

PRESENTER’S NAME, POSITION AND ORGANISATION

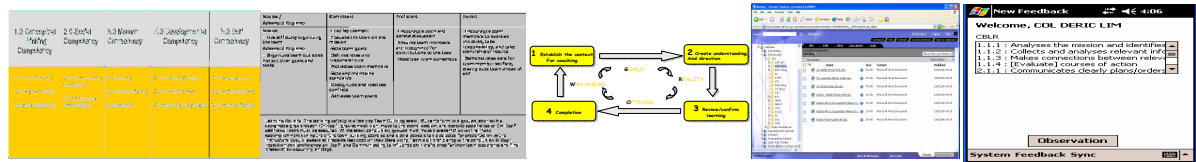
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THE BACKGROUND AND PURPOSE OF THE KM EFFORT

Since 2002, KM efforts in the SAF has been propelled by leader development programmes at all levels, for its workforce is able to develop and continuously learn, to channel its operational experiences as individuals and in teams, and using a leadership competency model (LCM).

WHAT WE DID

We operationalised the LCM. The competencies and skills are in effect soft-skills required to be developed in any knowledge worker. Some of the key KM initiatives we used are:



Competency-Based Learning. CBL capitalizes on instructor experience to observe and provide feedback on trainee leader development, based on previous experience and best practice templating of desired leader behaviors (based on the LCM). The rubrics serve as a KM tool to explicate common knowledge, as in best practice, for transfer at the individual level.

Coaching conversations. In the conversation exchanges that follow from CBL and during AARs, previous experience forms the basis for learning to take place, and coaching is therefore a KM tool.

Storytelling. Commanders will begin to use organisational level stories for knowledge transfer at the system level, and to foster common identity. At the personal level, stories effectively transfer knowledge between individuals.

CoPs. Many CoPs within SAF are formed both voluntarily and more recently, as mandatory working requirements to encourage knowledge sharing, such as the need to exchange doctrinal knowledge and information, and to support peripheral learning opportunities.

AARs. As part of leadership development, leaders are prepared in the techniques of facilitation in order to draw out the lessons learnt during AARs, and the next stage to this effort is to ensure that there is seamless capture and reuse of lessons learnt.

Technology Imperatives. These include the website, the Learning Management System (LMS), the use of “LECTORA”, Content Management Systems (CMS), and mobile tools such as PDAs.

ISSUES AND CHALLENGES

We have encountered issues with **manpower resources**, specifically the increased need for full time dedicated resources for KM activities like electronic records and document keeping, and knowledge exchange networks, development and maintenance of taxonomies, information architecture and meta-data. In **content management**, the challenge is to discern between what (documents) we need to keep and which to be catalogued as records. Also, we are working towards building **knowledge hubs** with common technology architecture, to support KM.