

Title of Case: **Knowledge Champions Programme: National Library Board**

**Presenter's Name, Position and Organisation:**

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**The Background and Purpose of the KM Effort in the Case**

NLB wanted a more mature, deeply developed framework for distributing KM awareness, activism and skills throughout the organization. Even though staff were primarily practicing KM in a practical sense, better awareness and demonstration of 'KM in action' was required. Hence, as part of efforts to build internal KM capabilities and re-new the culture in knowledge sharing, NLB embarked on the Knowledge Champions Programme to address sustainable KM by building a repertoire of KM capabilities and competencies that extends beyond the central KM team and into divisions and groups.

**What You Did**

Recognising that NLB's business is pretty diverse, the programme identified Knowledge Champions from across the board. Close to 40 staff were nominated based on their experience, standing and openness to learning new techniques and put through 10 sessions (over 10 months) covering 24 different knowledge solicitation, capture, codification and distribution techniques. Such techniques included Rich Pictures, Play of Life, Podcasts, Storytelling. etc.

In order to ensure techniques thought were then practiced, each participant had to identify a project in their workplace where they could then practice what was thought, try them in a live environment, and then blog about their experiences. A blog site was provided where all Knowledge Champions were given access and encouragement to blog, comment on each others experiences, ask questions...etc. The consultant hired also played a very active role in coaching individuals 'live' via the blogs and in subsequent sessions reviews were done comprehensively.

**Impact and Benefits**

Of the 24 techniques thought, 60% of the techniques practiced during the course were described by the Knowledge Champions to have helped them in recognizing a Tangible Value (better, faster, cheaper). 30% of techniques practiced resulted in an Indirect Value (building knowledge culture).

In addition, the programme is seen as one of the key contributors to the overall KM efforts in creating a collaborative culture in NLB. Specifically, the K Champions programme is put in place to raise re-newed awareness in

knowledge sharing and strengthening the learning, sharing and collaboration culture in NLB. Hence, we foresee that there should be an improved collaborative culture in NLB and have commenced to measure collaborative culture as part of NLB balance scorecard in FY2009. The instruments of measure include a survey, online contribution and usage of knowledge platforms, which are proxy indicators of knowledge sharing culture in NLB.

Apart from statistics, the KM team will focus on collecting and showcasing success through stories and anecdotes. Starting from 2009, the KM Team will organize quarterly gathering to collect stories from the K Champions on how they intend and have applied the tools and techniques. The KM Team will maintain a database on the stories and update their supervisors in order to assess the value that are delivered to them and their business.