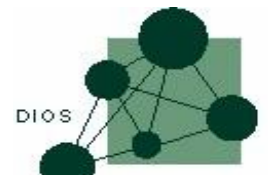

DANISH

INSTITUT FOR

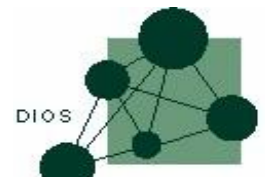
ORGANIZATIONAL

STUDIES



Dagsorden

- Hovedkonklusioner
- Offentlige organisationer som deltagere I MANDI – ind til nu
- Nogle grafer og tal fra den kvantitative analyse – suppleret med kvalitative vurderinger bl.a. fordelt på:
 - Driftsprægede organisationer
 - Kommuner
 - Departementer/styrelser



Participating in MANDI

Kommuner og statslige inst.

- Københavns kommune, FAF
- Københavns kommune, UUF
- Københavns kommune, Miljøkontrollen
- Københavns kommune, Kultur og Fritid.
- Københavns Energi
- Roskilde kommune
- Ballerup kommune
- Vallensbæk kommune
- Vejdirektoratet
- Kulturministeriet (departementet)
- Kulturarvstyrelsen x 2
- Biblioteksstyrelsen

- Søfartsstyrelsen
- Arbejdstilsynet x 2
- Forskningsstyrelsen
- København Vej & Park
- Danmarks Miljøundersøgelser

Ca. 3000 respondenter

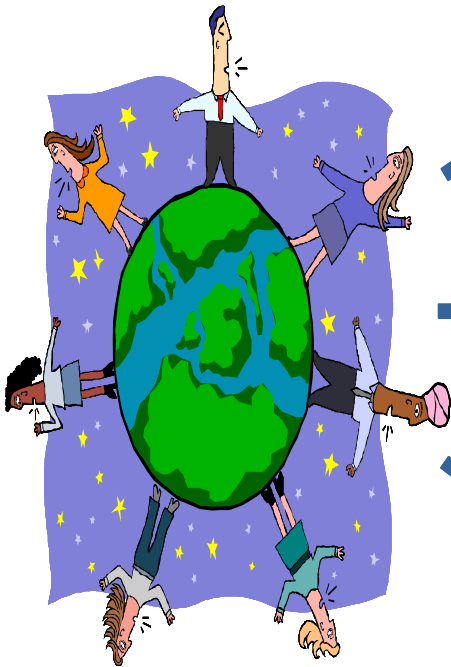
Present in dialogue with

- 5 erhvervsskoler
- 6 styrelser
- 3 private virksomheder



Videndeling

Afsender

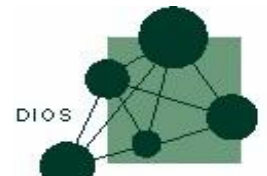


Adfærd

Teknologi
& struktur

Kultur,
normer &
værdier

Modtager

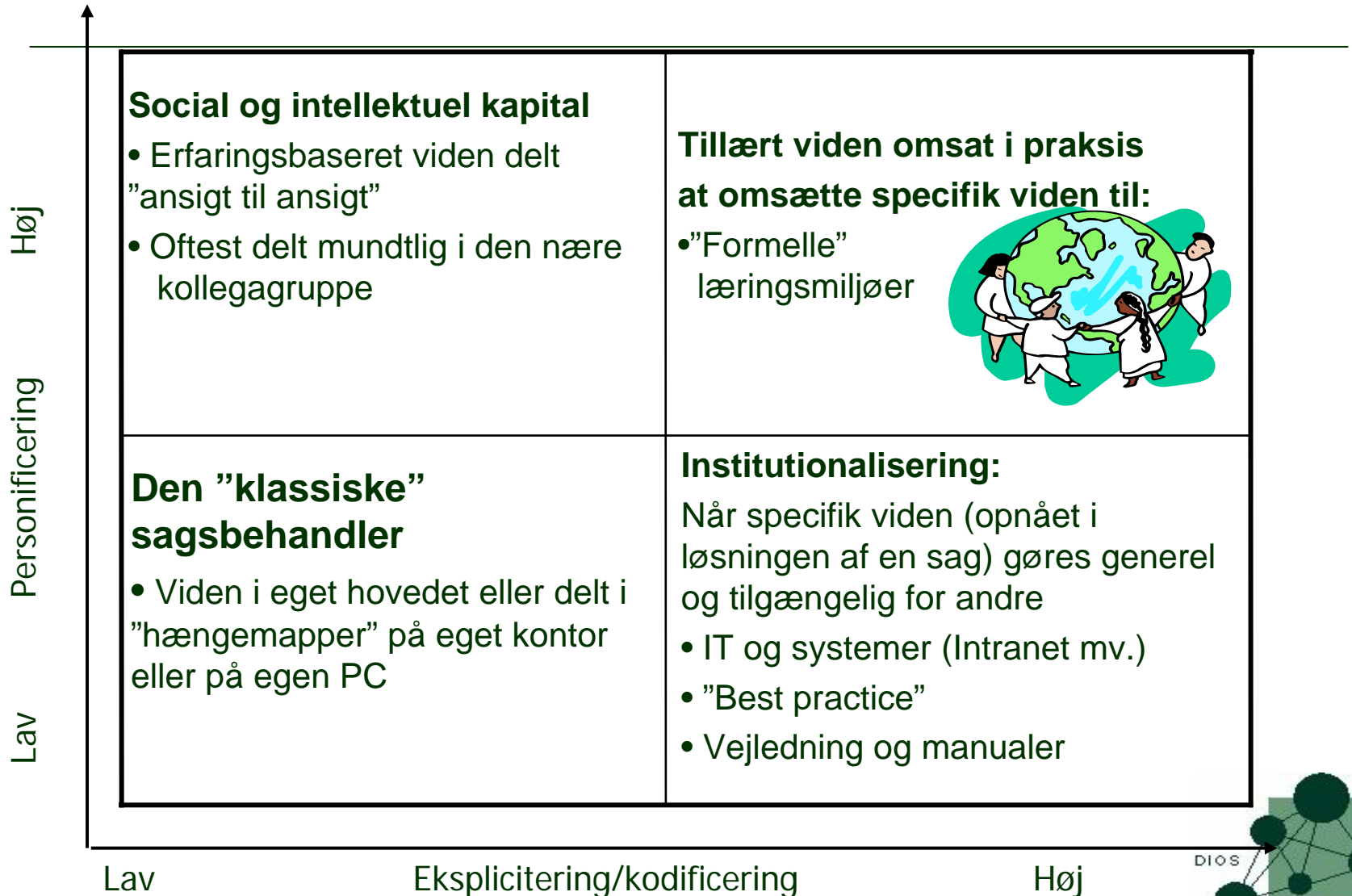


Hovedkonklusioner

- Videndeling er ofte karakteriseret ved at være mundtlig og kun i begrænset omfang understøttet af elektroniske medier.
- Ofte eksisterer der ikke tilstrækkeligt med tillid til den viden der identificeres på elektroniske medier. Der er ikke tillid til, at det grundlæggende er "the justified true version".
- Megen viden er "båret" af individer – det betyder at selvom individerne lærer så lærer organisationen/systemet ikke.
- Når individer forlader organisationen – så forlader deres viden den også.....



Viden og videndeling



Hovedkonklusioner

- Ofte opleves det simpelthen for vanskeligt at identificere relevant viden på elektroniske medier – særligt i pressede situationer.
- Det betyder, at den dybe tallerken opfindes flere steder på samme tid - eller forskudt i tid.
- Flere store organisationer har formået at få fordelene ved videndeling i den mindre virksomhed – men har ikke formået at høste stordriftsfordelene.



Hovedkonklusioner

Strategier der støtter videndeling

- IT- strategi
- Videndeling sker hovedsagligt gennem personlig interaktion (HR-aktiviteter) relateret til kollegaer i samme afdeling.
- Videndeling er en “kontakt-sport” – tillid spiller en overvældende rolle.
- Kommunerne er ”foran” når der sammenlignes omkring det at implementere IT-strategier (ESDH) i den offentlige sektor.



Hovedkonklusioner

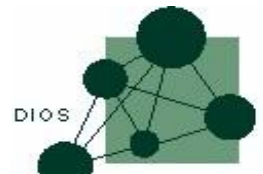
- Individuel villighed til at dele viden:
 - Begrænset "knowledge hoarding"
 - "Not invented here" syndromet eksisterer.....
 - Villighed til at dele og lære af fejl
- Videndeling er værdsat – især i de lokale afdelinger – sammenholdt med det organisatoriske niveau.
- I 50 % af organisationerne understøtter værdierne ikke videndeling (ifølge de adspurgte)



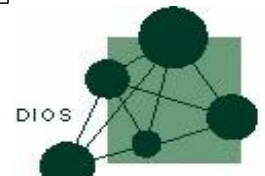
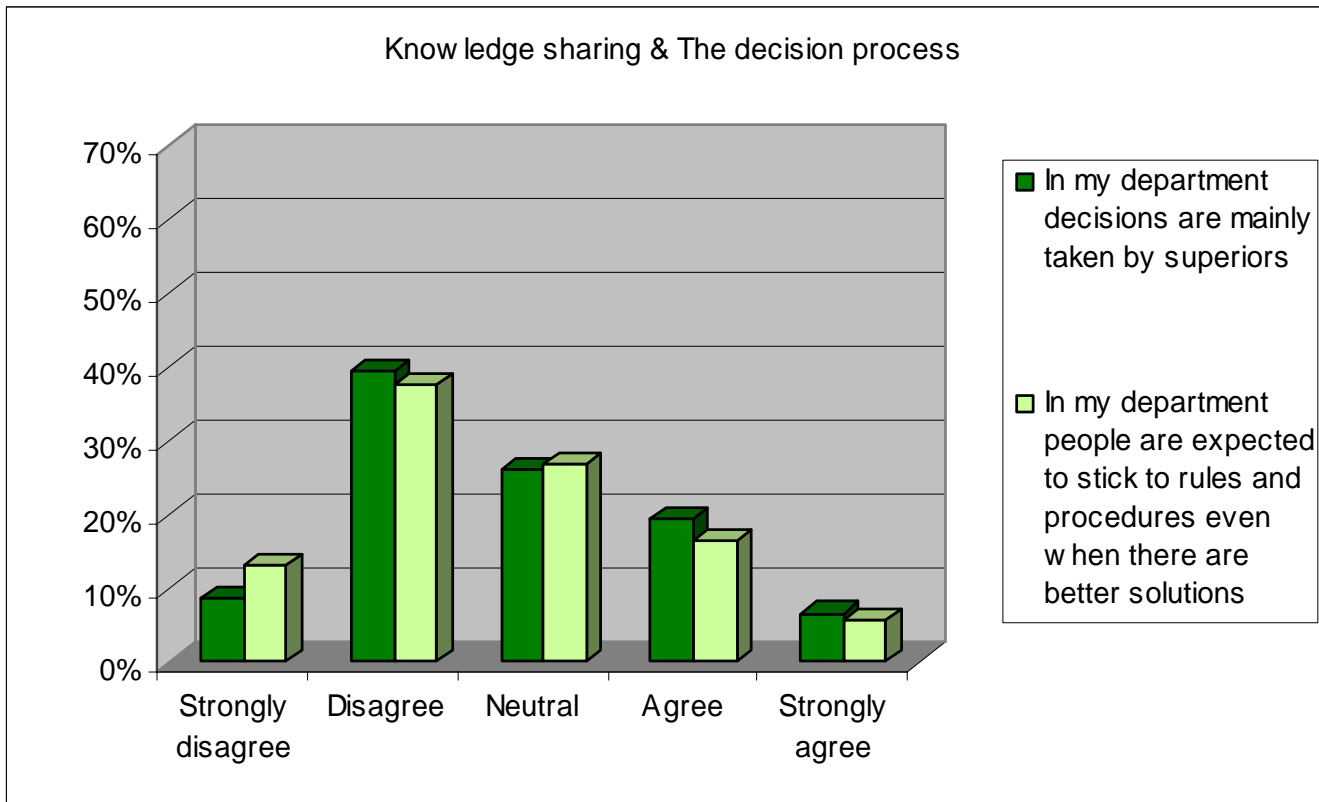
Hovedkonklusioner

Et generelt ønske om belønning for videndeling:

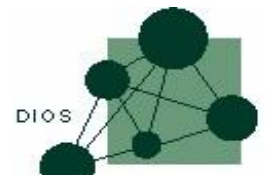
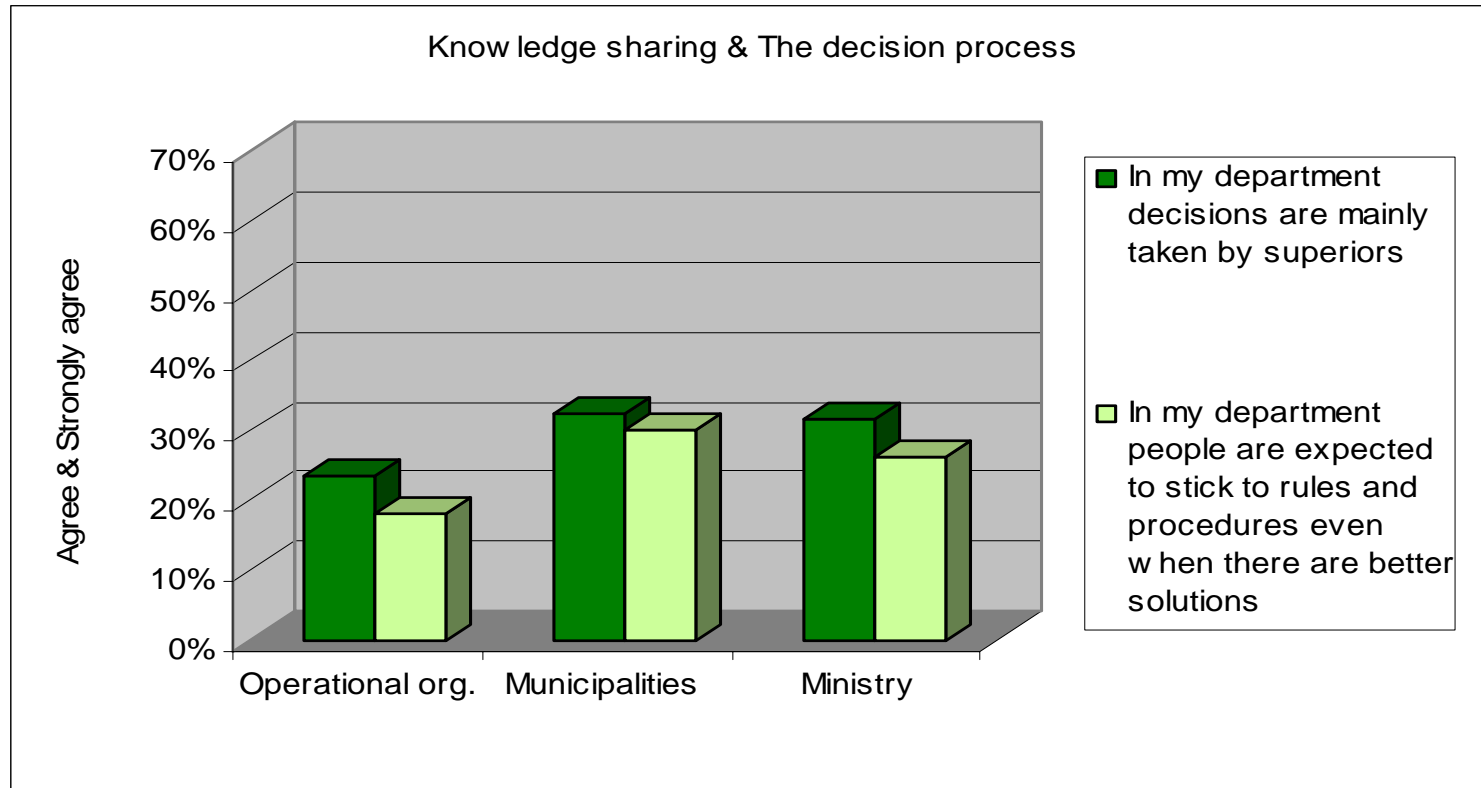
1. Professional og personlig udvikling
2. Kollegaer respekterer mig som en ekspert
3. Anerkendelse af eget bidrag fra
 - i. Kollegaer
 - ii. Ledere



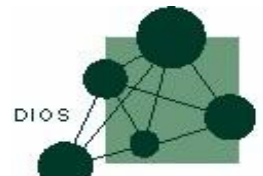
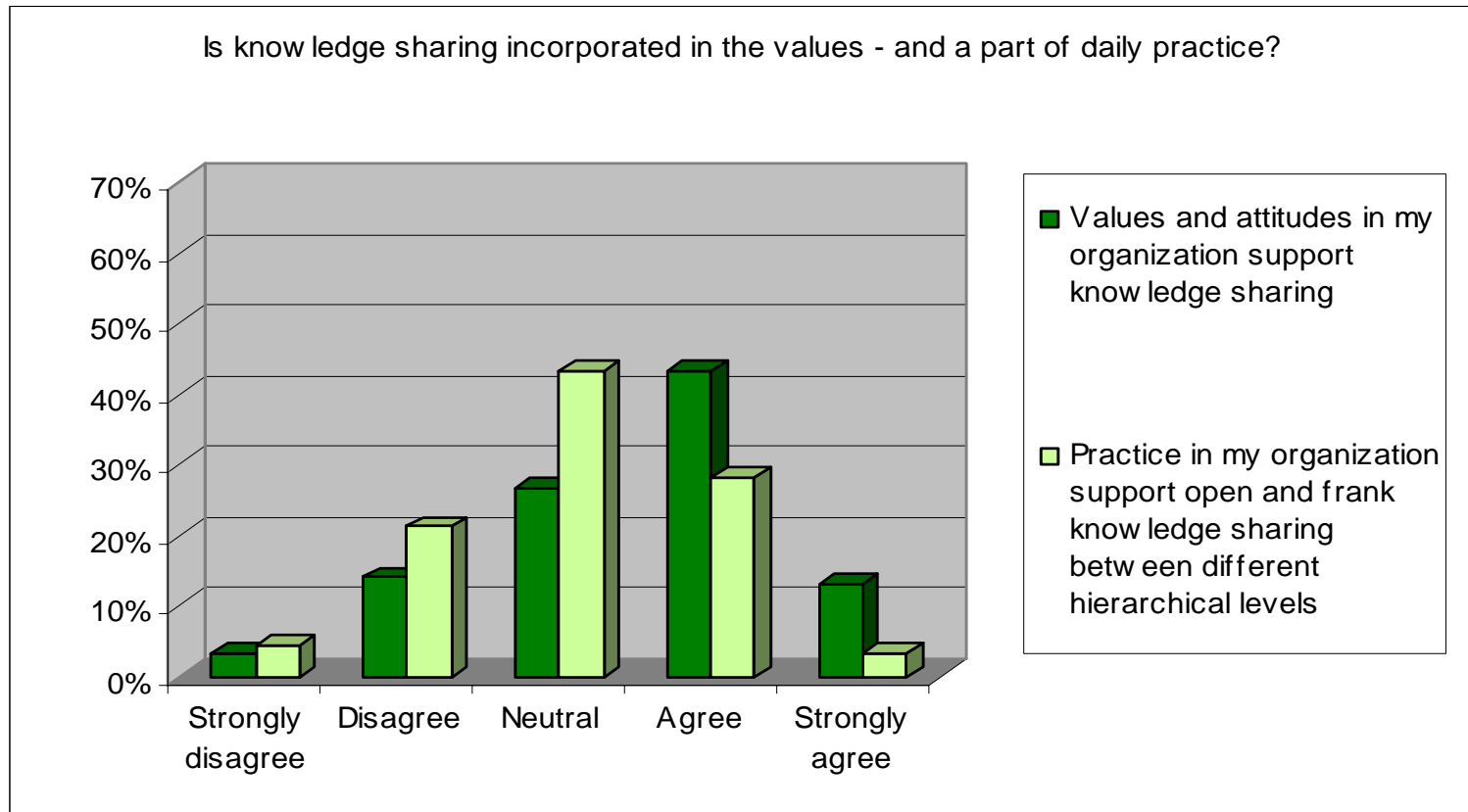
Knowledge sharing & The decision process



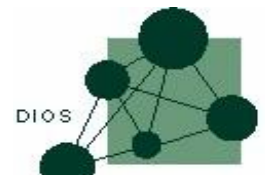
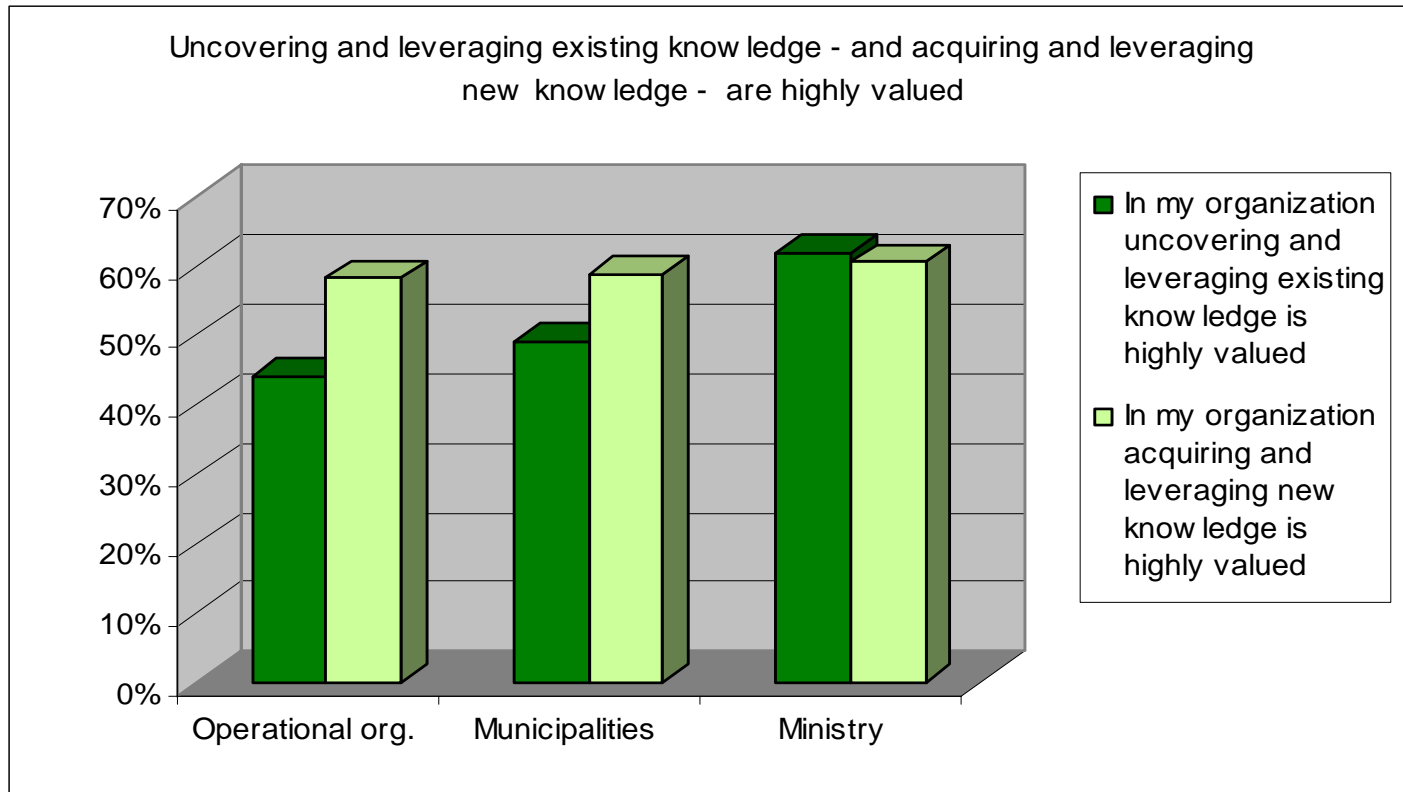
Knowledge sharing & The decision making process



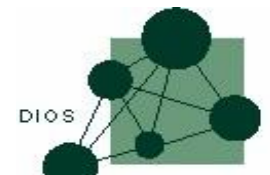
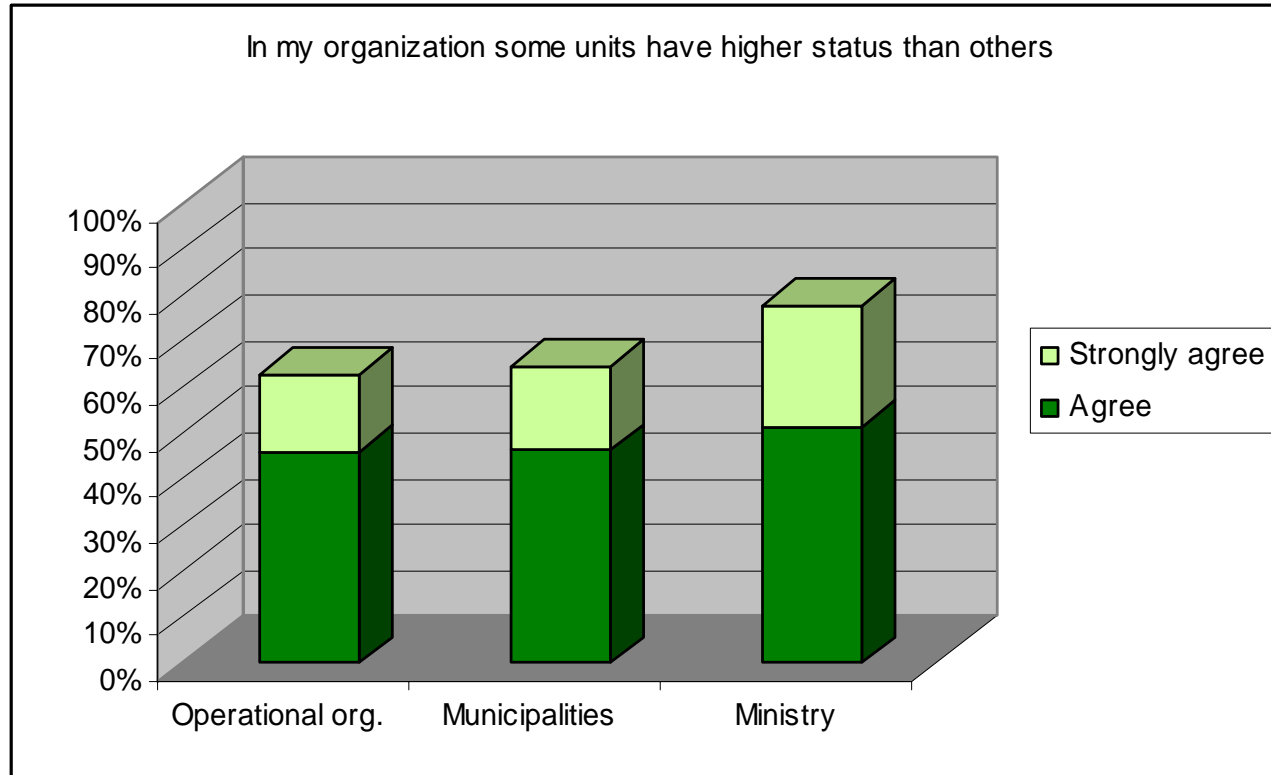
Knowledge sharing & Values



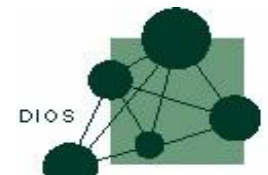
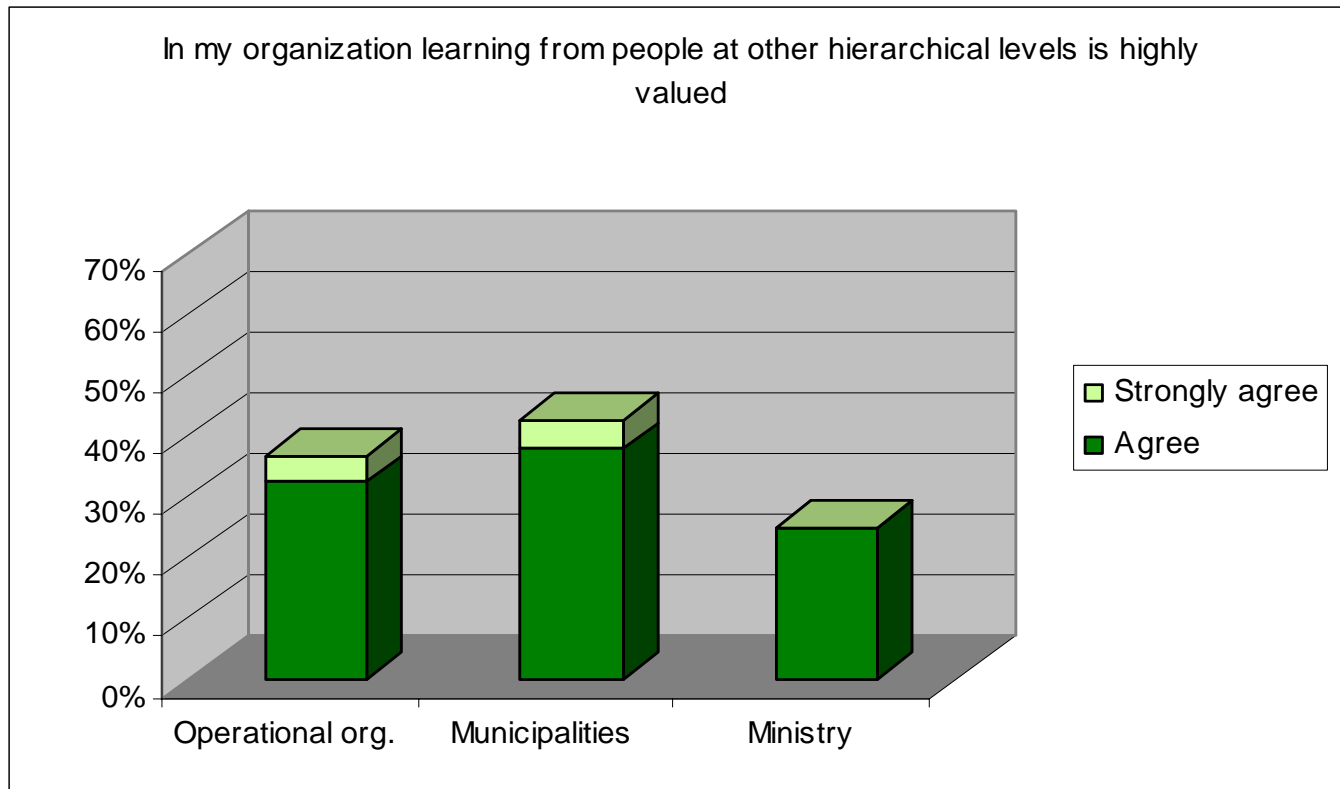
Cross departmental knowledge sharing



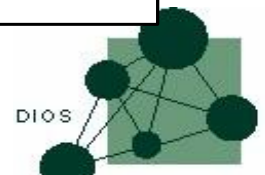
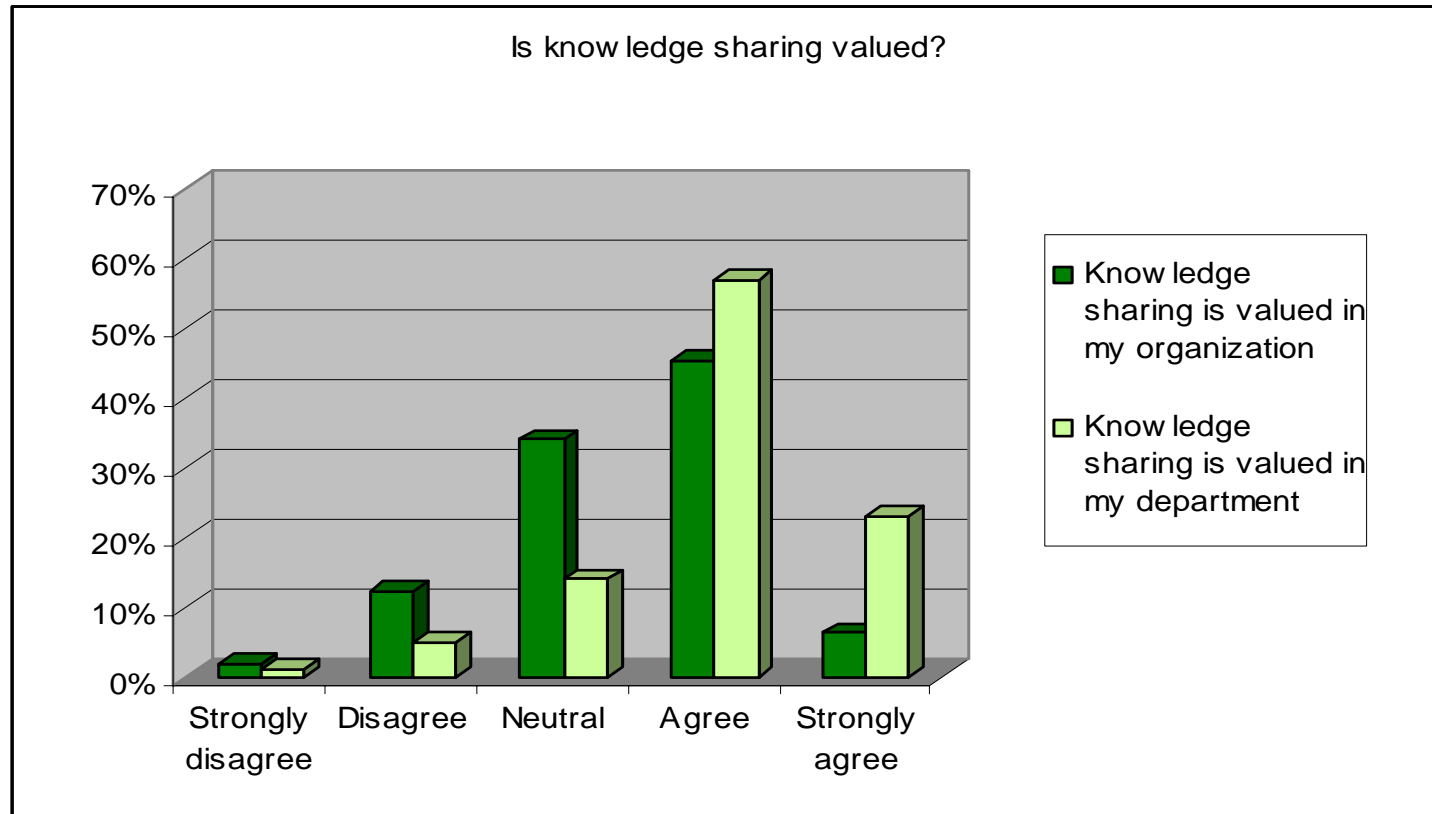
Cross departmental knowledge sharing



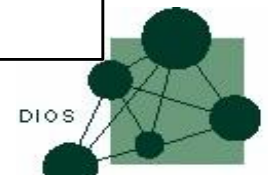
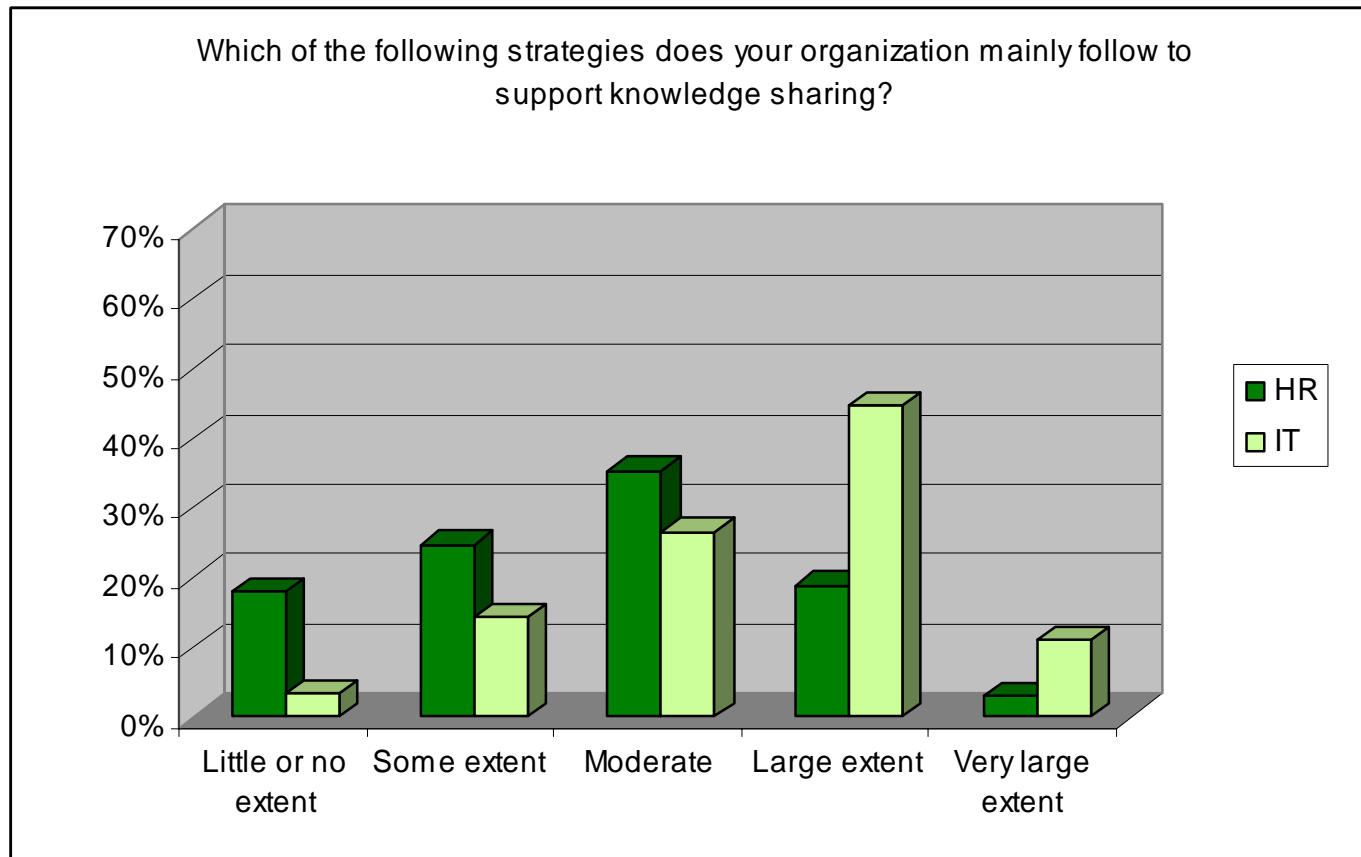
Cross departmental knowledge sharing



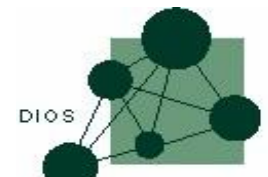
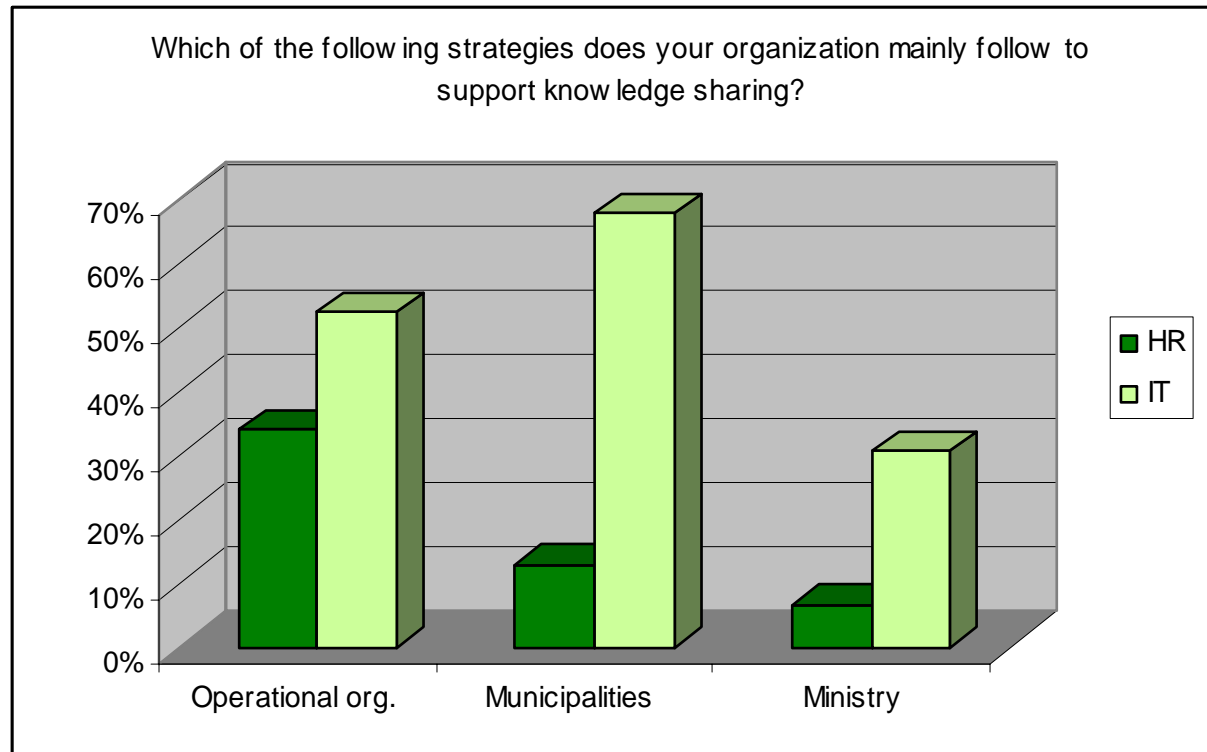
Is Knowledge sharing valued?



Strategies to support knowledge sharing

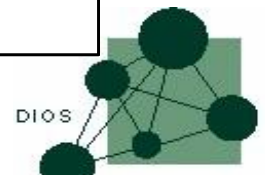
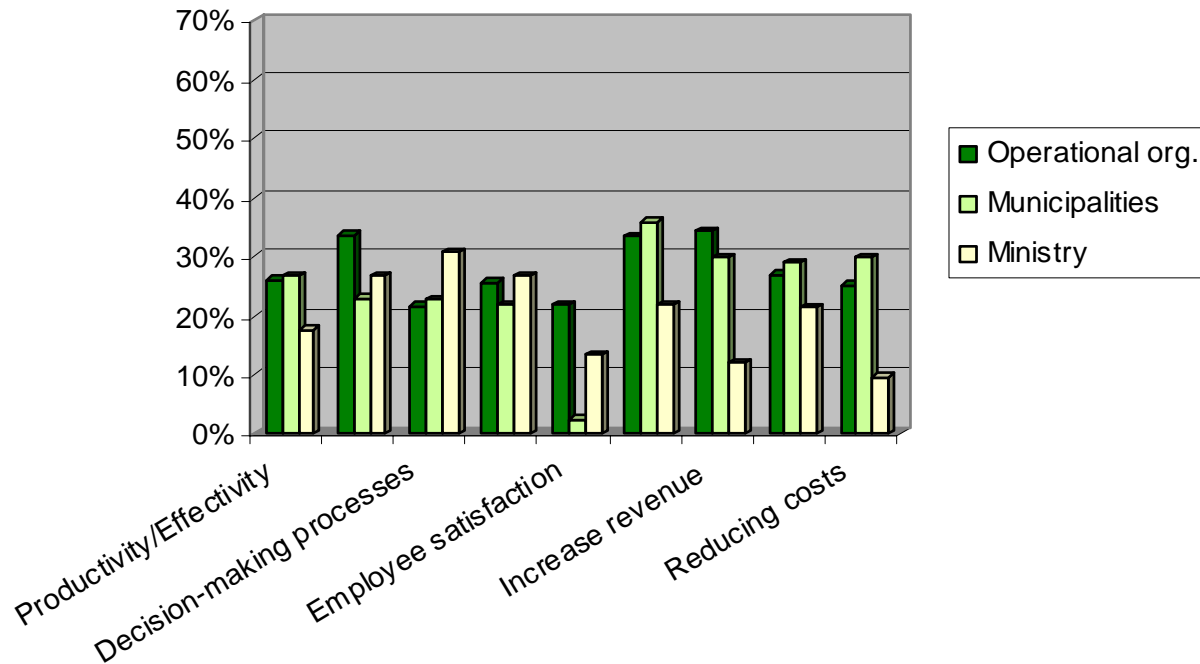


Strategies to support knowledge sharing



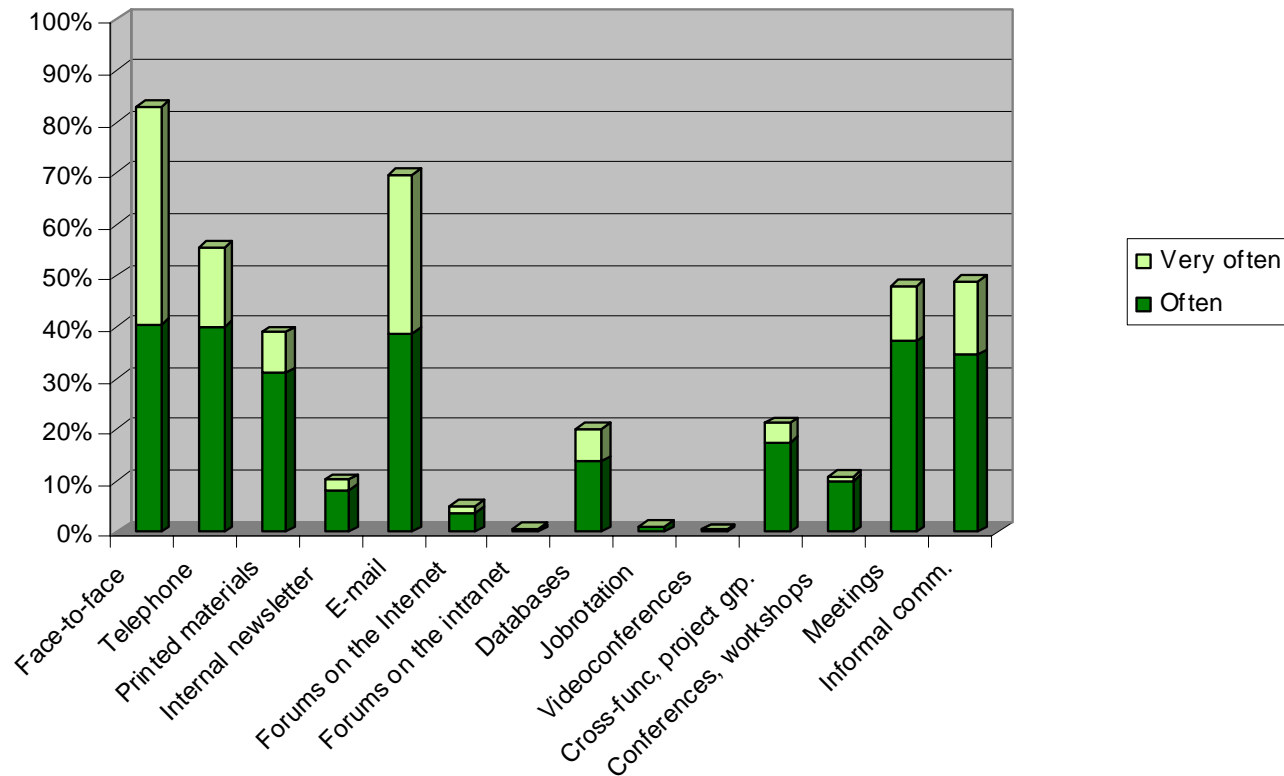
To what extent is knowledge sharing used for improving.....?

In your organization to what extent is knowledge sharing used for improving the following purposes?



Media used for transferring knowledge to colleagues?

To what extent do you use the following media when you transfer knowledge to colleagues in your department

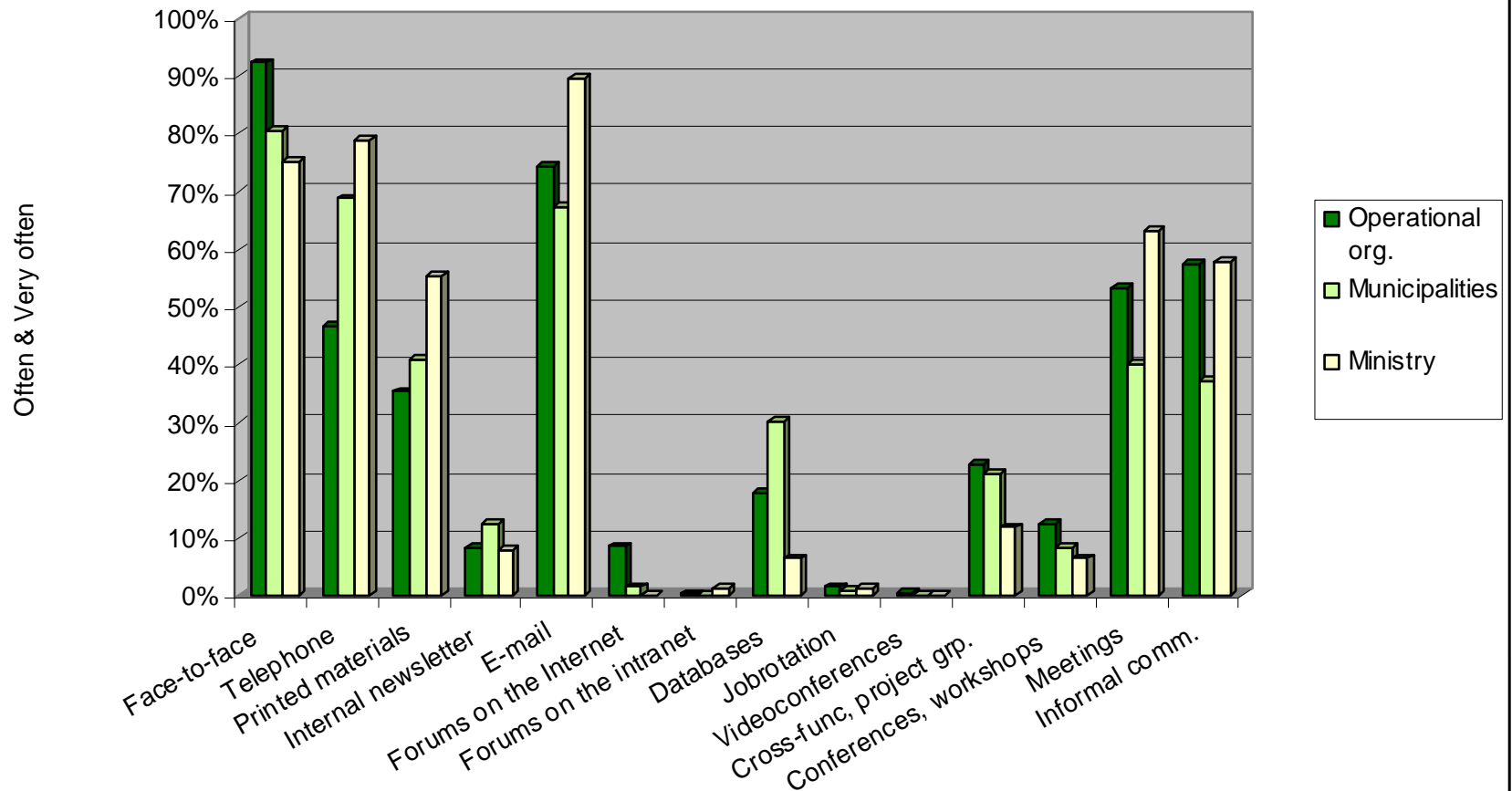


DIOS

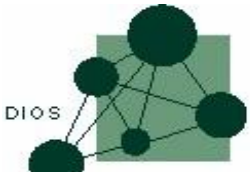
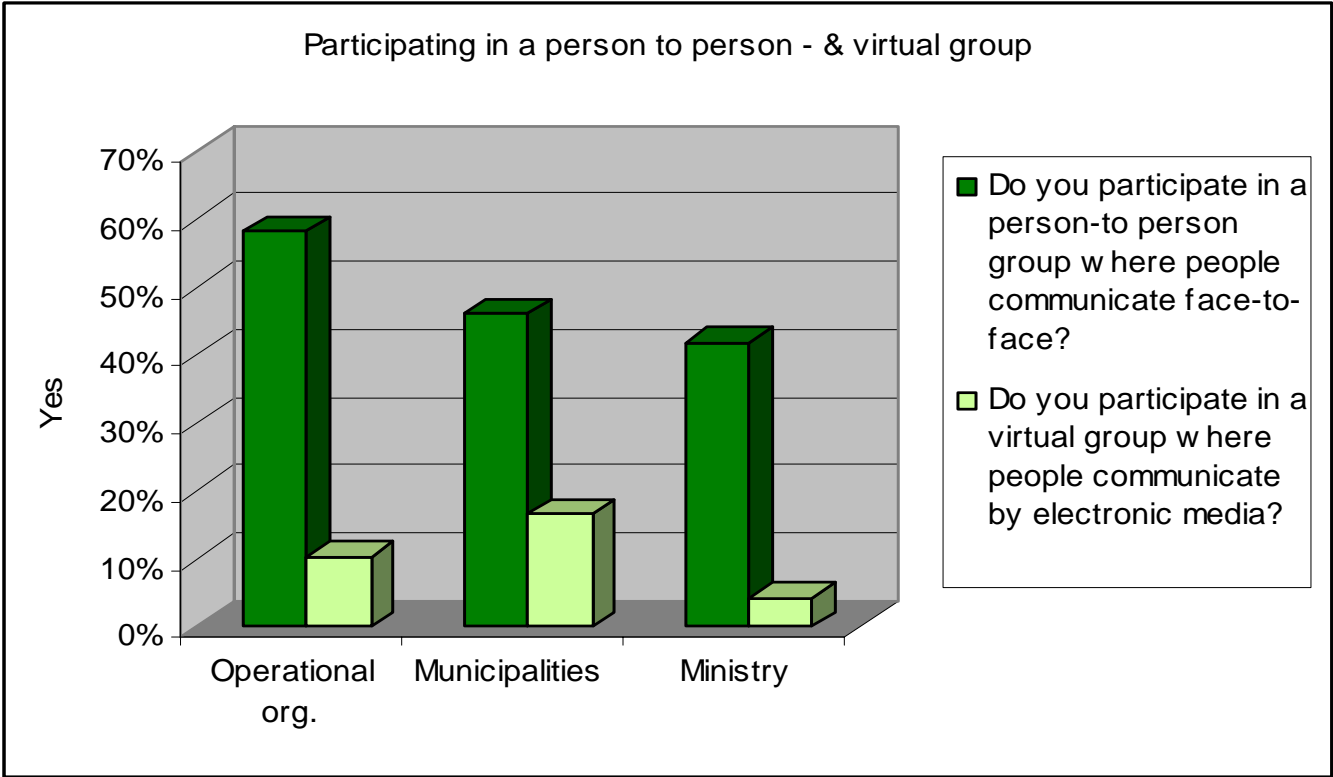


Media used for transferring knowledge to colleagues?

To what extent do you use the following media when you transfer knowledge to colleagues in your department

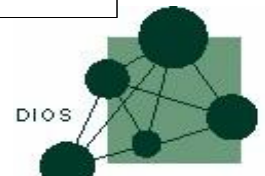
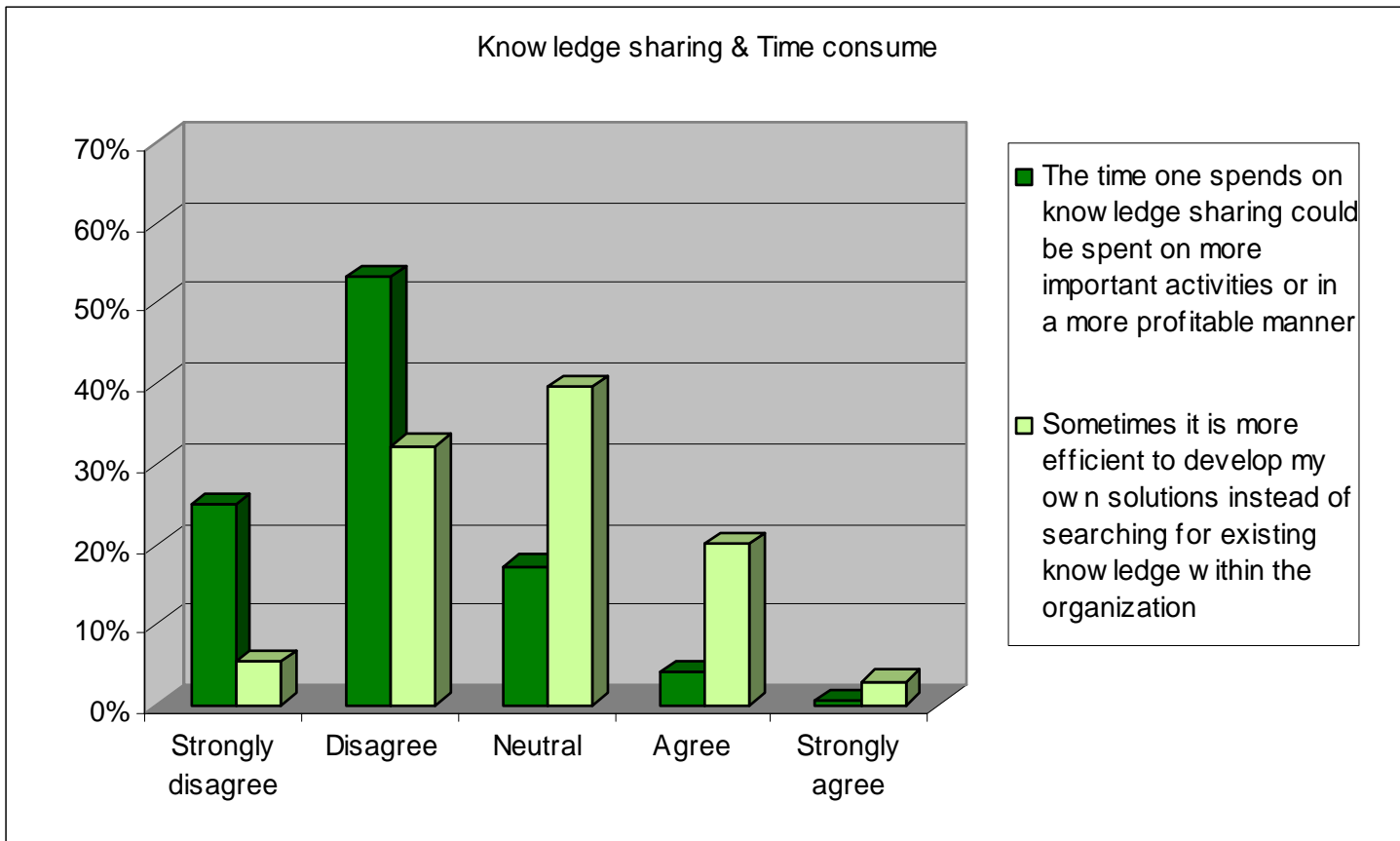


Participating in a person to person group - & virtual group

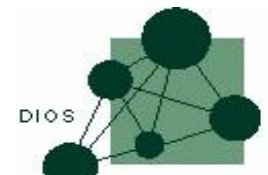
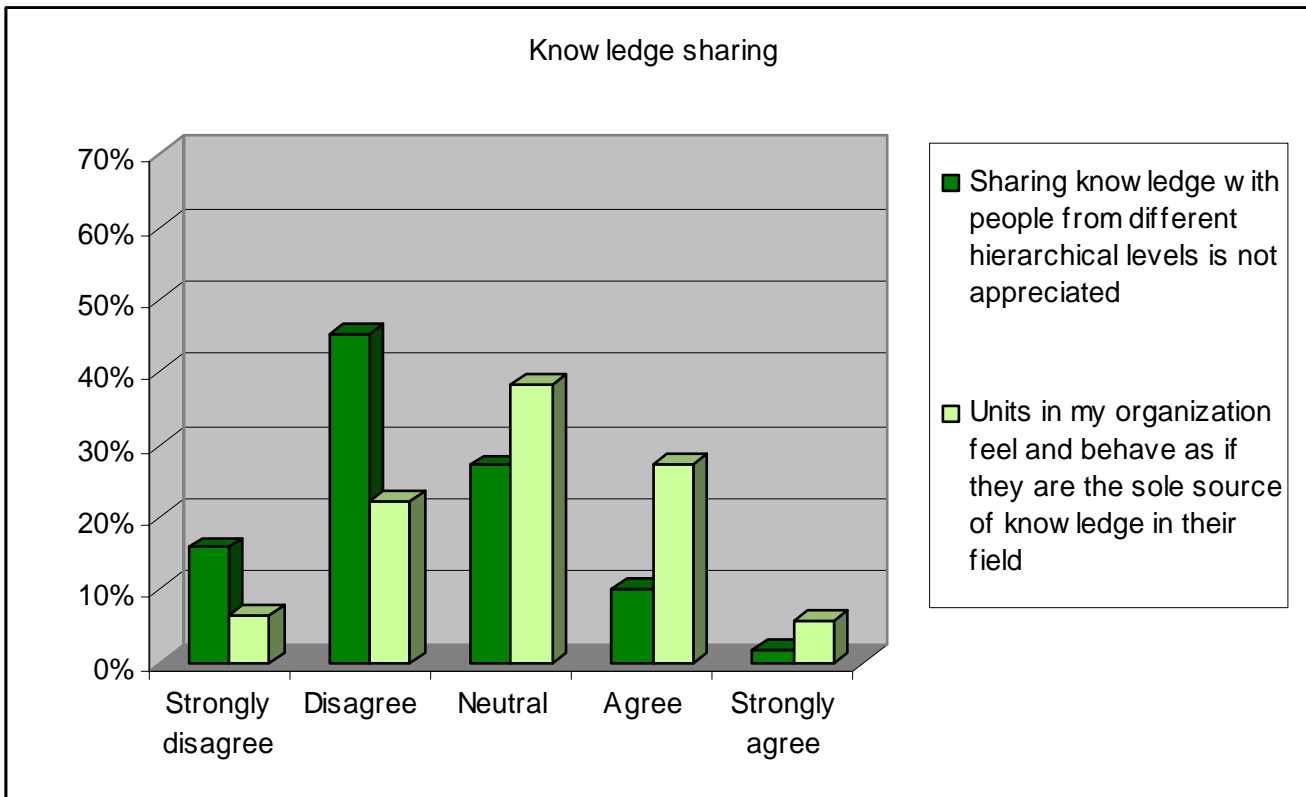


DIOS

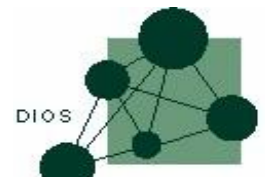
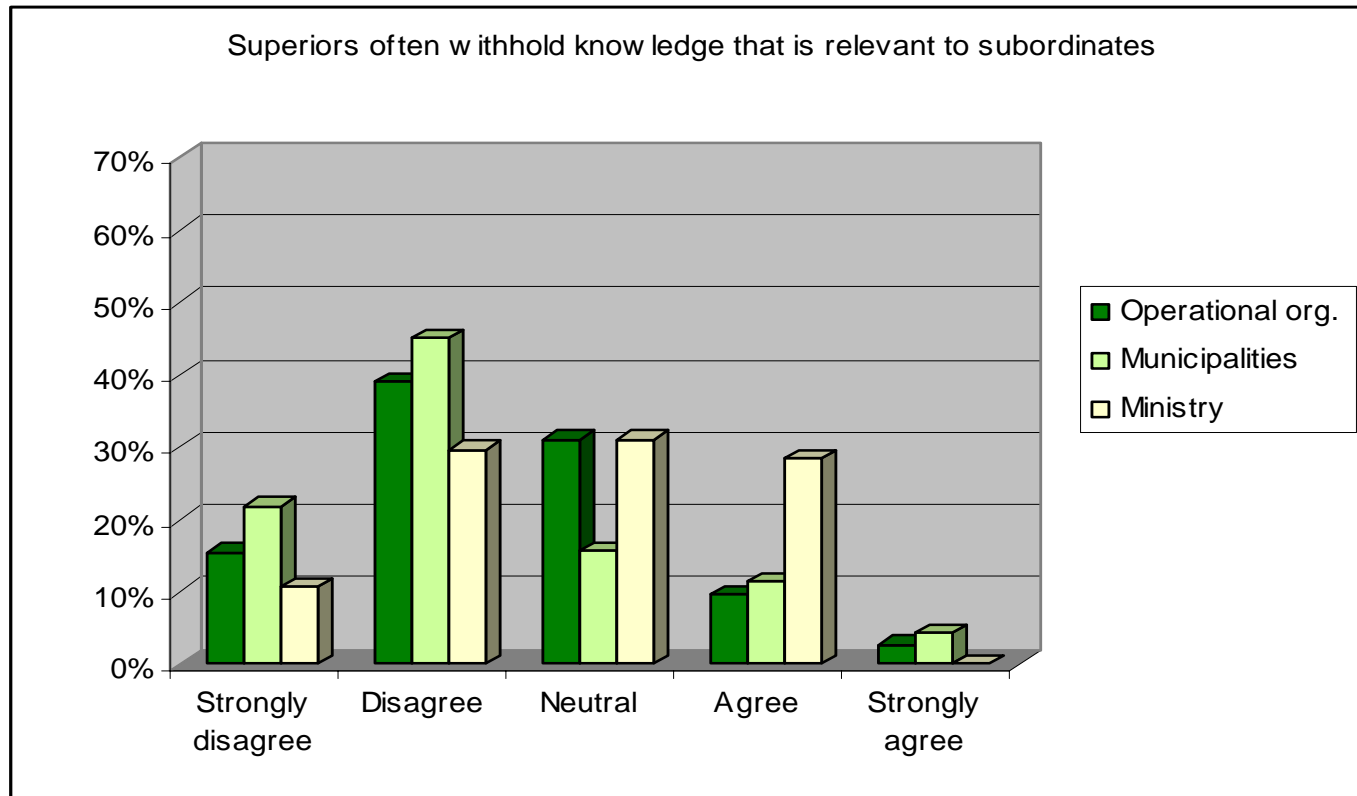
Time spent on knowledge sharing



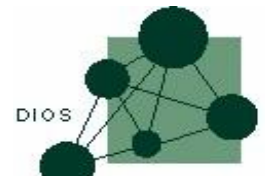
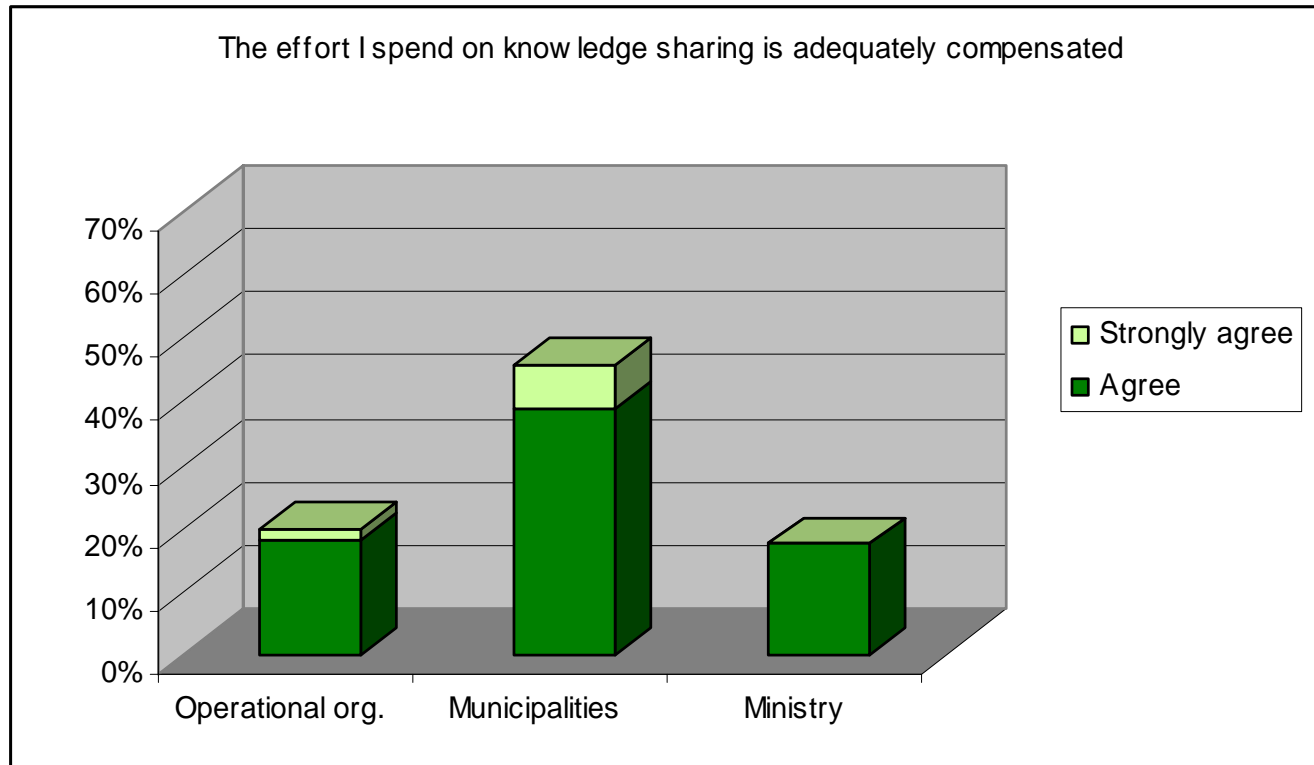
Barriers for knowledge sharing (status)



Barriers for knowledge sharing

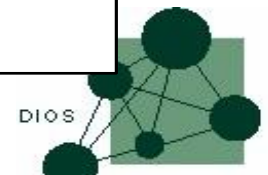
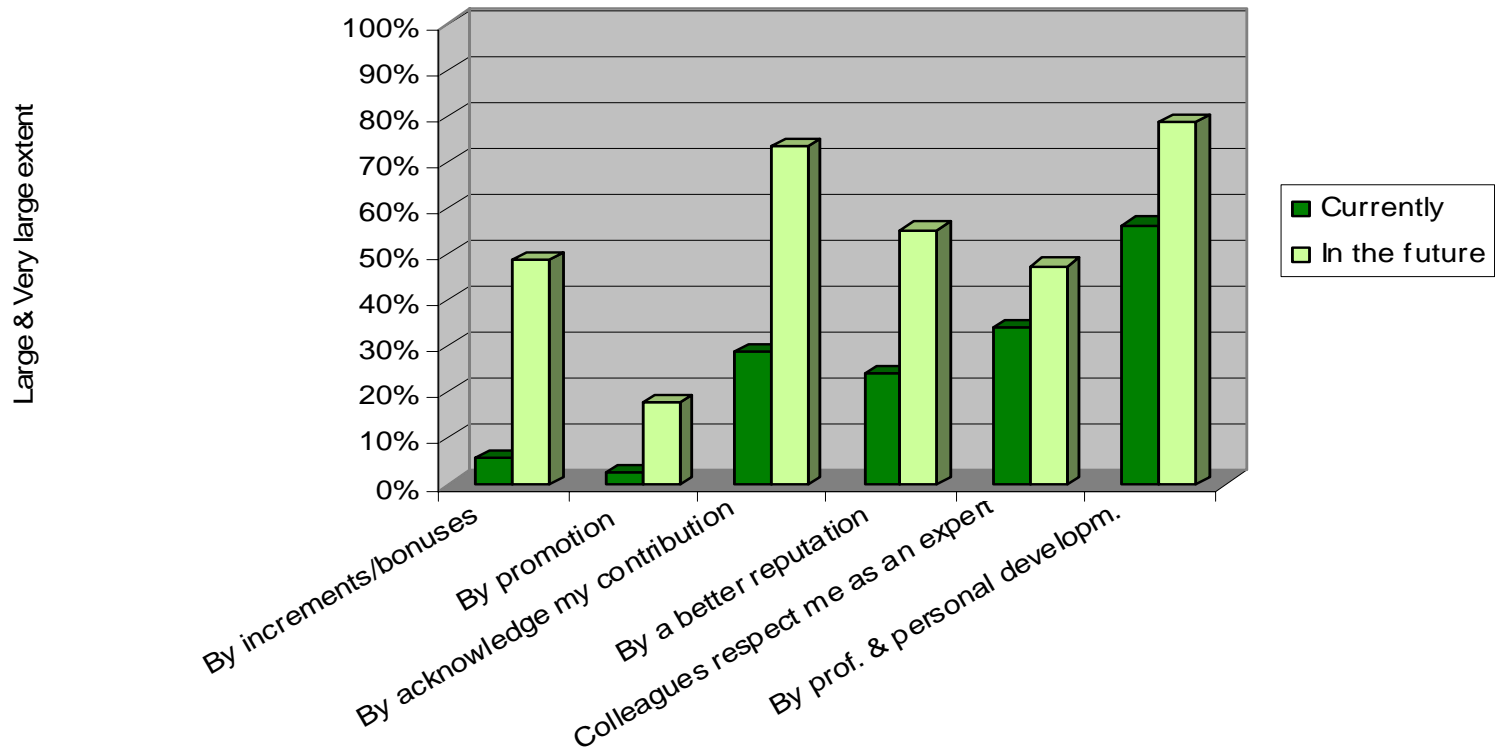


Knowledge sharing & Reward

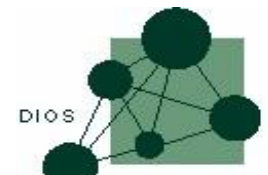
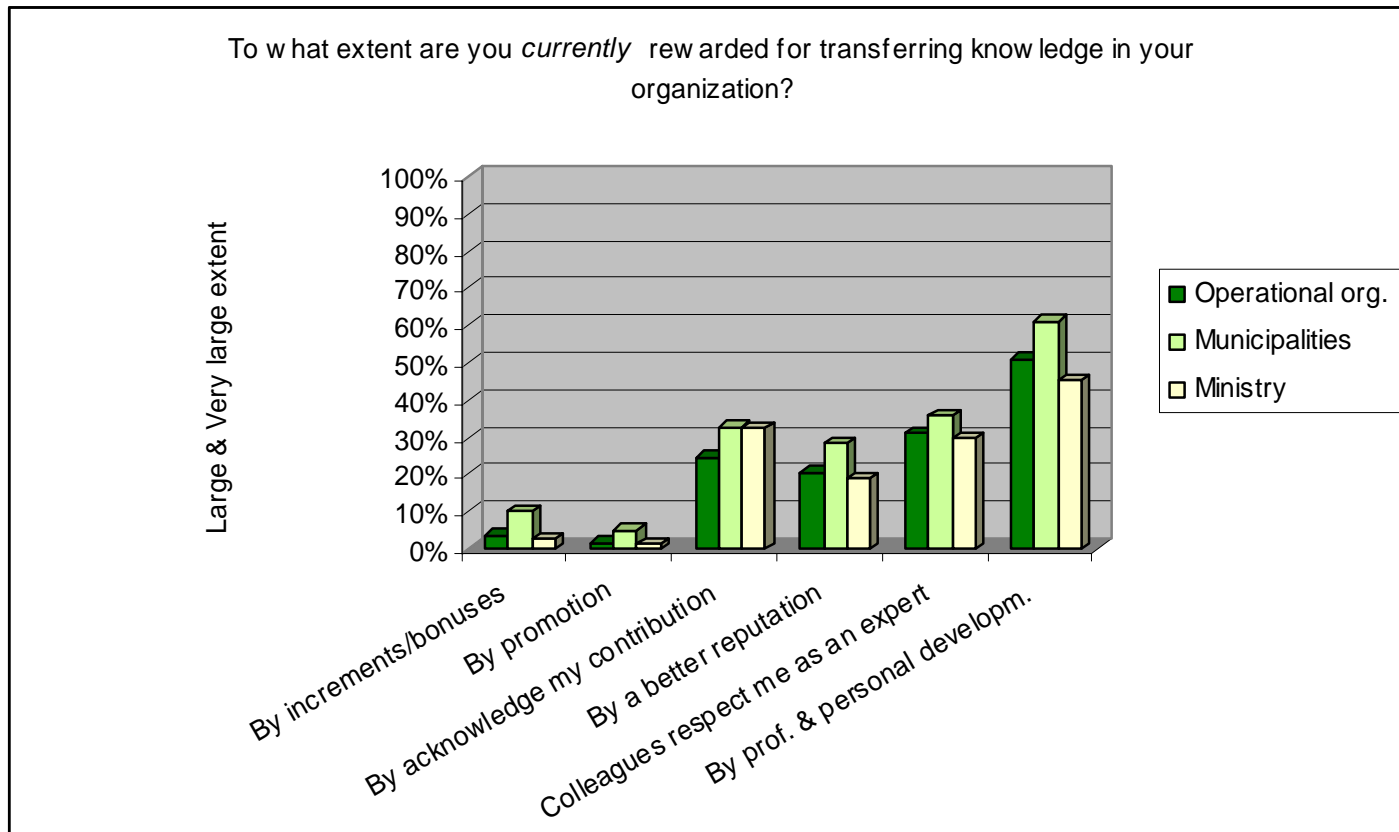


Knowledge sharing & Reward

To what extent are you currently - and in the future - rewarded for transferring knowledge in your organization?

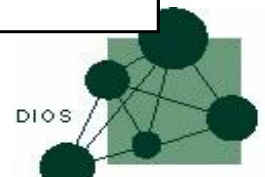
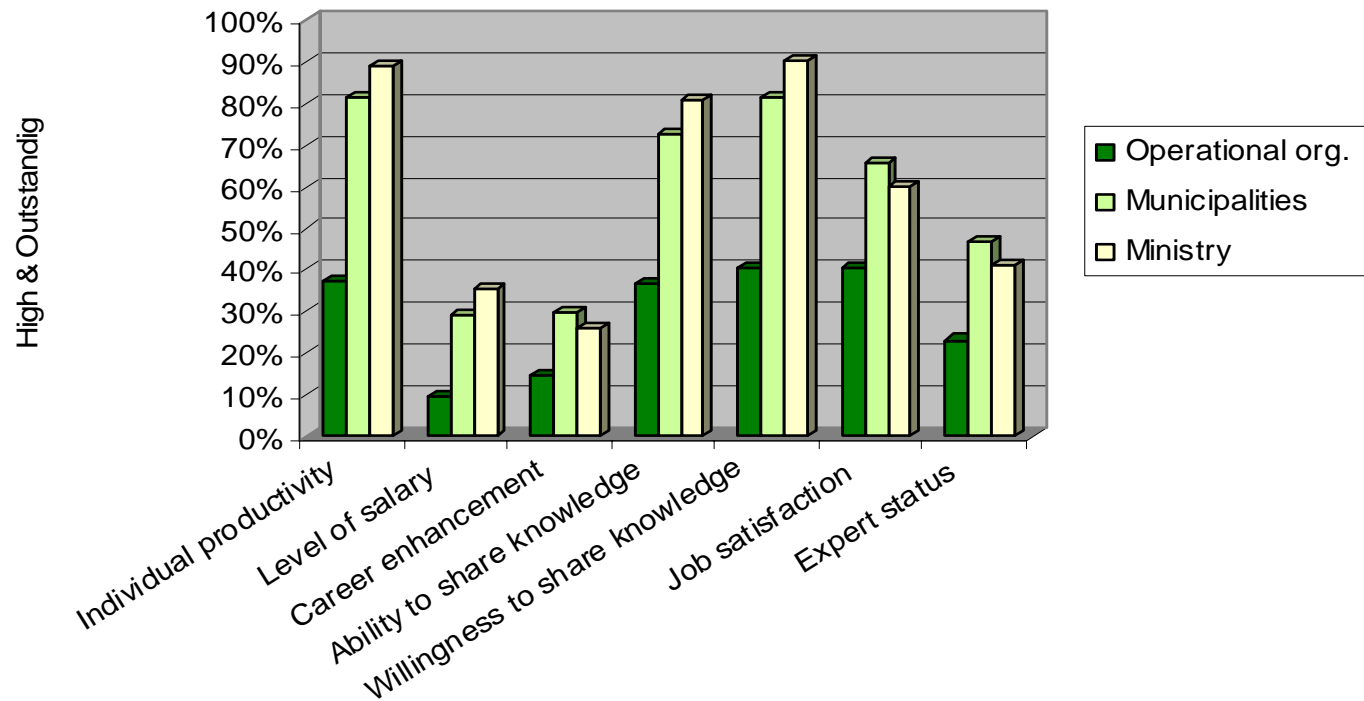


Knowledge sharing & Reward



Your performance compared to your colleagues

Please evaluate your individual performance compared to your colleagues on the following dimensions



Vigais

Europas navie

Volvo

Sauna & Vodka

Russere

Charles & Di

IRA
Nesten IRA

Tivoli
Legolar

Nesten russere

Flatt

Fri hastighet

Nyttars konsert

Godt kjøkken

Svarte bankkonti

Billigere

Billig

Mafia

Bade strand