

July 2005

Assessment of ADB's Knowledge Management Implementation Framework

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Asian Development Bank

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Electronic Survey of Selected ADB Staff to Determine their Perceptions regarding the ADB Knowledge Management Implementation Process

**Contract No. ADM/04-609
RSC No. C40707**

Objective/Purpose of the Assignment

As part of the 2005 Contract, Teleos will conduct at six-monthly intervals an electronic survey of selected ADB staff to determine their perceptions regarding the ADB Knowledge Management implementation process. The findings will be benchmarked against the eight recognized MAKE knowledge performance dimensions to determine 'high-level' Knowledge Management trends at the ADB.

Scope of Work

1. Prepare MAKE survey instrument and instructions for use.
2. Collect data using Teleos' secure website and electronic survey instrument (ensuring anonymity of participants).
3. Analyze data.
4. Compare data findings against the eight recognized MAKE knowledge performance dimensions.
5. Prepare a report of benchmark findings which reflect 'high-level' knowledge management trends at the Asian Development Bank.

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1. Background

At six-monthly intervals (beginning May 2005) Teleos will conduct an electronic survey of selected ADB staff to determine their perceptions regarding the ADB Knowledge Management implementation process. The findings will be benchmarked against the eight recognized MAKE (Most Admired Knowledge Enterprises) knowledge performance dimensions to determine 'high-level' Knowledge Management trends at the ADB.

The Enterprise MAKE Assessment is a diagnostic tool for rapidly assessing the commitment and maturity of the Asian Development Bank's knowledge strategy. It is based on the MAKE framework consisting of eight knowledge performance dimensions (see Section on Methodology).

A major benefit of this diagnostic tool is that through an independent, third-party study, the Asian Development Bank can benchmark how successful its knowledge strategy is when compared across internal departments and against the world's leading knowledge-driven enterprises. A series of Enterprise MAKE Assessments will allow the ADB to monitor its success over time of implementing its knowledge strategy.

2. Enterprise Assessment Tool

Teleos has created a customized electronic Enterprise MAKE Assessment tool for use by selected ADB staff. Each participant is asked in absolute confidence to rate the Asian Development Bank's knowledge capabilities on a scale of 1 (poor) to 10 (excellent) against the eight MAKE knowledge performance criteria listed below.

H1. Ability to create and sustain an enterprise knowledge-driven culture.

Consider how successful the ADB has been at articulating a knowledge-driven enterprise strategy, including creating and sustaining enterprise knowledge values (role models, tolerance, communication), knowledge behaviors (recognition, community, trust), worker involvement (work design, environment and competencies), and communicating knowledge policies and goals.

H2. Ability to develop knowledge workers through senior management leadership.

Consider how successful the ADB has been at creating and sustaining management leadership/support for managing ADB's enterprise knowledge, including encouraging and supporting the organizational knowledge strategy, developing and training knowledge leaders, and recognizing and awarding knowledge leaders.

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H3. Ability to develop and deliver knowledge-based projects/services.

Consider how successful the ADB has been at developing and delivering knowledge-based projects and services to its clients, including creating and managing an idea generation program, involving clients in projects, managing the transfer of knowledge and ideas to clients, and measuring the value of the knowledge-based projects and services.

H4. Ability to manage and maximize the value of enterprise intellectual capital.

Consider how successful the ADB has been at training ADB staff in intellectual capital concepts and tools, managing and expanding the ADB's intellectual capital, and protecting enterprise knowledge assets.

H5. Ability to create and sustain an enterprise-wide collaborative knowledge-sharing environment.

Consider how successful the ADB has been at training the ADB staff in knowledge sharing concepts and tools (intranet, communities of practice, action learning, story telling), promoting knowledge sharing, using collaborative information technology tools for knowledge sharing, recognizing ADB staff for knowledge sharing.

H6. Ability to create and sustain a learning organization.

Consider how successful the ADB has been at developing an ADB learning strategy, creating staff learning opportunities, using the Internet/intranet for learning and training, and recognizing ADB staff for improved skills and competencies.

H7. Ability to manage client knowledge to create value and enterprise intellectual capital.

Consider how successful the ADB has been at involving clients in the development of projects and new services, using information technology to share ADB knowledge with clients, measuring the rate of ADB knowledge transfer to clients, and communicating to ADB staff, clients and the external community successful ADB/client knowledge sharing activities.

H8. Ability to transform ADB knowledge to reduce poverty and improve clients' standard of living.

Consider how successful the ADB has been at developing, managing and measuring the benefits of client knowledge-based projects and services, and how effective the ADB has

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been at reporting this information to ADB staff, clients, donors and the external community.

3. Data Collection

Instructions for completing the electronic Enterprise Assessment Tool were sent to the RSDD Knowledge Management Center for distribution to 189 selected ADB staff (senior to junior staff). The selected staff represented a cross-section of National Officers, Professional Staff (KM Coordinators), KMAPPS Champions/Coordinators, and Other Professional Staff.

Each selected participant was informed that the completed electronic assessment form would be automatically forwarded to Teleos, an independent knowledge management and intellectual capital research company. The data would be collected and analyzed, and compared against the results of the Global and Regional MAKE studies. All results would be 'blinded' to ensure that individual responses were not disclosed.

The data collection was begun on 23 May 2005. Due to an initial low response rate (19 completed forms – 10%), on 27 May 2005 the survey was extended to other ADB staff via a notice in the *ADB Today*. This announcement was listed as a major article in *ADB Today* and repeated for two more days. On 10 June 2005, the RSDD Knowledge Management Center approached the original 189 stakeholders again requesting that they complete the electronic survey instrument. The data collection closed on 22 June 2005.

A total of 66 completed electronic Enterprise Assessment forms were received by Teleos. Based on the initial sample size, Teleos concluded that 50 completed forms were required to make the data collection statistically valid. The receipt of 66 completed forms has met this requirement.

4. Data Analysis

4.1 ADB Staff

A total of 66 ADB staff completed the electronic Enterprise Assessment form. From this total, 29 forms (44%) were completed by members of the original 189 ADB staff selected by the RSDD Knowledge Management Center. An additional 17 identified ADB staff (25.7%) completed the electronic form, but were not on the original list of 189 ADB staff.

Twenty completed forms (30.3%) were received without name. In a few cases a job function or department was supplied which allowed these completed forms to be included in the analysis by function / department.

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It should be noted that in Teleos' experience the number of anonymous completed forms is surprisingly high (a figure of 10% is usually expected). It would indicate that there is considerable skepticism within the ADB about surveys. This could perhaps be due to a lack of 'trust,' e.g., "if I put my name on the form, then I could be 'punished' for my views" (possibility affecting pay increases and/or promotion prospects). There also could be a perception among participants that even if they spend the time to complete the form, they will not receive feedback and/or management will do nothing about the finding results.

4.2 Data Analysis of ADB Participants vs. MAKE Leaders

Table 1 provides an analysis of the views of ADB staff versus MAKE scores for the World Bank, Asian MAKE Leaders and Global MAKE Leaders. In the case of the Asian and Global MAKE Leaders, the scores by knowledge performance dimension are for the individual leader in each dimension – not the organization with the highest overall score.

Analysis of ADB Staff vs. MAKE Leaders									
Function	1	2	3	4	5	6	7	8	Total
ADB Staff	4.80	6.24	5.38	4.47	4.42	4.88	4.50	4.85	39.55
World Bank	8.00	7.23	7.92	7.46	7.69	7.46	6.85	7.31	59.92
Asian MAKE Leader	8.80	9.25	8.67	9.00	8.50	9.00	8.33	8.33	69.88
Global MAKE Leader	9.00	9.30	9.11	8.61	8.76	8.83	9.54	9.00	72.15

Table 1: Analysis of ADB staff responses for the eight MAKE knowledge performance dimensions compared to 2004 World Bank results, and 2004 Asian MAKE Leaders and 2004 Global MAKE Leaders in each knowledge performance dimension.

The World Bank and Asian and Global MAKE scores by knowledge performance dimension are determined by a MAKE expert panel consisting of business leaders (Global Fortune 500 companies) and internationally recognized knowledge management / intellectual capital experts. The sampling error for each knowledge dimension is ± 0.09 .

It is Teleos' experience that when an organization's own staff complete an Enterprise Assessment, they do not have the objectivity or external knowledge of best practice knowledge-driven organizations. As a rule this internal group of participants tends to

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over-estimate their organization's knowledge capabilities. Therefore, the sampling error for the ADB staff per knowledge performance dimension is ± 0.18 .

The ADB staff indicates that the Bank's 'strengths' are its ability to develop knowledge workers through senior management leadership, and ability to develop and deliver knowledge-based projects/services. The scores in the other six knowledge dimensions are of similar numeric value, reflecting a uniform perception of the Bank's performance in these areas.

The World Bank has been recognized as a Global MAKE Winner and finished in 21st position in the 2004 Global MAKE study. It has been pursuing a knowledge-driven enterprise strategy for nearly 10 years. Its scores reflect its progress in becoming a recognized knowledge-driven enterprise. Since the World Bank and ADB have similar objectives, the gap in knowledge performance scores between the two organizations provides the ADB with benchmarks to pursue as it implements its own knowledge management strategy.

The knowledge performance scores for the 2004 Asian and Global MAKE Leaders is included to allow the ADB to understand the level of commitment and best practice which are now achieved by the very best knowledge-driven organizations in the world.

4.3 Data Analysis of ADB Staff by Function

The list of 189 ADB staff selected initially for this study were divided into four functions:

- National Officers
- KM Coordinators (Professional Staff)
- KMAPPs Champions/Coordinators
- Other Professional Staff

Table 2 reports on their assessment of the ADB according to the eight MAKE knowledge performance dimensions as noted in Section 2.

The average overall score for the ADB staff participating in this Enterprise Assessment was 39.55. The average score overall for the four functions were: National Officers (51.57), Professional Staff (36.08), KM Coordinators (31.00) and KMAPPs Champions / Coordinators (27.67).

The low average scores for the KM Coordinators and KMAPPs Champions / Coordinators is attributed in large part to the fact that they are personally involved in the ADB culture change process driven by the Bank's new knowledge management strategy.

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Analysis of ADB Staff by Functions

Function	1	2	3	4	5	6	7	8	Total
ADB Staff	4.80	6.24	5.38	4.47	4.42	4.88	4.50	4.85	39.55
National Officers	6.29	8.43	6.43	6.14	6.29	5.71	6.00	6.29	51.57
KM Coordinators	3.33	4.00	5.67	4.00	4.00	4.00	2.67	3.33	31.00
KMAPPS	3.17	5.50	3.50	2.83	2.50	3.33	3.00	3.83	27.67
Professional Staff	4.33	5.25	5.67	4.17	4.17	4.33	4.17	4.00	36.08

Table 2: Analysis of ADB staff (by function) responses for the eight MAKE knowledge performance dimensions.

They are in the front line of organizational culture change and appear to be aware (and frustrated) by the slow pace of change and lack of success of some KM initiatives.

The Professional Staff are highly skilled knowledge workers who must collaborate and exchange knowledge in order to perform their functions. Again, it appears that they are quite aware of the ADB's corporate inabilities to effectively and efficiently manage and exchange individual and corporate knowledge.

The National Officers have the highest over average score – over 10 points higher than the ADB average and nearly 25 points more than the KMAPPs' average score. This group seems rather 'satisfied' with the way the ADB operates and doesn't appear to consider the implementation of the ADB's new knowledge strategy as critical to the future operational success of the Bank.

Based on previous discussions with the ADB Senior Management, Teleos believes that Senior Management and many Professional Staff are very supportive of the Bank's new knowledge strategy and are working to make KM initiatives succeed. However, based on the results of this Enterprise Assessment, it appears that some of the National Officers could be 'barriers' to the successful KM strategy implementation.

Many Junior Professionals and Support Staff, especially in IT, Contracts and Purchasing area, appeared focused on their own (or department's activities) and do not understand

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the part they must play in the successful implementation of KM within the ADB. It is important that these individuals also become part of the KM implementation effort.

4.4 Data Analysis of ADB Participants by Departments

Table 3 shows the average scores of ADB participants by Department.

Analysis of ADB Staff by Departments									
Department	1	2	3	4	5	6	7	8	Total
ADB Staff	4.80	6.24	5.38	4.47	4.42	4.88	4.50	4.85	39.55
ARD	5.00	6.00	6.00	4.00	4.00	3.00	4.00	6.00	38.00
BPMSD	5.00	6.00	6.50	3.50	5.50	4.50	4.50	5.00	40.50
BRM	6.50	10.00	7.00	6.00	5.50	5.00	5.00	6.00	51.00
BSS	7.00	7.00	6.00	6.00	6.00	7.00	7.00	6.00	52.00
COCO	8.00	5.00	6.00	8.00	6.00	8.00	4.00	4.00	49.00
CTL	6.00	8.00	6.00	6.00	6.00	6.00	6.00	6.00	50.00
ECRD	6.00	6.00	7.00	6.00	6.00	5.00	8.00	5.00	49.00
IRM	3.00	7.00	10.00	3.00	2.00	3.00	7.00	2.00	37.00
MKRD	7.50	7.50	6.50	6.50	6.00	7.50	6.00	6.50	54.00
OAS	2.00	8.50	3.00	1.50	1.50	2.50	2.00	3.00	24.00
OCO	6.00	9.00	6.00	6.00	6.00	8.00	6.00	6.00	53.00
OCRP	6.00	7.00	7.00	6.00	6.00	7.00	6.00	7.00	52.00
OED	3.00	3.00	4.00	2.00	1.00	2.00	3.00	2.00	20.00
OER	5.50	6.25	7.50	6.00	5.50	5.50	5.75	5.25	47.25
OGC	4.00	10.00	4.00	4.00	4.00	4.00	4.00	4.00	38.00
OIST	4.00	3.00	5.00	3.00	2.00	3.00	3.00	2.00	25.00
OPR	2.00	5.00	2.00	3.00	2.00	3.00	2.00	3.00	22.00
PARD	1.00	3.00	1.00	1.00	1.00	1.00	1.00	1.00	10.00
RSDD	4.91	5.91	5.36	4.64	5.09	5.00	3.82	4.82	39.55
SARD	5.00	5.00	4.00	4.00	5.00	6.00	4.00	4.00	37.00
SERD	3.50	4.50	5.00	4.00	4.00	1.00	5.50	7.50	35.00
SLRM	2.00	5.00	6.00	4.00	3.00	4.00	6.00	9.00	39.00
SPD	4.00	4.00	4.33	3.33	3.67	3.67	3.33	4.00	30.33

Table 3: Analysis of ADB staff (by department) responses for the eight MAKE knowledge performance dimensions.

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It should be noted that the sampling size for some Departments was quite small, therefore the sampling error for each knowledge performance dimension is ± 0.54 .

BRM, BSS, CTL, MKRD, OCO, and OCRP have a very positive view of ADB's knowledge sharing abilities (in excess of 10 points above the average) than the Enterprise Assessment reveals.

On the other hand, OED, OIST, OPR and PARD are very negative (10 or more points below the average) – to the point that they believe the ADB has almost no viable knowledge sharing and collaborative capabilities.

The information in Table 3 should enable the ADB to identify those Departments which are true KM 'skeptics' as well of excessive 'optimists.' These Departments will require special attention, otherwise they could become focal points or barriers to the successful implementation of the Bank's KM strategy.

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Recommendations

1. It appears that there is considerable skepticism within the ADB about the value of surveys. It is critical that these survey results are disseminated to ADB staff as appropriate to encourage ADB staff to participate in future surveys.
2. The ADB should use the knowledge performance scores discussed in Section 4.2 as benchmarks in its efforts to improve its knowledge capabilities.
3. Based on the results of this Enterprise Assessment, it appears that the National Officers could be 'barriers' to the successful KM strategy implementation. It is critical for the success of the ADB's knowledge strategy that this important group of individuals becomes enthusiastic supporters of the KM strategy and initiatives.
4. Many Junior Professionals and Support Staff, for example in IT, Contracts and Purchasing area, appeared focused on their own (or department's activities) and do not understand the part they must play in the successful implementation of KM within the ADB. It is important that these individuals become part of the KM implementation effort.
5. Section 4.4 provides responses by individual ADB Departments. Some Departments see no need to change, while other Departments are very skeptical that any change is possible. The ADB must pay special attention to the staff in these Departments, otherwise they could act as focal points – indeed barriers – to the successful implementation of the Bank's knowledge strategy.

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