

KM & Organizational Learning at Novell

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August 15th, 2003

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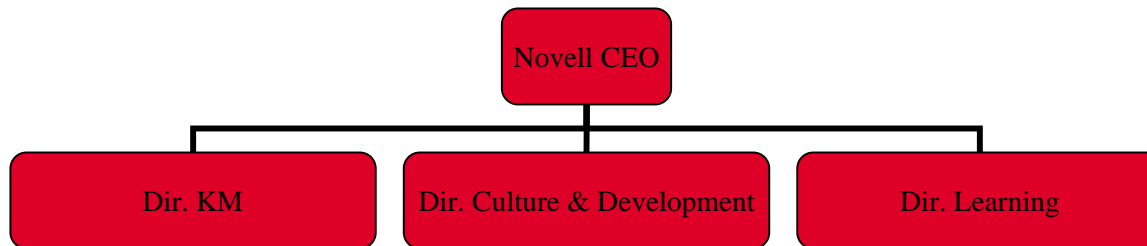


Agenda

- Common Vision
- Team Viewpoints
- Challenges
- Discussion
- Q&A



The KM Team @ Novell





Working Toward a Shared Vision: A World Without Information Boundaries

The KM Mission is to facilitate the creation, dissemination, and use of high-quality information and knowledge throughout the enterprise, in order to help achieve company goals and encourage individual and organizational learning.

The Culture Development Mission is to facilitate the development of a high performance culture -- a culture that focuses on operational excellence and business results.



Working Toward a Shared Vision: A World Without Information Boundaries

To provide comprehensive training development and delivery service that build employee intellectual capital, enabling business change and facilitating strategic company objectives.



Challenges

- How do we increase knowledge sharing and learning within Novell?
- How do we motivate people to participate in communities of practice and other knowledge sharing and learning activities?
- How do we best use our limited time and other scarce resources to its best effect?



Easier Said than Done

Bottom Line: We co-create the kind of company in which we all want to work . . .

- by invitation
- through dialogic inquiry
- through shared meaning
- to a new place where we could not have arrived alone
- Discover where informal learning takes place
- Foster its occurrence and incorporate into individual and organizational development.



Both teams view:

- Intellectual capital is seen as a valuable asset.
- Innovation is fueled by access to leading edge thinking.
- We can better leverage others' thinking and expertise/learning, and reuse work as appropriate.



Both teams view:

- Employees continuously learn, thereby increasing the collective knowledge/expertise within the company.
- Employees count on each other for accurate information and ask questions in a non-threatening environment.
- Confidence within communities plus knowledge sharing are a critical combination.



A New State of Being for Novell

- We want to become a learning organization that enables business change and facilitates strategic company objectives while building employee intellectual capital
- And learning organizations are characterized by knowledge sharing as a way of life

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How do we Develop a Company Culture Where Knowledge Sharing & Learning is a Way of Life?

- We face our dilemmas
 - Politics and different world views
 - Motivation (extrinsic and intrinsic)
 - Measurement (accountability and progress)
- We try and try again
 - Adopt a service orientation
 - Go where the energy is for traction
 - Choose a generative and regenerative path (both creative and adaptive)
 - Behave as active learners ourselves



Mantra for Change

It's easier to act your way into a new way of thinking than to think your way into a new way of acting.



Knowledge Sharing Time

I can share specifics about programs and practices within Novell, but first I'd like to take some time to listen to your thoughts, insights, wisdom . . .



Questions
