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.

KMS Step by Step
- Begins with planning
  - Form an 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 sessions, 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
Knowledge Management Model

KM must be aligned with organisational strategy, articulated through its drivers, analysed through the elements of people, process, technology and content, and implemented through its enablers to develop organisational capability and culture.

Standards Australia: Interim KM Framework

Establish the knowledge processes needed to achieve organisational objectives

Establish the foundation needed to support required knowledge processes

Knowledge Foundation
- Technology
- Culture
- Sustaining Systems

Knowledge Processes
- Sharing
- Acquisition
- Creation

Knowledge Alignment
- Context
- Analysis
- Planning

KMS in Context

Socio-Cultural Issues

Knowledge Creation/Acquisition

Knowledge Storage/ Organisation

Knowledge Distribution

Knowledge Application
CEN European KM Framework: Core Knowledge Activities

Knowledge Processes Cycles
- **Sharing Cycle** (knowledge repository)
- **Innovation Cycle** (knowledge creation & application)

Knowledge Sharing: The SECI Model
- **Socialisation**
  - Tacit to Tacit
  - Explicit to Tacit
- **Externalisation**
  - Tacit to Explicit
  - Explicit to Explicit
- **Internalisation**
- **Combination**
KMS Objectives

- Support for knowledge work
  - must include the productive and cognitive aspects of the activity
  - doing, thinking, communicating
- Address all levels
  - individual, group, enterprise
- Focus on knowledge processes
  - making internal knowledge visible and external knowledge accessible
  - ensure knowledge is deployed
  - emphasis on knowledge production
- Development of human knowledge (personal skills/knowledge)
  - learning
  - sense-making
  - reflection

Implications for the Lifecycle

- The KMS lifecycle is not linear
  - multi-dimensional - need to address (contradictory) requirements relating to many different aspects of organisational life
  - temporal - requirements change with use
  - emergent - complexity of KM determines that requirements are not known but emerge in use
- Knowledge is not static
  - exists in action
  - contextual
  - situational

A challenge: can you represent the KMS lifecycle (but which KMS?)
A Spiral Model of System Development

- Plan next phases
- Determine objectives, alternatives, constraints
- Evaluate alternatives, identify, resolve risks
- Develop, verify next level product

References