



# Knowledge Audit: A case study from a Greek consulting company

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## Knowledge Audit

### Presentation Structure

- Brief Knowledge audit process description (aims, steps)
- Questionnaire overview
- Case Study: A Greek consulting company

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## Knowledge Audit Aims:

1. To gain information via the direct voice of employees
2. To investigate the K.M "health" of a specific organisation company
3. To identify barriers of knowledge and information flow
4. To examine the work culture and attitudes of people within the organisation that affect K.M
5. To examine how well the management supports K.M with existing processes, policies
6. To evaluate and quantify all these K.M factors
7. To provide a good basis for a K.M initiative start up

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## Knowledge Audit Process

1. Briefings with the company managers
2. Audit questionnaire development
3. Pilot survey runs
4. Questionnaire customization (Final version)
5. Interview planning and arrangements
6. Face to face interviews
7. Data analysis
8. Initial presentation to company managers
9. Final action plan

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## Knowledge Audit Questionnaire

8 categories of questions (total questions 63):



1. **Personal Data** (8 questions)
2. **Basic Knowledge profile** (7 questions)
3. **Work profile analysis** (7 questions)
4. **Strategy and Management profile** (9 questions)
5. **Knowledge Resources & preferred methods of knowledge gaining** (8 questions)
6. **Corporate Culture** (5 questions)
7. **Motives and salaries** (2 questions)
8. **Knowledge Management in the company** (17 questions)

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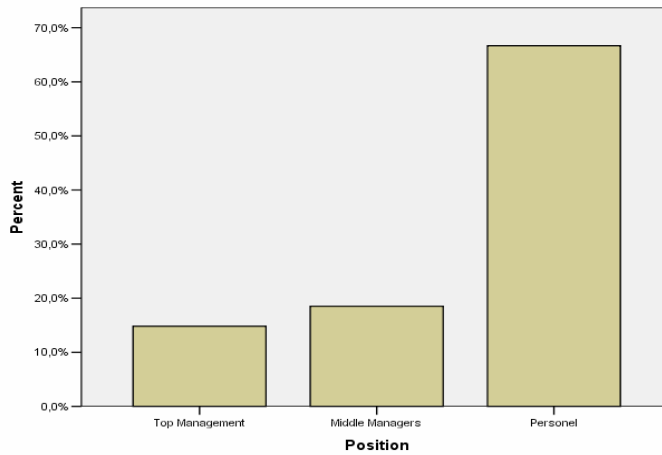
## Knowledge Audit Report

Case Study:  
A Greek Consulting Company ...

Audit Period: June-July 2006  
Personnel: 27  
Audit Duration: 10 work days

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## Demographic Details (1)

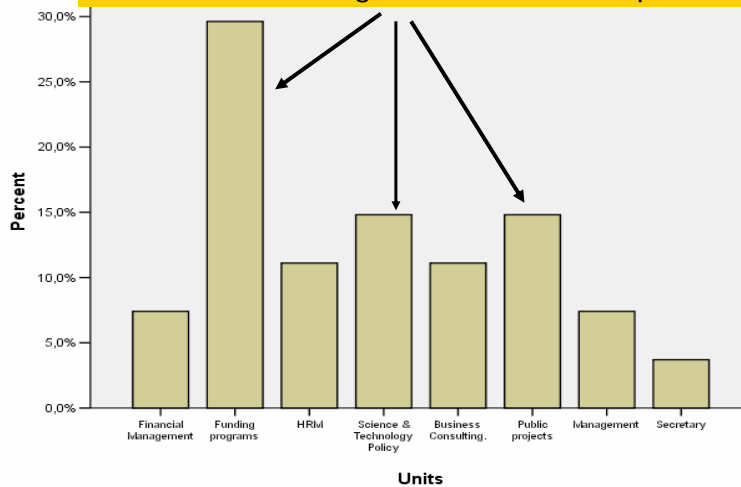


One to three has a managerial position (small teams)

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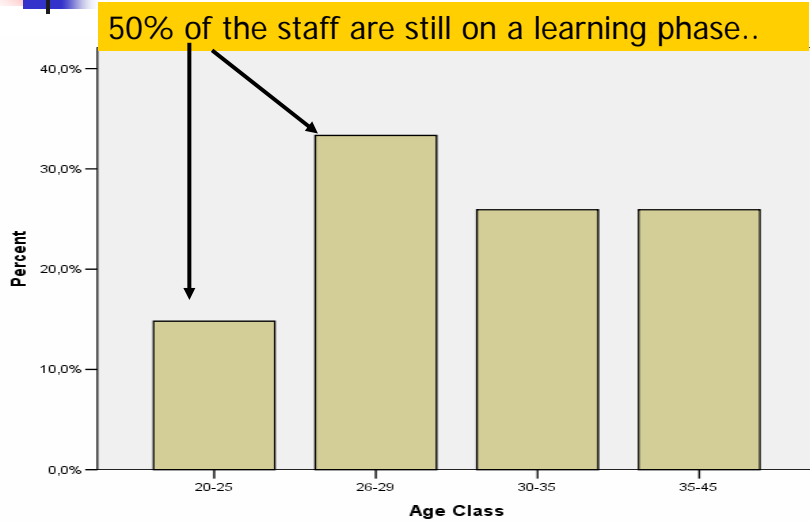
## Demographic Details (2)

Core staff/knowledge comes from 3 departments



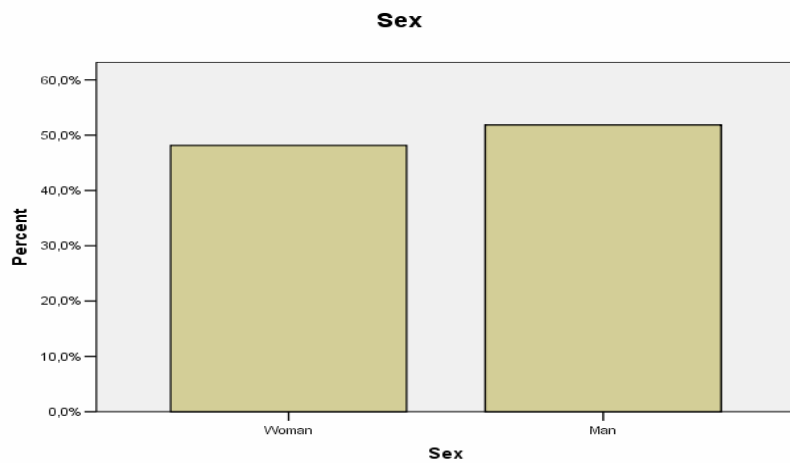
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### Demographic Details (3)



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### Demographic Details (4)

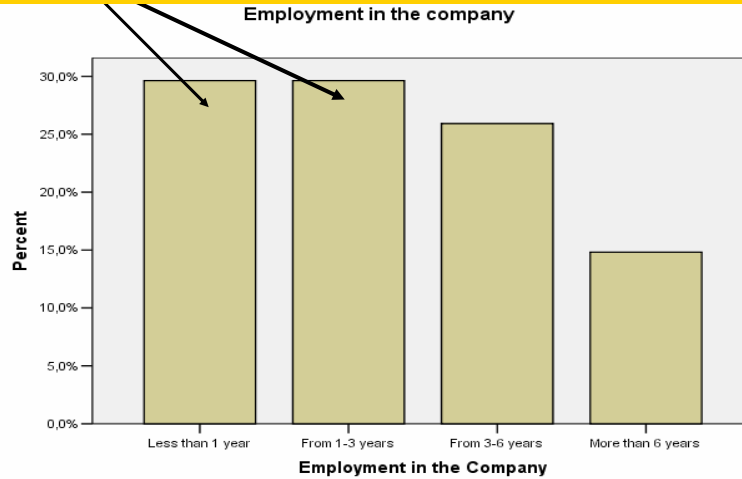


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## Demographic Details (5)

Tacit Knowledge is missing or is low for 60% of staff?

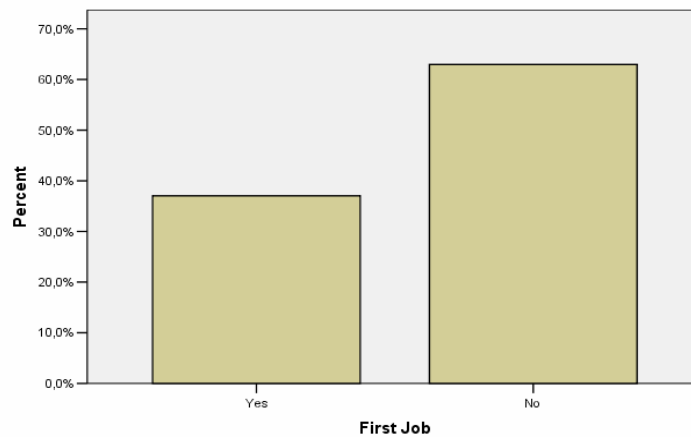


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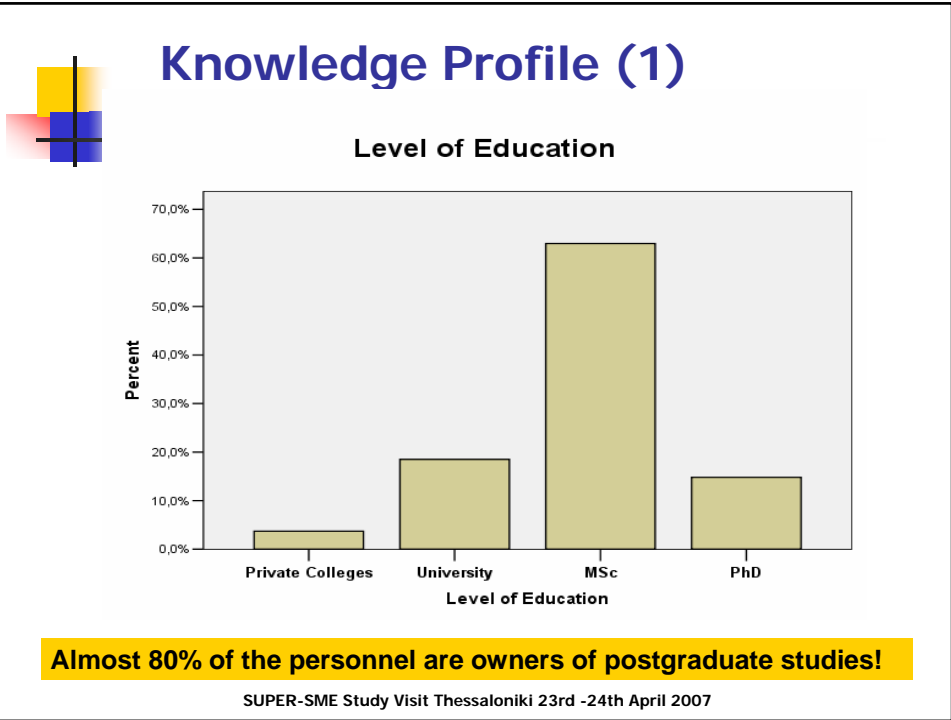
## Demographic Details (6)

First Job



64% of the current personnel had a type of previous experience

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## Knowledge Profile (2)

Basic IT & Software Skills		Average	Variability
1	Basic skills of computer use	4,89	0,1
2	Internet Browser	4,7	0,37
3	Search of information and files on the internet (use search engines)	4,7	0,2
4	Word	4,63	0,24
5	E-mail application	4,63	0,55
6	Excel	4,44	0,56
7	Power Point	4,15	0,82
8	Access	2,7	1,6

**Possible training needs ...**

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## Knowledge Profile (3)

Professional experience distribution in years  
(an index of tacit knowledge)

What is your experience in the following topics? (years)		Average	Variability
1	Project Implementation	4,6	17,6
2	Project Management	4,27	16,8
3	Several Studies	4,18	15
4	Proposal Preparation/Writing	4,13	13,6
5	Consulting Services	3,5	13,7
6	Financial Services	3,1	16,8
7	Business Plans	2,3	8,8
8	Quality Systems	2	12,5
9	Services/Product Development	1,2	4,8

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## Knowledge Profile (4)

Usability and awareness level of indiv. intellectual capital

	Usefulness and level of awareness of : theoretical knowledge, prof. experience, personal networking)	Usefulness to me	Usef. to others	Awareness from others
1	Theoretical Knowledge (studies)	3,7	3,6	3,3
2	Professional Experience	4,4	4,2	3,4
3	Personal business networking	3,4	3,3	2,3

Profes. experience is considered far more useful for the owner & for the others

Personal contacts (know-who) are ranked almost as useful as theoretical knowledge but are still unknown to the other colleagues

Another test revealed that middle managers consider their experience and personal contacts more useful than top management and personnel

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## Work profile (1) (Average)

	Analysis of work time	Percentage	Minutes/day
1	I look for information on the internet	13,2%	67
2	I read and reply to e-mails	13,2%	67
3	I process electronic documents (reading and writing)	30,2%	154
4	I read printed documents (books, manuals, etc)	11,2%	57
5	I participate to formal company meetings	4,4%	22
6	I participate to informal meetings (10 minute discussions, coffee & lunch breaks, etc)	6,8%	35
7	I talk on the phone with customers, partners	11,6%	59
8	I participate to external meetings with costumers, partners	7,9%	40
9	I participate to business events	1,5%	8
	Total	100 %	510

- On average people spend 68% of work time in front of the monitor!
- One average people spend 32% of work time in social interactions (phone, informal meetings, formal meetings, customers, events, etc)

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## Work profile (2)

	It is necessary to communicate with ...	Average	Variability
1	My units' manager	4,7	0,37
2	Staff of my unit	4,6	0,7
3	Top management	3,7	1,8
4	Secretary	3,5	1,3
5	Staff from other units	3,3	1
6	Managers from other units	2,8	0,37

High need for internal communication among units and with top management (Very high agreement)

Moderate need of communication with staff from other units

Low need of communication with other units' managers ! (high agreement)

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## Work profile (3)

	I communicate with ...	Average	Variability
1	Top management	3,59	1,7
2	Unit of Funding programs	3,59	2,3
3	Unit of Financial management	3,56	0,95
4	Secretary	3,4	0,8
5	Unit of Public projects	2,8	1,7
6	HRM unit	2,7	1,45
7	Unit of Science & Technology Policy	2,7	1,8
8	Unit of Business Consulting	2,5	1,6

A relatively low communication among all personnel (average) and 4 units  
High agreement about communication with Secret. & Financial unit

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## Profile of work position..

### Other Conclusions:

- There were several differences in communication among the units and inside the units
- A trend of more frequent communication with the secretary was identified for the newcomers (new employees)
- Communication with secretary seems to be more frequent with the Business Consulting & Financial Management units

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## Other Conclusions....

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1. The employees security feeling and level of satisfaction varies with the age, sex and with the company units they work for.
2. The personnel level of ambition varies with their age.
3. The willingness of personnel involvement to other company tasks varies with their age.