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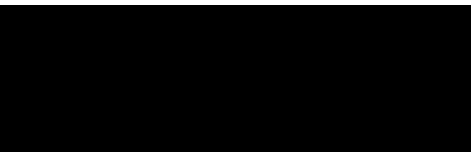
»» CREATING THE KNOWLEDGE ADVANTAGE ►

# **KNOWLEDGE MANAGEMENT IN THE LIMPOPO PROVINCE – A CASE STUDY**

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# THE LIMPOPO PROVINCE UNDER SIEGE?

2

- ❑ **In 2011 the Limpopo Provincial Government (LPG) was under severe pressure:**
  - ❑ **Poor service delivery, low productivity, & problems with governance & finances**
  - ❑ **The Public Service Reform Programme identified specific areas of concern**
    - **Strategic leadership capacity in the Office of the Premier (OtP)**
    - **Need for improved monitoring & evaluation of institutional capacity, efficiency & service delivery effectiveness**
    - **Need for improved communication to the public on governmental programmes**
    - **Need for improved international & intra/inter- governmental relations**
- ❑ **Central government decided to intervene & oversee certain management functions – while this provided management support it also created multiple centres of power, undermined service delivery & lowered staff morale**

**Suggested KM could alleviate these problems**

# HOW WOULD KM PROVIDE A SOLUTION?

3

- **Argued that KM would**
  - **create better awareness of & access to relevant information, ‘know-how’ & experience**
  - **encourage effective use of strategic knowledge**
  - **promote knowledge sharing & collaboration**
  - **leverage employees’ tacit knowledge & intellectual assets**
- **This would**
  - **improve problem solving & decision making**
  - **stimulate innovation, learning & growth**
  - **leverage employees’ skills & competencies**
  - **prevent loss of knowledge when employees leave**
  - **reduce costs & wasted time arising from repetitive actions**
  - **improve organisational learning & inculcate a knowledge culture**
- **And result in improved service delivery, efficiencies & work output**

# RESULT: STEPS TO IMPLEMENT KM

4

- **Knowlead contracted to develop KM strategy & implementation plan for the LPG – financial support from GIZ**
- **Scoping study (previously conducted) & consultative forums (we conducted) reinforced need for KM, but also highlighting impediments to KM implementation:**
  - ▣ **Lack of understanding of KM & its benefits**
  - ▣ **Staff apathy & lack of buy-in – effect of central government intervention**
  - ▣ **Tendency to work in silos & compete rather than collaborate**
  - ▣ **Lack of resources for KM – staff capacity & skills; financial constraints; IT problems**
- **Positive factor: strong leadership & support for KM by CIO/KRIM unit**
- **Consultative approach used to obtain support, address barriers & encourage ownership of the KM project**
- **Final output: Transversal KM strategy & implementation plan; phased KM implementation in individual departments; initially piloted in the OtP, Education & Public Works Depts.; training provided to capacitate KM champions**

# BUSINESS BENEFITS OF KM

5

- **Improved**
  - ▣ **knowledge & information repositories & growth of institutional knowledge**
  - ▣ **capability to tap into experience, 'know-how' & lessons learnt**
  - ▣ **access to strategic information**
- **Increased organisational process efficiency & improved service delivery**
  - ▣ **Value added to the processes & operations of the LPG**
  - ▣ **Accelerated growth in innovation**
  - ▣ **Human resource development stimulated in the LPG**

# KEY LESSONS LEARNT (1)

- **What was supposed to happen**
  - ▣ **Phased & structured KM implementation in all LPG departments in accordance with KM strategies & implementation plans developed**
- **What actually happened**
  - ▣ **Although KM strategies were adopted by all provincial departments, the actual implementation varied considerably**
- **Why was there a difference**
  - ▣ **Varying levels of buy-in & ownership of KM by individuals & departments - ongoing organisational restructuring created high levels of uncertainty**
  - ▣ **Varying strength of governance & management in departments**
  - ▣ **Differing organisational cultures, management styles & ICTs in departments**
  - ▣ **Variety of existing legacy systems**
  - ▣ **Disagreement regarding the role of the OtP, CIO & transversal KRIM unit in overseeing KM in the LPG**

# KEY LESSONS LEARNT (2)

7

## □ **What worked:**

- **Appointing & training KM Champions – improved understanding & role of KM & created enthusiasm for KM**
- **Consultative forums improved buy-in & understanding of benefits of KM for LPG**
- **OtP's sustained & high level support for KM project**

## □ **What didn't work:**

- **Impact of central government's intervention in LPG; financial mismanagement in LPG; global economic constraints; political upheaval in Limpopo & subsequent staff turnover in the LPG; absence of clear career path in KM**

## □ **What can be done differently**

- **Improved support & buy-in for KM, especially from top management**
- **Recognizing that KM skills necessary for all employees in the work situation**
- **Incorporating KM in the job description of all employees**

# CHALLENGES

- ❑ **Lack of recognition of the importance of KM by the organisational leadership**
- ❑ **Lack of buy-in & enthusiasm**
- ❑ **Negative impact of both internal & external factors**
- ❑ **Commitment to KM champion programme**
- ❑ **KM career path planning**

**YOUR VIEWS?**



# Next steps

- **There is a need for**
  - ▣ **Sustained support & buy-in for KM from the leadership in the LPG**
  - ▣ **Regular evaluation & benchmarking of the state of KM across departments in the LPG**
  - ▣ **Ongoing training for both KM practitioners & champions in all departments in the LPG**
  - ▣ **KM to be incorporated in the performance appraisal of all employees in the LPG**
- **Concerted effort to have KM recognised as an important factor that enhances organisational learning, innovation & organisational renewal**

# IN CONCLUSION

- **We believe that KM has the potential to transform the LPG into a**
  - ▣ **Learning & innovative organisation that builds on its fundamental strengths & past experiences**
- **KM is the means by which the LPG can achieve its**
  - ▣ **Vision** to provide *'Good governance, integrated planning, sustainable growth & development'* &
  - ▣ **Mission** to provide *'Innovative & strategic leadership & management for service excellence'*
- **Positive factors for the future of the KM in the LPG**
  - ▣ **Strong leadership by the CIO's office & the KRIM unit in the OtP**
  - ▣ **Gradually restoration of the province's authority – LPG however needs to meet certain conditions, e.g. filling of senior management posts with skilled people, improved financial management & the conclusion of disciplinary processes**

# Thank you

11

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