

Company:
Division/Function:
Name:
Position:

Thank you for completing this questionnaire.

Please read the following sentences and circle the answer which best describes your organisation:
 1: Doesn't apply at all, 2: Applies to a minor extent, 3: Neutral, 4: Applies mostly, 5: Applies totally.

Strategic Focus

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|--|---|---|---|---|---|
| 1. The organisation knows which knowledge is necessary to make the strategy successful. | 1 | 2 | 3 | 4 | 5 |
| 2. The development of new ideas, products and work processes is always related to the achievement of the strategic goals. | 1 | 2 | 3 | 4 | 5 |
| 3. In the organisation, enough resources are made available for the development of new products and services. | 1 | 2 | 3 | 4 | 5 |
| 4. Top management encourages new experiences to be made explicit. | 1 | 2 | 3 | 4 | 5 |
| 5. To realise our strategy we make our positive and negative experiences explicit, believing that it is beneficial to others in our organisation. | 1 | 2 | 3 | 4 | 5 |
| 6. In our organisation, it is common practice to exchange knowledge with clients, suppliers and other organisations in order to maintain our high level of services. | 1 | 2 | 3 | 4 | 5 |
| 7. We are actively spreading important information and experiences throughout our organisation. | 1 | 2 | 3 | 4 | 5 |
| 8. In order to achieve our goals employees are allowed to take risks and are encouraged to experiment. | 1 | 2 | 3 | 4 | 5 |
| 9. In our organisation change is welcomed as a challenge. | 1 | 2 | 3 | 4 | 5 |
| 10. Our management stresses that it is necessary to remain up to date with new developments in the market | 1 | 2 | 3 | 4 | 5 |

Organisation & Culture

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|---|---|---|---|---|---|
| 11. Initiatives and new ways of doing things are stimulated in our organisation. | 1 | 2 | 3 | 4 | 5 |
| 12. Employees are encouraged to see their mistakes as opportunities to learn. | 1 | 2 | 3 | 4 | 5 |
| 13. Our employees are focused to share new ideas and have them tested by colleagues. | 1 | 2 | 3 | 4 | 5 |
| 14. Time is allowed to make new knowledge explicit. | 1 | 2 | 3 | 4 | 5 |
| 15. All departments make knowledge explicit. | 1 | 2 | 3 | 4 | 5 |
| 16. Every individual in the organisation is prepared to share knowledge. | 1 | 2 | 3 | 4 | 5 |
| 17. Within the organisation, knowledge is shared via many informal contacts, which enhances the learning process. | 1 | 2 | 3 | 4 | 5 |
| 18. Within the organisation there is readiness to change. | 1 | 2 | 3 | 4 | 5 |
| 19. The employees are focused on enlarging their knowledge. | 1 | 2 | 3 | 4 | 5 |
| 20. It is common practice that employees re-use each others work (presentations, quotations etc.) | 1 | 2 | 3 | 4 | 5 |

Knowledge Audit



Content Management

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|--|---|---|---|---|---|
| 21. We debrief successful and unsuccessful projects and use the insights to adjust our working methods. | 1 | 2 | 3 | 4 | 5 |
| 22. We check regularly what information and experience are needed by people to do their jobs. | 1 | 2 | 3 | 4 | 5 |
| 23. If certain information or experience is lacking we actively search to fill the gaps. | 1 | 2 | 3 | 4 | 5 |
| 24. Creative employees are supported with appropriate tools to help share their knowledge with others. | 1 | 2 | 3 | 4 | 5 |
| 25. If someone has new experiences we encourage them to share these with others. | 1 | 2 | 3 | 4 | 5 |
| 26. In our organisation it is easy for one employee to get hold of the explicit knowledge of any other employee. | 1 | 2 | 3 | 4 | 5 |
| 27. All our employees are continuously updated on the newest development in their specialisation. | 1 | 2 | 3 | 4 | 5 |
| 28. We often organise training or seminars to keep staff updated. | 1 | 2 | 3 | 4 | 5 |
| 29. The knowledge and information we work with is regularly evaluated for its continued relevance. | 1 | 2 | 3 | 4 | 5 |
| 30. If employees have a problem they can easily find out if the answers they seek are already known within in the company. | 1 | 2 | 3 | 4 | 5 |

Technology

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|---|---|---|---|---|---|
| 31. Employees have all the technical tools available they need to do their work (groupware, analysis tools, etc.). | 1 | 2 | 3 | 4 | 5 |
| 32. There is sufficient IT budget | 1 | 2 | 3 | 4 | 5 |
| 33. The organisation has an infrastructure that can capture easily all applicable information. | 1 | 2 | 3 | 4 | 5 |
| 34. If employees want to capture new knowledge, it is easy to do this with the present technology. | 1 | 2 | 3 | 4 | 5 |
| 35. Within our company technological aids are important in supporting employees with their tasks. | 1 | 2 | 3 | 4 | 5 |
| 36. There is maximum use of existing communication channels to spread knowledge. | 1 | 2 | 3 | 4 | 5 |
| 37. Employees find it easy to search for information and knowledge with the tools available, such as intranet, search engines etc | 1 | 2 | 3 | 4 | 5 |
| 38. Within the organisation there are sufficient channels via which one can search for knowledge. | 1 | 2 | 3 | 4 | 5 |
| 39. The possibilities offered by our IT systems are fully utilised by our employees. | 1 | 2 | 3 | 4 | 5 |
| 40. From their workstation anyone can reach for the information they need. | 1 | 2 | 3 | 4 | 5 |

Knowledge Audit



Processes & Implementation

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|---|---|---|---|---|---|
| 41. Employees are given time to reflect on their own actions and experiences. | 1 | 2 | 3 | 4 | 5 |
| 42. Good ideas are always acknowledged. | 1 | 2 | 3 | 4 | 5 |
| 43. Sampling of experiences and capturing these in best practices is an important part of our work. | 1 | 2 | 3 | 4 | 5 |
| 44. A project is only finished once the lessons learned are captured. | 1 | 2 | 3 | 4 | 5 |
| 45. Employees take their time to capture new knowledge. | 1 | 2 | 3 | 4 | 5 |
| 46. Before knowledge is disseminated, we determine whom it will be applicable to. | 1 | 2 | 3 | 4 | 5 |
| 47. New knowledge quickly reaches the appropriate employees. | 1 | 2 | 3 | 4 | 5 |
| 48. Our knowledge workers make optimal use of external sources | 1 | 2 | 3 | 4 | 5 |
| 49. New employees quickly find their way around the organisation. | 1 | 2 | 3 | 4 | 5 |
| 50. The reward system is designed to encourage the use of new knowledge. | 1 | 2 | 3 | 4 | 5 |