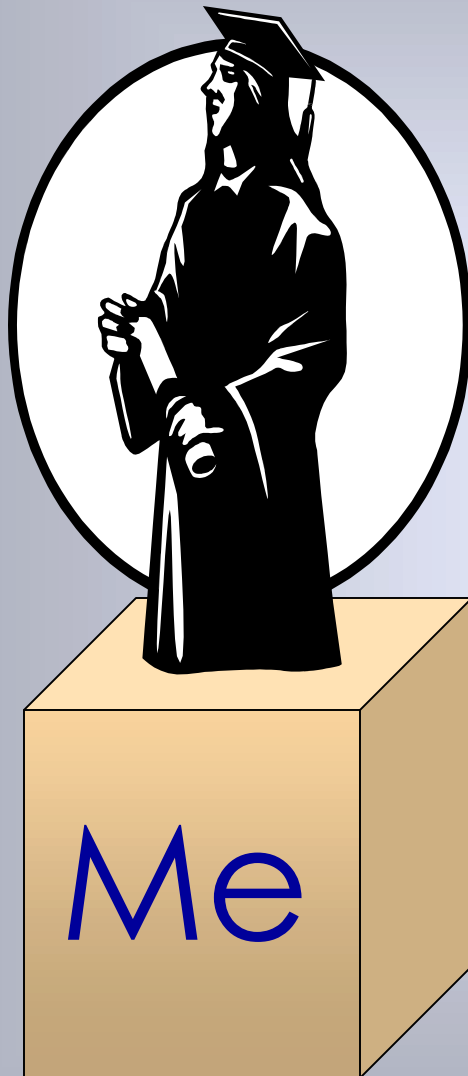


# What the schools do to you!



the others



# Knowledge Management Paradox

Knowledge

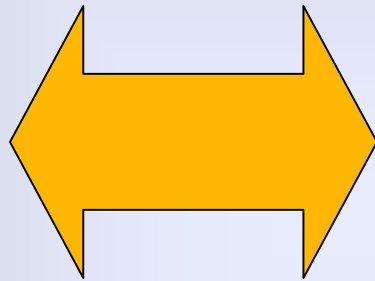


**POWER**

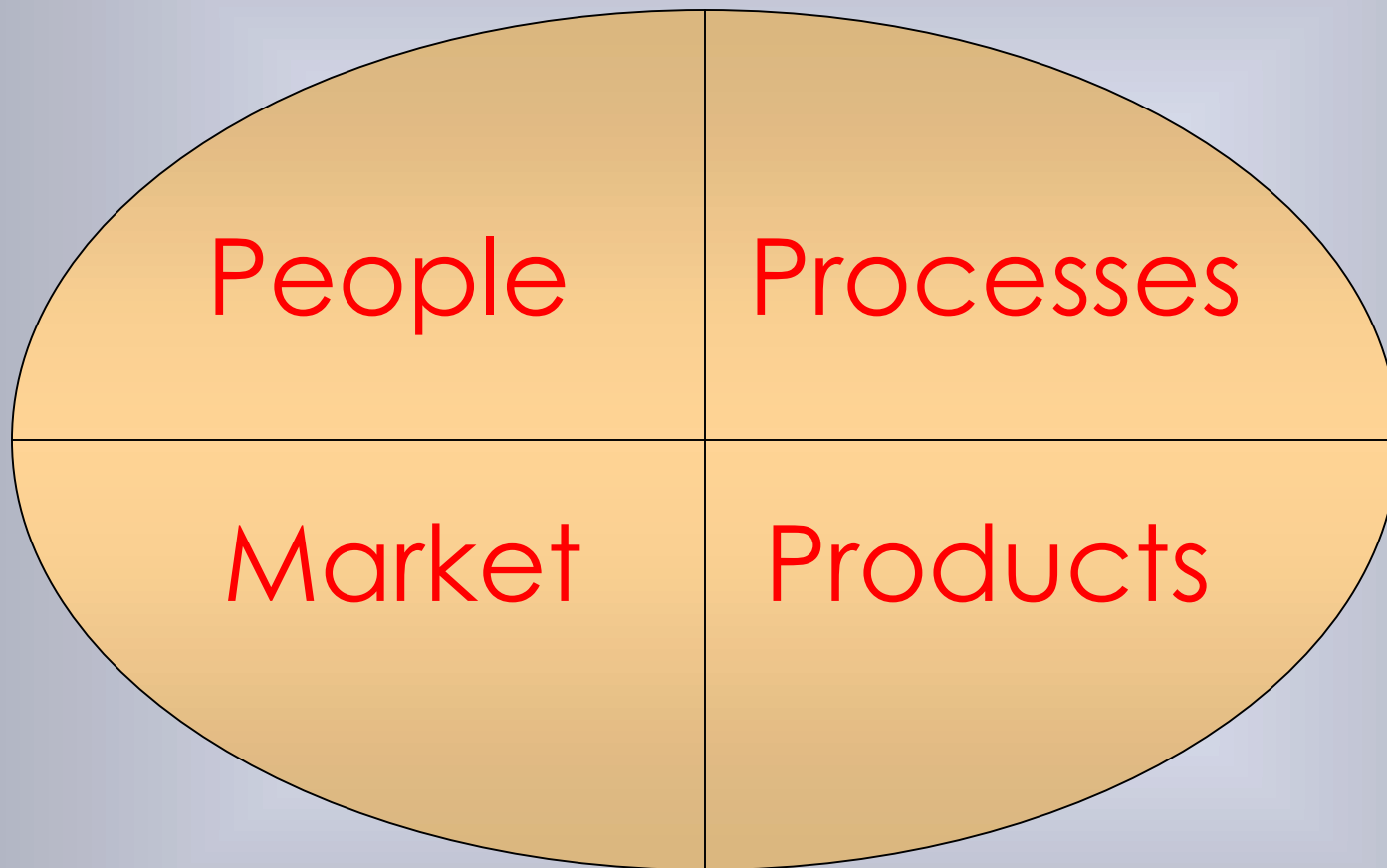
Sharing Knowledge  
& Skills



**Winning Team**



# Where is Knowledge ?



# Knowledge Mngmt in Corporations

## Common Denominators

### What

- Focus on Id., Transfer & Use of Knowledge
- Focus on Innovation and Knowledge Creation

### How

- Personal Responsibility
- Build on Volunteers
- Business Units supported by a central Function
- Team-based culture works better
- Awards for knowledge sharing
- Geographic, language & cultural barriers
  - Technology such as Lotus Notes
  - Teams
- Systematic use of measurement (indicators)
- Support of senior management is a must

# Terena's Statutes (excerpt)

“The objectives of TERENA are to **promote** and **participate** in the **development** of a high-quality international information and telecommunications infrastructure for the benefit of **research** and **education**. It will take whatever steps are required to accomplish that this infrastructure is based on open standards and uses the most advanced technology available.”

# Terena's Objectives (excerpt)

- Knowledge transfer

TERENA organises conferences, workshops and seminars for the **exchange of information** between TERENA member organisations and in the wider research networking community, and to make them and the Internet community at large aware of relevant developments. TERENA also pursues the **transfer of technical and managerial knowledge** to less advanced networking organisations in the countries represented by the TERENA membership, both on a **bilateral and on a multilateral basis.**

# Terena's Mission Statement

(summarized)

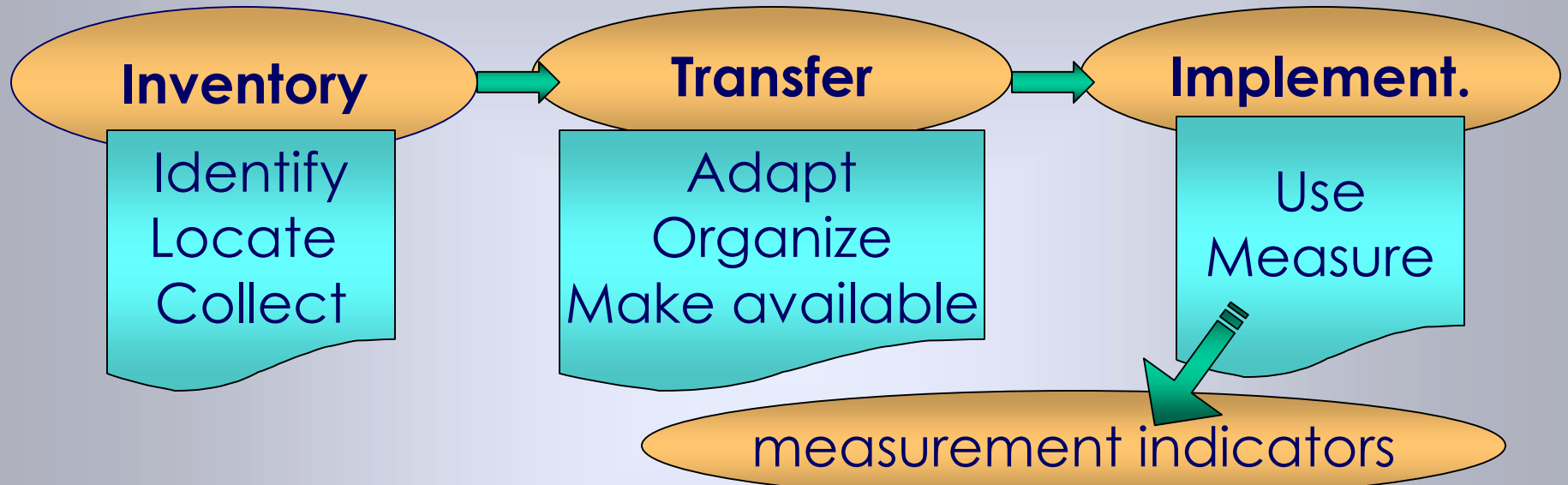
“we help creating, transferring  
& sharing knowledge in the  
field of education, IT &  
networking”

# Six Questions for Terena

1. Which knowledge has Terena? = identify
2. Where is your knowledge? = locate
3. How do you measure your knowledge? = measure
4. How do you create new knowledge? = create
5. How do you transfer your knowledge? = transfer
6. How do you make sure it is used? = implement



# Possible Action Plan for Terena







- Customer satisfaction (yearly survey)  
efficiency of service, rapidity & quality of response, etc.
- Number of projects, conferences, task-f.  
meetings, training opportunities,  
attendance of events, etc.

# 5 Suggested Scenario's for Terena

1. Pursue the **current strategy**
2. Appoint **knwldg. coordinators** in NREN's
3. Develop the **central knowledge fnct**
4. Focus on needs = **benchmarking**
5. Create & implement at Terena a **professionally structured knowledge management**

# Quality of Knowledge Transfer

Poor  Fair   
 Good  Excellent 

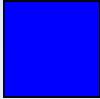








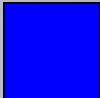




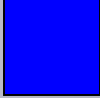





Current Strategy

Knowledge Coordinators

Centralized KM function

Benchmarking

Structured Knowl. M.

Know Why = broad picture					
Know How to do = skills & tacit knowledge					
Know Who Knows = networking & bmk					
Know who Did it = experience					

# Wrapping up

1. **Difficult** > we don't like to share  
> complex
2. There are excellent **models** in the Industry
3. KM is Terena's **core business**,  
**Improve** by learning from Industry