


Managing Project Knowledge



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# Project Knowledge: Where Did It Go?

**Dr David J. Skyrme**  
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## Topics

**Value From Knowledge**

- Challenges Pitfalls Opportunities**
- KM Today Where From? Where To?**
- Ten Myths About KM**
- What is Project Knowledge?**
- Knowledge Practices Capture and Re-use Are Best Practices the Best?**
- Is KM A Project?**

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**The Essence**

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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.*



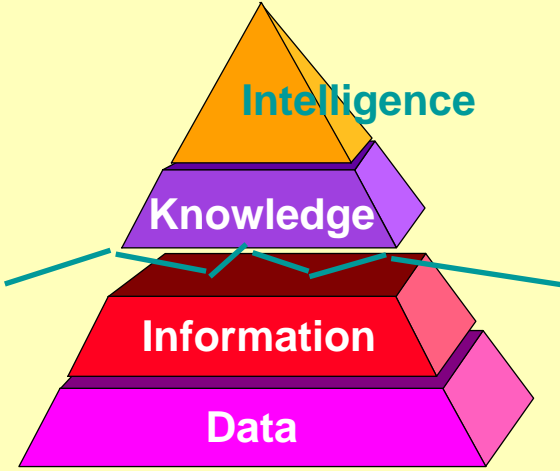
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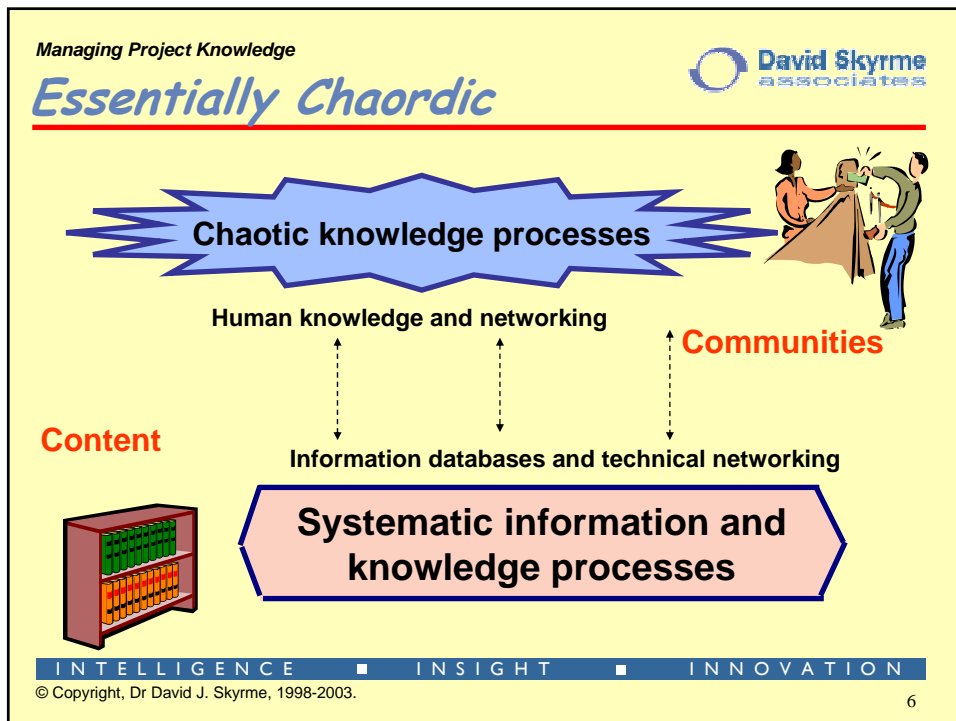
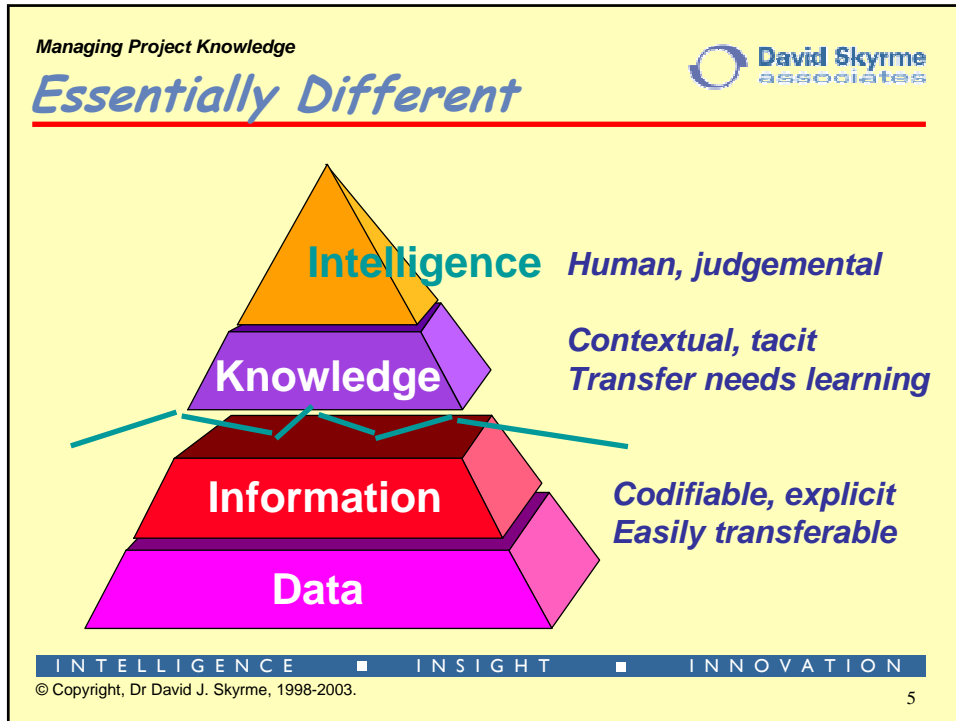
**Essentially Different**

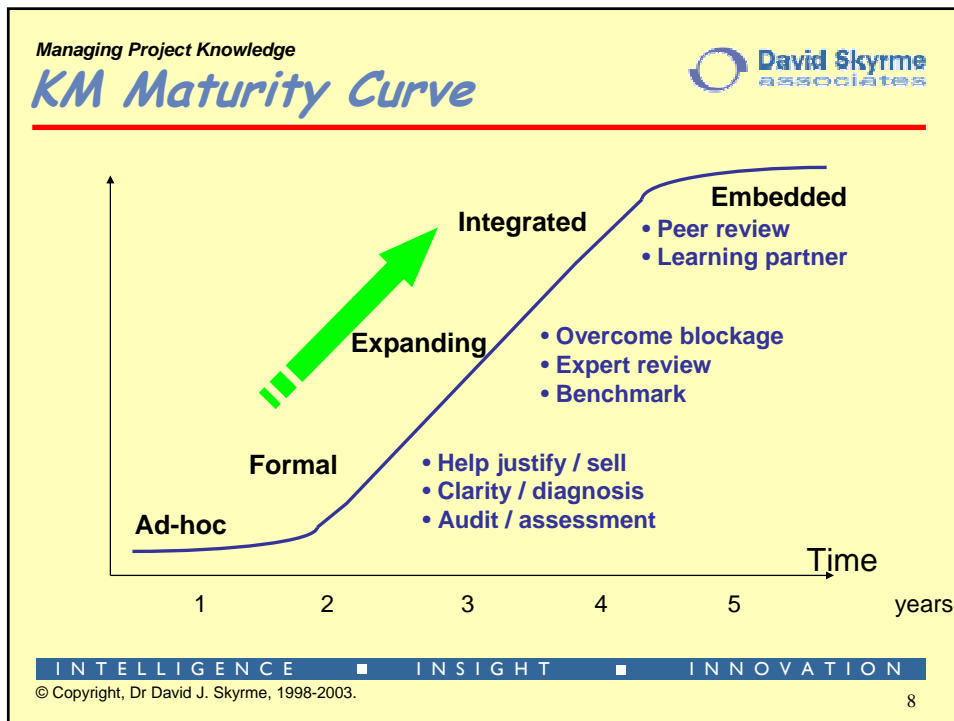
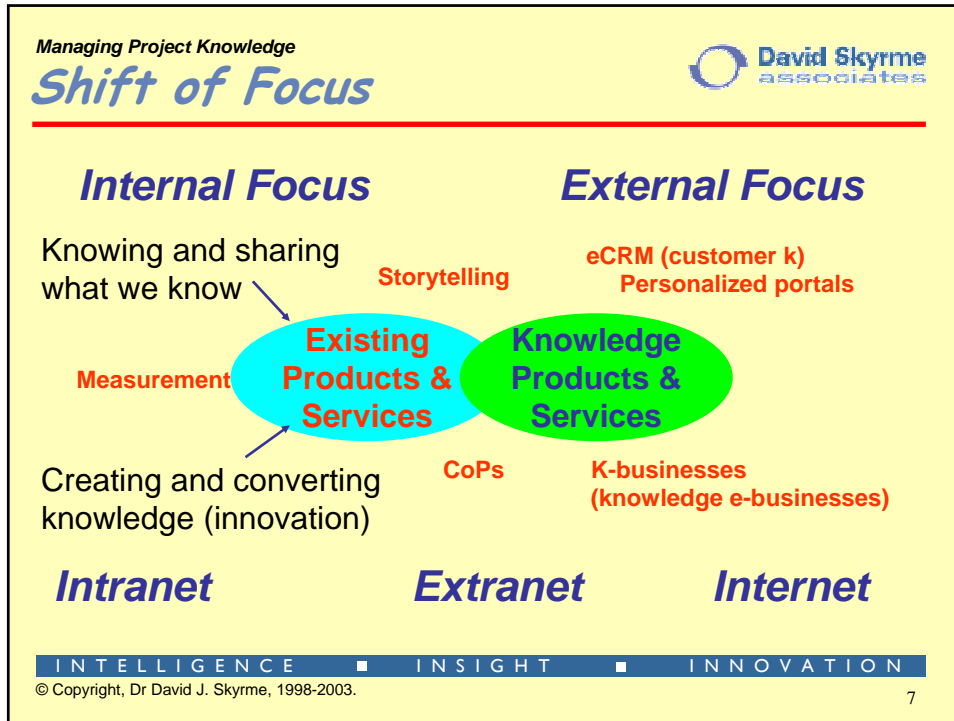
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**10 Myths about KM (1)**



- 1 It's New**
- 2 It's A Passing Fad**
- 3 It's About Knowledge**
- 4 It's Difficult To Justify**
- 5 It Must Be Led by a CKO**

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**10 Myths About KM (2)**




- 6 People Won't Share their Knowledge**
- 7 It's Primarily a Technology Solution**
- 8 It's Just for Large K-intensive Firms**
- 9 Knowledge Assets are Not Measurable**
- 10 Pioneers have "Been There, Done That"**


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*What is Project Knowledge?* 

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- ❑ What's essential?
- ❑ What's nice to have?
- ❑ Where is it?

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*What Is Project Knowledge?* 

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- ❑ Stakeholder's Needs (explicit / implicit)
- ❑ Project Histories and Experiences
- ❑ Skills and Teams (personal characteristics)
- ❑ Project Management Processes / Tools
- ❑ Expectations / People Management
- ❑ etc. etc.

***i.e. process, people, pragmatic knowledge***  
***> know-why, know-what, know-how, know-who***

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**Case: Schlumberger**

- ❑ SINET (started 1991)
- ❑ Shared databases
  - clients, technology, projects, sites etc.
- ❑ Project ‘memory’
  - synopsis, status, future, lessons learned
- ❑ Smart searching - tracks previous searches
- ❑ ClientLink - links solutions to needs

**Bottom line: \$550m value vs. \$72m cost**

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**Knowledge Practices**

**Innovation Cycle**

```
graph TD; Create --> Diffuse; Diffuse --> Embed; Embed --> Codify; Codify --> Create; subgraph Center; direction TB; P[Product/Process]; end
```

**KM Cycle**

```
graph TD; Collect --> Classify; Classify --> Organize[Organize/Store]; Organize --> Share[Share/Disseminate]; Share --> Access; Access --> Identify; Identify --> Collect; subgraph Center; direction TB; K[Knowledge Repository]; end
```

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**Knowledge Capture**

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Creators      SMEs / Reviewers

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

Input Templates

Workflow

Database (tagged info blocks)

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**AAR (After Action Review)**

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- What Should Have Happened?
- What Actually Happened?
- Why Were There Differences?
- What Did We Learn?

*c.f. CP3 (Prince) – Post Project Review*

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## *Knowledge Sharing*

	<b>Same Place / Time</b>	<b>Different</b>
<b>via Objects</b>	<b>Structures</b> Documents Project Rooms Charts Log Books	<b>Remote Access</b> Intranet / extranet Personal Portal Info Architecture Team Space
<b>via People</b>	<b>Settings</b> Conversations Mixed Teams Storytelling	<b>Collaboration</b> Online CoPs / rooms Online whiteboards Videoconferencing Instant Messaging

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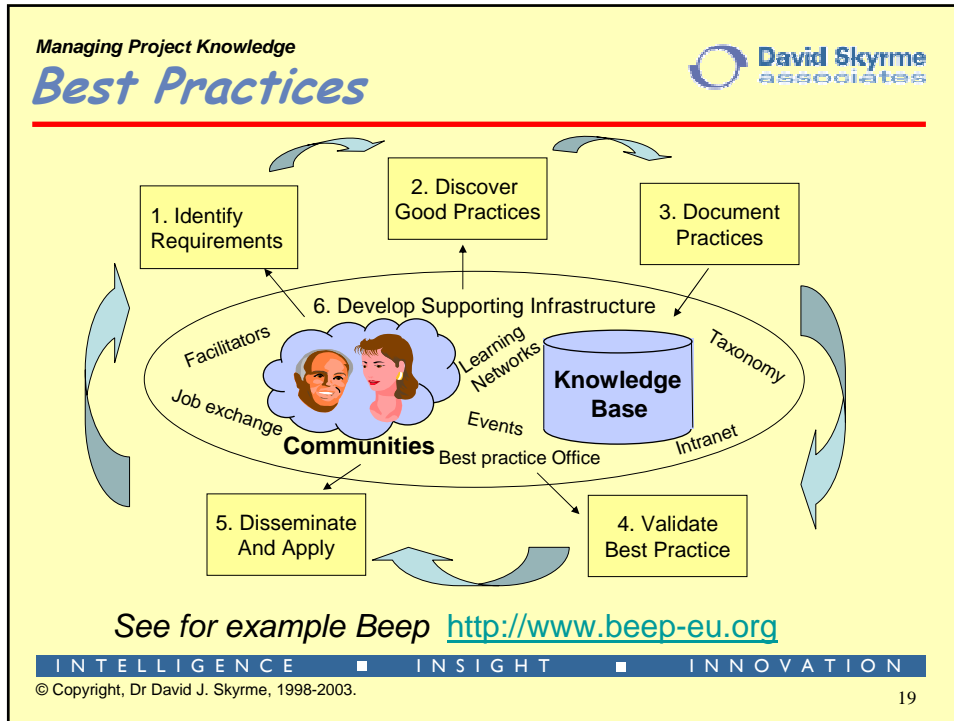
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## *Case: Hewlett-Packard*

- ❑ Open, innovative culture
- ❑ “If only HP knew what HP knows” (Lee Platt)

	<b>Informal</b>	<b>Formal</b>	
<b>Global</b>	‘Yellow Pages’ Alerts CoPs	Knowledge maps Reusable objects Structured IC	<i>Intranet:</i> 2,500 servers 100+ newsgroups 200K pages 3m views/day 2m emails/day
<b>Local</b>	Open offices Distributed teams	‘Active’ repositories	

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**Is Best Practice The Best?**
- ❑ Learn from Peers
  - ❑ Tacit Knowledge Transfer
  - ❑ Historic – Time Lags – Catch-up to stay still
  - ❑ Context Dependent
  - ❑ Stretch Goals
  - ❑ Breakthrough Thinking
- ... A Recipe for Mediocrity?*
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### Is KM a Project?

- ❑ Strong link to business need
- ❑ Knowledge creation and sharing
- ❑ Pilots for 'proof of concept'
- ❑ Exploits ICT infrastructure
- ❑ Systematic processes
- ❑ Very people dependent
- ❑ Needs champions, resources, specialist skills
- ❑ Continuous Learning

*... so what's the same, what's different?*

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### Challenges and Pitfalls (1)


- ❑ The IT obsession – remember people, processes
- ❑ Single perspective – holistic, multi-disciplined
- ❑ Fragmentation – create a knowledge base of projects
- ❑ Mechanistic (tick box) – flexible framework
- ❑ Impatient for 'quick fix' – quick-wins in longer plan

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**Challenges and Pitfalls (2)**



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- ❑ No time! Wrong time! – prioritize corporate goals
- ❑ Organization in chaos – need basics in place
- ❑ Management ‘nod’ – need active support / commitment
- ❑ Wrong language, skills – adapt, outsource, learn
- ❑ Fail “what’s in it for me” – embed, human psychology!

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**Opportunities**



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- ❑ Saves ‘reinvention’, right approach quicker
- ❑ Faster transfer of ‘good practice’
- ❑ Locates critical expertise
- ❑ Captures core knowledge for re-use
- ❑ Solutions to intractable problems
- ❑ Reduces risk
- ❑ Bottom line – higher revenues, lower costs

**... Net Result: Customer Delight!**

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*Final Thought*

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**“Imagination is more important  
than knowledge”**  
(Albert Einstein)


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*Any Questions . . . . .*



*...Where Did That Project  
Knowledge Go To? . . . . .*

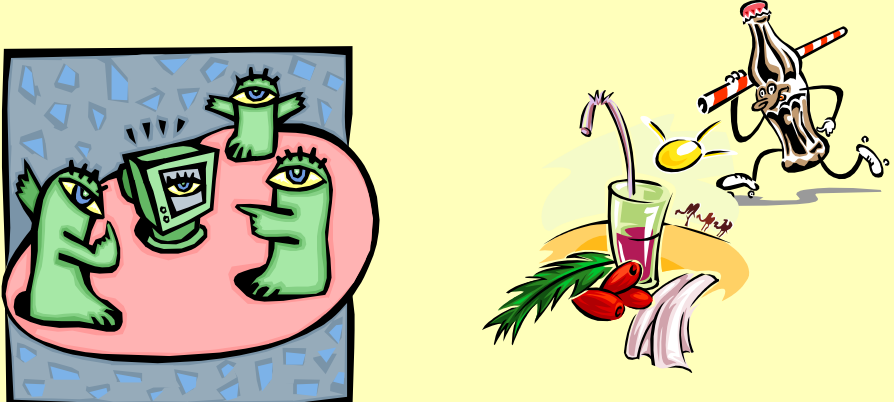
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**Reflections**

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*... and Refreshments!!*

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