

*KM Theory Meets KM Practice*

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associates

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*Theory Meets Practice*  
*Opportunities Meets Pitfalls*  
*Whither KM?*  
**Dr David J. Skyrme**  
**David Skyrme Associates**

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*Topics*

**Opportunities And Pitfalls**  
*Theory meets practice*

**KM Today**  
*Myths Where From? Where To?*

**Knowledge Theory**  
*Core concepts Disciplines*

**Knowledge Gaps**  
*Co-evolving*

**Which Came First: Theory or Practice?**

**Knowledge Practice**  
*What Do We Know?*

**Value From Knowledge**

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## *The Essence*

*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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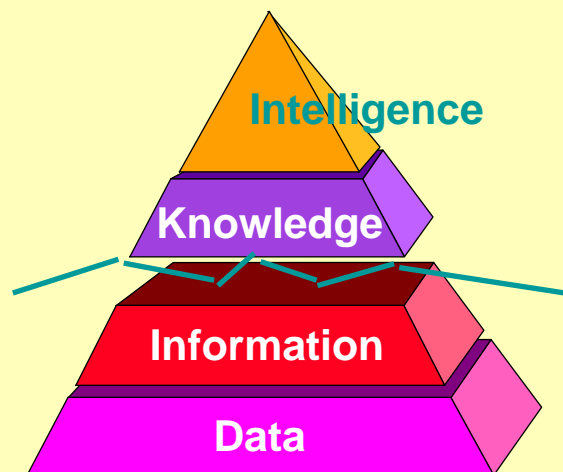
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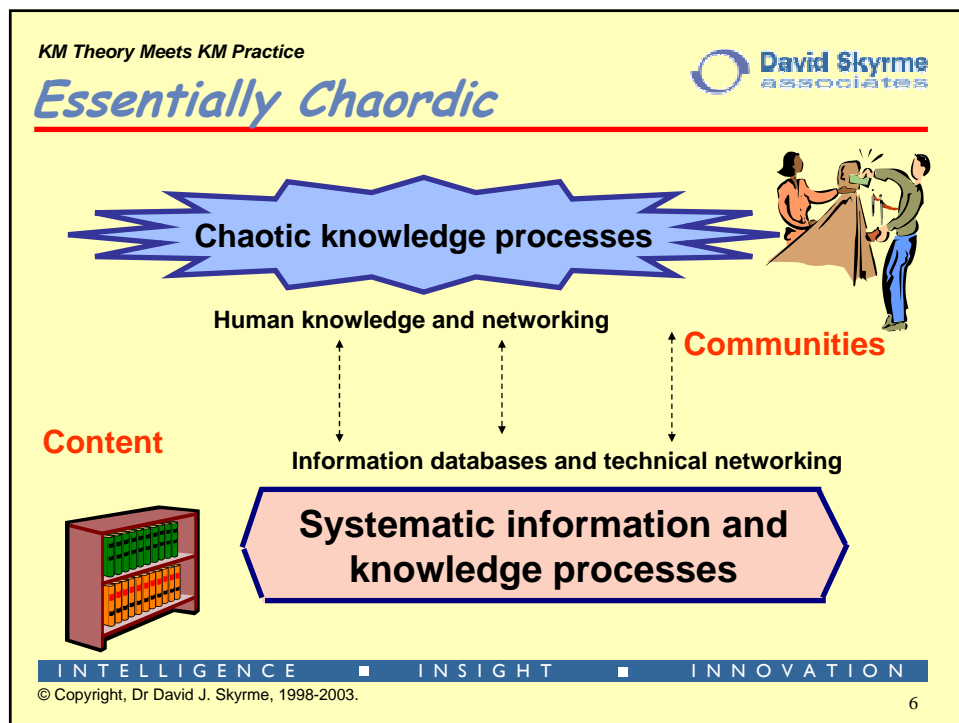
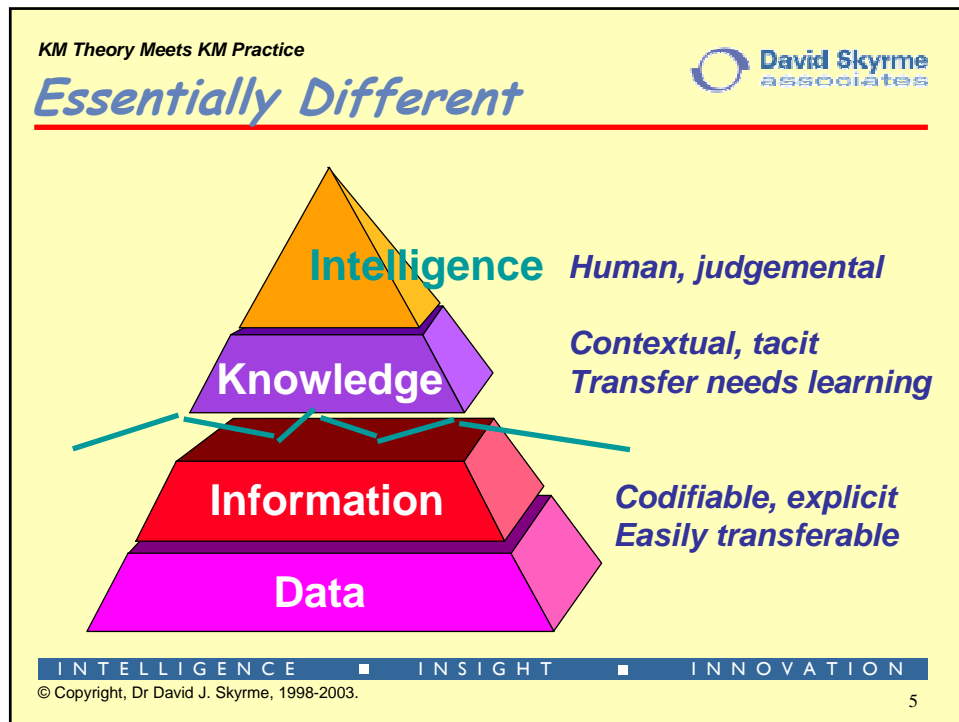
## *Essentially Different*



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**Evolution of KM**

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- ❑ BC-1995AD: Pre-dawn of Realization
- ❑ 1995-1997: Awakening / Emergence
- ❑ 1997-1998: Bandwagon / Relabelling
- ❑ 1998-2002: Segmentation / Consolidation
- ❑ 2003-2005: In Search of a New Identity

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**Shift of Focus**

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**Internal Focus**

Knowing and sharing what we know

Measurement

Existing Products & Services

Creating and converting knowledge (innovation)

**Intranet**

**External Focus**

Storytelling

eCRM (customer k)  
Personalized portals

Taxonomies / Ontologies

CoPs

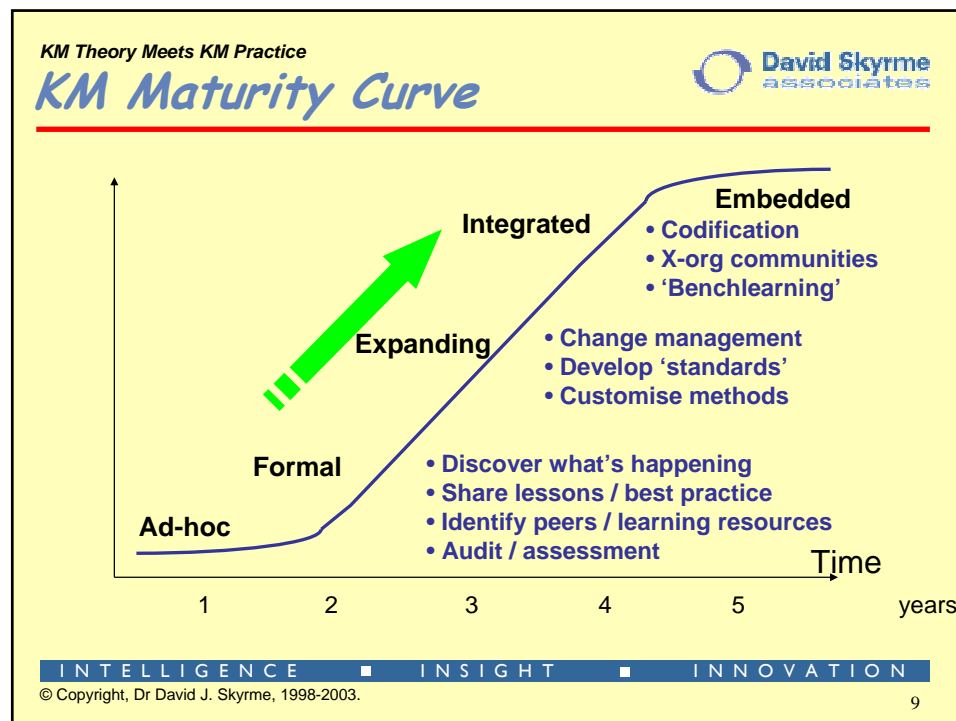
K-businesses (knowledge e-businesses)

**Extranet**

**Internet**

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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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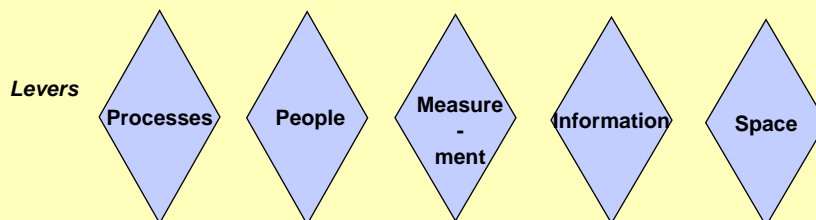
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## KM Success Framework

□ Systematic knowledge processes



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**KM Success Framework**

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- ❑ Well developed ICT infrastructure
- ❑ Knowledge creating/sharing behaviours
- ❑ Continuous learning / experimentation

**Foundations**

'Hard' infrastructure - Intranet, groupware etc.	+	Tools and Techniques
'Soft' - Skills, learning, KM roles etc.		

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**KM Success Framework**

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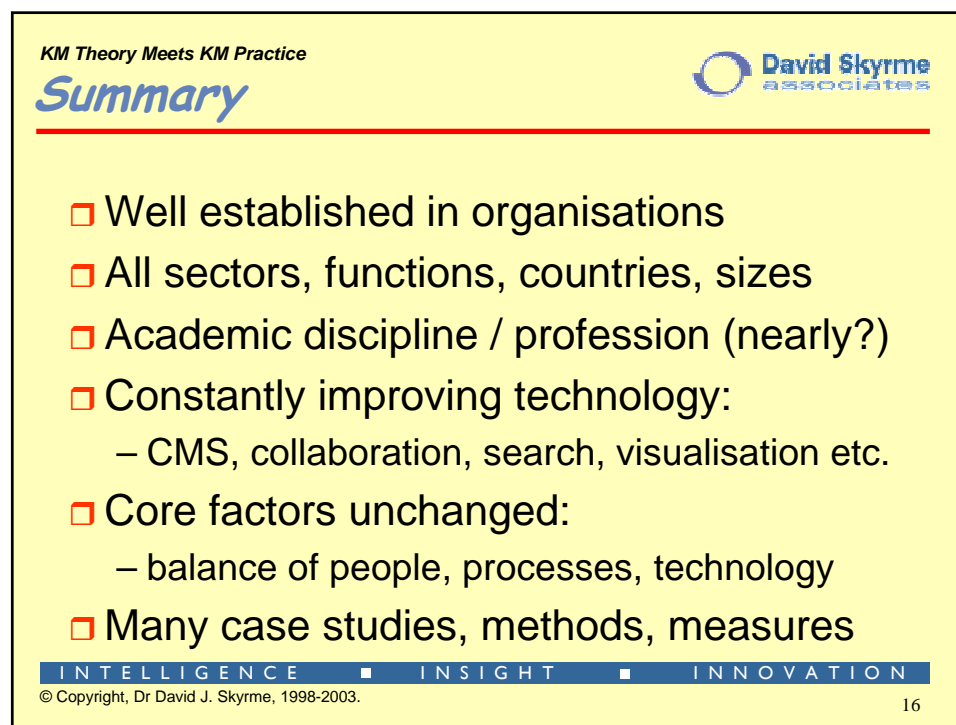
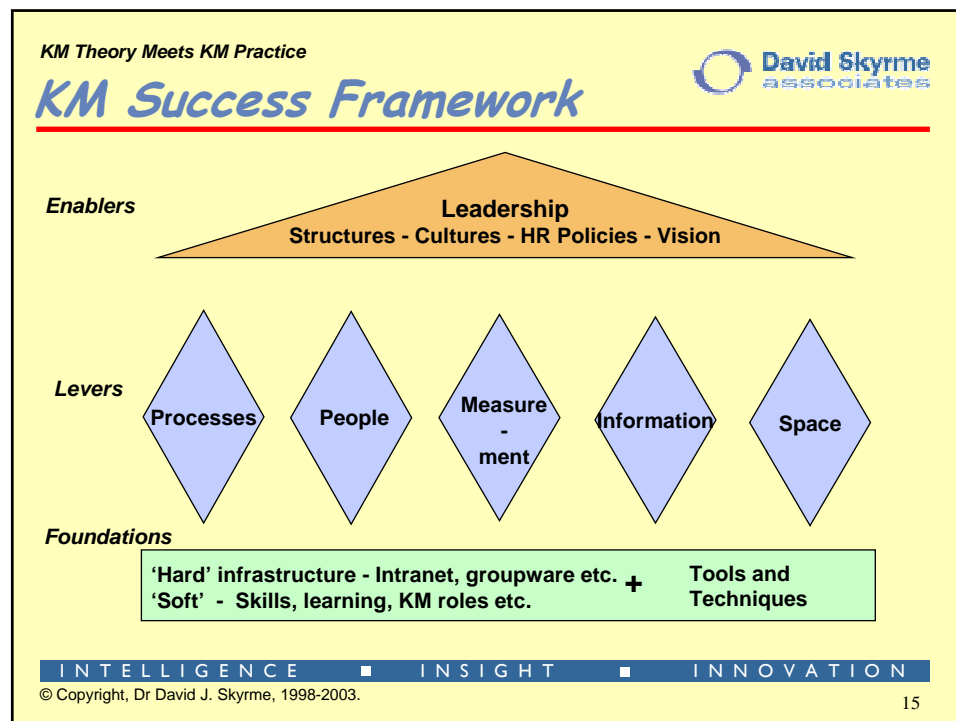
**Enablers**

Leadership  
Structures - Cultures - HR Policies - Vision

- ❑ Strong link to business value
- ❑ Compelling vision and architecture
- ❑ Knowledge leadership / champions

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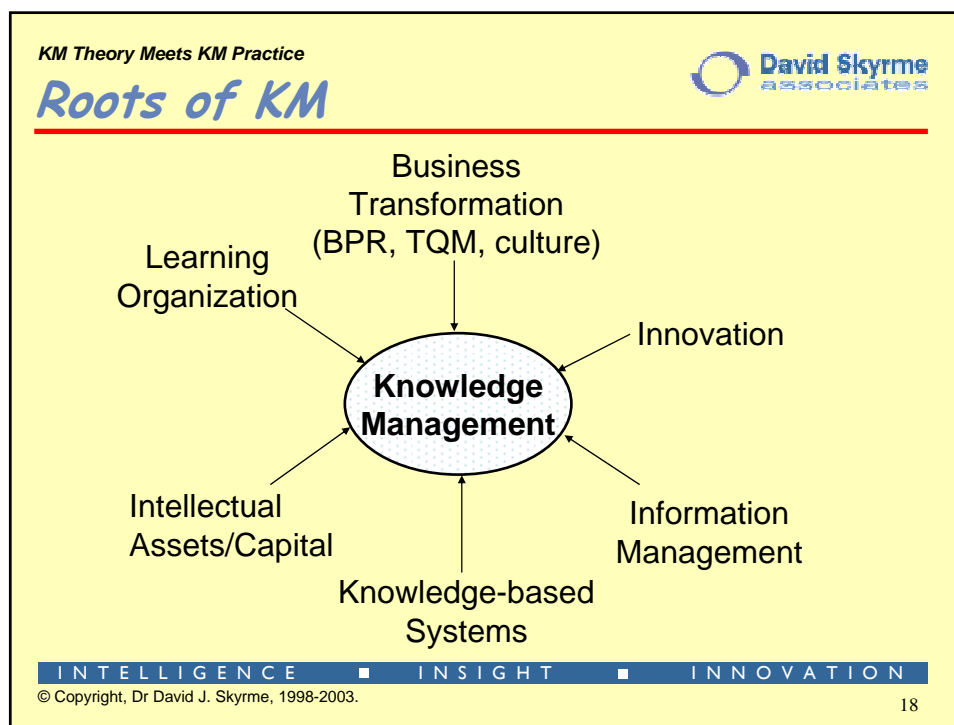


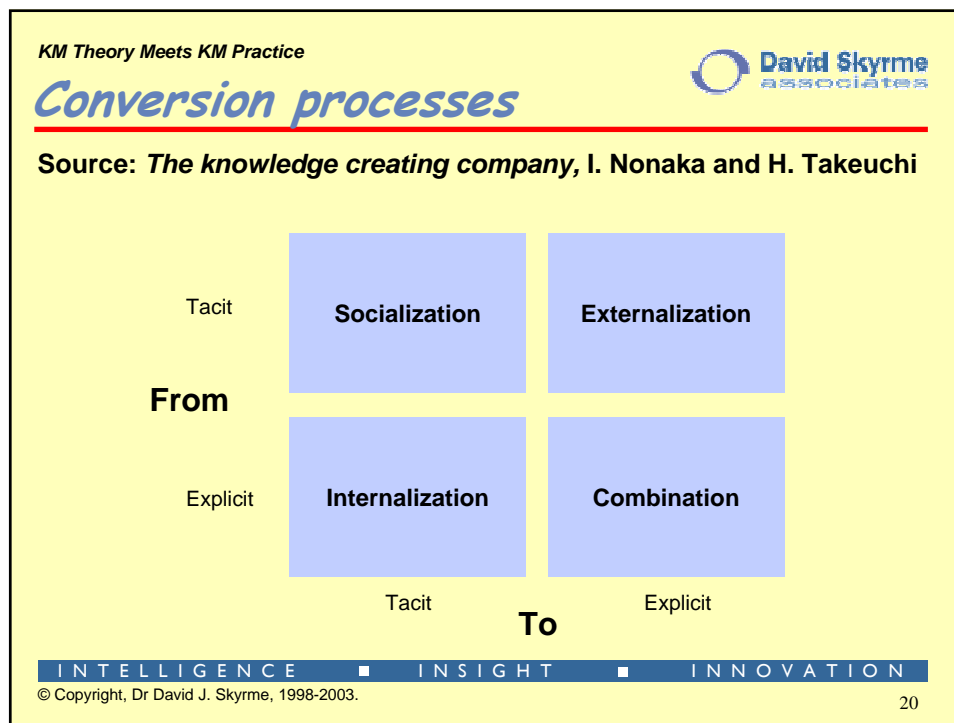
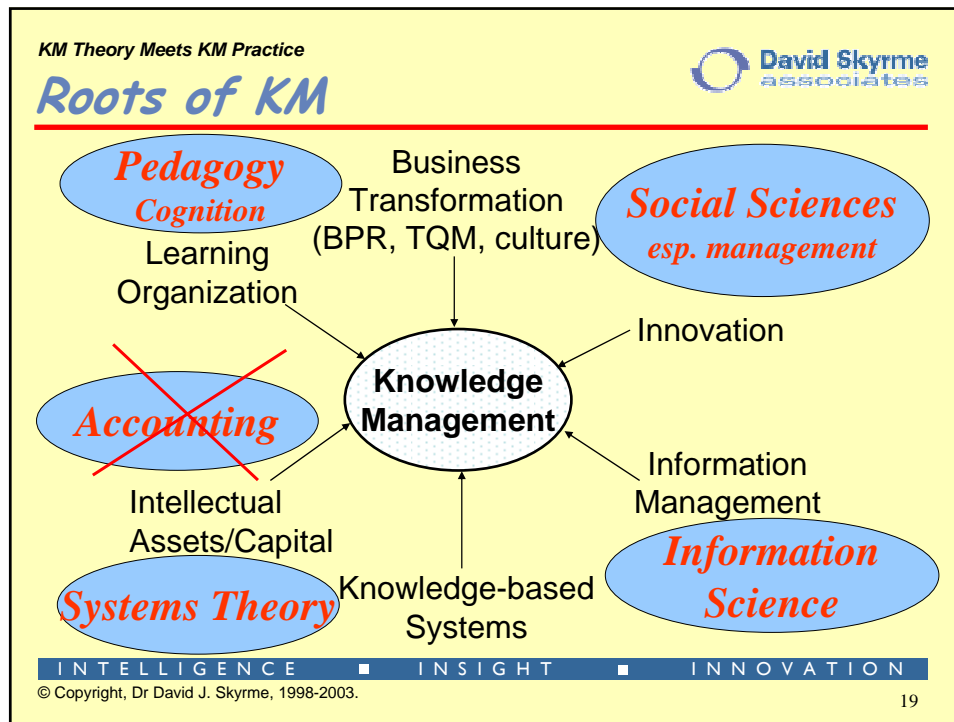
## Knowledge Theory

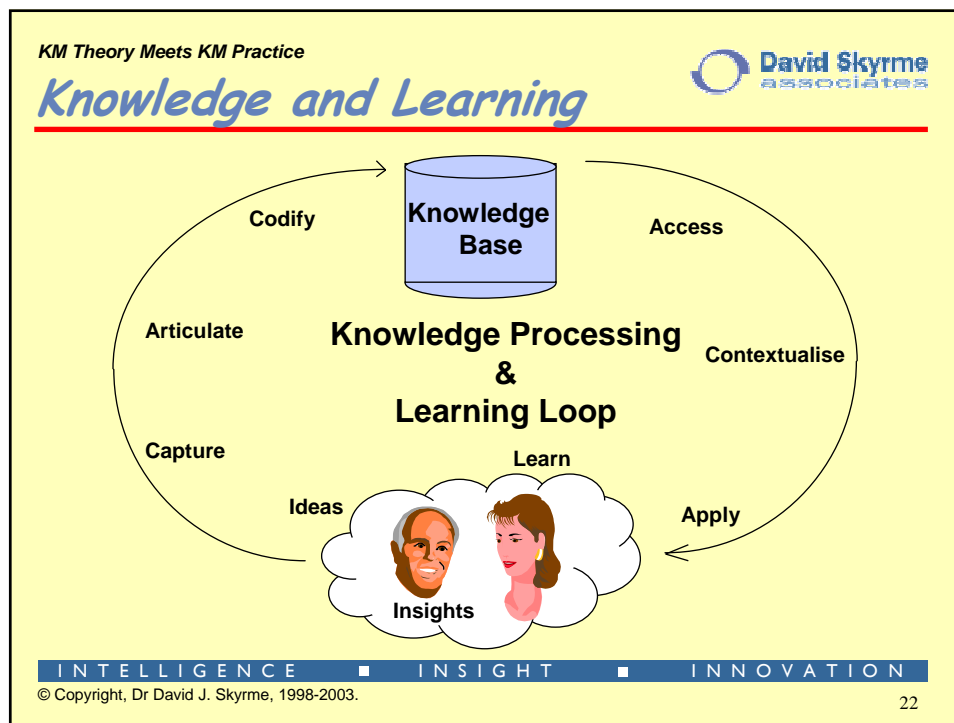
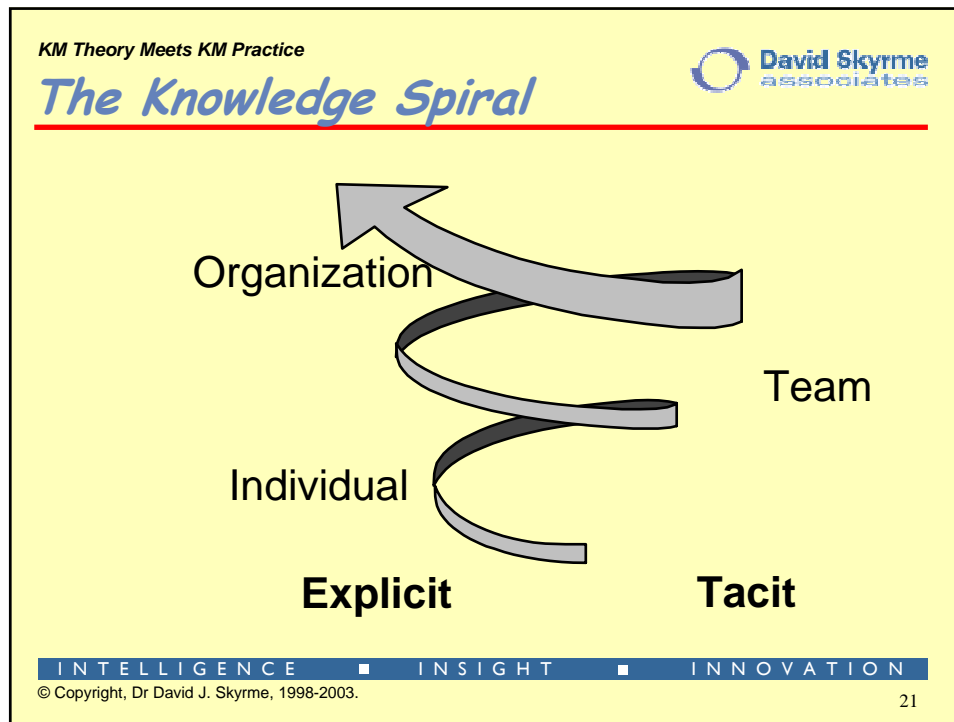
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## Summary

- ❑ Not a lot that seems relevant to practitioners
- ❑ Other theory:
  - may inform methods
  - background knowledge
  - invisible support?
  - may help get qualification e.g. MKM
- ❑ Case studies highly appreciated

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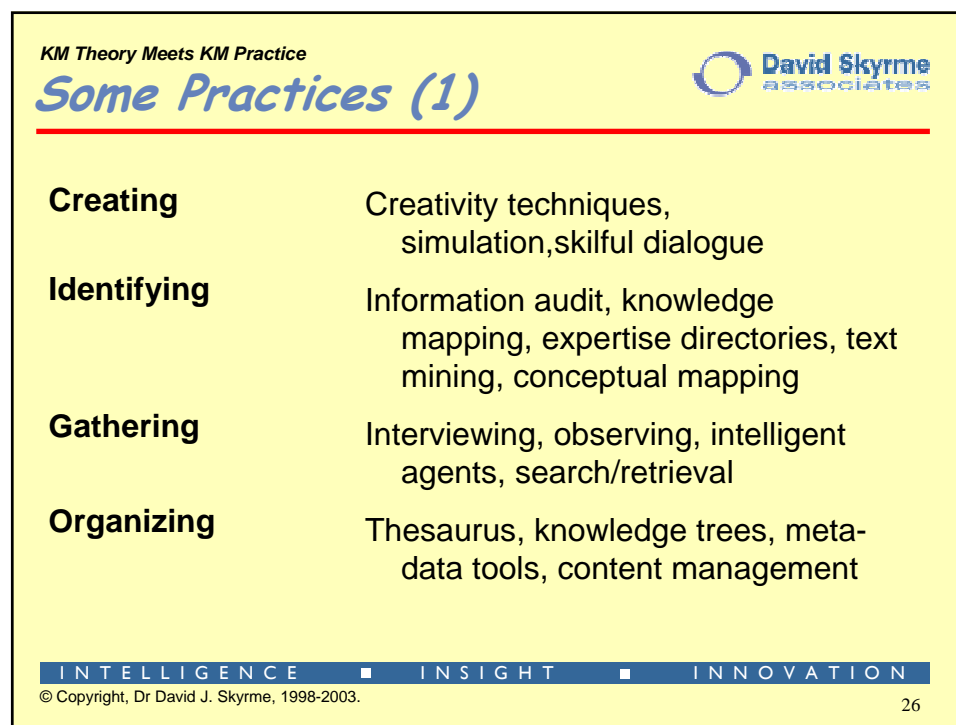
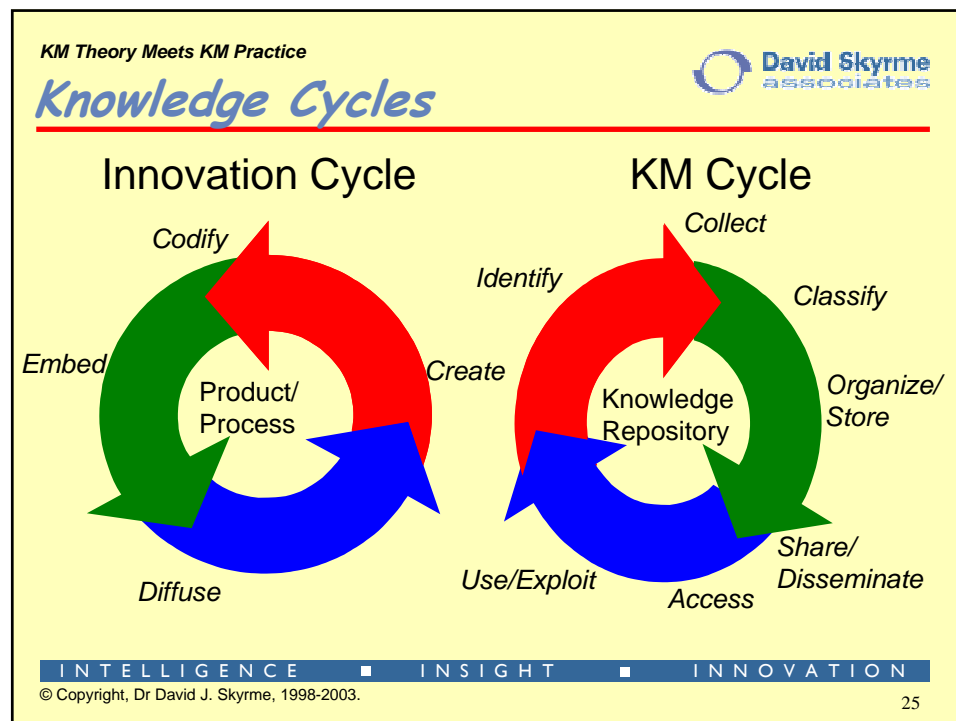
## Seven Levers

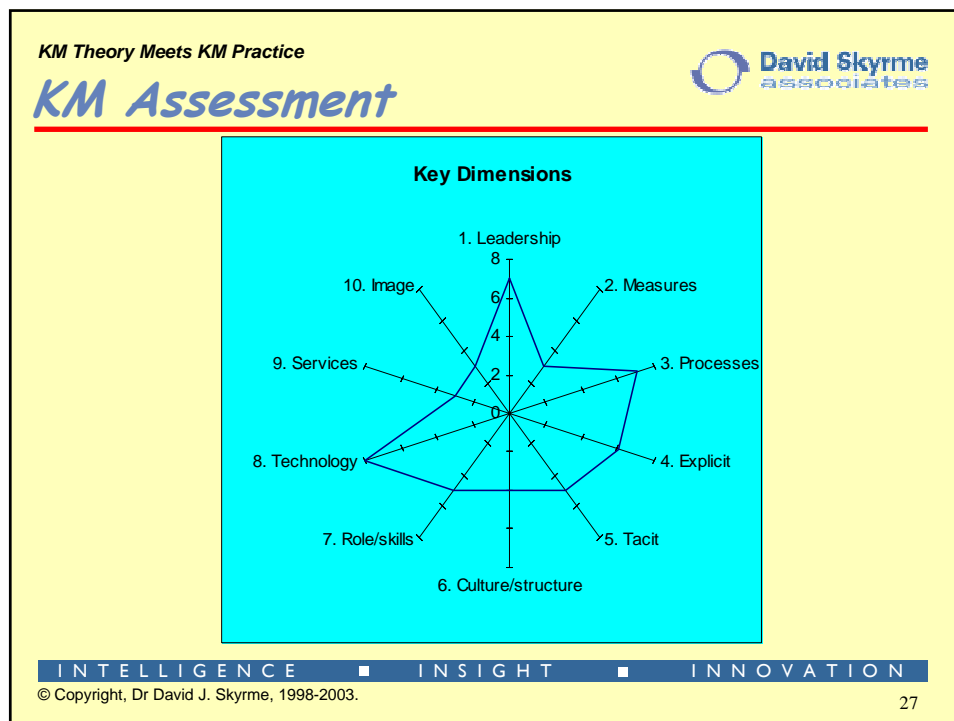
- ❑ Customer Knowledge - *the most vital knowledge*
- ❑ Knowledge in Products - *'smarts' add value*
- ❑ Knowledge in People - *but people 'walk'*
- ❑ Knowledge in Processes - *know-how when needed*
- ❑ Organizational Memory - *do we know what we know?*
- ❑ Knowledge in Relationships - *richness and depth*
- ❑ Knowledge Assets - *intellectual capital*

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**Some Practices (2)**

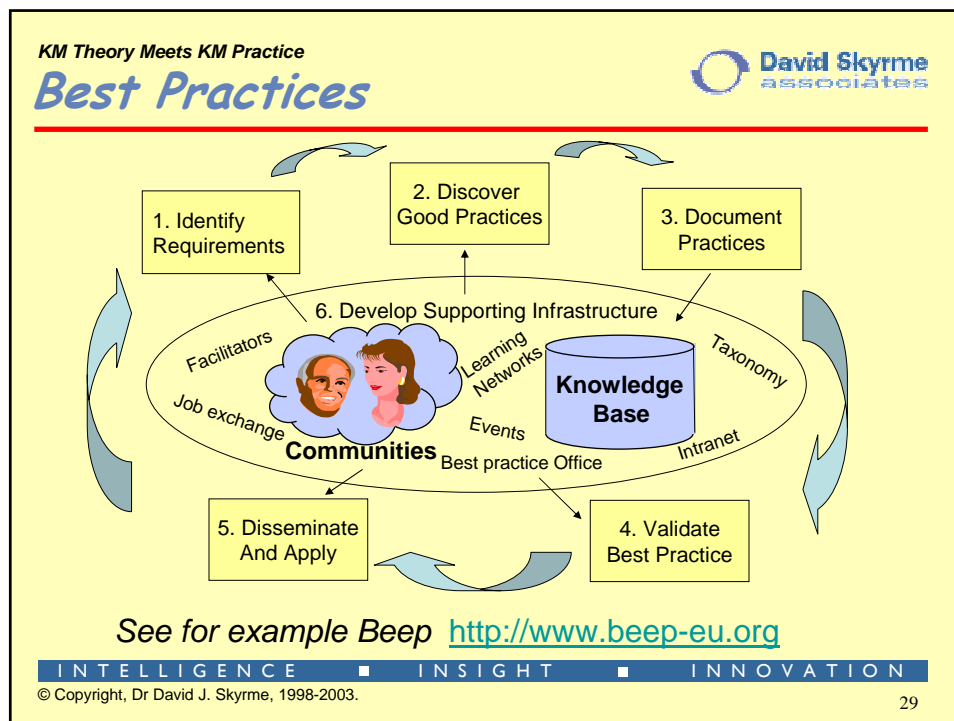
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<b>Sharing</b>	Best practices, office design, share fairs, CoPs, doc. management, portals, intranets, cross-functional teams, knowledge centres
<b>Learning</b>	AARs, project reviews, decision diaries, external forums, story telling
<b>Applying</b>	Packaging, decision support, process/workflow, case based reasoning
<b>Evaluating</b>	KM assessment, IC measurement and accounting, benchmarking
<b>Exploiting</b>	Productizing knowledge assets, external portals, k-business

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**Is Best Practice The Best?**

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- ❑ Learn from Peers
- ❑ Tacit Knowledge Transfer
- ❑ Historic – Time Lags – Catch-up to stay still
- ❑ Context Dependent
- ❑ Stretch Goals
- ❑ Breakthrough Thinking

*... A Recipe for Mediocrity?*

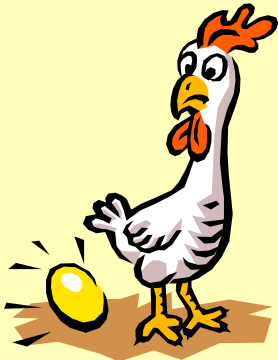
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*Which Came First?  
Theory or Practice?*

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*Hot Topics (c. 2000)*

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- ❑ 1-stop-shops: portals, personalization
- ❑ Customer knowledge: eCRM, web analytics
- ❑ Content efficacy: capture once, use many
- ❑ Smart searching: filtering, ranking, clustering
- ❑ Interoperability: standards, XML, RDF
- ❑ Collaboration: communities (CoPs)
- ❑ E-learning: byte-sized, reusable objects

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## *Hot Topics (Evolving)*

- ❑ Classification: taxonomies, thesauri, auto-classification
- ❑ Expertise finders: e.g. AskMe
- ❑ Measurement: IC accounting
- ❑ Storytelling: “anecdotes are more convincing than spreadsheets”
- ❑ Mapping, visualization: also social networks
- ❑ E-learning – the next phase?

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## *Knowledge Gaps And Challenges*

*Where does theory  
meet practice?*

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## *Gaps in Organisations*



- ❑ We don't know what we (+ others) know
- ❑ We can't find it easily and quickly
- ❑ Tacit knowledge >> explicit knowledge
- ❑ Context – is that knowledge useful here?
- ❑ Superficial knowledge vs. deep knowledge
- ❑ Knowledge harvesting
- ❑ Time to share ... and think / create

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## *Knowledge Sharing*

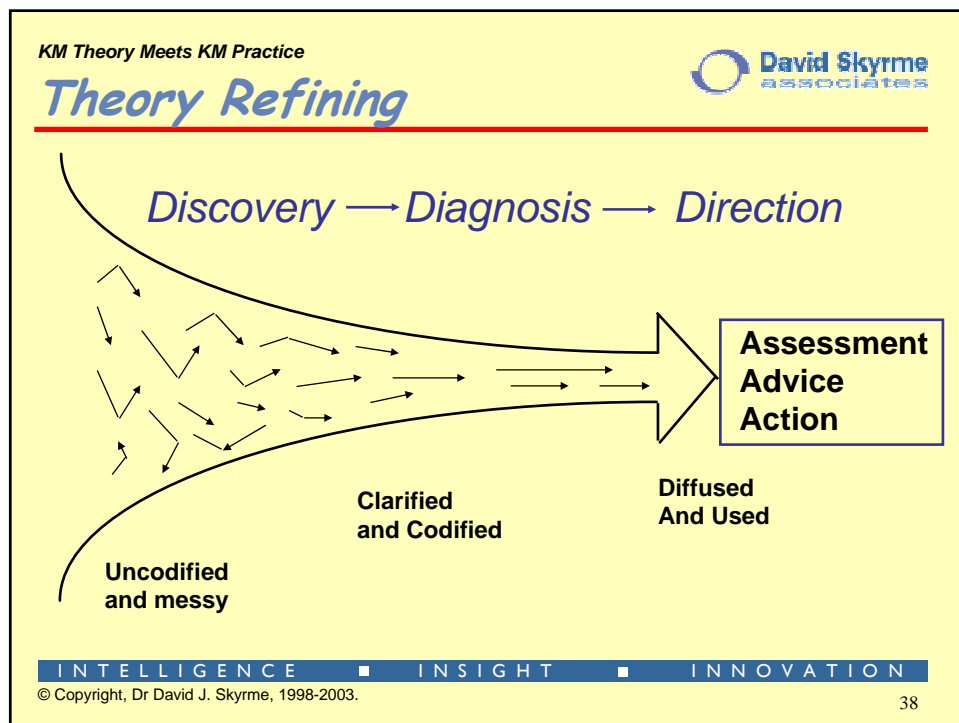
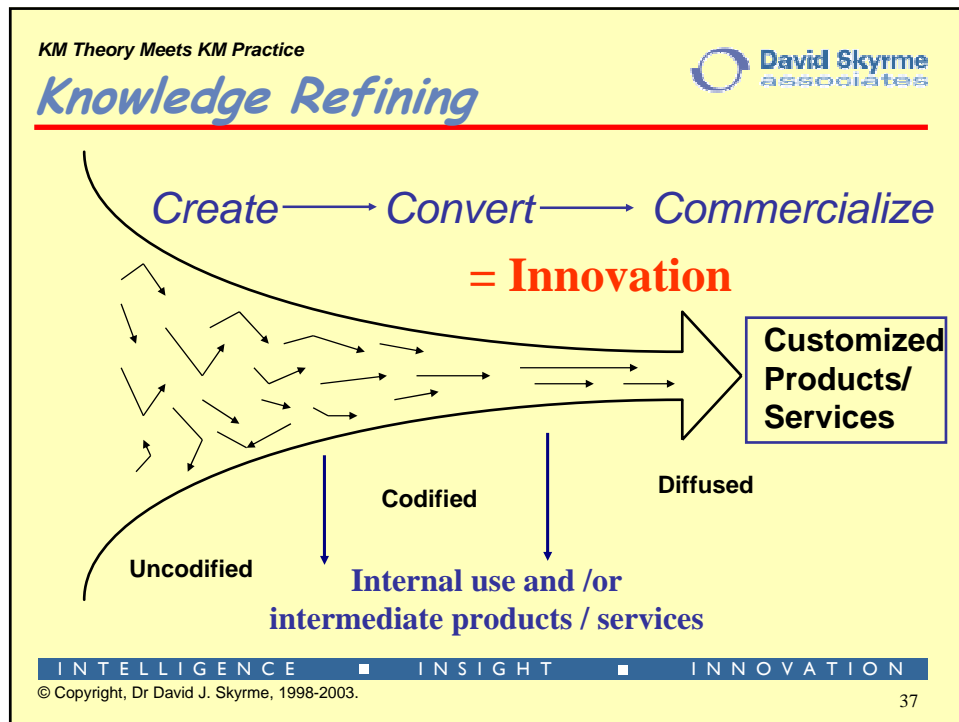


	Same Place	Different Place
Same Time	<b>Settings</b> Workshops Meeting Support ShareFairs Conversations	<b>Remote Access</b> Videoconferencing Audioconferencing Instant messaging
Different Time	<b>Info Objects</b> Document mgmt White boards Project rooms Log books	<b>Asynchronous</b> Email lists Intranets Web conferencing

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## *Communities of Practice*

- ❑ Practical guidance (e.g. NAVSEA, Fed CIO/KM)
- ❑ Phase by phase:
  - Getting started
  - Creating knowledge
  - Building knowledge base
  - Sustaining communities
- ❑ Factors to consider
  - Tasks, roles
  - Useful tools, examples, additional resources

**But was it theory refining or codifying best practice?**

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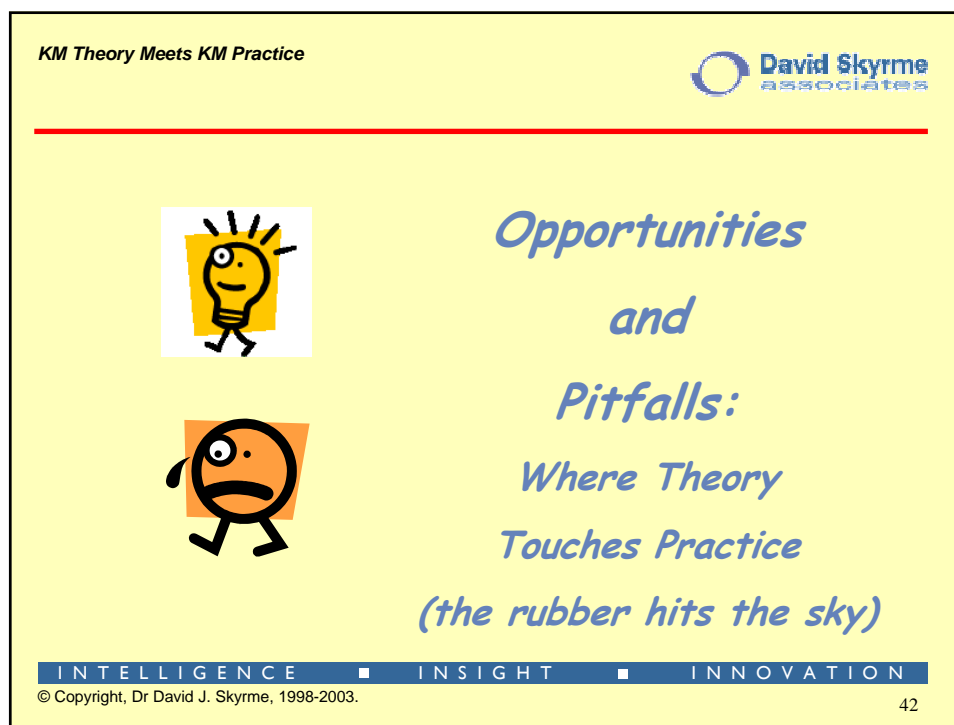
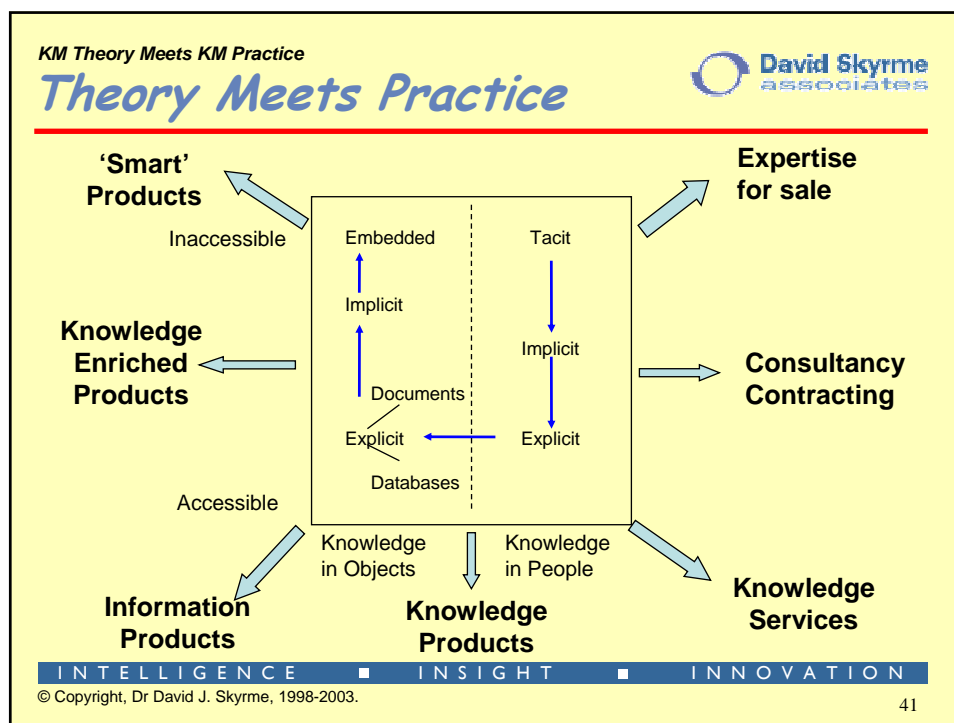
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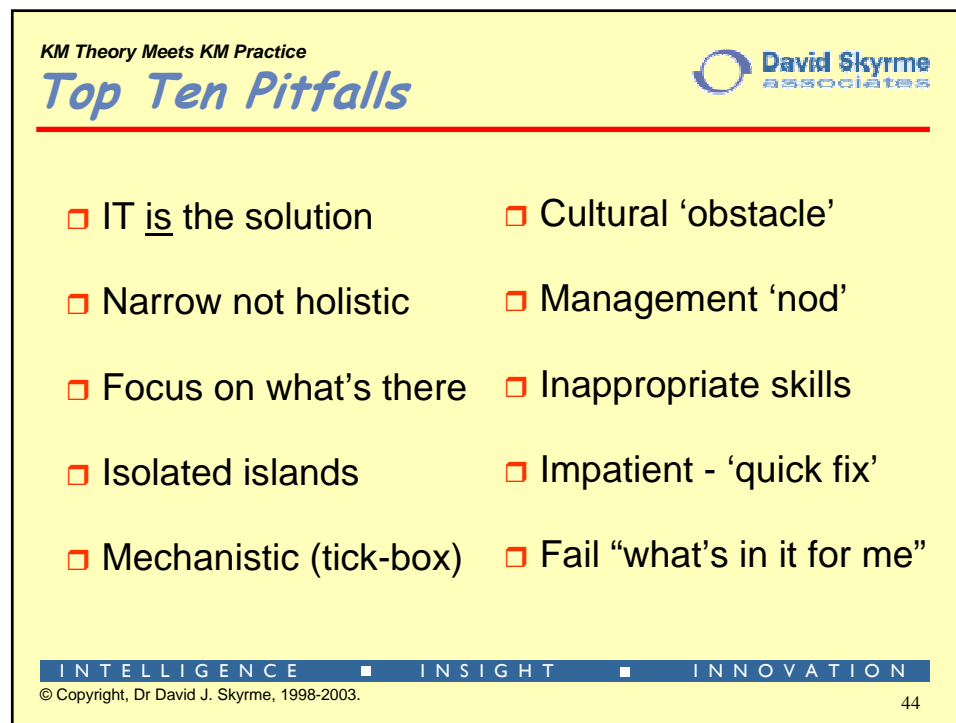
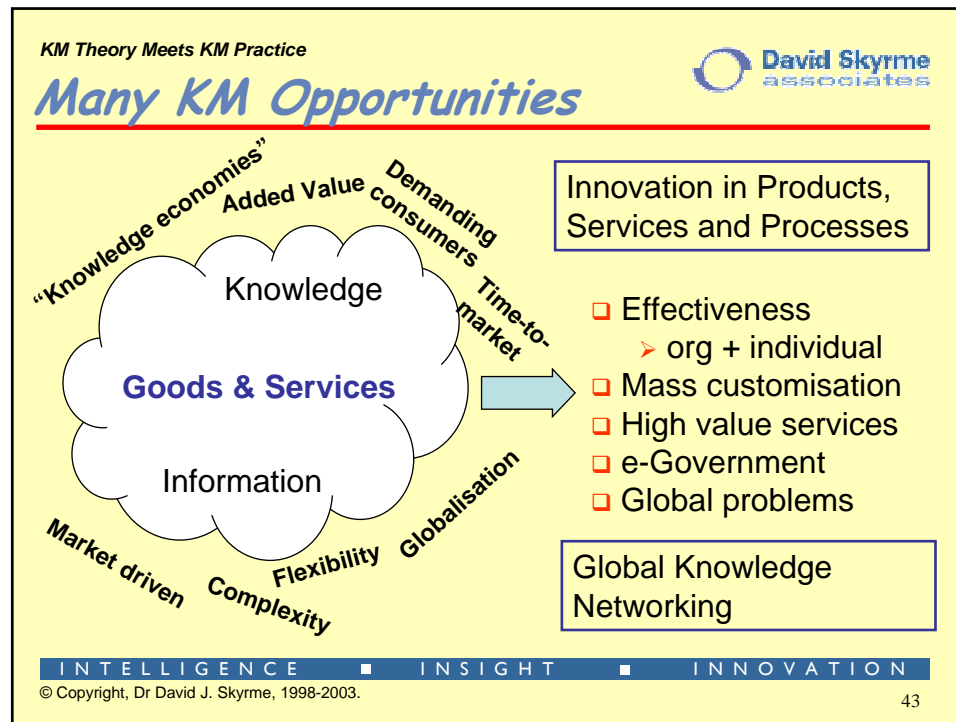
## *Theory - Practice Gap*

- ❑ Language and style – academic vs. pragmatic
- ❑ Personal characteristics e.g. is there desire to share?
- ❑ Knowledge packaging – concepts vs. 'how-tos'
- ❑ Time delays (peer review) – obsolescence?
- ❑ Object of research vs. partner in research
- ❑ Filtering – not relevant to potential user at publication time
- ❑ Context

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## Research Opportunities



- ❑ Role / practices of KM in specific processes
- ❑ KM and strategic decision-making
- ❑ Cognitive dissonance
- ❑ Anthropology / ethnography of innovation
- ❑ Ontologies / semantic web – tools and uptake
- ❑ Intelligent complex adaptive ‘systems’
- ❑ Knowledge products / markets
- ❑ Knowledge ethics

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## Knowledge Connections



- ❑ Insights into practice – surveys, case studies
- ❑ Classification / organisation – e.g. resource portals, ‘good practice’, databases, lay-speak
- ❑ Codification – e.g. convert concepts into methods
- ❑ Collaborative projects – co-creation, action-research
- ❑ Joint communities of interest – forums
- ❑ Secondments and job swaps!

*... i.e. use KM tools and techniques!*

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## Pitfalls (Obstacles)



- ❑ Different 'drivers' / motivations
- ❑ Academic reward system (peer review)
- ❑ Different 'tempos' – users want it yesterday!
- ❑ Superficial (sceptical) managers
- ❑ Language / culture divide – just like in firms!
- ❑ Poor 'marketing' – c.f. US vs. UK academics

*... but none insurmountable*

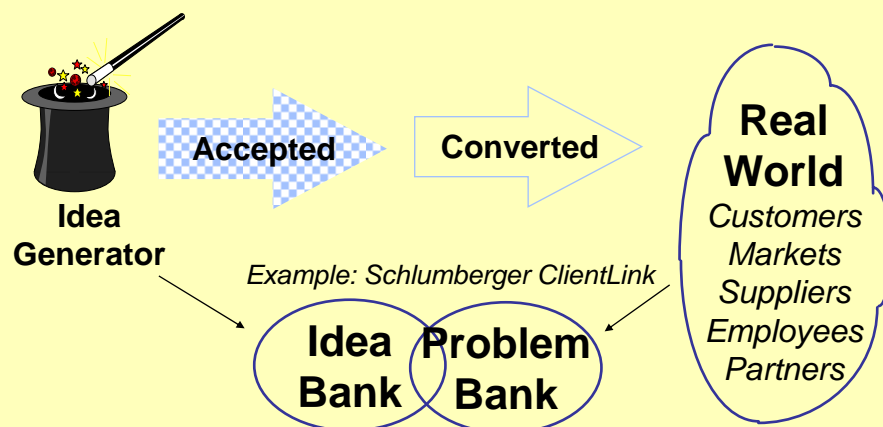
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## Better Innovation

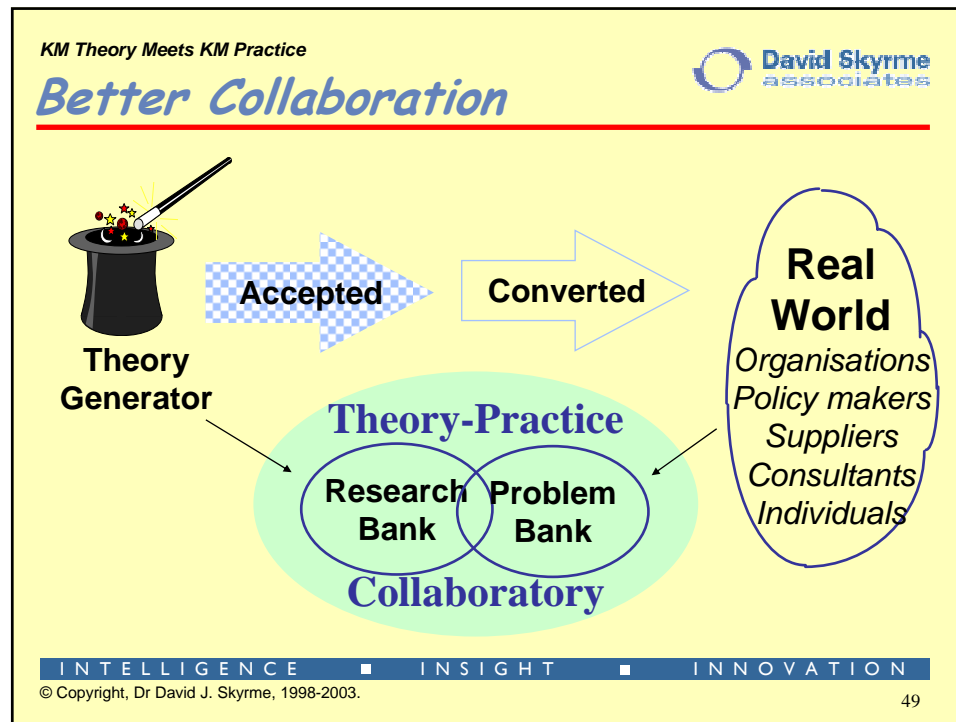


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**Final Thoughts**

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**“Theory does not have to be true to inspire great works - most great discoveries were based on false hypotheses!”**


(Béla Balázs, Hungarian film critic, 1925)

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*Any Questions . . . . .*



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