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Knowledge Management: The Practice & The Pitfalls

Dr David J. Skyrme

For Aslib Training
Knowledge Management

Session Knowledge Map

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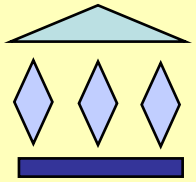
The IM Contribution

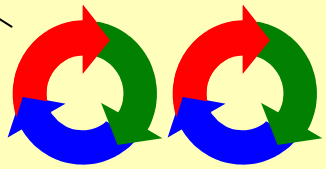
Knowledge

The Essence
What it's really about

Knowledge Management



KM Framework
Critical Success Factors (and some pitfalls)



Knowledge Practice
Key Techniques

The Essence

Knowledge Management is the explicit and systematic management of vital knowledge - and its associated processes of creation, organization, diffusion, use and exploitation

The Essence

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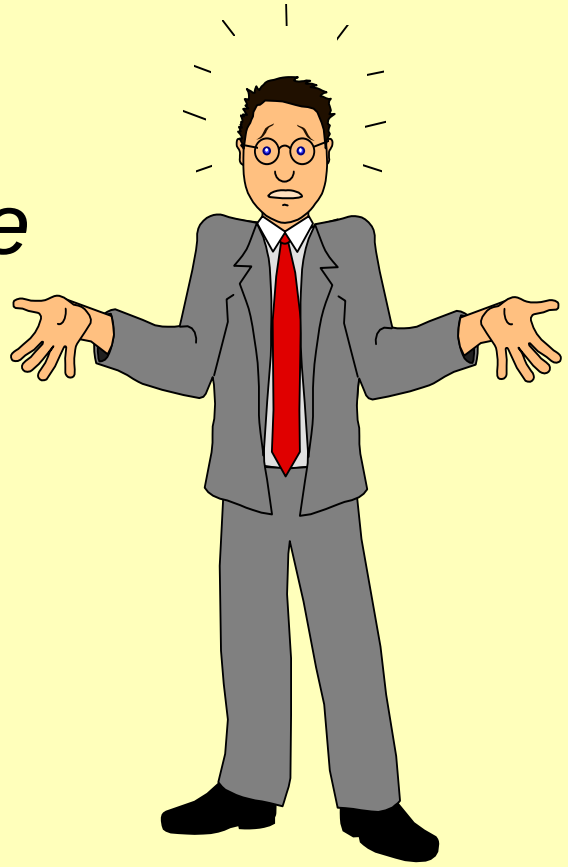
Knowledge Management is the explicit and systematic management of vital knowledge

- and its associated processes of creation, organization, diffusion, use and exploitation

- to help achieve organizational objectives.



Essentially Different

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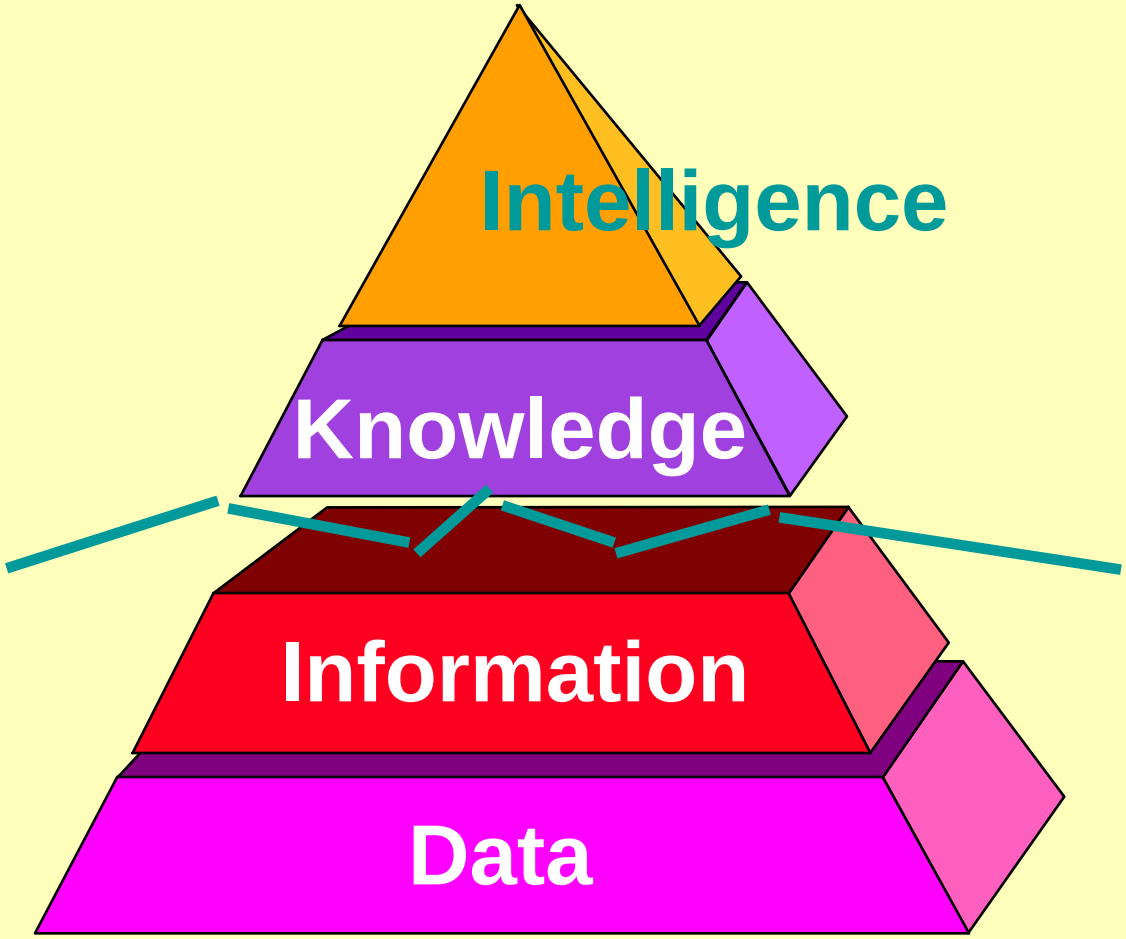

Essentially Different

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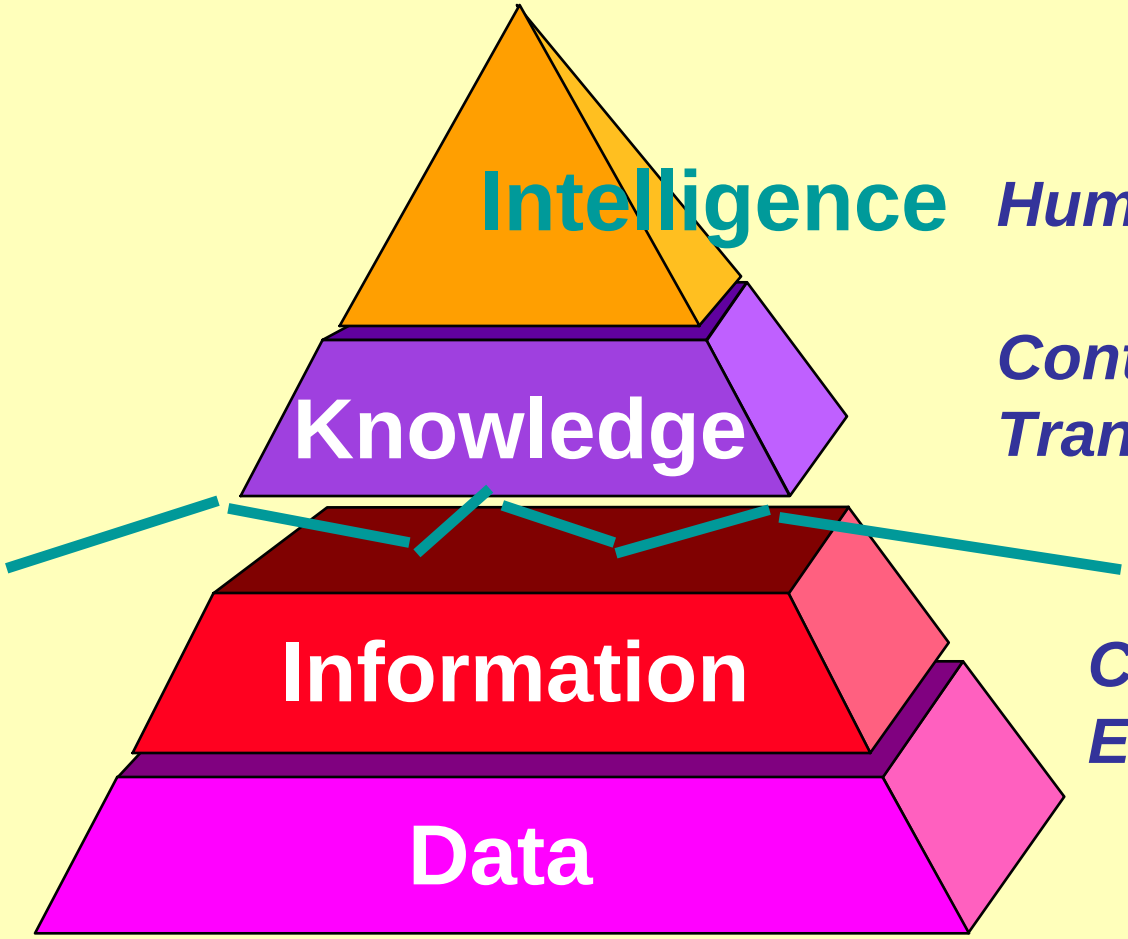

Human, judgemental

Contextual, tacit
Transfer needs learning

Codifiable, explicit
Easily transferable

Essentially Chaordic

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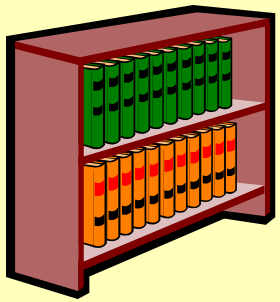
Chaotic knowledge processes

Human knowledge and networking

Communities

Content

Information databases and technical networking



Systematic information and knowledge processes

Shift of Focus

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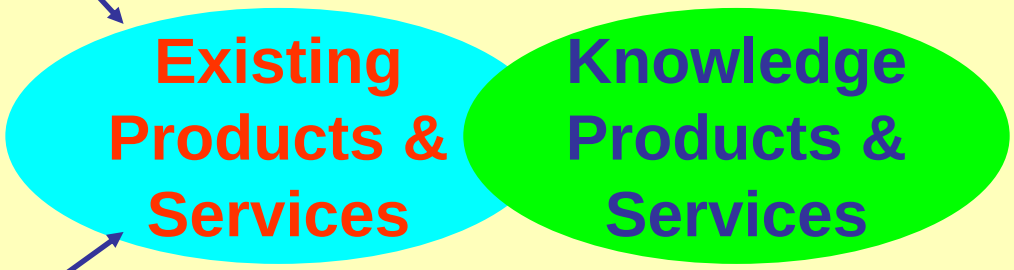
Internal Focus

External Focus

Knowing and sharing what we know

Storytelling

eCRM (customer k)
Personalized portals



Measurement

Taxonomies / Ontologies

Creating and converting knowledge (innovation)

CoPs

K-businesses
(knowledge e-businesses)

Intranet

Extranet

Internet

KM Maturity Curve

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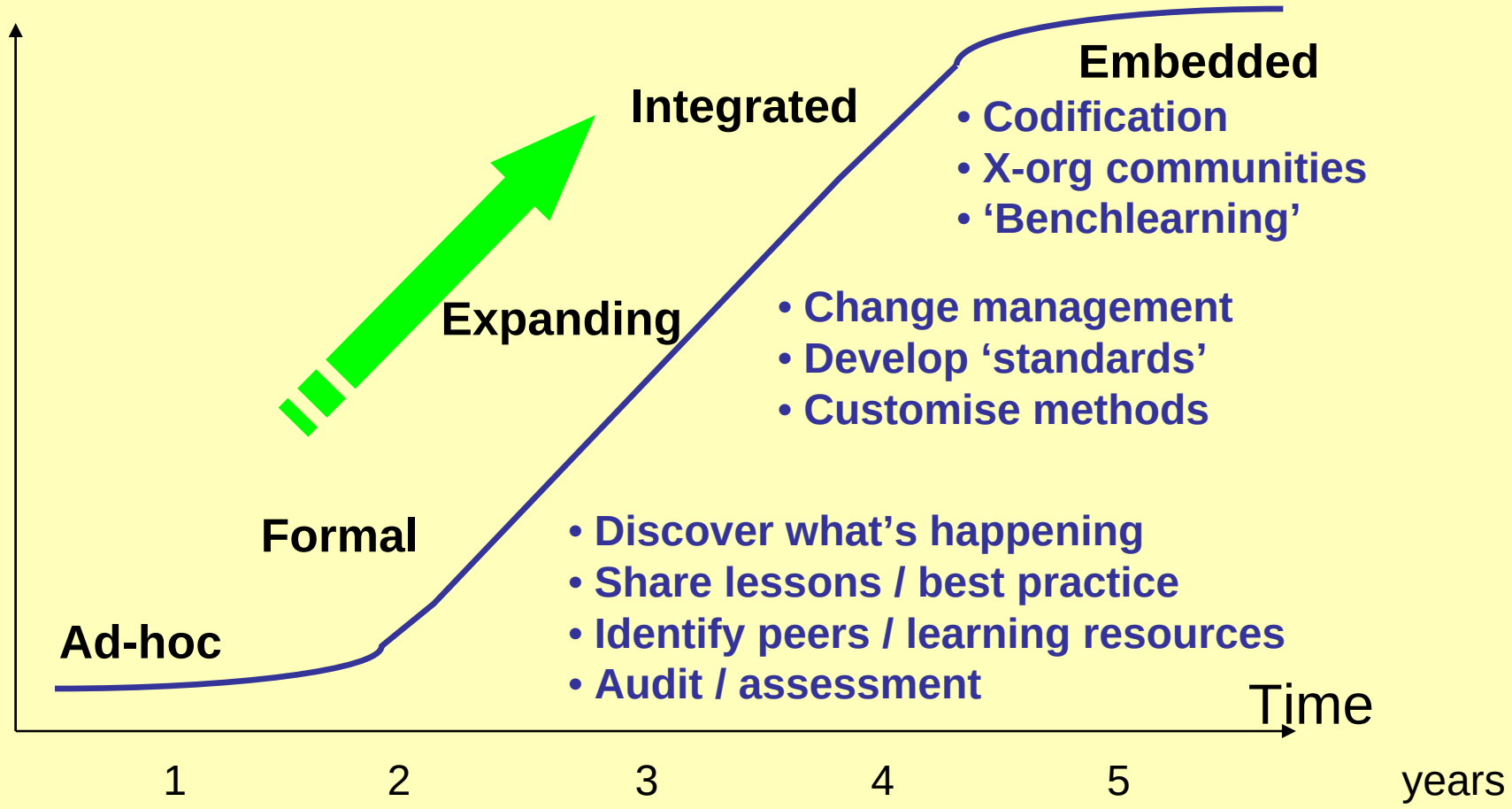

Drivers

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- Dispersion - fragmented knowledge
- Change/restructuring - lost knowledge (and new)
- Customer relationships - personalized knowledge
- Interdependencies - 'one-stop' knowledge
- Better technology - easier to disseminate
- Performance – knowledge-enhanced outcomes
- Governance / compliance – FoI, public records

... Quest for value

Justifying KM

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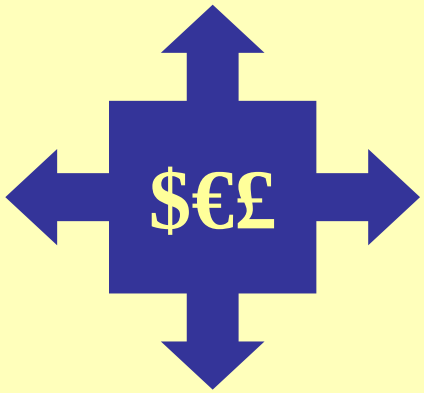
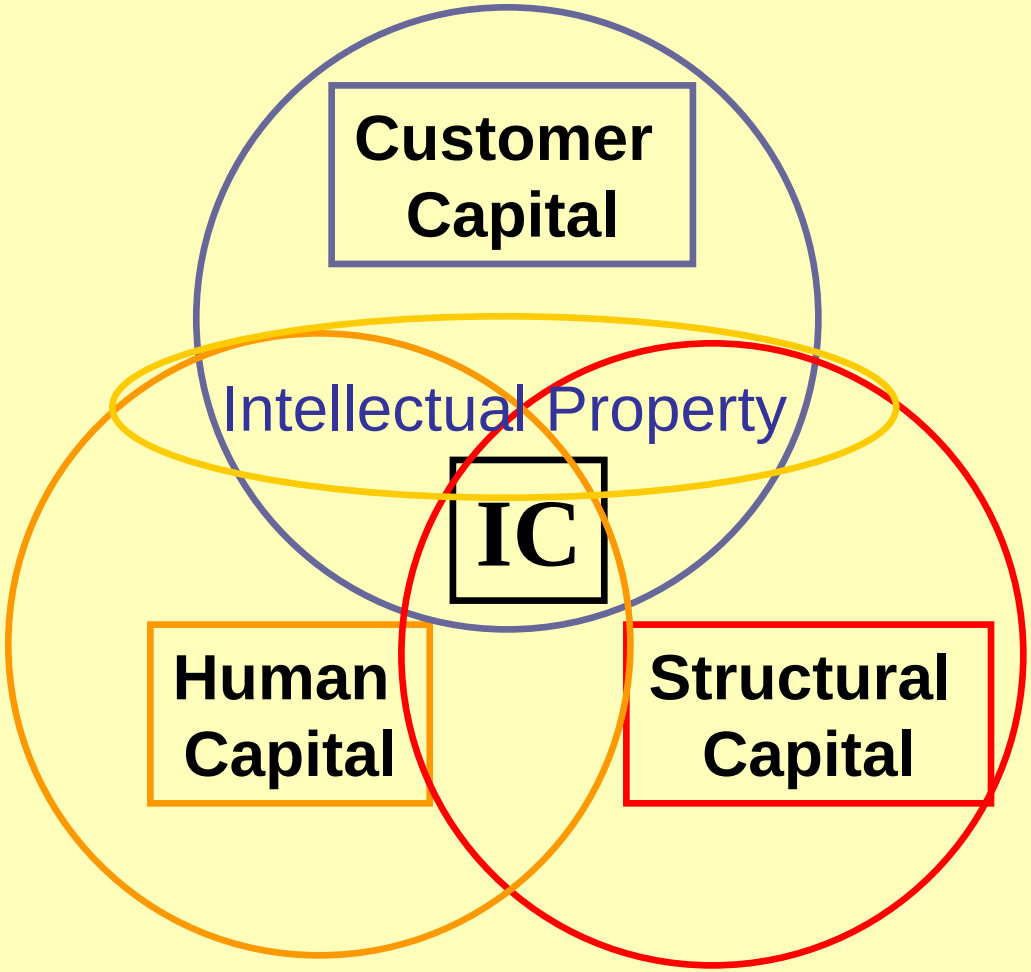


Assets

Benefits

Cost-Effectiveness

Asset Focus



- Market value
- Cost
- Replacement Cost
- Liability Cost

  and / or

- Relative Index
- Indicators

After: Armstrong, Edvinsson, Petrash, Saint-Onge, Sullivan.

Benefits Focus

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Access to best / latest thinking

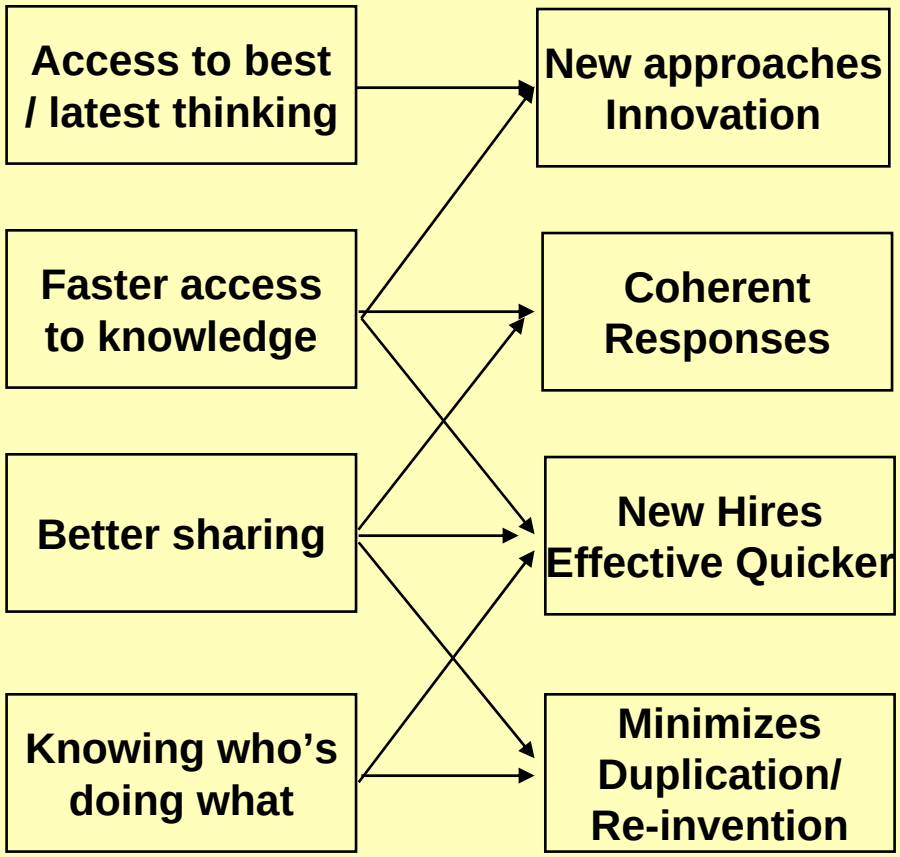
Faster access to knowledge

Better sharing

Knowing who's doing what

Knowledge Benefits

Benefits Focus



Benefits Focus

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Cost Effectiveness

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- Better use of resources, especially people
- Knowledge worker productivity e.g. 1%=£50m
- Sharing Best Practice e.g. Chevron $100m energy
- E-opportunities e.g. Sun $100m customer self-help
- Better focus on key customers e.g. Chase
- Minimize rework, duplication, lost knowledge

….. *Leverage on bottom line*

KM Strategies

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- Customer Knowledge *- the most vital knowledge*
- Knowledge in Products *- 'smarts' add value*
- Knowledge in People *- but people 'walk'*
- Knowledge in Processes *- know-how when needed*
- Organizational Memory *- do we know what we know?*
- Knowledge in Relationships *- richness and depth*
- Knowledge Assets *- intellectual capital*

2 Key Thrusts

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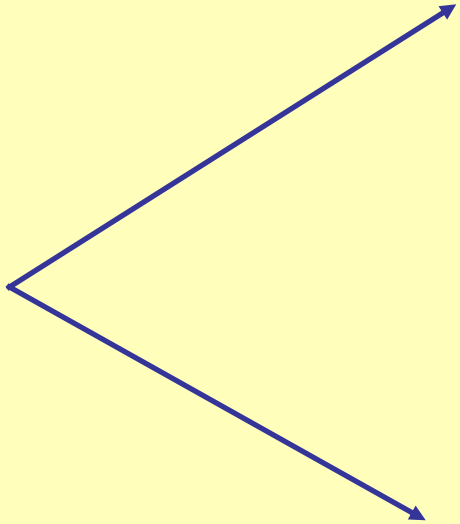

Sharing existing knowledge
"Knowing what you know"

Knowledge for Innovation
"Creating and Converting"

Knowledge Cycles

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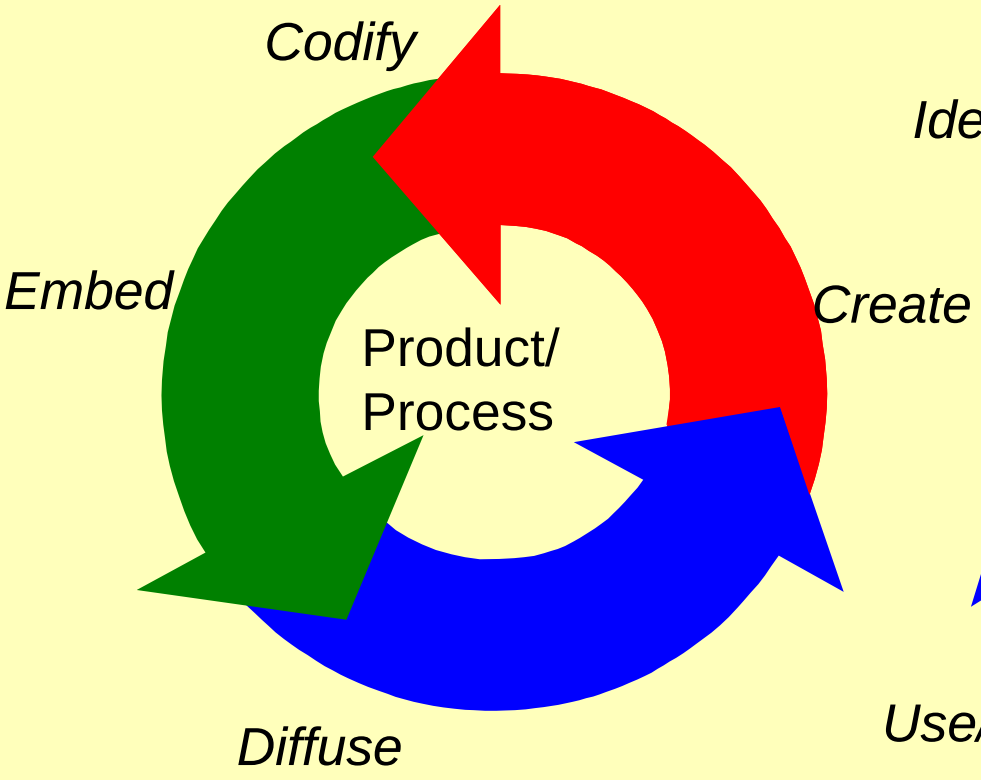
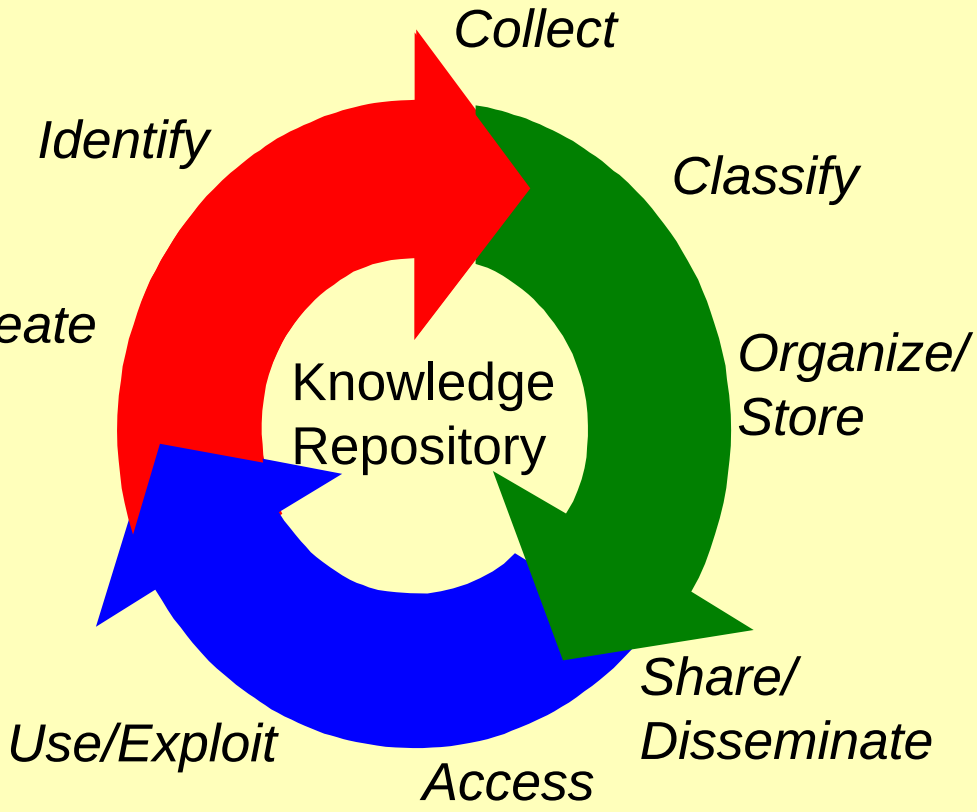
Innovation Cycle



KM Cycle



Some Practices (1)

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Creating	Creativity techniques, simulation,skilful dialogue
Identifying	Knowledge audit, knowledge mapping, expertise directories, text mining, conceptual mapping

Knowledge Audit

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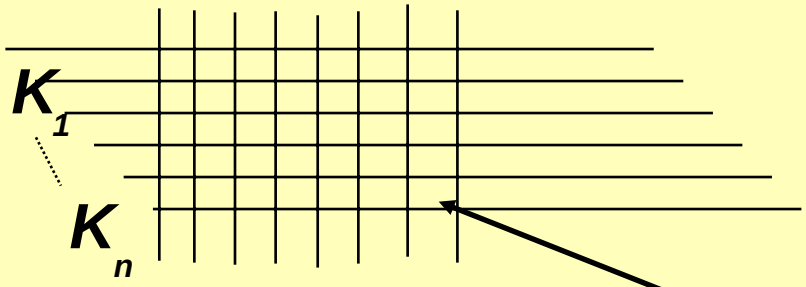
Used on ...



- Process Diagrams
- Knowledge Maps/Flows
- Network Analysis
- Catalogues

Practical Hints:

- Balance effort vs. benefit
- Focus on key tasks/decisions
- What is vital knowledge?
- Use database/mapping tools
- Identify duplication/gaps
- Identify critical people/nodes

Attributes

- Subject
- Content
- Media
- Format
- Owner
- Location
- Currency
- Exploitability

Source: CCTA

Typical Knowledge Tree

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Case: Teltech Resources

- "Experts for Hire" - 3000 plus; many fields
- Services - assisted database, vendors, technical alert
- KnowledgeScope™ - a taxonomy; 1000 new terms/mth
- Knowledge Analysts - client/user bridging
- Reorient client's 'information behaviour'
- Monthly service summaries

Bottom Line - successful KM consulting

Some Practices (1)

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Creating	Creativity techniques, simulation,skilful dialogue
Identifying	Knowledge audit, knowledge mapping, expertise directories, text mining, conceptual mapping
Gathering	Interviewing, observing, intelligent agents, search/retrieval
Organizing	Thesaurus, knowledge trees, meta-data tools

Some Practices (2)

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Sharing

Best practices, office design, share fairs, k-bases, EDRMS, portals, intranets, cross-functional teams, CoPs

Knowledge Sharing

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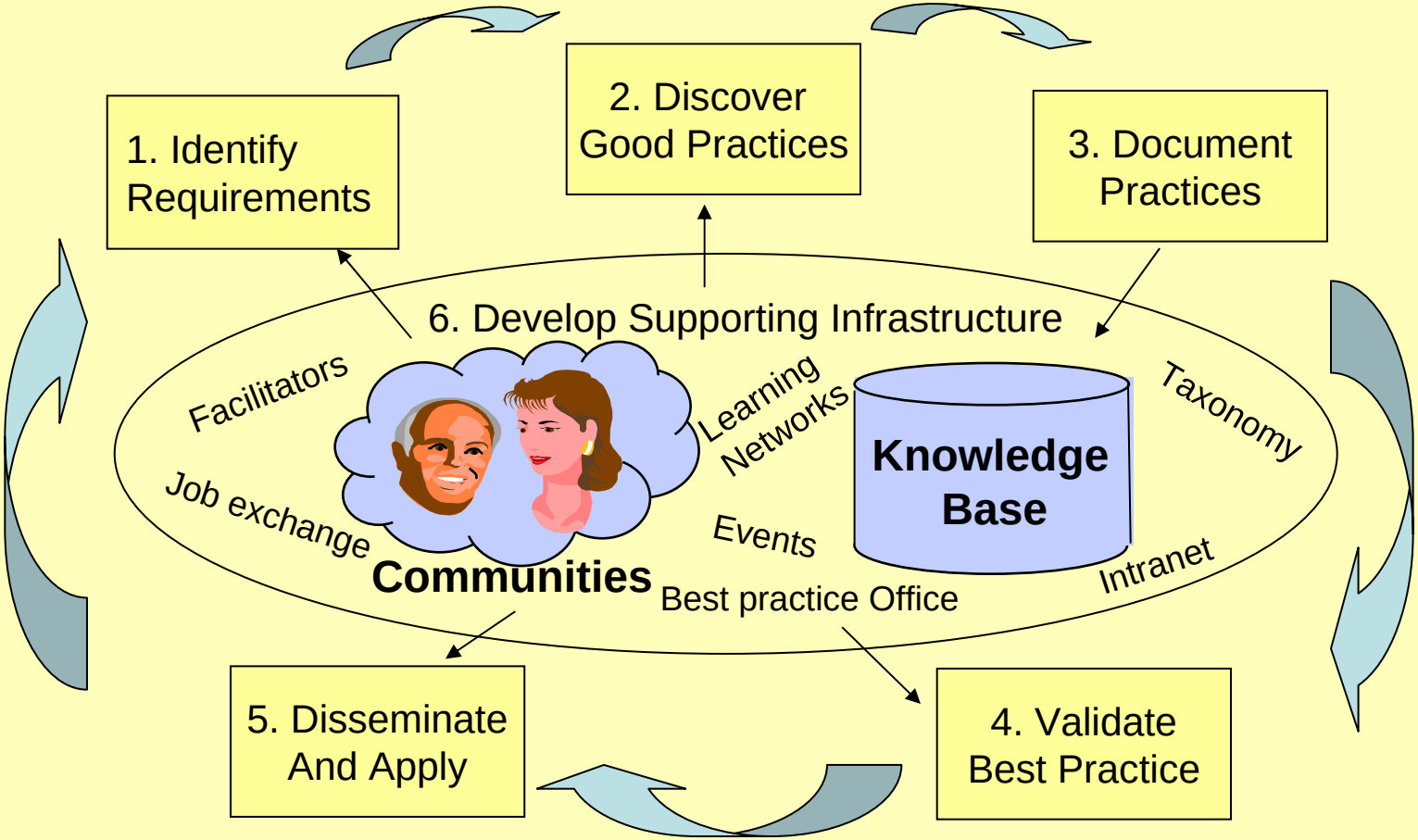
	Same Place	Different Place
Same Time	***Settings*** Workshops Meeting Support ShareFairs Conversations	***Remote Access*** Videoconferencing Audioconferencing Instant messaging
Different Time	***Info Objects*** Document mgmt White boards Project rooms Log books	***Asynchronous*** Email lists Intranets Web conferencing

Best Practices



See for example Beep http://www.beep-eu.org

K-base (vs. Database)

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- Add contextual information - why, where, how?
- Know-who - expertise directories/finders
- Multimedia - video, sound, desk-top conferencing
- Author(ity)/expert access - click for conversation
- Knowledge Communities – discussion, forums
- Add the human interface - people-to-people as well as people-to-computer

… brains as well as disks!

Communities of Practice

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- Practical guidance (e.g. NAVSEA, Fed CIO/KM)
- Phase by phase:
  - Getting started
  - Creating knowledge
  - Building knowledge base
  - Sustaining communities
- Factors to consider:
  - Tasks, roles
  - Useful tools, examples, additional resources

Key part of successful KM initiatives

Case: CoPs at Siemens

- "The heart of knowledge management"
- Developing "a common body of knowledge"
- Bottom-up and top-down ("cultivation vs control"
- Community Support:
  - Over 3 phases: start-up, run and improve, wind-down
  - Kick-off workshops
  - Communities@Siemens
  - KCS website
- New measures, eg on reuse
- A socio-tech approach

Bottom line: €150m per year value

Some Practices (2)

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Sharing	Best practices, office design, share fairs, k-bases, EDRMS, portals, intranets, cross-functional teams, CoPs
Learning	AARs, project reviews, decision diaries, external forums, story telling
Applying	Packaging, decision support, process/ workflow, case based reasoning
Evaluating	KM assessment, IC measurement and accounting, benchmarking
Exploiting	Productizing knowledge assets, external portals, k-business

KM Assessment

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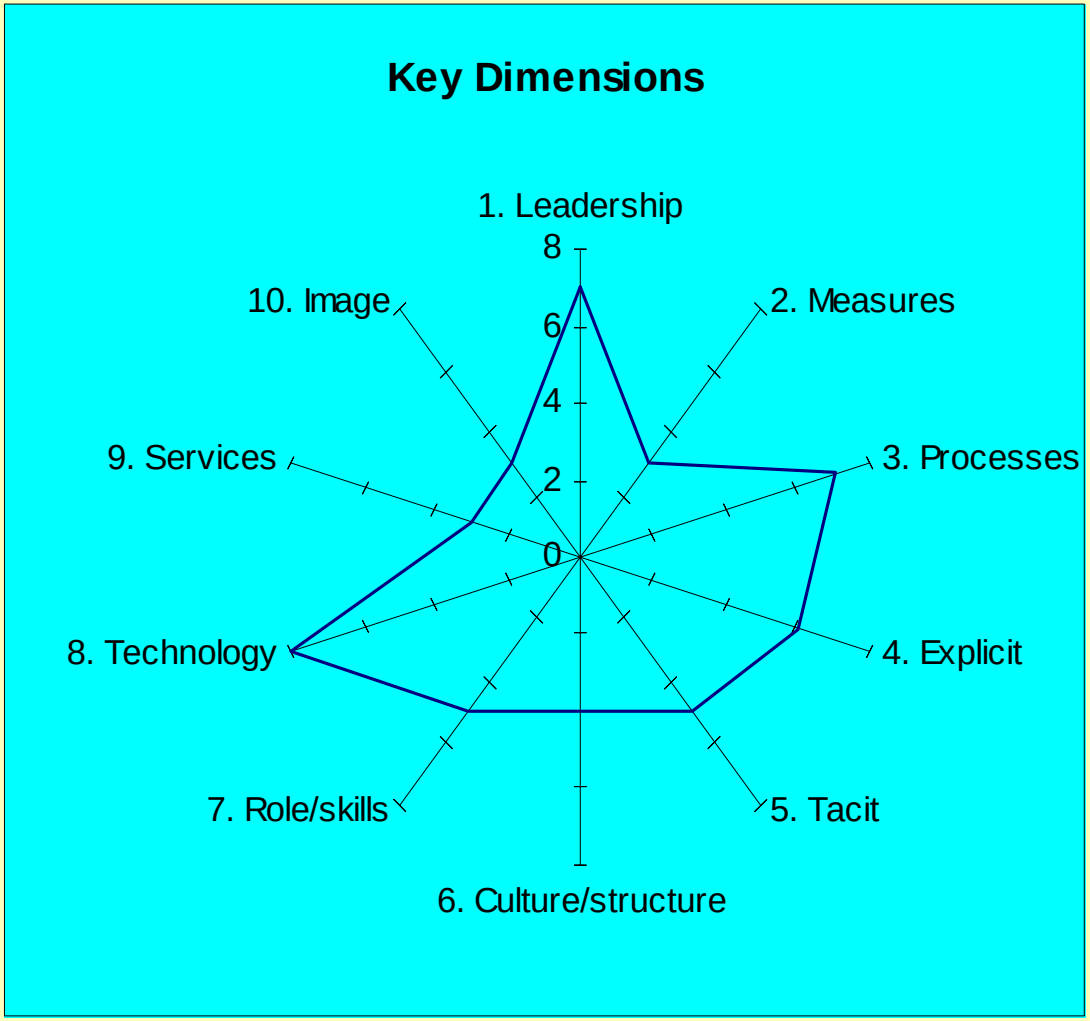
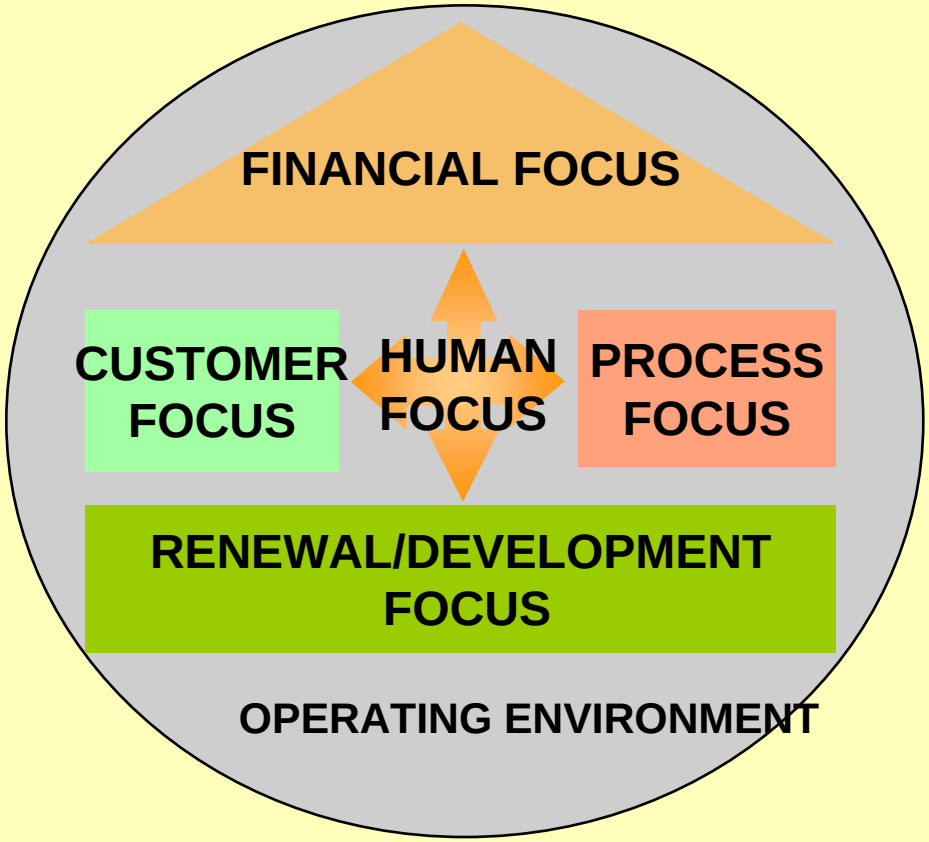


Knowledge Measurement



Source: SKANDIA AFS

- Skandia
  - IC models
  - online reporting
- Dow Chemical
  - IAM / patents
- 100 Danish orgs
  - annual reports
- Initiatives
  - OECD, Brookings, MERITUM etc.

KM Success Framework

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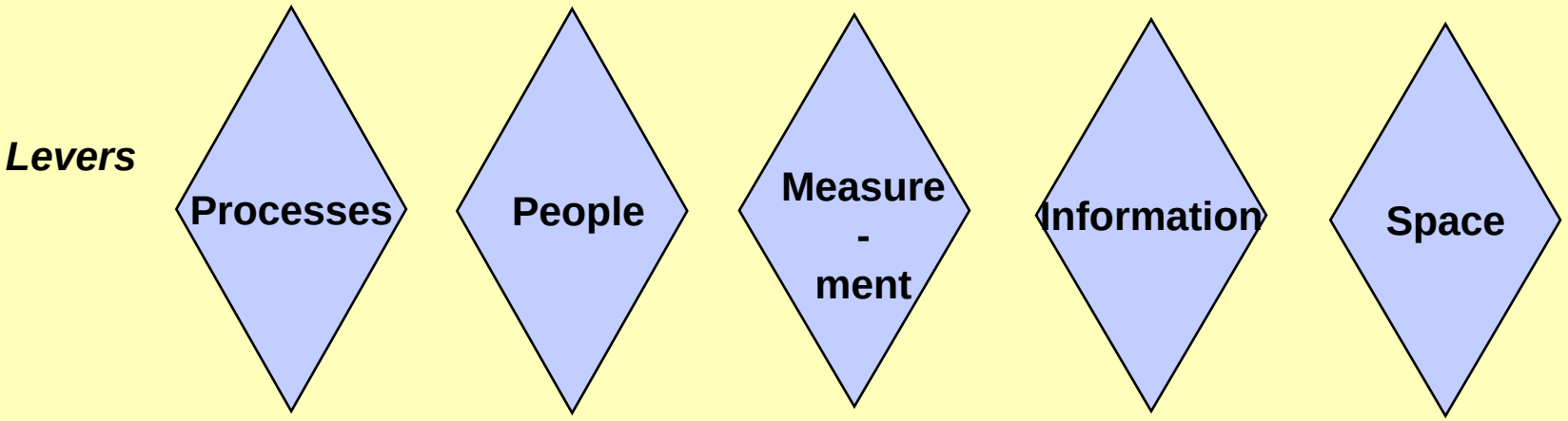
- Systematic knowledge processes



KM Success Framework

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- Well developed ICT infrastructure
- Knowledge creating/sharing behaviours
- Continuous learning / experimentation

Foundations

'Hard' infrastructure - Intranet, groupware etc. **'Soft' - Skills, learning, KM roles etc.**	**+**	**Tools and Techniques**

KM Success Framework

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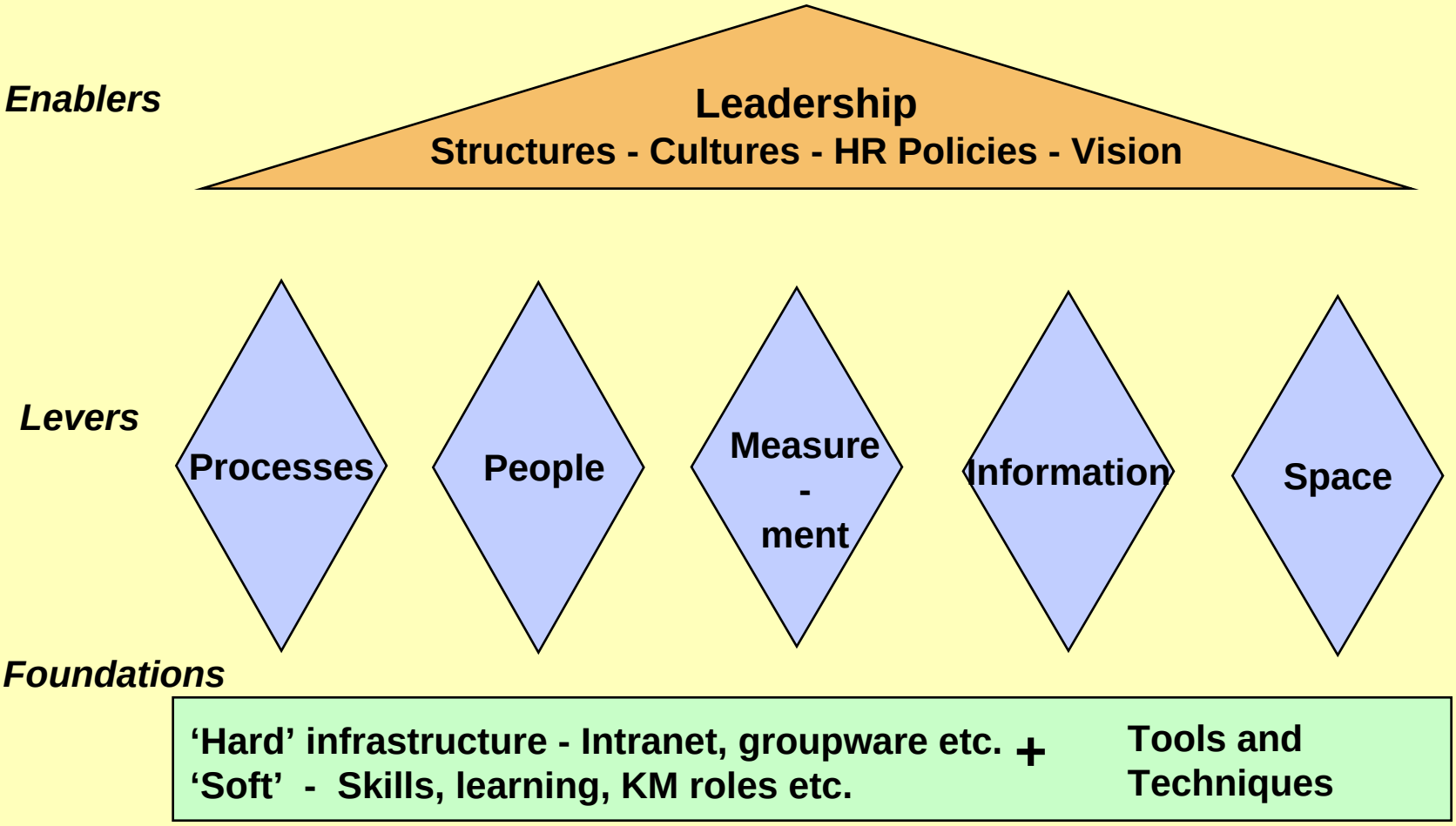
Enablers

- Strong link to business value
- Compelling vision and architecture
- Knowledge leadership / champions

KM Success Framework



Critical Success Factors

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- Strong link to business imperative
- Compelling vision and architecture
- Knowledge leadership
- Knowledge creating and sharing culture
- Continuous learning
- Well developed ICT infrastructure
- Systematic knowledge processes / practices

Top Ten Pitfalls

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- IT “silver bullet”
- Narrow vs holistic
- Focus on what’s there
- Isolated initiative
- Mechanistic (tick-box)
- Cultural ‘obstacle’
- Management ‘nod’
- Inappropriate skills
- Impatient - ‘quick fix’
- Fail “what’s in it for me”

Information Manager's Role

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- Knowledge inventory, validation of sources
- Key IM skills e.g. classification, thesauri
  - but need to convince users vs. search engines
- Custodian of key k-bases (portal management)
- Setting the IM standards (information architecture)
- Expert navigators, connectors, filters, QA
- Consultant and advisor to business

… using the knowledge of your network!!

Implications

- Don't get hi-jacked - articulate value of good IM
- Develop partnerships with CKO and users
- Build links from info to knowledge - interactivity
- Automate info flows - help users help themselves
- Add the human element - know your business, personalise, develop relationships, build your networks!
- Use knowledge management yourself – benchmark, apply best practice, learn continuously, add value to your Intranet

Final Thought

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"You never actually own knowledge.

You merely take care of it for others"

(Adapted from an advert for a Patek Philippe watch).

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