

Building and Managing Knowledge Assets

The knowledge market is predicted to explode in the coming years. AleffGroup has been a market maker for the past ten years and is well positioned to exploit this market change. It has sufficient experience and expertise to know what works and what does not.

First, I identify the Knowledge

Many organisations and companies are coming to realise that the challenge of the knowledge economy is to identify, safeguard and exploit their primary asset, the essential knowledge they have. They spend vast amounts of time, energy and cash building this asset only to put themselves at risk by failing to protect and make best use it.

Define the Knowledge Asset

Defining a knowledge asset is as great a challenge as identifying it. So much knowledge is tacit, instinctive, its value is only noticed when absent. Sometimes key knowledge is simply hidden, inaccessible because one part of the organisation will not or cannot speak to the other; it can be forgotten and best practices lost, or mistakes repeated; or it can leave when a key employee moves on, retires or dies. Sometimes the knowledge is there, but ill defined or undervalued: only when it is not present, or not well used, is the gap identified.

Leverage the Asset

Leveraging the assets of knowledge-driven businesses and organisations has four main parts: definition, access, understanding and action. If an organisation has vital knowledge and either does not know this, or defines it poorly, it has no real reason to expect to survive. Definition is key. If knowledge is inaccessible, or obscure, it is at best useless and at worst a barrier to progress. If knowledge is poorly understood it is at best inefficient and at worst deeply damaging. And if ignorance drives business processes, action, the result is certain failure.

Protect Quality Knowledge

Long-term, the key is to protect knowledge by effective quality assurance and maintenance. The computer, the internet and the mobile device – phone or hand-held – have changed the world, and the way the world uses, stores and retrieves that knowledge. But these technologies do not in themselves constitute a solution; in fact, their misuse makes a bad situation worse. Electronic media have not changed the fundamentals of good knowledge management and effective communications, that underskilled people and flawed content cannot be compensated by any medium.

Smart Systems: Understand. Validate. Systematise

Aleff Group knows from experience that understanding and validating a business's knowledge is the prerequisite to successful action. Applying that knowledge in a well-judged mix of human expertise and smart use of knowledge-based systems is the best means of ensuring that success, long-term.

Aleff Group designs, builds and implements such systems.