The KMS Road Map

The first phase: evaluation of the infrastructure and aligning KM and business strategy.

The second phase: KM system analysis, design, and development.
- Knowledge audit and analysis.
- Designing the KM team.
- Creating the KM system blueprint.
- Selecting KM technology
- Developing the KM system.

The third phase: KMS deployment.
The final phase: measuring ROI and performance evaluation.

Role of knowledge management

<table>
<thead>
<tr>
<th>Definition</th>
<th>Response</th>
</tr>
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<tbody>
<tr>
<td>Technological concept</td>
<td>6%</td>
</tr>
<tr>
<td>Business focused approach</td>
<td>85%</td>
</tr>
<tr>
<td>No visible process</td>
<td>1%</td>
</tr>
<tr>
<td>Documents and databases</td>
<td>1%</td>
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</tbody>
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Source: S. Zingier, AM Survey in Australian Corporate Environment

85% Business focused approach
Challenges for KMS

- "... you don't know what people know. You don't know what information exists, so you often go looking for something and although it might be in a different context, it's still actually the same sort of knowledge and it's also the fact that you don't know who to talk to – that's a big problem" -

- "Trying to get big businesses to say or see the corporate good in doing it, as opposed to 'That's nothing to do with me – that's a corporate thing'. " -

Role of technology

- "I think the role of technology is huge, but people have to manage the technology. Technology is a tool. I don't see technology as being that great at managing anything. I think it's the people behind the technology, the people who are using the technology, that are the managers of technology." -

- What is "it" in KM now ...
  - "Knowledge Management is only successful when the right tool is implemented with the right processes, and in the right environment.
  - The right environment is one of teamwork and collaboration! We all have a role in building, maintaining, and accessing knowledge..."

Starting the KM Project:
Understanding the Who, Why, What & How

- What is the motivation for change?
  - the business case
- Why KM?
  - identify the competitive advantage
- How does the KM project fit the organisation?
  - cultural and structural factors
- What is the KM agenda?
  - the functional perspective (eg promote "best practice")
- Who are the "champions"?
  - find senior business sponsors to support your pilot initiatives
- What is to be done?
  - identify potential ‘quick-wins'
Initiating the KM Project: Start Small!!!!

Find pockets of excellence and bring the experts together into a supportive knowledge network.

- Are people working “smarter”?
- How do they do it?
- What else can the organisation provide to capitalise on the skills and experiences of these people?
- What technology is in place?
- What kind of (decision) support can be offered?
- What can or can not be automated?
- Where are knowledge sources and knowledge sinks

Knowledge Processes

Knowledge Creation & Application

- Codify
- Create
- Innovate Cycle
- Collect
- Classify
- Organise/store
- Share/disseminate
- Access
- Use/exploit
- Identify

Knowledge Repository

- Cotify
- Create
- Diffuse
- Embed
- Share

How to Work “Smarter”

- Sample survey to evaluate the role of knowledge for staff performance
- Rank the importance of the following statements:
  - I am aware of how to access data and information for making good decisions in my work.
  - Decisions are based on data, information and facts.
  - We learn from sharing and debriefing.
  - Sharing what we learn with others in the workplace to drive improvement.
  - Improvements in my work area’s performance are measured and visible.

Lawrence Ding, Business Information Manager, Fremantle Port
Support for “Smarter” Work Practice

- Documenting knowledge flows across organisation
- Understanding the implicit practices
- Can be built around:
  - an information mapping based on business functional hierarchy as a skeleton for document management system;
  - Complemented by process management system;
  - Push/pull facilities

Where is the Knowledge: Mapping Value Networks

- A method to understand roles of knowledge and intangibles in organization;
- Allows to identify the key value exchanges that take place in business relationships and understand the benefits of visualizing and interpreting stakeholder relationships as a whole system of dynamic value.
- Classic value chain view of organizations is inadequate for the Knowledge Economy.
- There are two primary currencies of value – tangibles and intangibles.
- A simple way to diagram and describe value exchanges:
  
http://www.alleetoolkit.com/welcome/i_intro/index.html

ValueNet Works™

A technique to understand the tangible and intangible value exchange processes in the organisation
Technology Infrastructure

- What systems are already in place?
- What is the opportunity for integration?
- Buy or build?

KMS Step by Step

- Begins with planning
  - Form a cross-functional/multidisciplinary acquisition team according to the skills required
  - Search for the information about KM systems matching knowledge processes in the organization
    - Vendor awareness session, vendor demonstrations, demo evaluation,
    - Evaluate suitability of cost and IT infrastructure
    - Feasibility testing
- Requirements definition:
  - Functional requirements;
  - Current technological environment
  - Evaluation of human resources and management factors
    - Establish selection criteria;
    - Change management issues
- Ends with negotiations

References

- The Knowledge Shop at David Skyrme Associates; http://www.skyrme.com/shop/index.htm/KMStrategy