

A Knowledge Initiative Framework

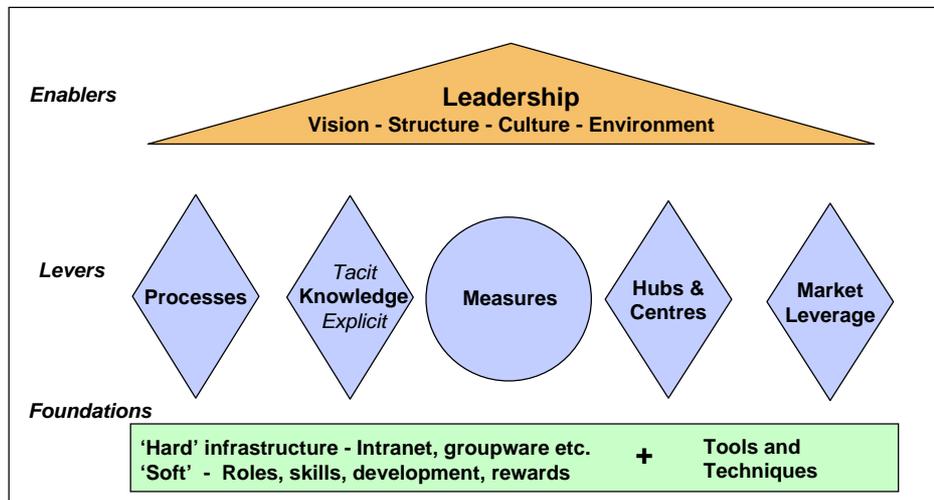
The factors within this action-focussed framework are in three layers:

1. Enablers. These are essential prerequisites if knowledge management is to become embedded within the organization in the medium to long term. While many initiatives can make some short-term progress, lack of a key enabler can be a 'show stopper'. The first two groups of questions cover the enablers. A good score in this group indicates that knowledge is seen as strategic and its contribution to the business is clearly articulated; that the organization's structure, culture and environment encourages knowledge development and sharing.

2. Levers. These factors act as amplifiers. A small project can make a big difference to the outcome. Levers include knowledge processes that facilitate knowledge flows, knowledge hubs that provide faster access to explicit knowledge and better ways of handling tacit knowledge. The relevant questions are in groups 3-8.

3. Foundations. These provide the capacity and capability that embed knowledge into the organization's infrastructure. The foundations represent the ultimate capability that can be developed. There are two complementary strands - a 'hard' information and communications infrastructure that supports knowledge collaboration, and a 'soft' (even harder!) human and organization infrastructure that develops knowledge enhancing rôles, skills and behaviours. Question groups 9 and 10 cover these two infrastructures.

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Usage

The assessment tool has been continually adapted and used by David Skyrme Associates in consulting assignments and workshops. For example, it has been used in questionnaire form as part of a broader KM review or strategy development process.

Users report that it stimulates their thinking about key areas that a knowledge initiative should address.