

# Organizational Knowledge Assessment (OKA)

KM4Dev Manila 2007 Workshop  
February 8-9, 2007

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- Who has done a formal or informal knowledge management assessment?
- How did you benefit from it?



- To stimulate thinking on the role a knowledge management assessment could play in your organization
  - Do this through use of a case: the OKA



- Overview of the OKA Project
- OKA Methodology
- Pilot Results
- OKA Next Steps



- To complement the work the World Bank Institute does in assessing countries' knowledge economy (Knowledge Assessment Methodology-KAM)
  - Are a country's organizations ready for the k-economy?
- To shift the Bank's focus from internal KM to sharing lessons on KM with clients and building their capacity
- To create a visual tool with which to view organizational preparedness or capacity for leveraging its Intellectual Assets.
- To establish benchmark data for better understanding the strengths and weaknesses of organizations in applying KM.



- OKA basic framework includes three basic elements: People, Process and System. Each of these elements include a set of Knowledge Dimensions
- Knowledge Dimensions are the key elements of the Framework. The framework includes 14 of these dimensions
- Each Knowledge Dimension incorporates a number of Metrics. The identification of these metrics were derived from intense analysis of similar studies and interviews with professionals of the area. 70 Metrics are used plus demographic data
- OKA is operationalized through a survey questionnaire with 183 questions. Questions have scores associated to them

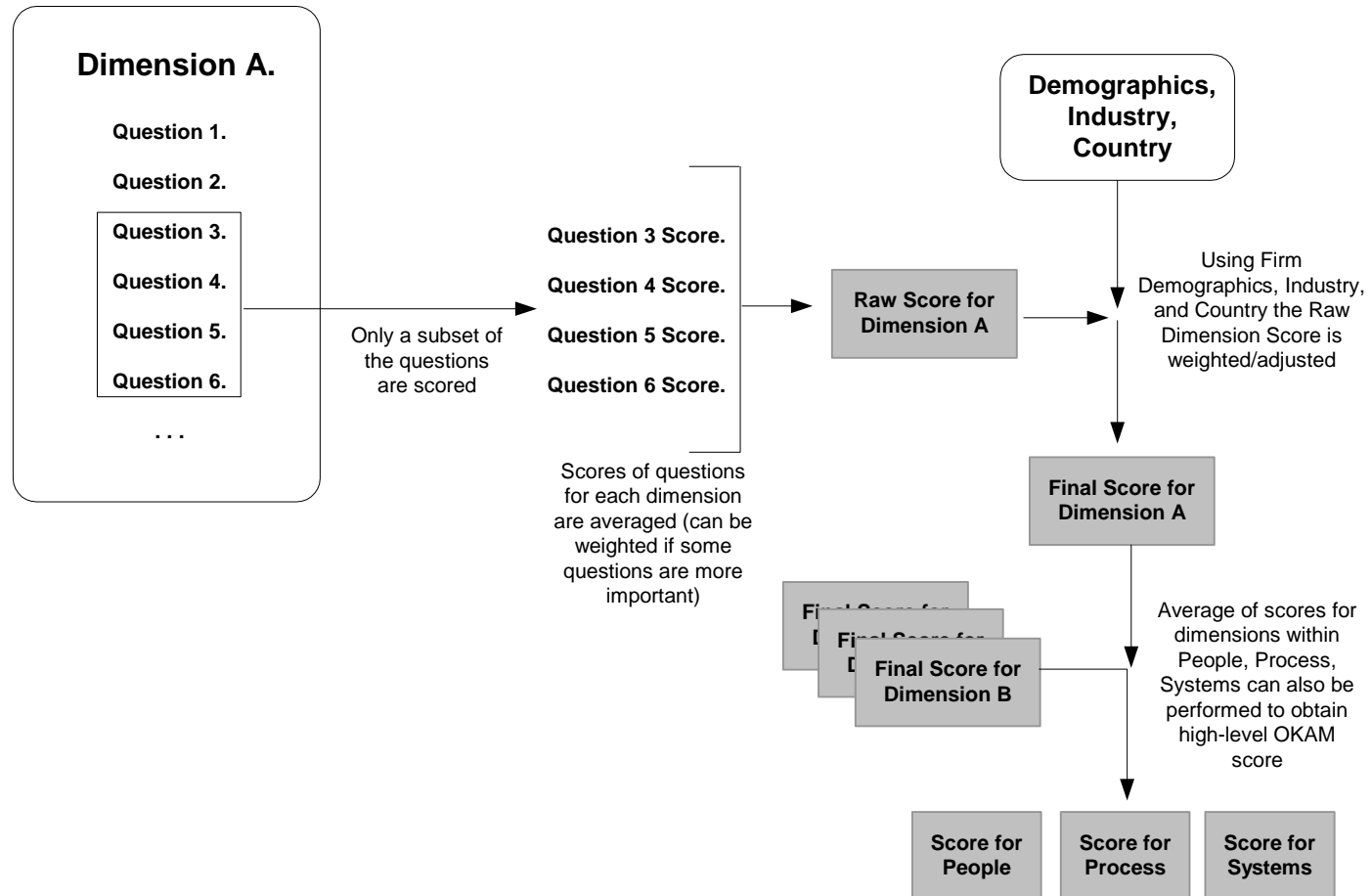


## Culture & Incentives Dimension

**Definition** The implicit and explicit cultural attitudes, beliefs, and incentives that exist within the organization to shape, create, support the use of intellectual assets to reach organization goals

- *What is being measured*
  - The degree to which organizational policies reward knowledge activities  
*This includes knowledge transfer mechanisms like CoPs and teams*
  - The degree to which the organization is tolerant of innovation-related risk and behavior
  - The degree to which the organization supports learning activities by employees
  - The receptiveness of the organization to employee-driven change
  - The degree of employee participation in improving the organization's performance
  - The degree to which the organization is receptive to external ideas

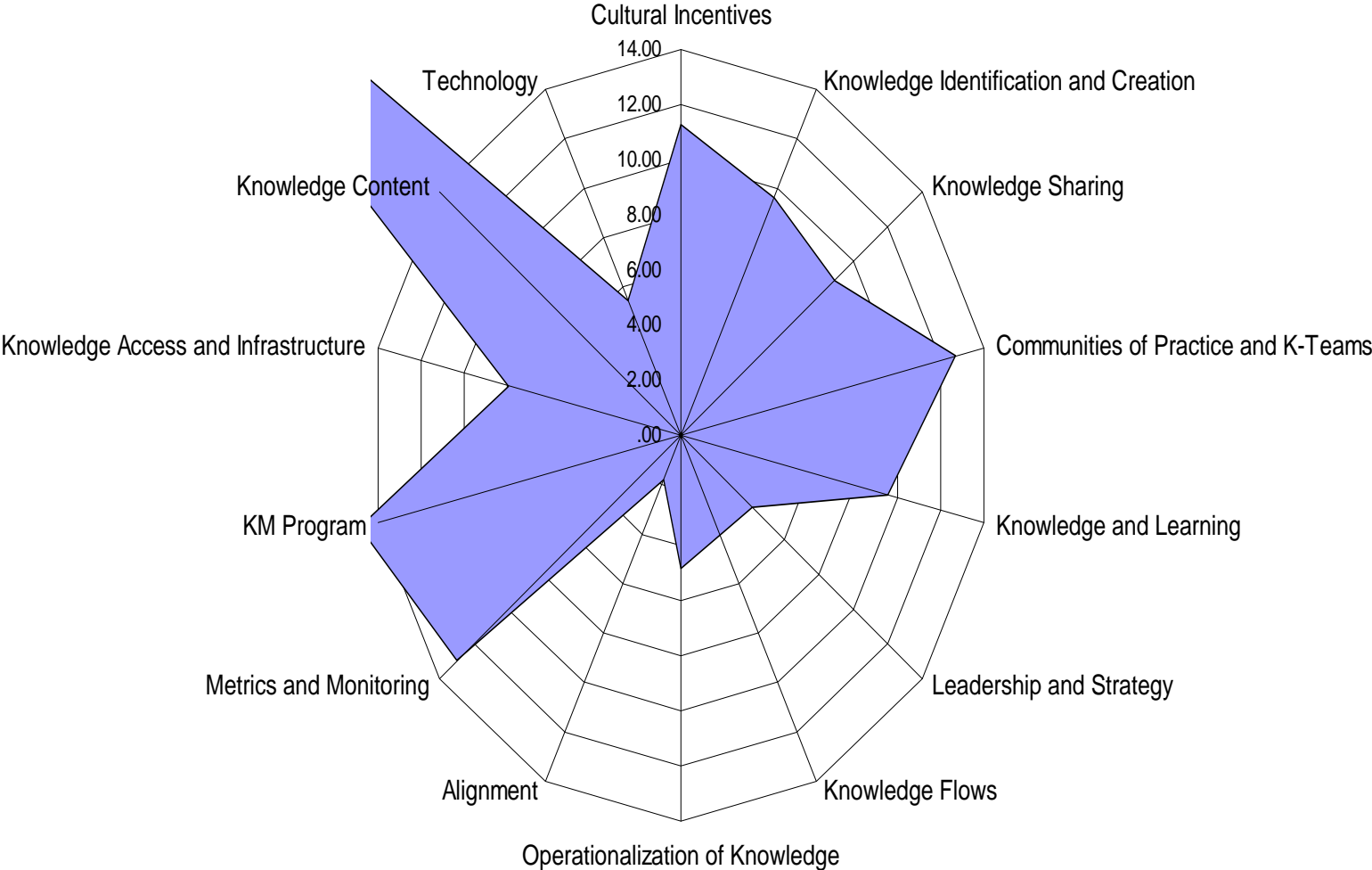




- Tool was applied in 56 organizations in the USA and 2 in Brazil.
- The Brazilian Society for Knowledge Management (SBGC) and students from the UMUC, Graduate School of Management and Technology, Knowledge Management Class were involved in previous tests.
- The tool was applied with and without focus groups to evaluate the best way to derive results from the data gathering and the discussions of its results.
  - **One institution with several participants. In this case, Pre and Post Workshops were included.**
  - **Many institutions with one participant each. Included as part of a KM WBI Workshop.**



# OKA Pilot Results



## *Lessons from the Methodology and Questionnaire*

- Normalization of scores across dimensions
- Question refinement particularly in Knowledge Learning and Knowledge Content Dimension through future participation
- Question elimination through data analysis is further needed
- Need for development of a multi-factored weighting schema
- Better grounding of OKA Scores as more data is gathered
- Use of demographics to start collecting “patterns” of behaviors associated to Knowledge Dimensions

## *Administration Approach*

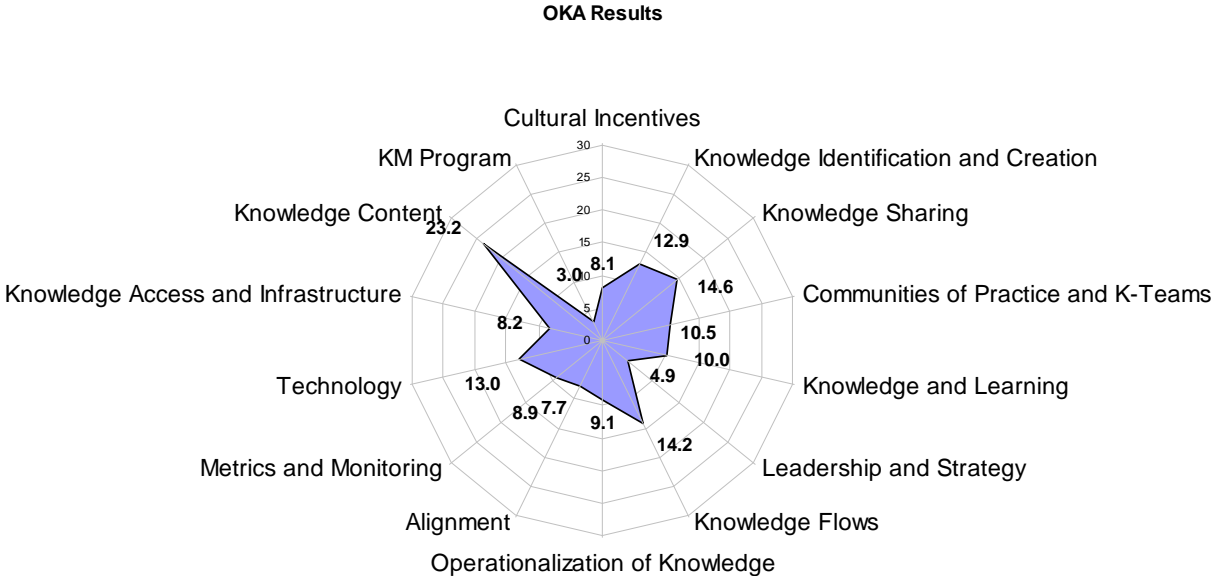
- OKA in its current version is better suited for larger organizations
- OKA provides greater value when used by multiple organizational actors with Focus Groups and Survey combined



## *Organizational KM Preparedness*

- The dimensions related to Process and System seem to be the ones with lower scores overall. Most Organizations scored high in the People dimensions
- Organizations tend to have lower scores on the Process dimensions related with : "Alignment", "Operationalization" and "Leadership and Strategy".
- The majority of the Organizations did not have formal KM programs (System Dimension) but had a substantial amount of practices that could be better integrated to eventually become a KM program.
- Some dimensions consistently scored high: "Knowledge Content" "Knowledge Sharing", "Knowledge Flows", "Knowledge Identifications and Creation".





- What can you use OKA for?
  - Group learning
  - KM strategy prioritization
  - Results measurement (benchmarking)
- Challenges
  - Existing KM program vs. none
  - Subjectivity
  - Question differentiation
  - Follow-up on results



## *Next Steps*

- Offer OKA survey to public sector and development orgs for Videoconference Learning Sessions and face-to-face technical assistance
- Start “formal” project with some institutions to create a “stable” OKA version (currently establishing project in Brazil)
- Diversification of the OKA Tool to other audiences (smaller organizations)
- Use the scores to create different levels of KM “maturity”
- Start analyzing score patterns in order to define possible benchmarks or ranges for each Knowledge Dimension



1. Pick a dimension for your table
2. Rate your organization in this dimension on a scale of 1-10 (10 = highest), write the number only on a piece of paper, fold the paper and put it in a cup
3. Someone from the group should write all of the numbers on a flip chart
4. Talk about why you gave your organization such a rating
5. In plenary – talk about what you learned from the exercise

