

The scope therefore ranges from the routine (process) to less structured but regular activities (tasks and decisions) to one-off events (such as task groups or rare decisions). From these perspectives the relevant knowledge-focussed questions follow, such as:

- What knowledge do you need to perform this (activity) well?
- Where do you get it from?
- How do you use (process) it?
- What happens to (who uses) the new knowledge you generate?

You can subsequently focus on knowledge sources and flows, although these are best done to get more clarification following analysis of questionnaires (see below). More general questions that might be asked as a part of any of the methods are listed in Appendix B. Although it is usual to conduct interviews on a 1-to-1 basis, two other options should be considered:

- The use of a second person to record to allow the interviewer to focus on active listening and formulating questions (a tape recorder can also be a useful aid)
- Interviewing 2-3 people in the same team at the same time; this broadens the perspective and often stimulates new insights as they trigger each other's thoughts.

Workshops

A workshop is an effective way of collecting a lot of data quickly in parallel. However, it will tend to bring out a high level perspective rather than specific detail. The author typically runs a one day 'Succeeding with Knowledge Management' workshop [1]. At the end of the first session there is an exercise: 'What Is Your Vital Knowledge?'. In this exercise, groups of 4-6 people (working in syndicate rooms or at corners of a large conference room) identify their organization's key categories.

A workshop is a highly effective way of getting out a lot of key data early on in the audit process

Figure 2 Template for knowledge map (as used in 'vital knowledge' exercise)

