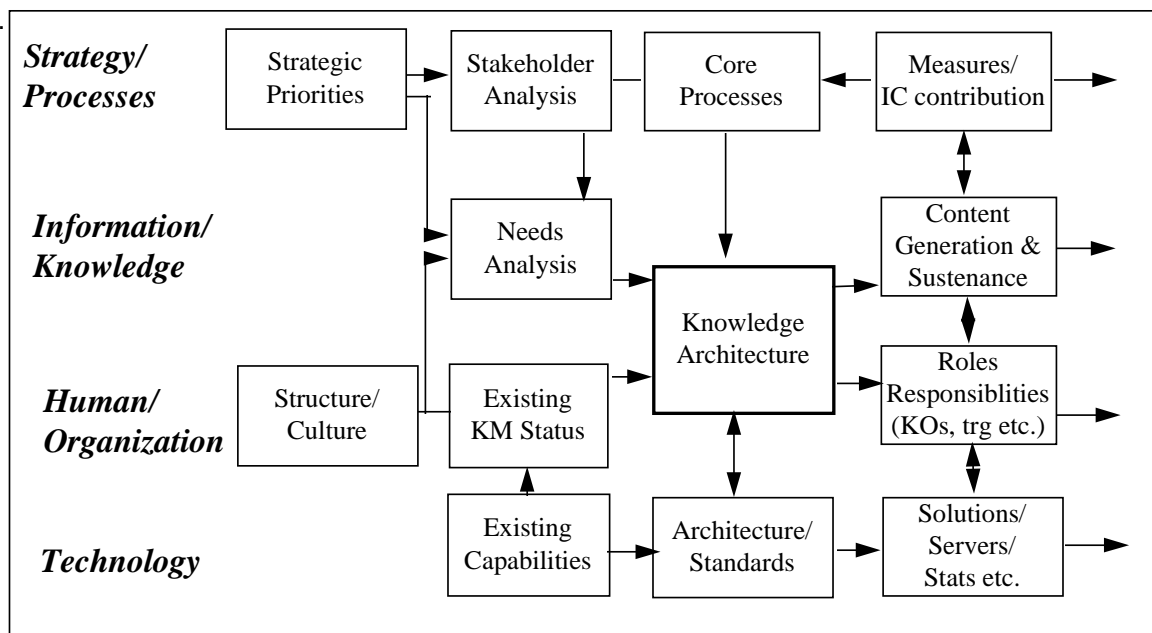


2. Analysis and Diagnosis

This phase involves analysis of the data collected in step 1, in order to gauge the gaps between users' needs and provision, the vision and pull of the organization vs. the barriers. From this analysis the best areas for KM leverage can be identified. Although tools such as the Know-All Assessment [3] can be used, diagnosis is as much of an art as a science. You will need to look for patterns and use your judgement of the situation and of people's motivation and capabilities. Gauge which activities are most likely to lead to successful outcomes, and think about where there may be opportunities to collaborate with other initiatives. A knowledge sources / users matrix - a typical output from a knowledge audit - will often reveal areas of high common knowledge demand across several departments that are inadequately addressed.

The figure below shows the overall approach and the areas investigated during one strategy development assignment carried out by the author



A good analysis should help clarify and articulate the following:

- a general assessment of the costs and risks of continuing with the existing (sub-optimal) KM capabilities
- the organization's 'vital knowledge', critical knowledge gaps, areas at risk through loss of key personnel
- areas of duplication of effort, fragmentation ('islands of knowledge'), inconsistencies in definitions and where there are wide variations in policy and practice