

KNOWLEDGE MANAGEMENT FOR THE QUANTITY SURVEYING PROFESSION

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PRESENTATION OVERVIEW

- ❖ Define 'knowledge management' (KM).
- ❖ Quantity Surveyors (QS), the services they offer and challenges to their professional status.
- ❖ The importance of being a 'learning organisation'.
- ❖ Can the QS profession successfully adopt knowledge management

DEFINITION

- KM is the identification and capture of the knowledge assets of a firm through a systematic management approach so that they can be fully exploited and protected as a source of competitive advantage (Scarborough & Swan 1999).

QUANTITY SURVEYORS (QS)

- "The accountants of the construction industry"
 - Financial
 - Legal
 - Procurement
- Building/development owners/sponsors and contractors

QUANTITY SURVEYORS (QS)

- Challenges
 - Higher Client requirements through the increasing complexity of modern construction projects
 - The impact of computerization
 - Competition from other professionals

LEARNING ORGANISATIONS

- "... an organisation skilled at creating, acquiring, and transferring knowledge, and at modifying its behaviour to reflect new knowledge and insights." (Garvin 1993)
 - Capture and systemisation of knowledge is a prerequisite
 - The key to gleaning greater knowledge is through facilitating
 - Sharing of tacit knowledge through socialisation

LEARNING ORGANISATIONS

- The key to gaining greater knowledge is through facilitating
 - Collation of discreet pieces of explicit knowledge to create new knowledge
 - Conversion of tacit knowledge into explicit knowledge i.e. externalisation what individuals know
 - Conversion of explicit knowledge into tacit knowledge, i.e. internalising explicit knowledge

LEARNING ORGANISATIONS

- Why learning organisations?
 - Response to rapidly changing dynamic business environment constantly in flux

LEARNING ORGANISATIONS

- Key characteristics
 - Fluid, flatter, less hierarchical structure offering less resistance to the seepage of knowledge
 - Strategy for the creation, acquisition and dissemination of knowledge
 - A shared vision
 - Emphasis on continuous learning
 - Holistic approach to learning
 - Tolerance of experimentation

BARRIERS TO THE IMPLEMENTATION OF KM

- Lack of a successful KM model within the QS profession
- Conservative attitudes – i.e.
 - a preference for stability rather than change
- Professional indemnity insurance constraints
- Lack of senior management support
- Unwillingness of employees to “share” knowledge
- Difficulties in valuing intellectual capital and showing its benefits

POSSIBLE KM TECHNIQUES

- Codification
 - Capturing
 - Storing
 - Sharing or transferring
 - E-mail
 - Internet
 - Intranet
 - Printed documents
 - CD ROMS
 - etc

POSSIBLE KM TECHNIQUES

- Personalisation
 - Capturing
 - Storing
 - Sharing or transferring
 - Peer tutoring
 - Regular meetings and training
 - Supervision/Mentoring
 - Reward system
 - Lesson learned

QS PROFESSIONAL'S EXPECTATIONS AND PERCEPTION OF KM

- Positive perception
 - Benefits to company and self
 - Personal greater than company
 - Most QS willing to share knowledge with others
- Increase in innovation less likely
 - Lack of emphasis on creating knowledge

QS PROFESSIONAL'S EXPECTATIONS AND PERCEPTION OF KM

- Critical factors to success
 - Top management support
 - Active employee participation
 - Application of IT system
 - Creation of knowledge sharing space

QS PROFESSIONAL'S EXPECTATIONS AND PERCEPTION OF KM

- Barriers to implementation
 - Lack of time
 - Lack of understanding of KM
 - Difficulty to locate, capture, generalise and store knowledge
 - Resistance from top management to change current practice & employ new management approach

CONCLUSIONS

- KM applicable to QS firms
- Means of enhancing QS professionalism both individually and organisationally
- Hidden limitations
 - Knowledge sought is mainly in-house
 - Does not extend depth or breadth
 - Knowledge creation less emphasized
 - No new knowledge created
 - Professional expansion limited

CONCLUSIONS

- Hidden limitations
 - Validity of knowledge exchanged needs experiential proof
 - Chance of theoretical inaccuracies

Thank you.

Any questions?