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.

Amrit Tiwana, 2002
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/anwers.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

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**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](http://www.km.org/km_jobs.htm)
The KM Balancing Act

Scope  
Risk  
Profit  
Short-term  
Function  
Payoff  
Strategy  
Long-term

Tiwana, 2000

Assembling the KM Team: a multi-disciplinary approach

- Management imperative
  - strategic and operational level
- Economic and financial expertise
- Human resource expertise
- Understanding of markets
- Understanding of technology
- Knowledge of KM products
- Quality management skills
- Risk management skills

A programmer, a librarian, a business manager and a psychologist will approach KM differently but their skills are complementary
Skills for KM Team

Technical Competence
- project management
- technology awareness
- application systems
- systems implementation

Business Knowledge
- corporate needs
- quality management
- risk management
- customer orientation

Social Competence
- interpersonal
- leadership
- teamwork
- creativity
- diagnostic

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*

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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

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”
  
  - Horibe, 1999

- “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”
  
  - Kappers and Thomas, 1993
  
  - From Awad & Ghaziri, 2003

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
http://www.careermag.com/ct/dcmag_careerlinks

Who is responsible for KM?

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

Zygier, 2001
Job Description: KM Specialist

- **Primary Task**
  - Own knowledge management design, development, implementation, and ongoing support and maintenance
  - Maintain working relationships with subject matter experts and other personnel
  - Create a process to easily identify knowledge required to meet organisational needs

- **Functions**
  - Determine the appropriate structure and format in the KM system
  - Determine the sources and acquisition methods for the knowledge
  - Ensure the continued enhancements of KM techniques in conjunction with evolving industry trends and standards
  - Primary contact within the organisation for KM tools and technologies

Primary Roles of CKO

"convert knowledge into profit by leveraging the corporation’s intellectual assets" — Guns (1998)

Detailed responsibilities:
- Developing new capabilities
- Ensuring the right kind of IT is available
- Managing patent portfolios
- Identifying and managing information
- Codifying knowledge
- Using ICT to connect employees
- Identifying in-house knowledge, skills and expertise
- Collecting best practice
- Providing human support to back up the knowledge management system

— McCullough et al. 2002
Role of the KM Team

<table>
<thead>
<tr>
<th>KM Team Focus</th>
<th>Object of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>KMS Strategy</td>
<td>Capability</td>
</tr>
<tr>
<td>KMS Planning</td>
<td>Collaboration</td>
</tr>
<tr>
<td>KMS Development/Implementation</td>
<td>Activity</td>
</tr>
<tr>
<td>KMS Operations</td>
<td></td>
</tr>
</tbody>
</table>

Who’s responsibility is KM?

- KM strategy implementation needs to be included into corporate governance rules, policies and procedures;
- KM-related roles and responsibilities will be overlooked unless they are part of position description and linked to performance evaluation
The Character of KMS Development

- KMS Characteristics
  - Business orientation (value proposition)
  - Alignment with organisational objectives
  - Technology integrated into the socio-cultural context
  - Involves social, cultural and organisational changes
  - Dynamic and emergence
  - Learning is an integral aspect

- Implications
  - Requires an on-going involvement from the KM Team
  - Roles and skill set change over the life span
  - Involves co-opting knowledge workers from organisational units

\textit{KMS development differs from IS development which is usually finite and focused on constructing a technological artefact}

Legal and Ethical Issues

- Knowledge workers are experts in their field and own their knowledge of work if no prior agreement was established
- Is a knowledge-based system a product or a service?
- To what extent an organization “owns” the individual knowledge of its employees?
- Who “owns” the mistakes resulted from application of knowledge-base?
- It is ethical to use someone else’s knowledge product if it was made available for public use?

\textit{Awad and Ghazi, 2003}
Be your own Knowledge Manager

- Share your knowledge generously
- Build knowledge networks and repositories
- Keep learning every day
- Develop your own code of ethics and stick to it
- Build your people skills
- Think long-term when acquiring new knowledge and position
- Build your expert reputation
- “You are not your job”

Groff and Johns, 2003

References

- Groff and Jones (2003) Introduction to knowledge management, Butterworth Heineman, Boston, MA