



Communicating Knowledge 

Communicating Knowledge


The KM Challenge

Dr David J. Skyrme
David Skyrme Associates

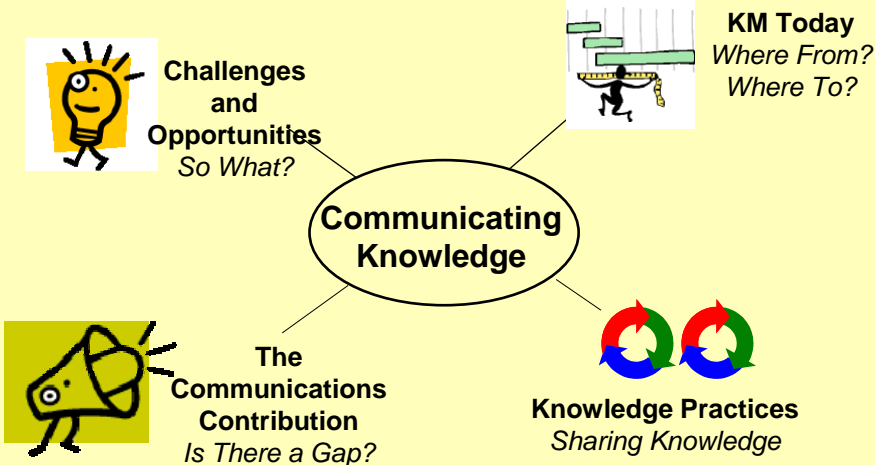


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Topics



Challenges and Opportunities
So What?

KM Today
Where From?
Where To?

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The Communications Contribution
Is There a Gap?

Knowledge Practices
Sharing Knowledge

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The Essence

Knowledge Management is the explicit and systematic management of vital knowledge - and its associated processes of creation, organization, diffusion, use and exploitation - to help achieve organizational objectives.

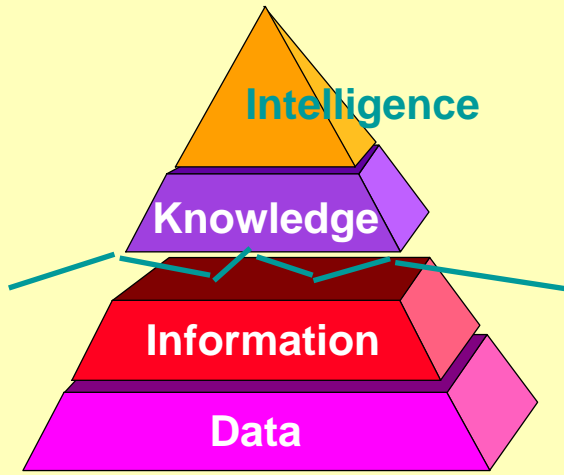


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Essentially Different



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Essentially Different

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Intelligence *Human, judgemental*

Knowledge *Contextual, tacit
Transfer needs learning*

Information *Codifiable, explicit
Easily transferable*

Data

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Essentially Chaordic

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Chaotic knowledge processes

Human knowledge and networking

Information databases and technical networking

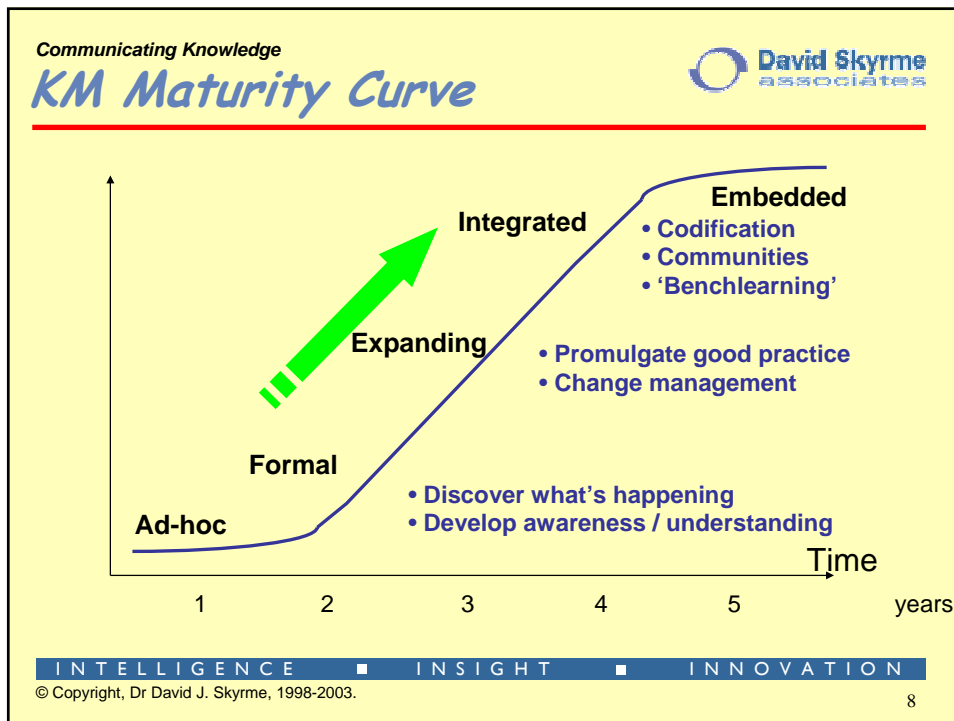
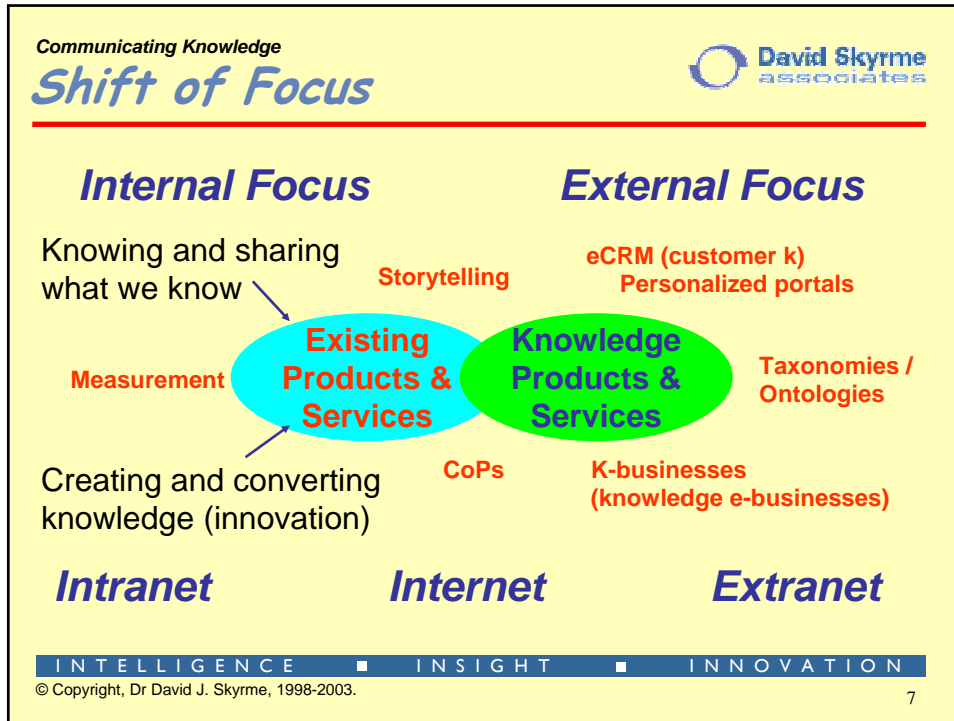
Communities

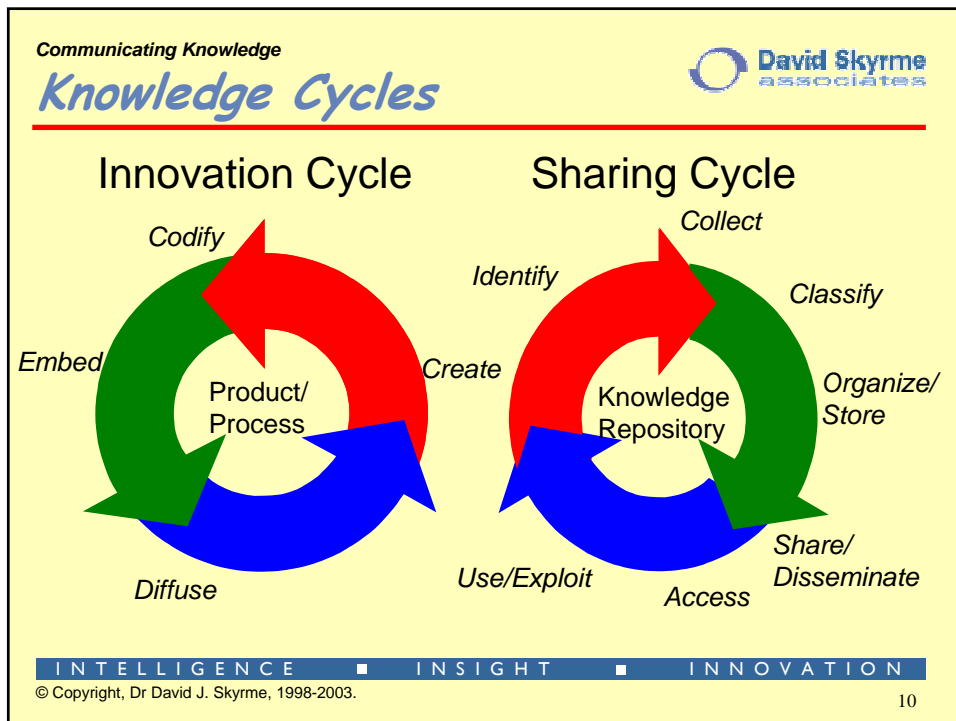
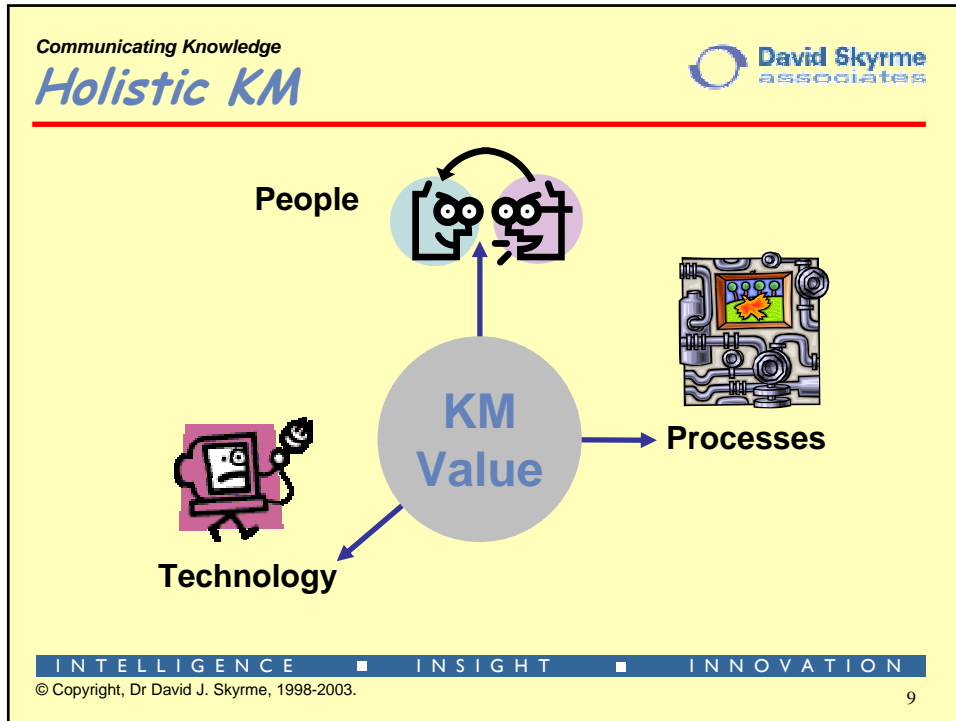
Content

Systematic information and knowledge processes

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Some Practices (1)

Creating	Creativity techniques, simulation, skilful dialogue
Identifying	Information audit, knowledge mapping, expertise directories, text mining, conceptual mapping
Gathering	Interviewing, observing, intelligent agents, search/retrieval, peer assist
Organizing	Thesaurus, knowledge trees, meta-data tools, content management

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Some Practices (2)




Sharing	Best practices, office design, share fairs, CoPs, doc. management, portals, intranets, cross-functional teams, knowledge centres
Learning	AARs, project reviews, decision diaries, external forums, storytelling
Applying	Packaging, decision support, process/workflow, advising
Evaluating	KM assessment, IC measurement and accounting, benchmarking
Exploiting	Productizing knowledge assets, external portals, k-business

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KM & Communications

**“My three most important priorities?
Communication, communication, communication.”**
(Paul Pederson, when leading KM at Price Waterhouse)

**“The main lesson we have learnt is that communications is
the key to knowledge management”**
(Judy Aldred, KM Manager, NHS Information Authority)

**“All of our communications Focused on the value that
was generated by the community in so many ways,
at so many levels, for so many people”**
(Hubert Saint-Onge, when VP at Clarica)

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KM & Communications (2)

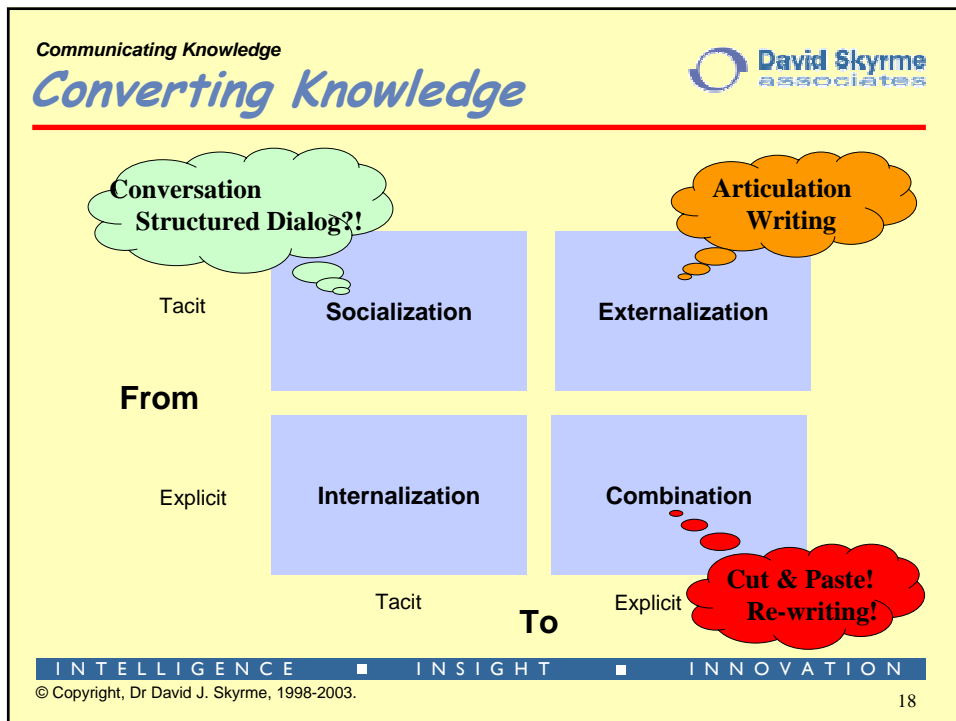
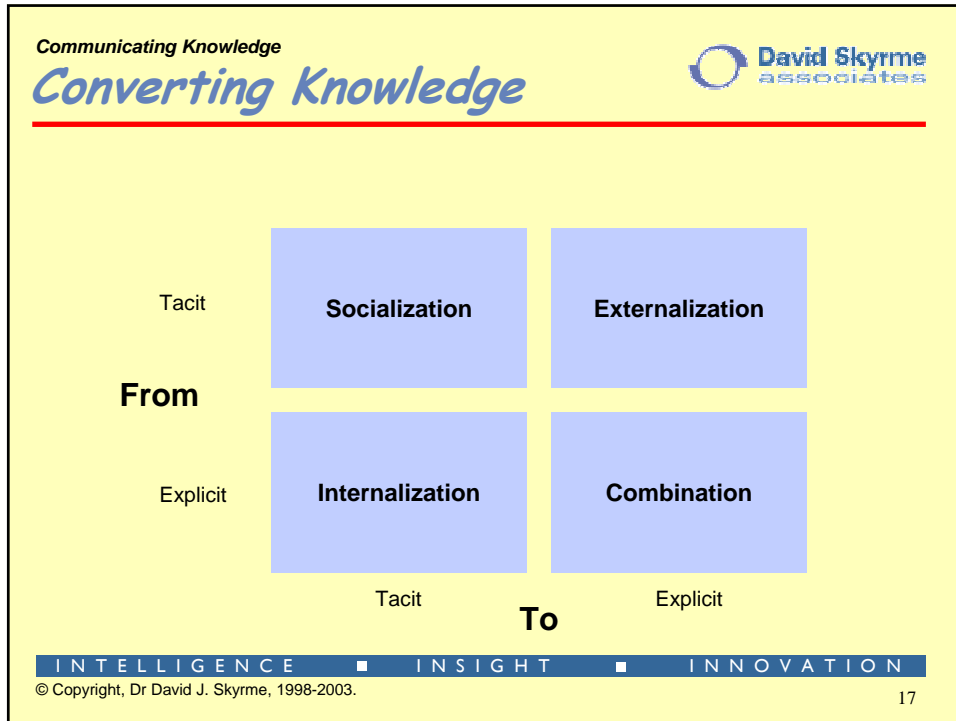
**“This [storytelling] was a highly worthwhile exercise,
which exceeded all our expectations”**
(Pat Langford, UK Department of Industry)

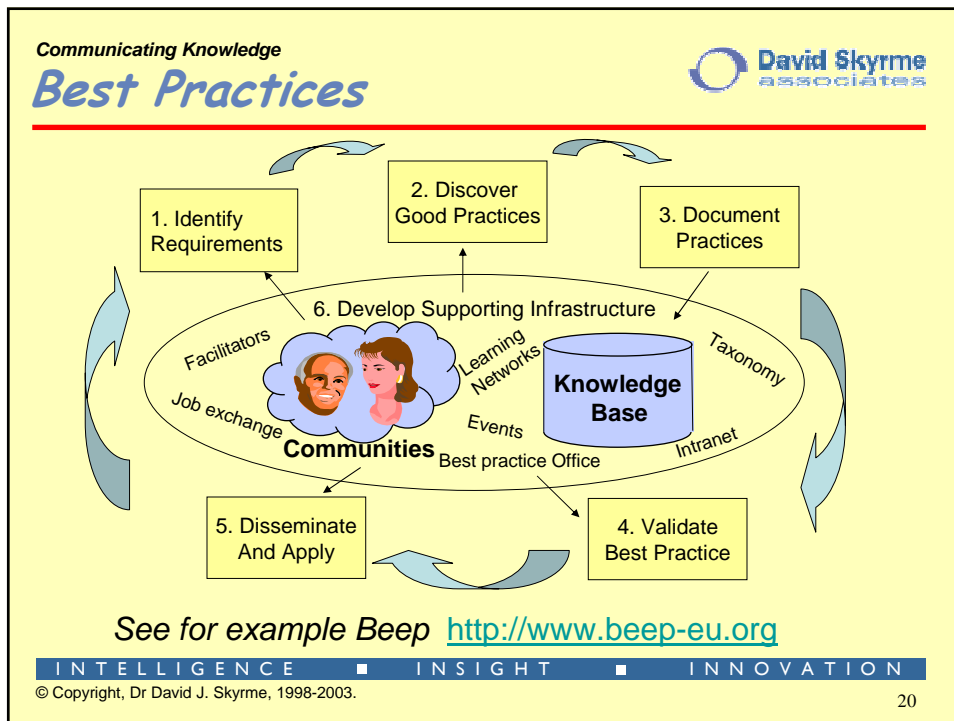
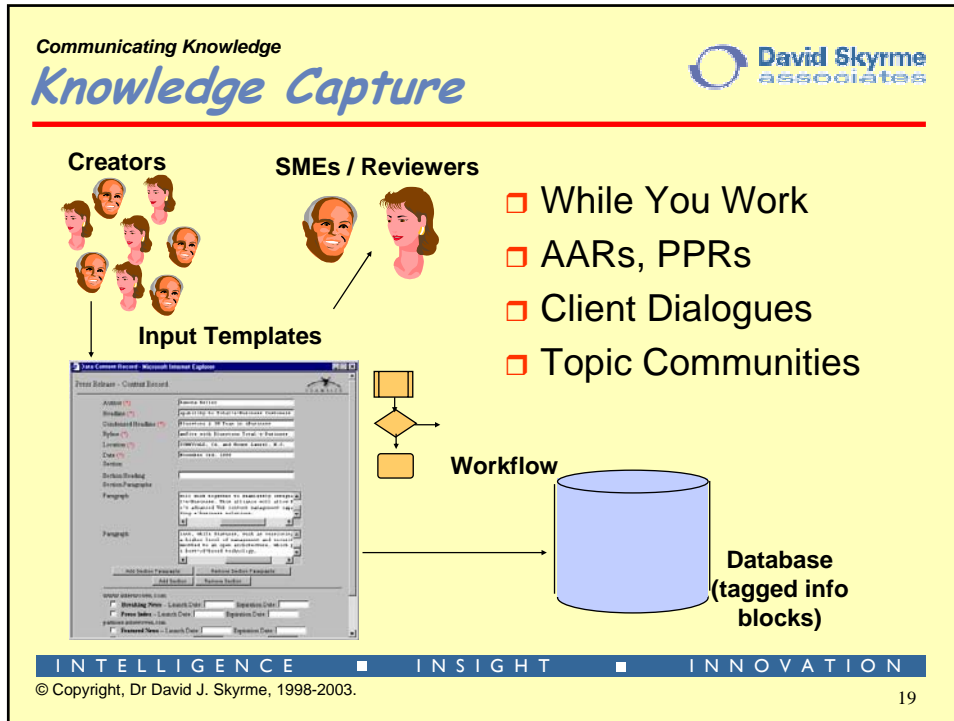
**“Language is central to the evolution and acceptance of new
ideas, and this is particularly true for the rise of KM in
becoming an accepted management discipline”**
(Patti Anklam, formerly KM manager, Nortel)


**“The Knowledge Management talked with every BP business
unit world-wide carrying out "engagements" to create
awareness and develop expectations across the company”**
(Chris Collison, formerly in BP’s Knowledge Team)

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Sharing Knowledge

	Same Place	Different Place
Same Time	Settings Workshops Meeting Support ShareFairs Conversations	Remote Access Videoconferencing Audioconferencing Instant messaging
Different Time	Info Objects Document mgmt White boards Project rooms Log books	Asynchronous Email lists Intranets Web conferencing

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Sharing Knowledge Online

Channels

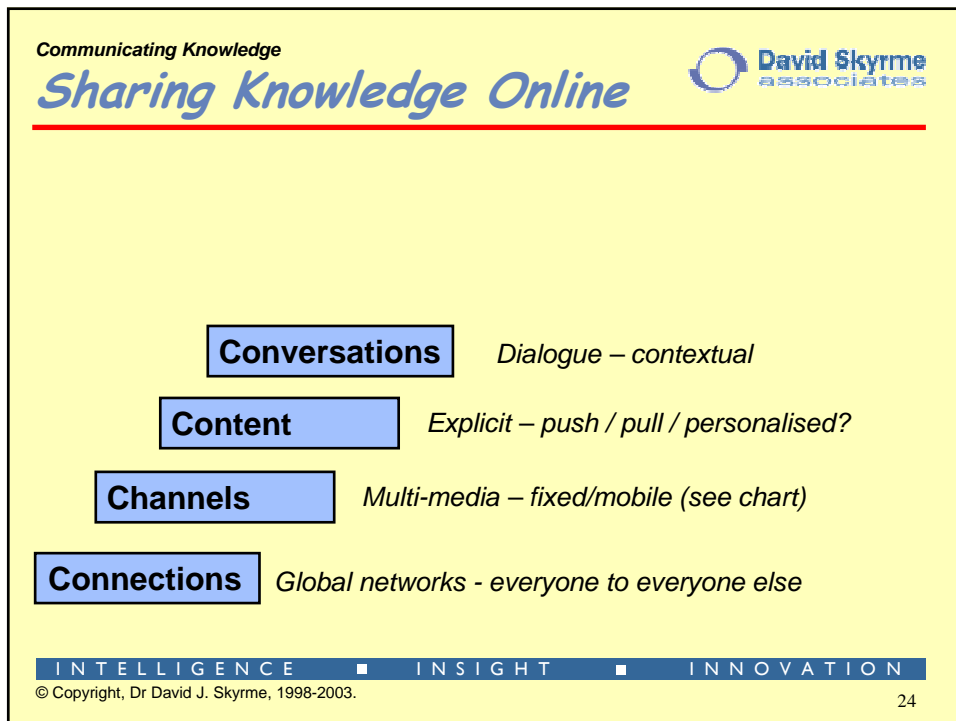
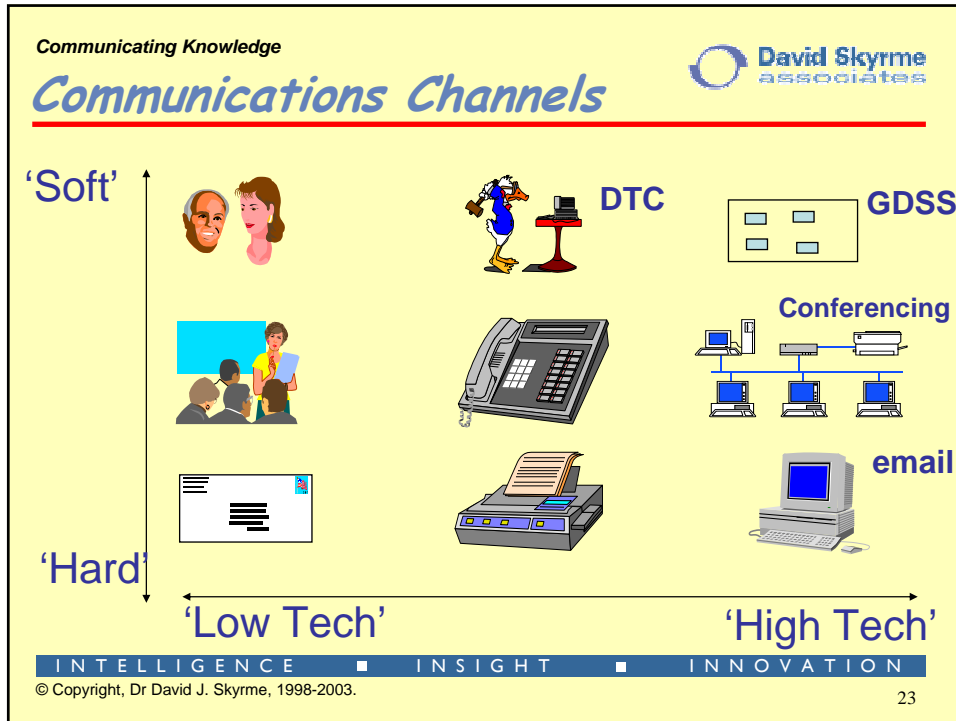
Multi-media – fixed/mobile (see chart)

Connections

Global networks - everyone to everyone else

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Electronic Conversations

Effective	Ineffective
<ul style="list-style-type: none"> ❑ Choosing right medium ❑ Setting context ❑ Cyberskills ❑ Structure e.g. headers ❑ Use of lists ❑ Use of filters ❑ Efficient personal filing ❑ Informality, humour 	<ul style="list-style-type: none"> ❑ Wrong medium ❑ Thinking aloud (mostly) ❑ Recipient action unclear (c.f. speech acts) ❑ The 'copy to all' memo ❑ The essay – use one topic per email ❑ Repeat <u>everything</u> back

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Sharing Knowledge Online

Collaboration *Joint development*

Communities *Action-focus – best expertise*

Conversations *Dialogue – contextual*

Content *Explicit – push / pull / personalised?*

Channels *Multi-media – fixed/mobile (see chart)*

Connections *Global networks - everyone to everyone else*

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Key KM Challenges 2004




- ❑ Integration – with organisational goals / strategy
- ❑ Embedding – into knowledge workers' routine
- ❑ Information overload – filter, refine the relevant
- ❑ Harnessing Networks – communities, social capital
- ❑ Measurement – narrative as well as numbers
- ❑ Collaborative technologies – that work with humans
- ❑ Openness and Trust – value-driven

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Opportunities



- ❑ Showing how KM benefits 'bottom line'
- ❑ Telling stories of good practice
- ❑ Orchestrating conversations / communities
- ❑ Refining indigestible knowledge
- ❑ Integrating content – intranet / internet
- ❑ Exploiting new media (chat, VOD etc.)
- ❑ Sharing skills of communication

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Opportunities

- ❑ **S**howing how KM benefits ‘bottom line’
- ❑ **T**elling stories of good practice
- ❑ **O**rchestrating conversations / communities
- ❑ **R**efining indigestible knowledge
- ❑ **I**ntegrating content – intranet / internet
- ❑ **E**xploiting new media (chat, VOD etc.)
- ❑ **S**haring skills of communication

... Adding interest and excitement!

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Final Thought

“It is the province of knowledge to speak
And it is the privilege of wisdom to listen.”

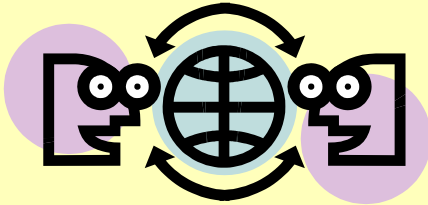
(Oliver Wendell Holmes, Author and Physician, 1809 - 1894)

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Questions?



*...Time to Converse
and Communicate!*

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Contact Details

Dr David J. Skyrme
David Skyrme Associates Limited
Highclere, England



email: david@skyrme.com
WWW - <http://www.skyrme.com>

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