

Concept paper

cohesion's role as a knowledge building and sharing organization

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1 INTRODUCTION

The knowledge & information revolution is radically changing not only the lives of individuals, but also the manner in which institutions operate. Organizations must reconsider how they operate internally and how they relate to one another at a local, national and international level. There is a need to develop a knowledge infrastructure which allows knowledge to be built upon and shared among the masses, individuals in an organization, across organizations in the same or different sector, and between countries. The initial purpose of the present paper is to build understanding of present status of knowledge building at organizational level and its sharing as undertaken in a range of different contexts of Cohesion's endeavors. Specific objectives are to

- undertake research into organizational initiatives so far to build knowledge, if any and to
- devise a strategy for its effectiveness as a new dimension to the organizational identity in the phase of increasing importance of knowledge and its management.

1.1 DEFINITIONS OF KEY WORDS

Knowledge building

Knowledge Building may be defined simply as "the creation, testing, and improvement of conceptual artifacts. It is not confined to education but applies to creative knowledge work of all kinds" (Bereiter and Scardamalia, 2003)

There are differences between Knowledge building and learning. Learning is an internal, (almost) unobservable process that results in changes of beliefs, attitudes, or skills. By contrast, Knowledge building create or modificate the public knowledge. KB is knowledge that lives 'in the world' and is available to be worked on and used by other people.

Knowledge management¹

There are many different definitions of KM. In essence, it means systematically and routinely creating, gathering, organizing, sharing, adapting, and using knowledge—from both inside and outside the organization—to help achieve organizational goals and objectives (38).

Knowledge sharing²

Knowledge Sharing is about connecting people with behaviors that seek and share knowledge as 'the way we work', putting in place simple ways of capturing, distilling, validating, storing, applying, and reusing what we know for learning and innovation; last but not least, it also relies on technology to enable

¹ Managing Knowledge to Improve Reproductive Health Programs, MAQ PAPER NO. 5, DECEMBER 2004, USAID

² UNFPA

the know-who, know-how and know-where to be found and accessed wherever it resides.

1.2 COHESION: OVERVIEW

Cohesion evolved in 1996 from a group of professionals who wanted to expand their learning and experience to the underserved areas of the society. Therefore this group started working together taking up projects based on their expertise and areas of interest. After many successful and positive results a need was felt to start implementation work and expand the human resources for maximum outreach at the grassroot level. In the year 2001 Cohesion was formally registered as Cohesion Foundation Trust. Since then learning process has never stopped. We have learned from every project and each stakeholder in the process. In this journey we have taken guidance from other organizations and given our support too.

Today Cohesion works as an implementing organization and also provides support to other NGOs in various fields. In the recent past of our operations we have realized the need to build upon our knowledge base and strengthen our human resources. These two aspects combined together will help to enhance implementation capabilities of individuals and organizations affecting various developmental challenges with livelihoods as one of the major challenges. Livelihood is a challenge because it is a core issue cross cutting many other issues related to women, gender and equity.

We believe that organization development (OD) processes should begin in our organization first and then only we can advocate them to other organizations. OD is a complex strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges. OD involves organizational reflection, system improvement, planning, and self-analysis.

Internal OD processes, such as **Envisioning Exercise, Appreciative Enquiry, SWOT analysis and Values Determination** etc have been carried out and internalised. The learning from these internal exercises helps us in disseminating the same to other organizations.

1.3 WHY KNOWLEDGE BUILDING AND SHARING?

In the early years, we were not well equipped to systematically capture and organise the wealth of knowledge and experience gained from staff and development partners, and create links between groups and communities working on similar topics. Many staff could not comprehend the future benefits and were ignorant towards knowledge management. Managing knowledge is becoming increasingly important for us due to following reasons:

- Periodic reorganizations due to changes in the stages of the organization , i.e. shift from infancy and go-go to adolescence, can break the thread of institutional memory.
- Experience is dispersed along with the members of temporary teams when projects end;

- Programs also include some contract staff, whose knowledge is less likely to be transferred to the organization; and
- Joint initiatives expect organizations to temporarily set aside rivalries and share knowledge.

The effort has recently started on a pilot basis and the progress so far and conceptualization of the future planning can be divided into following

- OD workshop with the team in June 2006: Aim was to assess the present situation of KBS at organizational level, readiness of the staff and define the core areas of organizational knowledge.
- OD exercise with organizational leaders, advisory members and resources persons in December 2006: Aim was to review the previous workshop and enhance and expand organizational development and strategic planning processes in the context of KBS

Based on the experience and the ongoing efforts for Knowledge Building Cohesion would be able to (results of workshop)

- Develop linkages with external knowledge platforms;
- Document and share the experiences of OD;
- Share implementation experiences;
- Transform the lessons learnt from experiences in the past into training;
- Capitalise experiences and lessons learnt by publishing in the form of audio/ visuals and
- Organize a seminar cum workshop at state level to share with others about Cohesion's programmes.

1.4 KEY KNOWLEDGE CHALLENGES

As an organization, Cohesion faces knowledge challenges. One way or the other we have tried to face these challenges but still lot needs to be done. The first challenge is sharing knowledge. Staff needs to be constantly encouraged to take advantage of the knowledge, experience, and expertise available in their own and other organizations and share their own knowledge with their colleagues. What happens is that sometimes due to pressure of project deadlines, we fail to see and learn from others. The result is that more time and resources go into a project whereas we could have saved a lot by using the methods and processes adopted by others under similar conditions. This happens within the organization as well.

Second challenge is learning from experiences. We must draw on proven practices and lessons learned when planning projects and making decisions. The truth is that we do document good practices and experiences in the form of various project reports to be submitted to funding organizations. But the same needs to be internalized for our own reference in future, because often when we need such information it is not traceable due to gaps in documentation system (manual/ electronic).

Third is coping with flood of information or limited access. There is abundance of information available on the net. But that also needs to be screened and analysed for deriving proper use. In our case the connectivity of net in field areas is poor so this is not too relevant so we face limited access to information from web. Information to such areas is made accessible in the form of printed documents and electronic files.

2 KNOWLEDGE BUILDING DONE SO FAR

The effort for structured and formal KBS system has recently begun but that cannot neglect the knowledge assets created in past by Cohesion. We have been able to develop quality knowledge based on our experience. We have also shared it at various levels. What we have lacked is the knowledge management that has resulted into information not being used judiciously and not available when required.

At any point in time, the Knowledge Asset represents the very best and most current knowledge in areas that are critical to an organization. Before discussing what needs to be done, it is important to recollect what knowledge assets Cohesion has created so far. Listed below are some of our knowledge assets proving our ability in diverse facets of development sector.

Background/ Objectives of study	KBS done
2.1 RESEARCH STUDIES	
a) Water	
Women and Water	
<ul style="list-style-type: none"> • To understand the status of drinking water in one of the drought prone blocks of Kachchh • To find out the relationship of women and water and their access and control over water resources. • To improve the design of programme and involvement of women in water related project. 	<p>Better understanding of relationship between women and water.</p> <p>Understanding the social, political and economical impact of water related issues on women and the context that shapes them.</p> <p>Recommendations and learning's from the study helped us in forming strategies for increasing involvement of women in water programmes. The study was mainly used internally and submitted to CARE also.</p>
Process documentation research (PDR) work for participatory irrigation management (PIM) for AKRSP	
Background	They liked the work a lot, which

<p>Cohesion, at the behest of AKRSP, carried out PDR in their PIM projects in South Gujarat from April 1998 to December 1999. The areas selected, were mainly tribal inhabited. This work was done in projects with different age and the field investigators were placed permanently in these projects</p> <p>Objective of study</p> <p>To observe and document processes, involving different stakeholders, e.g. different sections with in community, Government and facilitating NGO.</p>	<p>gets demonstrated by the written feedback from the then CEO of AKRSP, whose feedback is summarized as, <i>'The Process Documentation work done by COHESION is very nice and interesting.'</i></p> <p>AKRSP used this work for their learning and policy advocacy.</p>
<p>b) Agriculture</p>	
<p>Dryland Agriculture as Source of Food Security and Livelihood Alternative</p>	
<ul style="list-style-type: none"> • To study existing dry land farming practices • To study irrigated farming and input supply • To examine alternative dry land crops and their adaptability • To examine monitory contribution of agriculture to household economy • To assess the impact of disaster on agriculture economy and suggest coping mechanisms • To suggest short term interventions 	<p>The findings of the study were linked to design the strategies related to similar projects by Cohesion. The study report was disseminated to GUIDE, Abhiyan, partners of Oxfam and CARE.</p> <p>The study is referred whenever similar projects are designed to learn from the findings and future scope</p>
<p>Establishing a monitoring mechanism to capture changes in market sheds covered by International Development Enterprises, India (IDE)</p>	
<p>Background</p> <p>IDE, an international NGO, is making endeavors for 'Integrating Poor into Market Systems' (IPMAS) by establishing a monitoring mechanism to capture changes in marketsheds. To achieve this they are carrying out independent, longitudinal socio-economic impact assessment of five marketsheds, which are representative of the fifty marketsheds where they are implementing IPMAS. Cohesion is one of the five partners and is doing this study in Gujarat since February 2005.</p> <p>Objectives of the study</p> <p>To focus on understanding the current status of the marketshed and developing a base line data for the</p>	<p>KBS done</p> <p>It is ongoing and envisaged that the learning will be used for the strategy formulation of IDE and shared with other stakeholders in the development sector..</p>

longitudinal research study in the coming years.	
c) Livestock	
Diagnostic Study of Livestock Practices & Scope for Livelihood Intervention	
The study, carried out at Kutch in the year 2002-03, focuses on understanding local livestock practices and looks for alternatives to strengthen livelihood of local population. It takes account of existing livestock and rearing practices.	The findings of the study were linked to design the strategies related to such projects by Cohesion. The study report was disseminated to GUIDE, Abhiyan, partners of Oxfam and CARE.
Study on Inclusion of Livestock Management in Watershed Development Project	
Cohesion, at the behest of Danida, carried out a study on inclusion of livestock management in watershed development project.	Report on role of livestock management in the farming system practices in the watershed area and its potential for inclusion in watershed development. Instruction manual for planning and monitoring tools for inclusion of livestock management activities in watershed development projects. The study has been shared with different agencies from Government, Non-Government and international organizations.
d) HIV/AIDS: Health Care Provider Study (HCPS) in Gujarat	
We had been selected by DFID, Family Health International (FHI) and Gujarat Govt. as an agency to carry out HCPS in Gujarat. We had mobilized a team of more than 35 people, with varied background such as market research, medical sciences, sociology, and management.	Our work was appreciated by everybody and we received a commendation note from the Asia office of FHI. Used by Govt and referred to quite often. FHI shared it widely in India and internationally. It is on their web site too.
2.2 DEVELOPING MODELS AND SHARING	
a) Organic farming (Kutch and Patan)	
Cohesion is trying to develop replicable models of organic farming on demonstration basis. These models are based on the organic farming practices that are feasible at village level and are easy to adopt by the	The success of the cultivated farm will pave the way for others to follow based on the success.

farmers. A demonstration farm is prepared with selected farmers is first cultivated.	The best practices will be developed as case studies and act as a reference for future use
b) North Gujarat Sustainable Groundwater Initiative (NGI)	
The North Gujarat Sustainable Groundwater Initiative (NGI) is an action research project to experiment innovative ways of managing agriculture with reduced stress on groundwater, besides demonstrating the impacts to the farmers. The NGI is supported by Sir Ratan tata Trust (SRTT) and has International Water Management Institute (IWMI), Cohesion and other two partners. The area for the intervention for IWMI-Cohesion partnership was decided to be Deodar and Kankrej talukas in Banaskantha district and Patan taluka in Patan district, as this form a contiguous block. Moreover, these areas are among the ones, which need to be immediately addressed for conserving ground water. The partnership started in October 2005.	It is envisaged that the partnership will provide a clear picture of the issues related to replication and advocacy in similar parts of the Gujarat and other states.
2.3 DEVELOPMENT OF MODULES/ MANUALS	
a) Training module on SHG for Swaskati Project (Being used internally.	Shared with others but not widely. Swashakti Project did not use much because of too many staff changes there.
b) Training module on Gender analysis for Swaskati Project	Being used internally. Shared with others but not widely. Swashakti Project did not use much because of too many staff changes there.
c) CEC manual We developed and designed a training manual for Unicef's Child Environment Corner project.	The manual focused on training the supervisors for spreading the message of health and hygiene at village level. The manual was made both in Gujrati and English
2.4 LINKAGES WITH EXTERNAL KNOWLEDGE PLATFORMS	
a) Pravah Pravah is a network which works to create public awareness on issues of water management. As a member organization of the network we were involved in monitoring of drinking water distribution system of Narmada river pipeline at village level in the	As a member organization lot of sharing of experiences and best practices takes place during network meetings and workshops. Our contribution to the network in terms of KBS needs to be

<p>40 villages of Maliya and Morbi talukas in Rajkot district.</p> <p>We also implemented demonstration project with their support in Fangli village, Patan district.</p>	<p>strengthened and developed.</p>
<p>b) Working group on women & land ownership</p> <p>Cohesion has been an active partner of the network. The knowledge gained from the network is dissipated into the village through women group meetings. Various issues related to women are addressed in these meetings.</p> <p>CFT conducted a workshop at the grassroots with women to make them aware on the issue of women and land ownership.</p>	<p>Cohesion has published 4 news articles so that media highlights such issues as land transfer on women's name.</p>
<p>c) SOMA</p> <p>SOMA, is the Student's Organisation For Managerial Assistance to different organizations. It provides an opportunity to students to apply their knowledge and expertise to real-life problems. In turn the entrepreneurs and voluntary organisations benefit from the cutting edge management pedagogy imparted to students.</p>	<p>SOMA has taken some of the innovative projects of Cohesion as their case studies. Their presentation of analysis, findings and feedback has been appreciated and has given us a different perspective.</p>
<p>d) Research on gender in Joint Forest Management(JFM):</p> <p>Dr Bina Agarwal from Institute of Economic Growth carried out this study and took help from us for this work in Gujarat. The study also had Nepal as the field area.</p>	<p>She plans to disseminate widely and use it for policy advocacy at different levels.</p>
<p>e) SRISHTI</p> <p>We participate in their events but sharing so far has been in an unstructured manner.</p>	
<p>f) Solution Exchange</p> <p>We have joined UNDP initiated web based sharing platform in the themes on Microfinance, Employment Food, Decentralization, Water & Environmental Sanitation Network, AIDS, MCHHealth Community and Education Community.</p>	<p>We have till now only received information but no sharing has been done by us so far.</p>
<p>g) EDI</p> <p>Entrepreneurship Development Institute (EDI) had been involving resource people from Cohesion for their different programmes, such as Post Graduate Diploma in NGO Management, Programmes on Business Counseling, Agri-clinics & Agri Business</p>	<p>Students from EDI have been taking up trainings on various aspects at Cohesion. Their presentation and findings are well documented.</p>

<p>Management etc. The themes include NGO management, changing roles of NGOs, disaster management, micro finance etc.</p>	
<p>h) Indian school of Livelihoods Promotion We have been participating in their research studies. But right now this linkage is restricted to the CEO level only.</p>	<p>There have been positive indications for involvement of others as well. Further efforts in this direction for institutionalization are required.</p>
<p>i) DPRG Cohesion is the secretariat for this network. The main aim of this network, set up in February 2004, is to enable like-minded Gujarat NGOs to integrate emergency mitigation aspects more effectively into their longer term work by promoting a dedicated group. The membership is limited to eight NGOs at this stage, who were the partners of Concern and have interest in this issue. The Group has decided to make more decentralized initiatives, besides state level advocacy. The two major themes, decided to be pursued more rigorously, are food security and right to information. ANANDI and Unnati are the two members who are taking lead role on the respective themes and others work closely with them. It has been decided to continue DPRG till March 2008 at this stage.</p>	<p>Under the proposed plan the DPRG organizations will take up direct intervention institutionalise community based disaster preparedness plan in two villages of their field locations and consolidate the learning. The DPRG secretariat to develop and will develop synthesis learning materials and share with other NGOs, Local governing institutions and the government for wider replicability. The overall purpose is to develop a knowledge base on CBDP to empower the community for risk coping by vulnerability reduction and risk transfer.</p> <p>Besides this, as a member organization we have developed training modules for giving disaster management trainings to the communities which we use whenever required.</p>
<p>j) Case Studies for Coastal Salinity Cell Coastal Salinity Prevention Cell (CSPC) is a joint collaboration of NGOs, experts and the state government to take up the issues of coastal salinity at a higher level of activity and policy, so as to make significant achievements for people living in the coastal regions of the state. The CSPC has initiated a case study documentation activity aiming to document initiatives taken by different groups of people such as individual farmers, NGOs and government to abate salinity in Saurashtra and Kutch coast.</p>	<p>The cell had documented 28 such case studies and out of that Cohesion's contribution was 10 case studies. The case studies have been shared with related Government and NGOs.</p>

k) Member of “Knowledge Group on Animal Husbandry” for Kachchh District

The major issues taken up by the group are Planning for the revival of Kachchh Dairy, Getting technical assistance from NDDDB, Small Initiatives that can be promoted through drought Proofing Programme and Formation of Knowledge Centre.

2.5 PROSPECTIVE

- a) GIDR – Tried but yet to develop linkage
- b) IRMA – Tried but yet to develop linkage
- c) NID/NIFT – Tried but yet to develop linkage.
- d) Gujarat Vidyapeeth
- e) VIRDHA

2.6 DOCUMENT AND SHARE OUR EXPERIENCES OF OD

- a) Done with funding agencies like Care, Oxfam, Concern
- b) Shared with national HRD Academy of India. But not much dissemination by them).

2.7 DEVELOPMENT OF MATERIALS

c) Film on Cohesion

We have developed a video on Cohesion’s interventions in different areas where we work. The video has been developed by competent professional and gives a very transparent picture of the field conditions and team’s effort to achieve the mission and vision of the organization.

The video is shared with partner and funding organizations to make them aware of Cohesion’s endeavors.

The video highlights some of our key interventions, strategy and approach.

a) Child rights based material

- Cohesion joined hands with the Save the Children UK and worked on following:
- Developed strategy for wider dissemination of IEC materials such as Cassettes and booklets already published by SC (UK).
 - Developed array of IEC materials such as posters, leaflets, Booklet on life education for rural adolescent girls and other awareness materials – which is user friendly and in vernacular language for wider awareness across the state of Gujarat.

Documented and published the document termed as ‘Directory’ that clearly guides the user on how to address the child right violation that s/he would like to address.

b) Booklets on agriculture

We have prepared booklets on dry land farming for the use of field staff of the delivery agencies and the farmers.

These have been shared with the concerned target groups, who have appreciated this, enhancing our acceptability in the

3 HOW DO WE START

Together the above mentioned challenges call for appropriate knowledge management tools and approaches to be applied in order to meet them. Institutionalizing KM, so that it becomes a natural part of everyone's work, requires changes throughout the organization. Changes required at Cohesion's level would be

- Expand job descriptions (for example, requiring employees to have a core responsibility of knowledge building and sharing also). This added responsibility can be rewarded by acknowledging such efforts by mentioning names of staff in annual reports and other such reports.
- Add KM indicators to performance appraisals.
- Create project teams that cross divisional lines. Instead of creating new times existing structure can be revived to take up KM activities.
- Make it standard practice for those teams to generate and disseminate lessons learned. Team meetings can be a good platform for this.
- Strengthen communication channels with distant service sites. Strong communication and sharing with field offices is crucial to KM. otherwise all the efforts will remain in the domain of head office and field offices will not become part of the whole process.
- Encourage staff to routinely consult experts both inside and outside the organization
- Establish partnerships with other organizations.

These changes in the organizational culture will ensure that all staff members respect and seek to engage in learning, innovation, collaboration, and evidence-based decision making.

Where are we now as an organization? We have good and dedicated staff, valuable processes and improving technology. We need to build on these to configure each component to learning and sharing environment. Our staff need to be empowered to better be able to contribute to each other's development and therefore to the organization. We need to revise our core reporting processes to be more supportive of a knowledge **capturing environment**, and our technology needs to be better configured to create, store and share knowledge as well as to connect staff. The move towards a knowledge building and sharing culture is a progressive evolution and will be facilitated by testing out the approaches in a series of pilot projects. These pilots have to be clearly designed to demonstrate the value added by deliberate knowledge sharing in a selected environment.

The pilots are to show us what does or does not work. This means focusing on field offices and how they interact internally and with other field offices and Headquarters colleagues. We can only really learn by doing. The benefits of a knowledge sharing strategy must be central to the work of all staff in the Organization.

4 SELF ASSESSMENT FOR FORMULATING KM STRATEGY

KM strategy can be only formed if we can assess appropriately our current situation, needs and the resources. (with reference to org culture, technology and monitoring systems

	Present situation	Needs	How to do & Resources available
Organizational Culture	<p>Transparent and ethical.</p> <p>Task Culture</p> <p>Team-oriented organisation</p> <p>Accountability and commitment</p> <p>Participatory decision making</p> <p>Healthy interpersonal relations</p> <p>Gender sensitive</p> <p>Performance based reward system</p>	<p>Shared vision and committed leaders towards KBS</p> <p>Promoting values that encourage KBS</p> <p>Learning and cooperation.</p> <p>Organizing workshop to develop a conceptual understanding of KBS.</p> <p>Promoting interpersonal interactions.</p> <p>Nonjudgmental attitudes</p> <p>Mutual trust and willingness to help.</p> <p>Personal courage</p>	<p>Putting into practice more the value of collaboration over competition between individuals and field offices</p> <p>Defining knowledge related job responsibilities</p> <p>Recognizing and rewarding staff members based on their knowledge work</p> <p>Encouraging more experimentation and continue treating failures as learning opportunities</p> <p>Key staff members who have been with the organization since long can take a leading role in the overall effort</p>
Technology	<p>Postal and Telecommunication services available at all Field Offices (FOs).</p> <p>Internet available only at HO</p> <p>PCs at all four FO's</p> <p>New IT mechanisms are not</p>	<p>Integrating technology with the way people already work and address real needs</p> <p>Strengthening existing feasible methods of communication.</p> <p>Get the facilities of internet in FOs, wherever feasible easily.</p>	<p>Motivating people to record the work they do in any form, written or electronic</p> <p>Training and capacity building in computer skills</p> <p>Promoting use of the local language for documenting to ensure that people are able to record all the facts</p>

	feasible easily due to high costs, unreliable electricity/ phone connections and untrained staff at FOs		and figures with no language barrier Using customized software based on the kind of data being generated by them
Monitoring Systems	Team meetings and core team meetings to monitor overall progress of the organization Project based monitoring systems Performance monitoring systems	Measure the progress of KM activities Tracking which activities work and which do not and making required adjustments	Indicators such as size and growth of databases can be used to measure progress of KM Developing formats for monitoring KBS progress and reviewing the initiatives taken by staff during performance appraisals. Measuring no. of new practices introduced and problems resolved by sharing best practices and lessons learned and the time and money saved by using knowledge

4.1 TOOLS FOR KNOWLEDGE BUILDING AND SHARING³

	In use	Suggested tools
Tools for gathering knowledge	Exit interviews Study tours	After action interviews: hold structured, facilitated discussions at the end of each activity to review what happened and why Debriefings: Routinely interview staff members at project milestones and after trips to find out what happened and why Newsletters and information services: subscribe to newsletter based on

³ Managing Knowledge to Improve Reproductive Health Programs, MAQ PAPER NO. 5, DECEMBER 2004, USAID

		<p>similar issues as we work</p> <p>Islands of excellence: identify field areas, projects, staff that perform better than others and analyze the reasons for the same.</p> <p>Knowledge harvesting: ask experienced workers about how to do a task and write down their insights in the form of job aids or guidelines</p>
Tools for organizing knowledge		<p>Knowledge repositories: collect information and knowledge, organize it in a library, resource center or create a directory so that it can be easily located.</p> <p>Intranet: categorize and post information and knowledge of importance to the organization on a computer network accessible only to staff members</p> <p>Information coordinator: assign a staff member to locate, organize, and disseminate knowledge of importance to the organization and interact with external agencies also</p> <p>Skills directory: List staff members, areas of expertise and experience along with their contact information in print or electronic form.</p>
Tools for sharing knowledge	<p>Communication technologies</p> <p>Knowledge maps</p> <p>Workshops</p> <p>Storytelling by developing stories about the organization</p>	<p>Coaching: Assign an experienced staff member to help co-workers develop their skills.</p> <p>Social network analysis: Map informal relationships among staff members, including whom they seek information from and share information with. It can identify individuals or teams that are cut off from the flow of knowledge and suggest where increased knowledge flows are most needed</p>
Tools for adapting and using knowledge		<p>Evidence based guidelines and protocols: Use recommendations developed by experts based on research findings</p> <p>Lessons learned</p> <p>Proven tools and practices</p>

