Communicating Knowledge

The KM Challenge

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David Skyrme Associates

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Topics

Challenges and Opportunities
So What?

Communication Contribution
Is There a Gap?

Knowledge Practices
Sharing Knowledge

KM Today
Where From?
Where To?

Communicating Knowledge

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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.
Essentially Different

- Intelligence: Human, judgemental
- Knowledge: Contextual, tacit
  Transfer needs learning
- Information: Codifiable, explicit
  Easily transferable
- Data

Essentially Chaordic

- Chaotic knowledge processes
- Human knowledge and networking
- Communities
- Information databases and technical networking
- Content
- Systematic information and knowledge processes
Shift of Focus

Internal Focus
- Knowing and sharing what we know
- Measurement

External Focus
- Developing awareness / understanding
- Taxonomies / Ontologies
- CoPs

Creating and converting knowledge (innovation)

Existing Products & Services

Knowledge Products & Services

Intranet                      Internet                      Extranet

Intranet                       Internet                       Extranet

KM Maturity Curve

Ad-hoc - Formal - Expanding - Integrated - Embedded

- Discover what’s happening
- Develop awareness / understanding
- Codification
- Communities
- ‘Benchlearning’
- Promulgate good practice
- Change management

Time

Communicating Knowledge

Holistic KM

People

KM Value

Processes

Technology

Knowledge Cycles

Innovation Cycle

Codify

Create

Embed

Product/Process

Identify

Diffuse

Organize/Store

Use/Exploit

Access

Share/Disseminate

Collect

Classify

Knowledge Repository

I N T E L L I G E N C E ■ I N S I G H T ■ I N N O V A T I O N


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<table>
<thead>
<tr>
<th>Creating</th>
<th>Creativity techniques, simulation, skilful dialogue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying</td>
<td>Information audit, knowledge mapping, expertise directories, text mining, conceptual mapping</td>
</tr>
<tr>
<td>Gathering</td>
<td>Interviewing, observing, intelligent agents, search/retrieval, peer assist</td>
</tr>
<tr>
<td>Organizing</td>
<td>Thesaurus, knowledge trees, metadata tools, content management</td>
</tr>
</tbody>
</table>
### Some Practices (2)

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

“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)
Converting Knowledge

I N T E L L I G E N C E                        I N S I G H T                           I N N O V A T I O N


Communicating Knowledge

Converting Knowledge

From Tacit

Socialization

Externalization

Explicit

Internalization

Combination

To

Tacit

Explicit

Communication

Converting Knowledge

I N T E L L I G E N C E                        I N S I G H T                           I N N O V A T I O N


Communicating Knowledge

Converting Knowledge

Conversation

Structured Dialog?!

Socialization

Externalization

Explicit

Internalization

Combination

To

Cut & Paste!

Re-writing!

Articulation

Writing

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Knowledge Capture

- While You Work
- AARs, PPRs
- Client Dialogues
- Topic Communities

Best Practices

1. Identify Requirements
2. Discover Good Practices
3. Document Practices
4. Validate Best Practice
5. Disseminate And Apply
6. Develop Supporting Infrastructure

See for example Beep [http://www.beep-eu.org]
## Sharing Knowledge

<table>
<thead>
<tr>
<th>Same Time</th>
<th>Different Place</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Settings</strong></td>
<td><strong>Remote Access</strong></td>
</tr>
<tr>
<td>Workshops</td>
<td>Videoconferencing</td>
</tr>
<tr>
<td>Meeting Support</td>
<td>Audioconferencing</td>
</tr>
<tr>
<td>ShareFairs</td>
<td>Instant messaging</td>
</tr>
<tr>
<td>Conversations</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Different Time</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Info Objects</strong></td>
<td><strong>Asynchronous</strong></td>
</tr>
<tr>
<td>Document mgmt</td>
<td>Email lists</td>
</tr>
<tr>
<td>White boards</td>
<td>Intranets</td>
</tr>
<tr>
<td>Project rooms</td>
<td>Web conferencing</td>
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<tr>
<td>Log books</td>
<td></td>
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**Connections**

Multi-media – fixed/mobile (see chart)

**Channels**

Global networks - everyone to everyone else
Communicating Knowledge

Communications Channels

‘Soft’

DTC

GDSS

Conferencing

email

‘Hard’

‘Low Tech’

‘High Tech’

Connections

Channels

Content

Conversations

Explicit – push / pull / personalised?

Multi-media – fixed/mobile (see chart)

Global networks - everyone to everyone else

Sharing Knowledge Online

Communicating Knowledge

**Electronic Conversations**

<table>
<thead>
<tr>
<th>Effective</th>
<th>Ineffective</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Choosing right medium</td>
<td>□ Wrong medium</td>
</tr>
<tr>
<td>□ Setting context</td>
<td>□ Thinking aloud (mostly)</td>
</tr>
<tr>
<td>□ Cyberskills</td>
<td>□ Recipient action unclear (c.f. speech acts)</td>
</tr>
<tr>
<td>□ Structure e.g. headers</td>
<td>□ The ‘copy to all’ memo</td>
</tr>
<tr>
<td>□ Use of lists</td>
<td>□ The essay</td>
</tr>
<tr>
<td>□ Use of filters</td>
<td>– use one topic per email</td>
</tr>
<tr>
<td>□ Efficient personal filing</td>
<td>□ Repeat everything back</td>
</tr>
<tr>
<td>□ Informality, humour</td>
<td></td>
</tr>
</tbody>
</table>

**Connections**

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

- **Content**
  - Explicit – push / pull / personalised?

- **Conversations**
  - Dialogue – contextual

- **Communities**
  - Action-focus – best expertise

- **Collaboration**
  - Joint development

**Sharing Knowledge Online**

- **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

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
Opportunities

- Showing how KM benefits ‘bottom line’
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- Exploiting new media (chat, VOD etc.)
- Sharing skills of communication
  … Adding interest and excitement!

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)
Questions?

...Time to Converse and Communicate!

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