

Managing the Iceberg of Knowledge :  
organizational memory in search of  
excellence

BY

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# KNOWLEDGE FOR ORGANIZATION

- Knowledge Identified as Valuable asset.
- Differentiates a successful organization from a struggling organization

# Where is Knowledge in Organization?

Organization begin to realize there is a vast largely untapped and unrecognized asset disperse around the organization

- Files, minutes of meetings , reports individual experience and almost **EVERYWHERE!**

# SO WHAT IS ORGANIZATIONAL MEMORY?

- “integration of disperse know-how, expertise, experiences of human resources, project experiences in terms of project management issues, design technical issues and lessons learned”
- Aim at enhancing its access and reuse

# ORGANIZATIONAL MEMORY

## CONSIST OF :

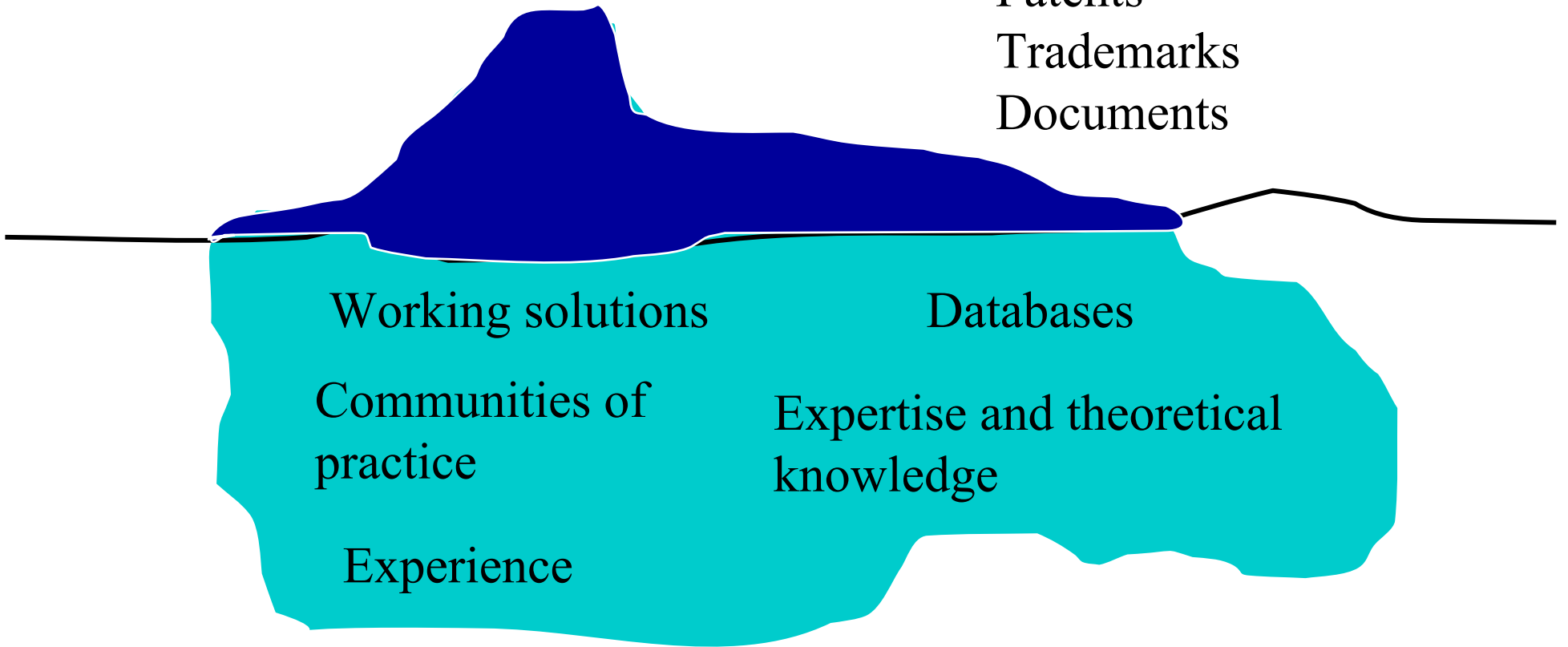
- FACTS AND GRAPHICS
- DOCUMENTS
- MINUTES OF MEETINGS
- REPORT
- EXPERTISE
- EXPERIENCE
- ARTIFACT etc..etc

# WHY ORGANIZATIONAL MEMORY?

- Intellectual Asset that should belong to organization
  - Investment made by organization
- Scattered around the organization
- Needs an effective and efficient process of capturing, organizing and distributing it within the organization

# Codified Knowledge Asset

Patents  
Trademarks  
Documents



From 'The Knowledge Evolution : expanding organizational intelligence, 1997

# CLEAR BENEFITS

- Protection of Organizational Knowledge
- Improve knowledge of organization
- Support effective decision making
- Improve competitiveness
- Improve efficiency
- Provide the foundation for Organizational learning
- Customer focus



# PERPUSTAKAAN SULTANAH ZANARIAH

- Brief introduction to the Library
  - 1941, Library was established when the University was formerly known as Technical College
  - 1972, Technical College was upgraded to Institut Teknologi Kebangsaan (ITK) and the Library inherited 15,000 copies (printed materials) and 80 journal titles.

- 1976 - ITK was upgraded to a University  
ie. UTM
- 1989 – Library moved to new campus in Skudai and later named Perpustakaan Sultanah Zanariah (PSZ)
- At present, PSZ holds nearly 500,000 copies of printed materials, 449 printed journal titles, 4,410 electronic journals and subscribe to 51 local and international databases.

# EFFORTS OF OM BY PSZ

## Creation of Knowledge base

### ■ University Environment

- Knowledge is obviously the dominant asset

## Where is Knowledge in UTM?

- Everywhere and in many forms including intellectual assets held by staffs especially Academics.
- We need to capture knowledge held by the academics so that individual knowledge becomes organizational knowledge

# **INFORMATION MINING : TOP MANAGEMENT of UTM**

- **Vice Chancellors**

**Changes of Vice Chancellors with different management styles, ideas, directives, policies, practices etc.**

**Management changes are documented in printed material but sometime are not.**

**- Changes need to be safeguarded and the intellectual capital held in the memory of top management are not lost whenever management change.**

# **How PSZ capture the intellectual capital held within the memory of UTM Top Management ?**

- **PSZ performed data mining in the form of interviews with the Vice Chancellors.**
  - **Aim to trap information and ideas from the human memory**
  - **Interviews held to capture the ‘hidden’ ideas and rationals to management styles and changes made.**

# Flow of Information from Interviews

→ Analog data → CD-ROM → Video Streaming  
(PSZ Smart library Application) → End user

# Directory of Expertise

- R & D is vital for university
- Identified as a characteristic value for competitiveness
- Expertise of academics are the intellectual asset
- We need to know ‘who knows what’ to identify the University core competencies.

- **PSZ capture and compile the intellectual assets in form of files containing research profiles performed by academics staffs**
- **Data gathered by librarian cum faculty liaison via formal and informal info-gathering**
- **Facilitate to find out ‘who is who’ and ‘who is doing what’.**



# **DIGITAL CONTENT**

- **Digitizing of Research Report Project performed by UTM researchers**
- **Part of the PSZ Digital Library Project**
- **Access and sharing of knowledge are via the PSZ Knowledge Management System supported by the use of fulcrum technology**

## ■ **CITATION STUDY**

- Citation are an indicator of acknowledgement of expertise
- PSZ has been conducting this study since 1999

Aim to :

1. To track down the core competencies of UTM
2. Identify intellectual assets dispersed around publication and databases.

- **To track down what expertise, experience and know-how held by UTM academic staffs**
- **Performed by librarians with the aids of PSZ subscribe databases.**
- **Results were distributed in form of reports and distributed to University Management**
- **Efforts were also taken to identify publications by UTM staffs not held by PSZ whereby these collection are to be digitized via the PSZ Document Management Database**

# PHOTOGRAPHS : Lest We Forget

- Capture history of Organization (UTM)
- Photographs – Value of its own for the organization : historical value
- PSZ select, indexed and digitized photographs via the DMS database of the PSZ Digital Library Project
- Maintain and disseminate knowledge of UTM which previously kept within the physical library building

# **SPEECHES**

- **Medium of knowledge transfer ; human memory → ears of audience.**
- **Speeches of prominent figures of an organization consists of knowledge that needs to be stored and made available to others who may require it.**
- **PSZ acquire speeches of UTM prominent figures**
- **Knowledge shared by PSZ video streaming**

# DECISION TRACK RECORD

- In form of UTM minutes of meetings, MOU and MOA
  - Involve internal/external parties
  - Important to keep track of decisions made

PSZ acquire, select and organize this collection and it will be digitized.

- Accessible for UTM management via the PSZ Knowledge Management System

# CHALLENGES We FACE

- Awareness of the importance of Organizational Memory
- Identifying the knowledge needed, by whom, when needed

# Recommendation

- **Librarians should adapt a knowledge-oriented strategy**
- **Divert from some traditional doctrines of librarianship**
- **Librarians with their expertise (selecting, organizing, evaluating etc.) are able to act as Knowledge Management Agent of organization**



# CONCLUSION

- **Librarians should initiate the OM efforts of its parent organization**

**Why?**

- **Librarians are known to have the expertise of selecting, organizing and sharing of knowledge. Therefore, this is indeed an advantage in supporting their efforts for identification of knowledge and the creation of OM project for its parent organization**

**THANK YOU**