Lecture 7
IMS3012 - Semester 1, 2005

The Knowledge Management Team
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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.

What is knowledge management?
- The systematic process of finding, selecting, organising, distilling and presenting information in a way that improves and employee's comprehension in a specific area of interest.
- Knowledge management helps an organisation to gain insight and understanding from its own experience.
- Specific knowledge management activities help focus the organisation on acquiring, storing and utilising knowledge for such things as problem solving, dynamic learning, strategic planning and decision making.
- Also, it protects intellectual assets from decay, adds to firm intelligence and provides increased flexibility.

http://www.bus.utexas.edu/kman/answers.htm
Designing the KM Job

Definition
- Finding, selecting, organizing, distilling and presenting information in the way that improves an employee’s comprehension in a specific area of interest.

Job description
- Determine the appropriate structure and format in the knowledge management system, and determine the sources and acquisition methods for the knowledge.
- Maintain working relationships with subject matter experts and personnel
- Excellent diagnostic, communication, and interpersonal organizational skills

Designing the KM Job cont.

Definition
- Focus on acquiring, storing and utilizing knowledge for such things as problem solving, dynamic learning, strategic planning and decision making.

Job description
- Knowledge management design, development, implementation, and ongoing support and maintenance
- Create a process to easily identify knowledge required to meet organisational needs

Key Objectives for the KM Project
- Turning information to knowledge
- Managing knowledge through a KM strategy that is aligned with organization strategy
- Translating knowledge management strategy into operating policy
- Exchanging information between different affiliates

http://www.km.org/km_jobs.htm
The KM Balancing Act

Assembling the KM Team: a multi-disciplinary approach

Skills for KM Team

Technical Competence

Business Knowledge

Social Competence
Core Activities

The KM Team:
- takes a leadership role in creating an understanding of the KM process
- establishes its own learning processes
  - within the team
  - with external stakeholders
- assumes a facilitation role
- focuses on improving communication processes across the organisation

Career in KM

- Strategic KM Roles
  - Chief Knowledge Officer or Chief Learning Officer
  - Knowledge Strategist
- Developmental KM Roles
  - Knowledge Engineer
  - Knowledge Architect
- Tactical KM Roles
  - Knowledge Researcher
  - Knowledge Worker
  - Knowledge Journalist

Appointment is usually to a management position

KM Roles

- KM planners and facilitators;
  - A small multi-disciplinary team responsible for developing policy, standards and tools.
- KM practitioners;
  - A range of full or part time roles supporting business units or communities.
- Enterprise wide workers
  - Knowledge workers performing their job with the focus on building organisational knowledge;
  - Includes strategic planning, competitive intelligence, organisational learning

One person may take one or a number of these roles
Typical Roles:
KM planners and facilitators

- KM Director
- Content structuring
- IT infrastructure development and support for knowledge capture and sharing
- Intranet-extranet services (including policies and standards)
- Knowledge Network Coordinator (may include HR activities)
- Project management (long term)
- External information management and integration with the internal resources (may be a part of content management)
- Internal marketing of KM facilities and activities
- Help desk to assist communities of practice
- Design of KM and information training

Tfpl, 1999

Typical Roles:
KM Practitioners

- Knowledge leaders or KM champions
- Knowledge managers
  - Knowledge Centre/Hub Manager responsible for acquisition, storage, delivery of external and internal knowledge
- Knowledge navigators
- Knowledge synthesisers
- Content editors
- Publishing specialists
  - Web Master, Knowledge Archivist, Communication Manager
- Coaches and Mentors
- Help desk
  - Knowledge assistants, brokers, information managers, subject librarians

Tfpl, 1999

Enterprise wide workers

- Knowledge workers are engaged in the tasks that require acquisition, application and creation of knowledge every time the task is performed
  - “Knowledge workers are people who use their heads more than their hand to produce value”
  - “A knowledge worker is the one who gathers data/information from any source; adds value to the information; and distributes value-added product to others”

Tfpl, 1999
Example Positions

- Knowledge Manager, Drug Development Teams
- Knowledge Journalist
- Knowledge Architect/Designer
  - http://www.km.org/km_jobs.htm
- Manager, Knowledge Management
  - http://www.km.org/km_jobs.htm
- Knowledge Strategist
  - http://www.km.org/km_jobs.htm

Required Knowledge and Skills

- Excellent oral and written communication skills
- High degree of focus on corporate needs, customer satisfaction and quality orientation
- Excellent interpersonal/organisational skills
- Excellent skills in: researching, analysing, diagnosing and synthesising
- Thorough knowledge of KMS and implementation
- Project manager skill
- As well as skills in: leadership, motivation, creativity and teamwork
  - http://www.km.org/km_jobs.htm

Who is responsible for KM?

- Everyone's job
- No formal role exists
- A department or function
- Several directors or managers
- Director or senior manager
- CEO

Zyngier, 2001
References

- Groff and Jones (2003) Introduction to knowledge management, Butterworth Heinemann, Boston, MA
- Tfpl [on line] [http://www.knowledgerecruit.com/]