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Research Article

Assessment on Methods of Capturing Knowledge: A Study

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A B S T R A C T

Knowledge Capture through a variety of techniques used to elicit facets technical knowledge such that insights, experiences, social networks and lesson learned which can be shared to mitigate organizational knowledge loss. This paper aims to explore how organizations adopted different methodology to capture the knowledge. Using a case study method, attempts have been made to know how all the knowledge centres used to have dedicated resources to detect and obtain external knowledge and encourage personnel to participate project team with external experts. The purpose of this article is to explore IBM, INFOSYS, TCS and WIPRO capacity to absorb and capture knowledge as a prior condition to the successful adoption of innovations and entrepreneurial growth. The findings highlight the use of knowledge whether captured from external sources or internal sources being done through a sharing mechanism within the organisation.

Keywords: Assessment of Knowledge Capture, Knowledge Capture Methods, Corporate Knowledge Centres

Introduction

Knowledge capture is a variety of techniques used to elicit facets of an individual's technical knowledge such that insights, experiences, social networks and lessons learned can be shared to mitigate organisational knowledge loss. A variety of methods are used and they vary according to each organisation's requirements but range from interviews and mind mapping to blogs and wikis. Capturing knowledge is too difficult task in fast moving virtual organizations. Knowledge capture occurs in many ways. Employees are required by their firms to periodically summarizes their experiences. Other voluntarily rewrite the article or expresses in conferences. Typically this kind of knowledge transfer is inadequate because what the person write about this is rarely inclusive of everything they know about the topic and may even be slighted to appear favourable to attend the intended audience. So, the best method of knowledge capturing is that to elicit the best usable knowledge from an individual, it is better to interview people face to face than ask them to summarize their own experiences. In this article to define knowledge capture methods, a variety of methods are being used and they vary according to each organization's requirements but range from interviews and mind mapping to blogs and wikis. In order to know in details the questionnaire was distributed to collect the information and the results will be given here in tabular format.

Assessment on Methods of Capturing Knowledge

In order to assess the effectiveness of different methods adopted for capturing knowledge, this part of the questionnaire have been designed with 17 numbers of probable methods. A5 point rating scale has been utilized for evaluation where '1' is for 'not at all effective' and '5' for very effective. The data so obtained through the questionnaire have been compiled and analyzed for the

respondents belonging to the four studied knowledge centres, the results of which are as contained in Tables 1, for the Knowledge centres namely IBM, INFOSYS, TCS and WIPRO.

From the Table 1, it is found on overall assessment on the perceived methods of capturing knowledge that the mean percentages vary from 96.1% to 33.05%. The potential method in descending orders as found out are

Table 1.Assessment on Methods of Capturing Knowledge

S. No.	Methods of Knowledge Capture	IBM N=578	INFOSYS N=193	TCS N=576	WIPRO N=2 29	Weighted Mean score	% Score	Rank
1.	Through explicit strategies for knowledge development and capture	4.78	4.84	4.78	4.82	4.79	96.1	1
2.	Through documentation of experiences and lessons learned and making these accessible to the rest of the organization	2.46	2.31	2.44	2.32	2.41	47.65	15
3.	Through employee's contribution to the organization's store of knowledge in an ongoing and structured manner	3.27	3.21	3.20	3.24	3.23	64.6	14
4.	Achieving as a work byproduct part of normal routine of project and program work, such as project plans, program proposals, write ups of roundtable sessions, project reports	4.06	4.05	4.06	4.05	4.06	81.1	11
5.	Through employing experienced employees in knowledge capturing assignments such as documenting important procedures or writing standards and specifications	4.73	4.72	4.76	4.66	4.73	94.35	1 0
6.	Through post-project reviews (also known as after-action reviews or post-mortems)	4.73	4.73	4.84	4.71	4.77	95.05	6
7.	Through lessons learned through database	1.60	1.84	1.56	1.61	1.62	33.05	17
8.	Through staff expertise database	4.76	4.79	4.78	4.76	4.77	95.45	3
9.	Through communities of practice/ expertise groups	4.78	4.75	4.79	4.78	4.78	95.5	2
10.	Through oral interviews	4.73	4.61	4.80	4.77	4.75	94.55	9
11.	From oral histories (more formal than "interview", perhaps facilitated by trained historian)	4.75	4.72	4.83	4.74	4.77	95.2	5

12.	From knowledge development teams (specifically formed to develop new knowledge assets for the organization)	4.02	4.03	4.07	3.99	4.04	80.55	12
13.	From Knowledge fairs	3.27	4.77	4.82	3.21	4.01	80.35	13
14.	From formal storytelling	1.54	2.35	1.53	1.55	1.64	34.85	16
15.	From closeout reports or final project reports	4.75	4.75	4.79	4.78	4.77	95.35	4
16.	Through enhanced communication practices (e.g., up-to-date e-mail system, internal list serves or electronic bulletin boards, effective meeting management, adhoc discussions, team rooms' adhoc discussion or verbal sharing od expertise among employees	4.76	4.61	4.81	4.77	4.76	94.75	8
17.	Through staff specifically trained as meeting facilitators	4.73	4.63	4.82	4.82	4.76	95	7

through elicit strategies for knowledge development and capture (96.1%), through communities of practical expertise groups (95.5%) through staff expertise database (95.45), from closeout reports or final project reports (95.35%), from oral histories (95.2%), through post-project reviews (95.05%), through staff specially trained as meeting facilitators (95.55%), through enhanced communication practise (94.75%), through oral interviews (94.55%), through employing experienced employees in knowledge-capturing assignments such as documenting important procedures or writing standards and specifications (94.35%), achieving as a work by-product, part of normal routine of project and program work (81.10%), from knowledge development teams (80.55%), from knowledge fairs (80.35%), from employees contribution to the organizations store of knowledge in a ongoing and structured manner (64.4%). the methods such as documentations of experiences and lessons learned and making these accessible to the rest of the organization (47.65%) from formal story telling (34.85%) and lessons learned from database (33.05%) are being considered by IT personnel are rarely effective methods for capture of knowledge.

Findings on Knowledge Capturing

The potential methods for knowledge capturing in descending orders as found out are through elicit strategies for knowledge development and capture (96.1%), through communities of practical expertise groups (95.5%) through staff expertise database (95.45), from closeout reports or final project reports (95.35%), from oral histories (95.2%), through post-project reviews (95.05%), through staff specially trained as meeting facilitators (95.55%), through enhanced communication practice (94.75%), through oral interviews (94.55%), through employing experienced employees in knowledge capturing assignments such as documenting important procedures or writing standards and specifications (94.35%), achieving as a work by-product, part of normal routine of project and program work (81.10%), from knowledge development teams (80.55%), from knowledge fairs (80.35%), from employees contribution to the organizations store of knowledge in an on-going and structured manner (64.4%). The methods such as documentations of experiences and lessons learned and making these accessible to the rest of the organization (47.65%) from formal story telling (34.85%) and lessons learned from database (33.05%) are being perceived as rarely expertise groups, staff expertise database, close out/ final project reports, post project reviews, oral histories, staff specially trained as meeting facilitators, enhanced communication practice, oral interviews which are regarded as the prime sources of knowledge as perceived by around 95 percent of the personnel. The organisations employ their experienced employees in knowledge capturing assignments such as documenting important procedures, writing standards and specifications. There have been scopes to capture knowledge as a work by product, from the normal routine of project and program work, knowledge

fairs as perceived by almost 80 percent of the personnel. These are the universal way of capturing knowledge by the knowledge centres as there exist no significant variations between them as found out from the study.

Conclusion

The organisations follow uniform methods of capturing knowledge. There is scope for knowledge capture from the normal routine of project, knowledge development teams, knowledge fairs, from the own employees which are comparatively less used. Beside knowledge capture through documentation of experiences, lessons learned from data bases are rarely being given importance. These methods involved almost no cost, easy to capture but requires mindset and planning what the management should initiate.

The knowledge centres have devised in their own way the elicit strategies for knowledge capture and development as felt by almost 96 percent of the responding IT personnel. The sources of knowledge being the communities of practical.

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