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 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 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
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

Knowledge Alignment
Context
Analysis
Planning

Knowledge Processes
Sharing
Acquisition
Creation

Establish the knowledge processes needed to achieve organisational objectives
Establish the foundation needed to support required knowledge processes

Knowledge Foundation
Culture
Technology
Sustaining Systems


KMS in Context

Socio-Cultural issues

Knowledge Creation/Acquisition
Knowledge Storage/Organisation
Knowledge Distribution
Knowledge Application

Technology
CEN European KM Framework: Core Knowledge Activities

Knowledge Processes Cycles

Knowledge Sharing: The SECI Model
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 capital (personal skills/knowledge)
  - learning
  - sense-making
  - reflection
- Address all levels
  - individual, group, enterprise
- Focus on knowledge processes
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  - emphasis on knowledge production
- Development of human capital (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 Linear Lifecycle
Implications of a Lifecycle

- A Lifecycle (objective and normative)
  - has a beginning and end
  - can be defined
  - has identifiable stages
  - is limited and constrained
- Knowledge (socially constructed)
  - is evolving
  - changes through use
  - can be reinterpreted
  - is not invariant

KMS is a designed artefact that is a negotiated compromise

Organisational Design: A Historical View

<table>
<thead>
<tr>
<th>Type of Org</th>
<th>Dominant Structure</th>
<th>Advantage</th>
<th>Disadvantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional</td>
<td>Functional division</td>
<td>Expertise under hierarchical control</td>
<td>Functional silos</td>
</tr>
<tr>
<td>Multi-divisional</td>
<td>Business unit</td>
<td>Integrates functional expertise</td>
<td>Boundaries impede learning &amp; knowledge transfer</td>
</tr>
<tr>
<td>Project-based</td>
<td>Project team</td>
<td>Customer focus market agility</td>
<td>Short term focus learning localised</td>
</tr>
<tr>
<td>Knowledge-based</td>
<td>Community of practice</td>
<td>Integrates competencies into the org</td>
<td>Competing priorities</td>
</tr>
</tbody>
</table>
Communities of Practice (CoP)

- CoP informal structures
  - business function
  - social practice
  - identity
  - intellectual leadership
    - develop members capabilities
  - build knowledge by learning together
- Require
  - supportive environment
  - infrastructure to support activities
    - do not have a budget
    - resources
    - coordination with formal structures
  - non-traditional methods to measure value
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  - supportive environment
  - infrastructure to support activities
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    - coordination with formal structures
  - non-traditional methods to measure value

CoP, Learning and Innovation

- Participation in CoP involves:
  - production of continuity
  - displacement of established practices
- Learning integrates knowledge and practice and involves
  - internalisation
  - articulation
  - transformation
- Learning is about participating in a community - becoming a practitioner
- Innovation occurs at the same site as learning
  - community revision of its relationship with environment
  - discovery - efficient reaction to change (discontinuity)
  - enacting - proactively construct its environment
- Innovation is about seeing the world anew

Organisations as Communities-of-Communities

- Fostering work, learning and innovation
- Aligning organisational views with members’ understanding
- Legitimise and support activities that enact and discover
- Provide autonomy to communities
- Organisations need to be reflectively structured
Information Wards: The Politics of Information

An information ward (IW) is the combination of data and associated business processes that is perceived by an organizational actor as being owned and controlled by the actor or which the actor perceives they should own and control.

The political information ward (PIW) is the subset of that actor's information ward (IW) over which action will be taken to defend against any threat to its ownership and control, or which the actor will aggressively seek to gain ownership and control.

Potential for Conflict

Negotiable

Irreconcilable

Confrontational

Terminal

Enterprise-wide information system

Benign

Chaotic
Information Wards and KMS

- Which one can a KMS get access to?
- Which one should a KMS get access to?
- When does the KMS access either?
- Why it is important to answer these questions?

References

- Wenger, E., 2000, Knowledge and Communities, Butterworth-Heineman, p3-20