

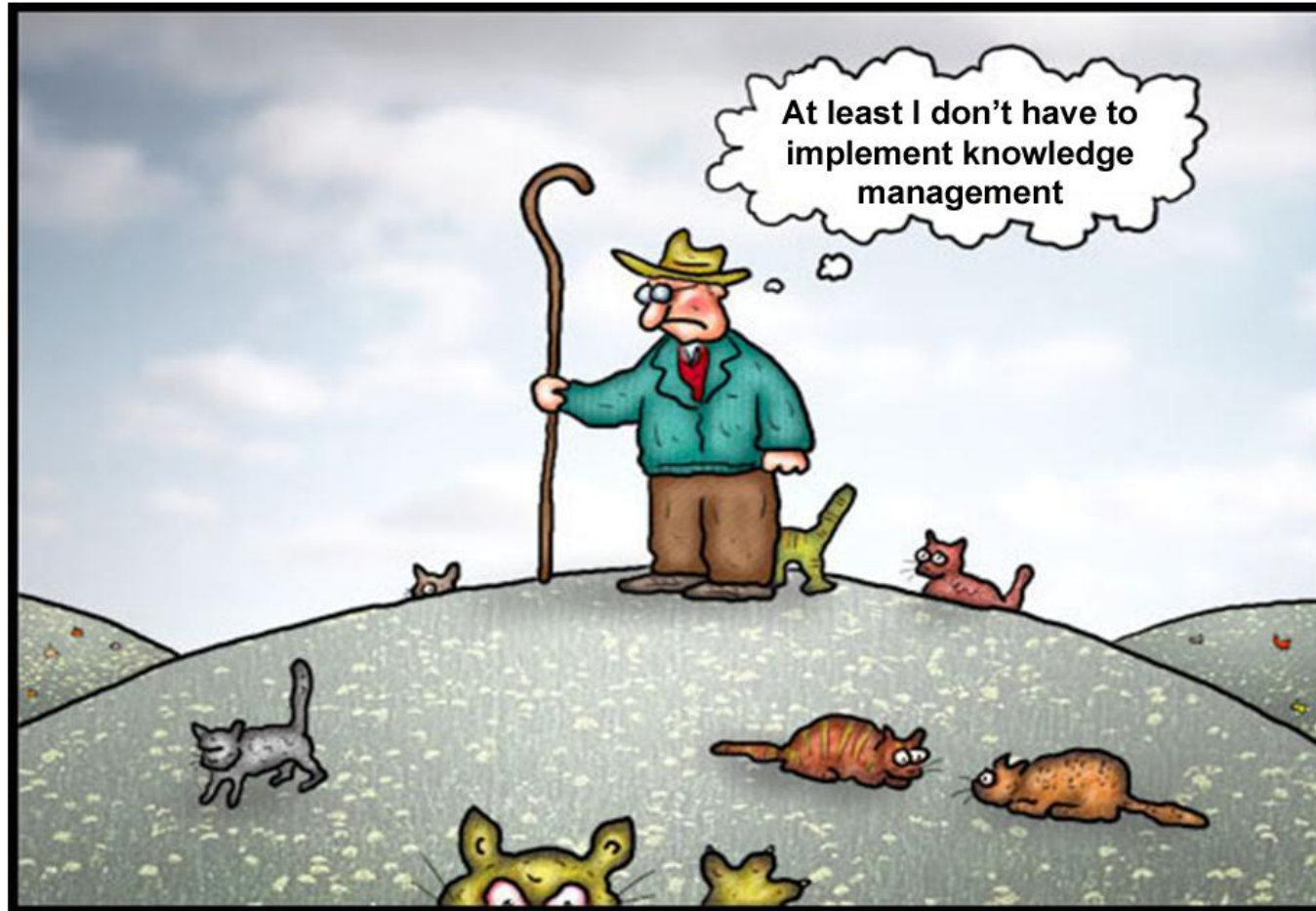


Peeking Over Cubicles: An Ethnographic Approach to Knowledge Management

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Introduction



The daydreams of cat herders...

Literature Review

2 Gaps

1. LIS internships in the corporate setting and the benefits to the host organization.
 - ▶ This paper highlights the specific advantages of hiring LIS students to conduct knowledge audits.
2. Ethnography, specifically participant observation, is not a research method associated with information and knowledge audits.
 - ▶ This paper argues that in order to increase the effectiveness of a knowledge audit, an organization should employ a holistic ethnography, specifically participant observation.

Why Observation?



Case Study: Background

New Collaborators



- Materials Industry
- Fortune 500 company
- 30,000 employees



- Academic
- Top Library Science program
- 500 students and faculty

What do they have in common?

- In need of information and knowledge management
- Experts in information and knowledge management

Case Study: Research Design

Objectives

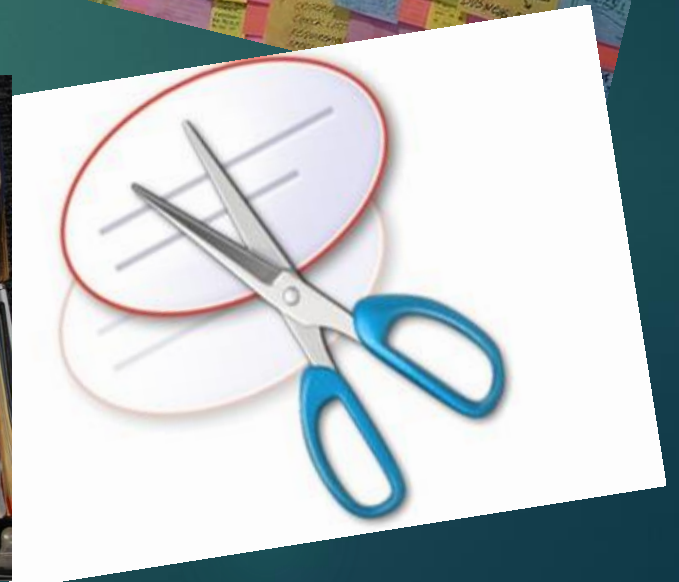
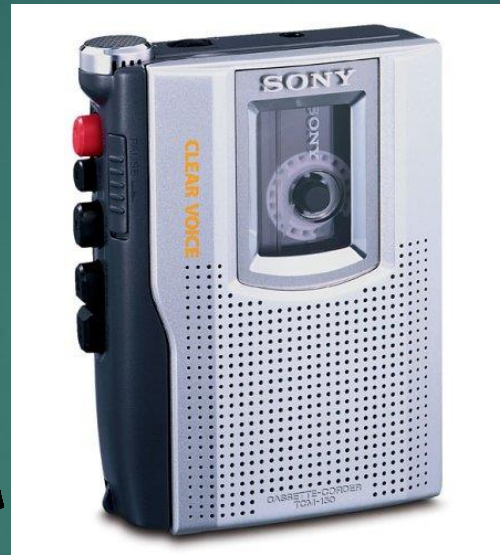
- ▶ Locate and assess the use of both tacit and explicit knowledge
- ▶ Identify and evaluate knowledge culture, assets, infrastructure, processes/flows, barriers, and enablers
- ▶ Increase awareness of knowledge work
- ▶ Create a five-year knowledge management strategy that includes recommended improvements and strategic initiatives

* One specific goal: Determine how to improve the rate of first-call resolution in the division call centers.

Case Study: Data Collection



Case Study: Data Analysis & Visualization



Case Study: Findings, Improvements, & Initiatives

- ▶ Tribal knowledge at every level
- ▶ Two native languages
- ▶ Inefficient use of content solutions
- ▶ Inability to locate expertise
- ▶ Failure to capture critical knowledge
- ▶ Knowledge is walking out the door
- ▶ In-house enablers
- ▶ Cultural barriers
- ▶ Using outdated resources



3T's



Retention Program

Case Study: Discussion



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