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.

The Knowledge Audit

- A structured method for analyzing knowledge resources and needs.
- The method relies on answering the questions such as:
  - What internal information/knowledge does the organization have?
  - Where is it kept and in what form?
  - What are the external sources of information/knowledge?
  - Who creates and "owns" the knowledge?
  - How is knowledge organized?
  - What information and knowledge is needed but not available
Role of Knowledge Audit

At the organizational level:
- assists making decision in systems and process design
- assists in resource planning for information and knowledge services
- identifies gaps and duplication in information processes
- provides insights into organisational culture and user behaviour

At the pragmatic level:
- identifies gaps in the current knowledge processes
- provides direction for changes in management structures and methods
- maps knowledge management against organizational culture and needs
- is a part of quality control to confirm that key information and knowledge is being captured
- identifies where knowledge can be applied to benefit the organization
- provides a snap shot of the organization's status at a point in time

Stages in the Audit Process

- Define the goals of the audit (core competencies)
- Identify constraints (time, cost, etc.)
- Identify an end or “ideal” state (performance measures)
- Select audit method (includes planning and organising a team to perform it)
- Perform audit (identify knowledge types and sources)
- Document knowledge assets
- Determine the strategic position within the existing infrastructure (value proposition & type of KM strategy)

Strategy Development

Knowledge Work
Awareness
Communication
Struktur
Technology Support
Innovation
Knowledge Capture

Sussman, et al., 2003
Knowledge Audit

The Aim of Knowledge Audit

Ideal State
- based on org. strategy

Gaps to be filled

Current Reality

Recommendations:
- Plans
- Actions
- Changes

Knowledge Gaps

- One of the major results of knowledge audit is identifying knowledge gaps;
- Two types of gaps:
  - Information deficiency (internal process problem);
  - Skills deficit (need external intervention/source);
- Three approaches to bridge the knowledge gaps:
  - Develop internally;
  - Acquire from outside;
  - Anchor within organisation.

Sources of Knowledge

- Types of knowledge
  - Individual/Collective/Organisational
  - Codified/uncodified
  - Structured/unstructured
  - Tacit/Explicit
- Sources
  - Reports, contracts, manuals, other structured documents
  - Protocols, procedures
  - Best (better) practices, lessons learnt
  - Customer information
  - Competitor information
  - Skills/expertise indexes
Knowledge Acquisition Techniques

- interviews
- presentations by the expert
- verbal protocols
- observation
- simulated consultations
- teachback techniques
- psychological techniques (e.g., repertory grids)
- induction from examples (machine learning/data mining)

Knowledge Maps

- A diffuse concept that is generally considered as a scheme of 'knowledge domains' within a specific organisation or unit of that organisation
- Charts where the core knowledge areas are and how that knowledge flows
- It is a way of grouping knowledge and then analyzing for gaps
- In problem solving situations it can be used for coming up with new unique (creative, innovative) solutions.

Producing a Knowledge Map

- Purpose
  - depends on what and who's knowledge is being mapped and the type of results that are required
- Process
  - identify knowledge-intensive processes
  - locate relevant knowledge assets and knowledge holders
  - index the assets and holders (?)
  - integrate indexed assets into a navigation system which is linked to the process
  - enable decentralised update mechanism
How to draw a Knowledge Map

- Start writing down the names of the areas of expertise within the group concerned.
- Make connections/relationships between them.
- Expand by naming the ‘knowledge’ (information) that belongs or should belong to each domain (people, documents, URL’s, etc).
- Link them together with the relationships they have when exchanging knowledge (information);
- Put labels on the links indicating in what format knowledge flows occur

Tools for Knowledge Mapping

- theBrain (theBrain.com) allows to chart out (in a taxonomy form) all of the various nodes of knowledge in an organization.
- MooD – maps business processes with documents resources ([http://www.tsorg.com](http://www.tsorg.com))
- MindManager – helps visualising conceptual relationships and convert conceptual maps into documents of various formats ([http://mindjet.com](http://mindjet.com))

Problems with Knowledge Maps

- Can distort internal relationships by focusing on knowledge
- Must be dynamic
- Must respect privacy
- Transparency and visibility of knowledge comes with a “cost”
- Visibility at any cost can be counter-productive as it can lead to people losing jobs
- Common language has to be established
- They are only effective if the organisation values knowledge (supports “internal knowledge markets”)
Knowledge Audit: Pros and Cons

Pros
- It is a powerful and necessary tool to assess the level of current knowledge requirements;
- It helps to define future state of knowledge management for the organisation and the means to get there

Cons
- will fail if
  - it aims to identify, elicit and record all knowledge in an organisation, or even one of its units;
  - it does not have firm commitment from the top and access to organisational resources including people;
  - results can have (unexpected) political implications
  - there is just too much knowledge to elicit in a short time when dealing with experts with 30+ years of experience.
- the structure of the knowledge reveals what the experts know not the details of the knowledge

References