

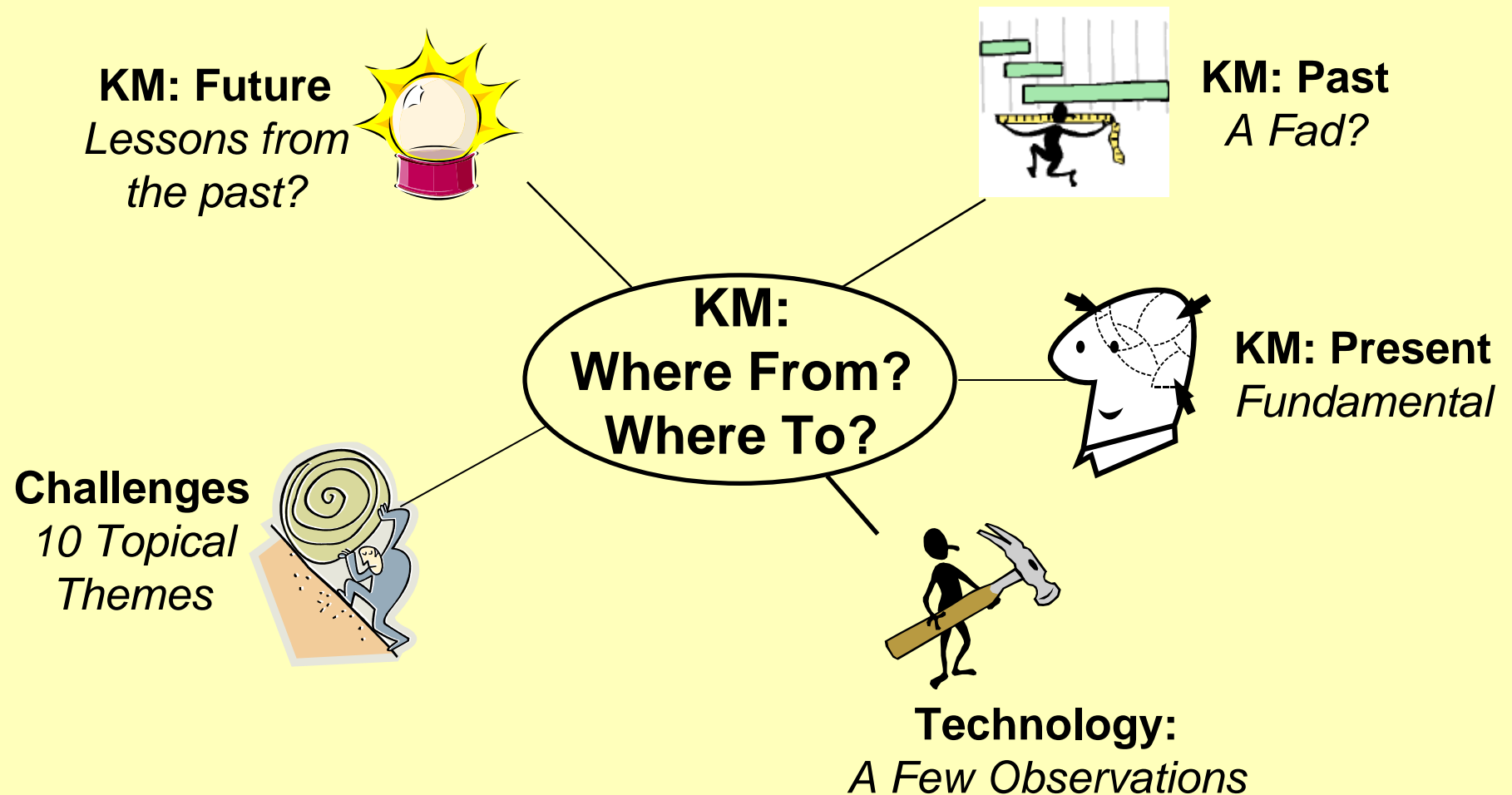
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# *Knowledge Management: Where From? Where To?*

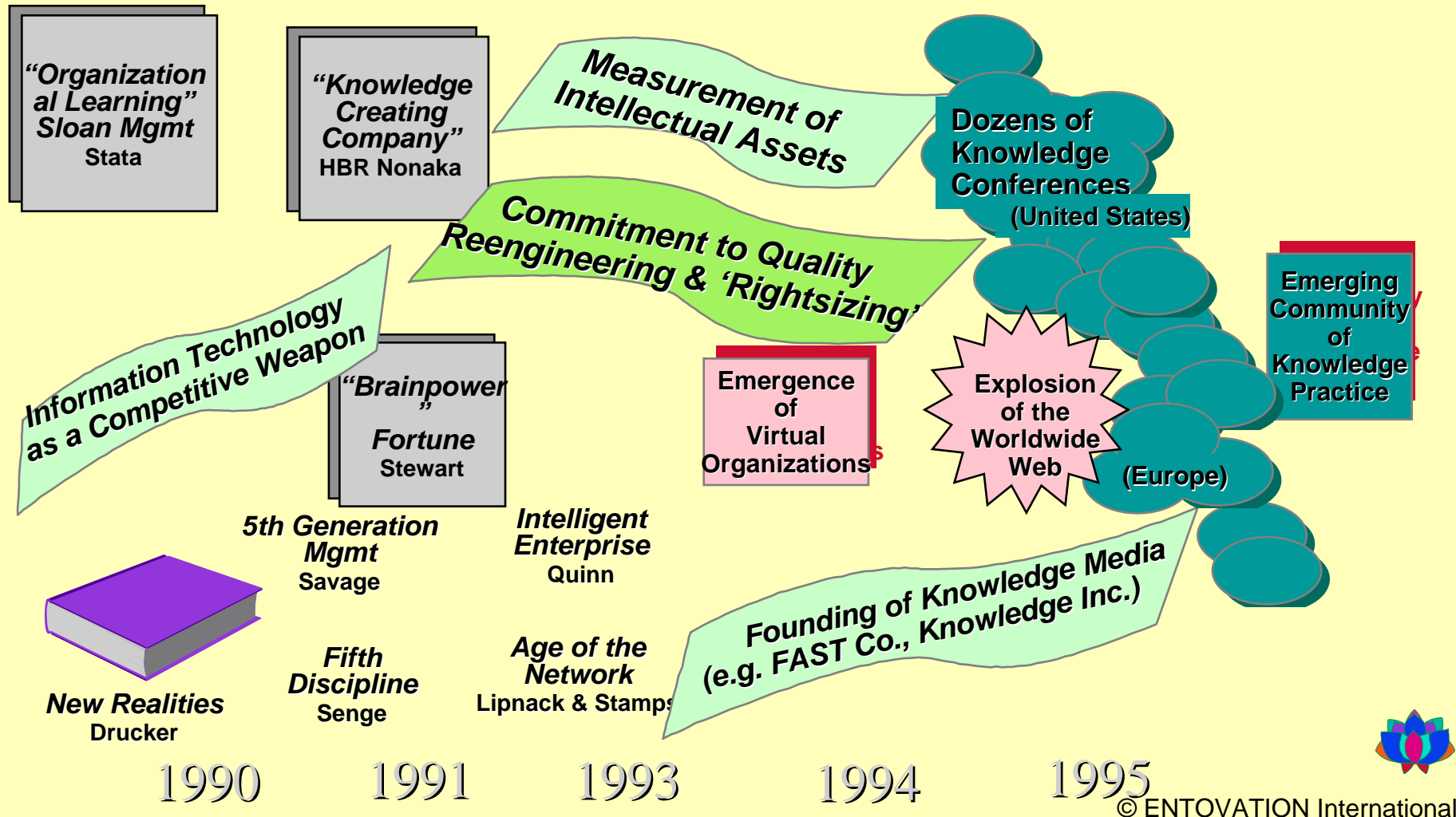
**Dr David J. Skyrme**  
**David Skyrme Associates**

# Topics

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# KM: Beginnings?

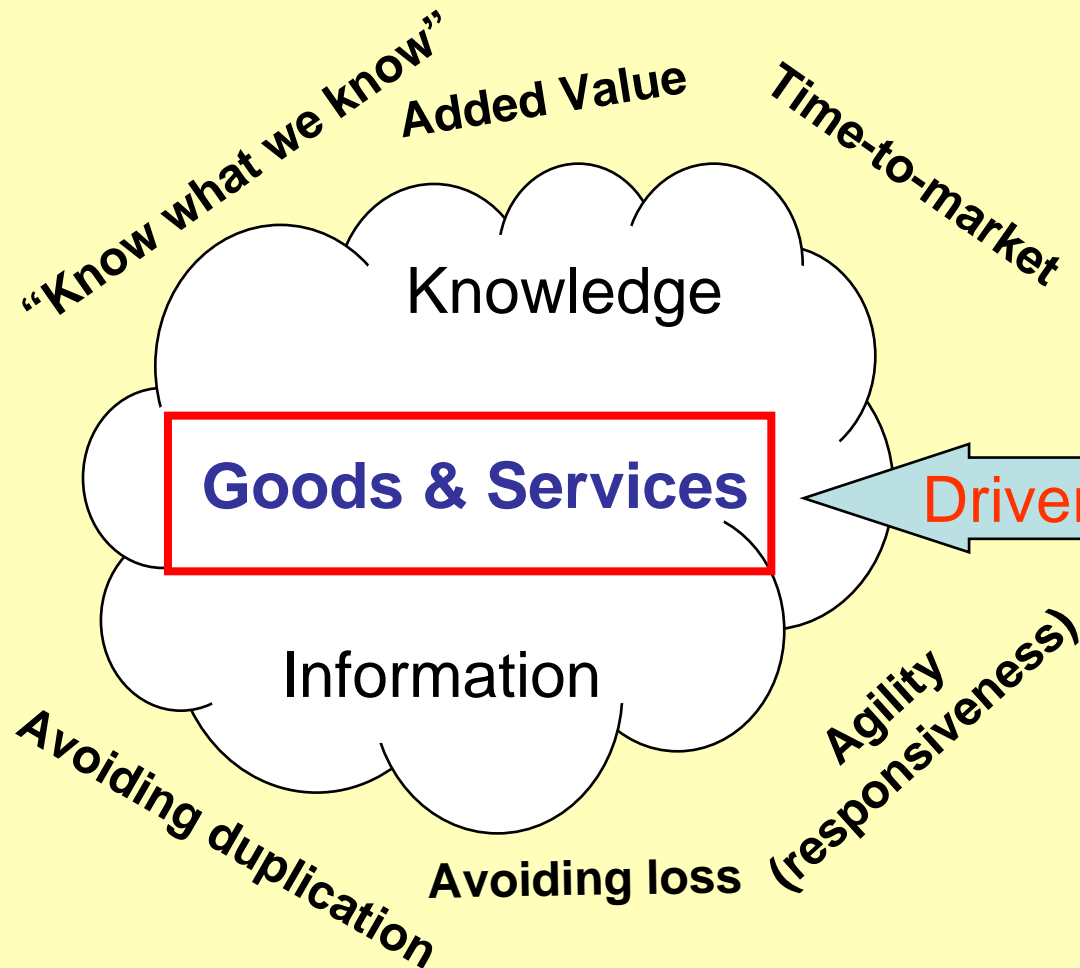


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- 1996 – sharing best practice
- 1997 – developing an intranet
- 1998 – creating a knowledge-sharing culture
- 1999 – knowledge markets, measurement
- 2000 – communities (CoPs), storytelling, portals
- 2001 – managing content, expertise profiling
- 2002 – taxonomies, retaining talent
- 2003 – KM and innovation
- 2004 – collaborative working

# Why KM?



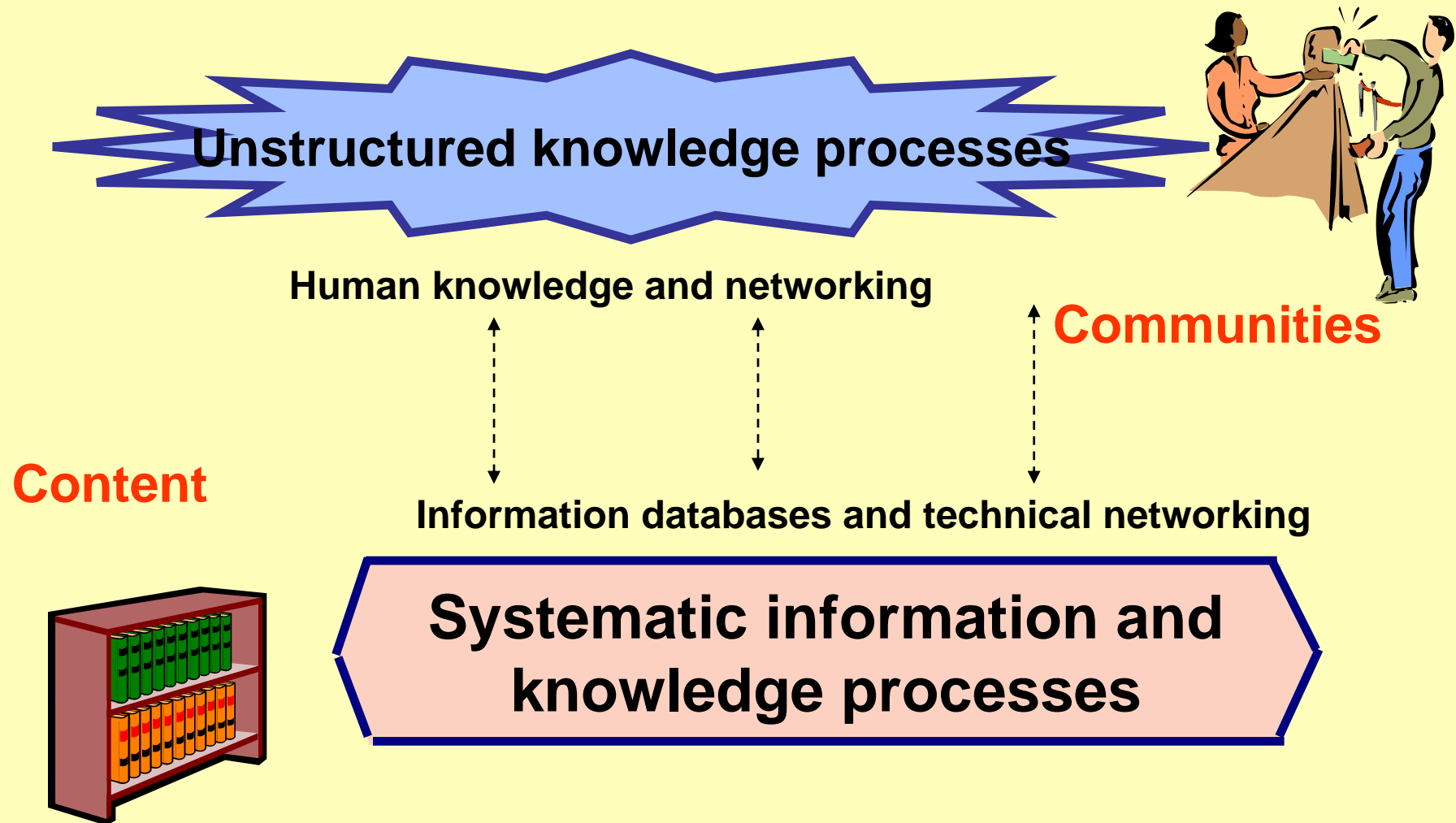
Innovation in Products,  
Services and Processes

- ❑ Globalisation
- ❑ Performance (value)
- ❑ Restructuring
- ❑ Better technology
- ❑ Customers
- ❑ Inter-dependence
- ❑ Compliance (e.g. FoI)
- ❑ Risk management

## Examples of Approaches

- ❑ Customer Knowledge – *multi-national sales teams*
- ❑ Knowledge in Products – *drugs (clinical trials)*
- ❑ Knowledge in People – *PKM + PDP*
- ❑ Knowledge in Processes – *e.g. risk assessment*
- ❑ Organizational Memory – *project knowledge*
- ❑ Knowledge in Relationships – *network analysis*
- ❑ Knowledge Assets – *intellectual capital*

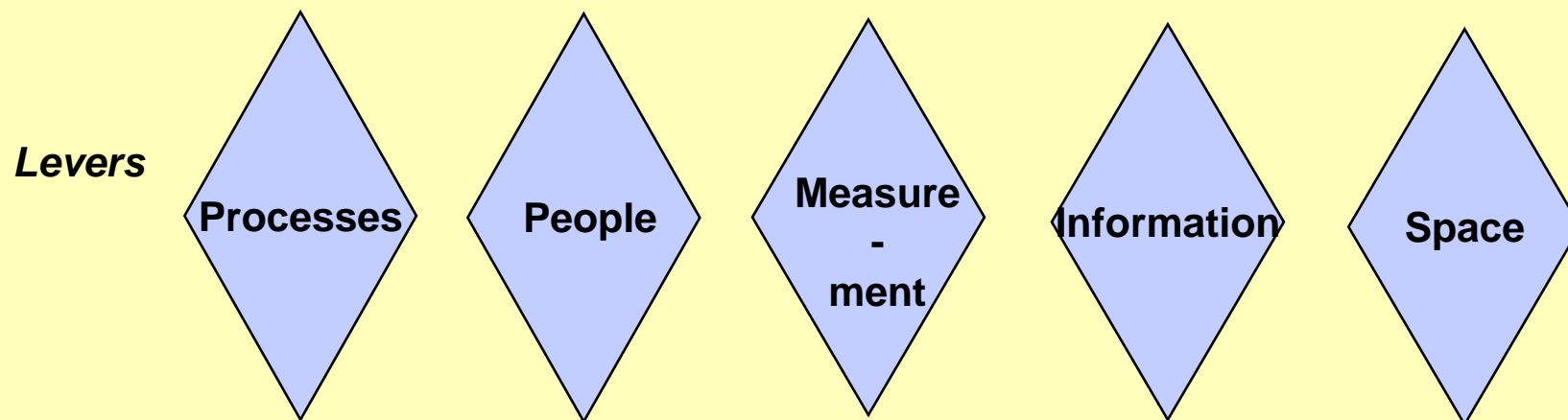
# KM: In Practice



# *KM Success Factors*

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## □ Systematic knowledge processes





# *KM Success Factors*

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

## *Foundations*

<b>'Hard' infrastructure - Intranet, groupware etc. + 'Soft' - Skills, learning, KM roles etc.</b>	<b>Tools and Techniques</b>
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# *KM Success Factors*

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**Enablers**



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

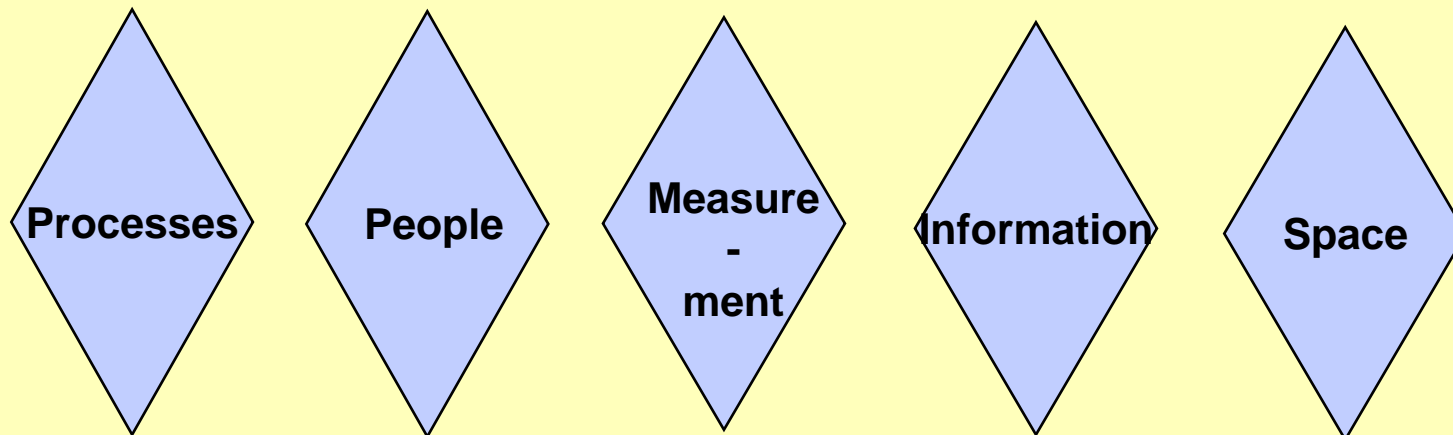
# KM Success Framework

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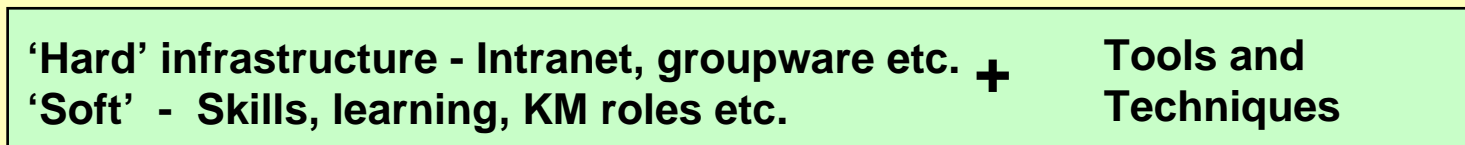
**Enablers**



**Levers**



**Foundations**



I N T E L L I G E N C E

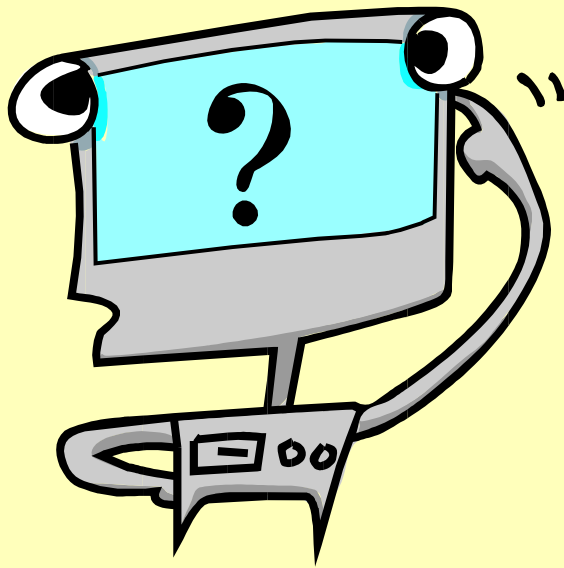


I N S I G H T



I N N O V A T I O N

- ❑ Beyond the fad – knowledge adds value
- ❑ Growing pervasiveness – all sectors, all functions, all geographies
- ❑ Many good case studies – but some backtracking
- ❑ More holistic, human-centred approaches
- ❑ Constantly improving tools and techniques
- ❑ A thriving research community (at last!)
- ❑ Emerging profession and standards



## Technology: Enabler or Excuse?

- Role of Technology
- Portals
- KM-techno landscape

# *Enabling Layers*

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## **Collaboration**

*GDSS; whiteboards; P2P; CoPs ...*

## **Coordination**

*Workflow; shared w/spaces; tasking ...*

## **Conversations**

*Threading; recording; refining ...*

## **Communications**

*Email; Instant messaging; fora; v/conf ...*

## **Content**

*Portals; CMS; EDRMS; taxonomies ...*

## **Connections**

*Access; Internet/intranet; directories; lists ...*

## **Computation**

*Data/text mining; simulation/modelling ...*

# *K-portals: the front*

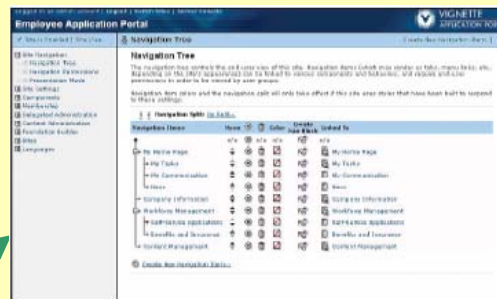
**Knowledge**

- Expertise
- CoPs
- Conferencing
- Webcasts
- IM

**Information**

- Company
- Products
- Projects
- People

**Internal**



- Communities
- Answernets
- K-brokers
- K-services
- K-markets

- News
- Industry trends
- Customers
- Competitors

**External**

# *K-portals: functions*

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- Unified log on
- Aggregation
- Search
- Personalisation
- Communities

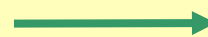


- Content Mgmt
- Workflow
- Security
- Scalability
- Standards

Aggregation  
Basic search  
Portlets



Many sources  
Taxonomic search  
Applications

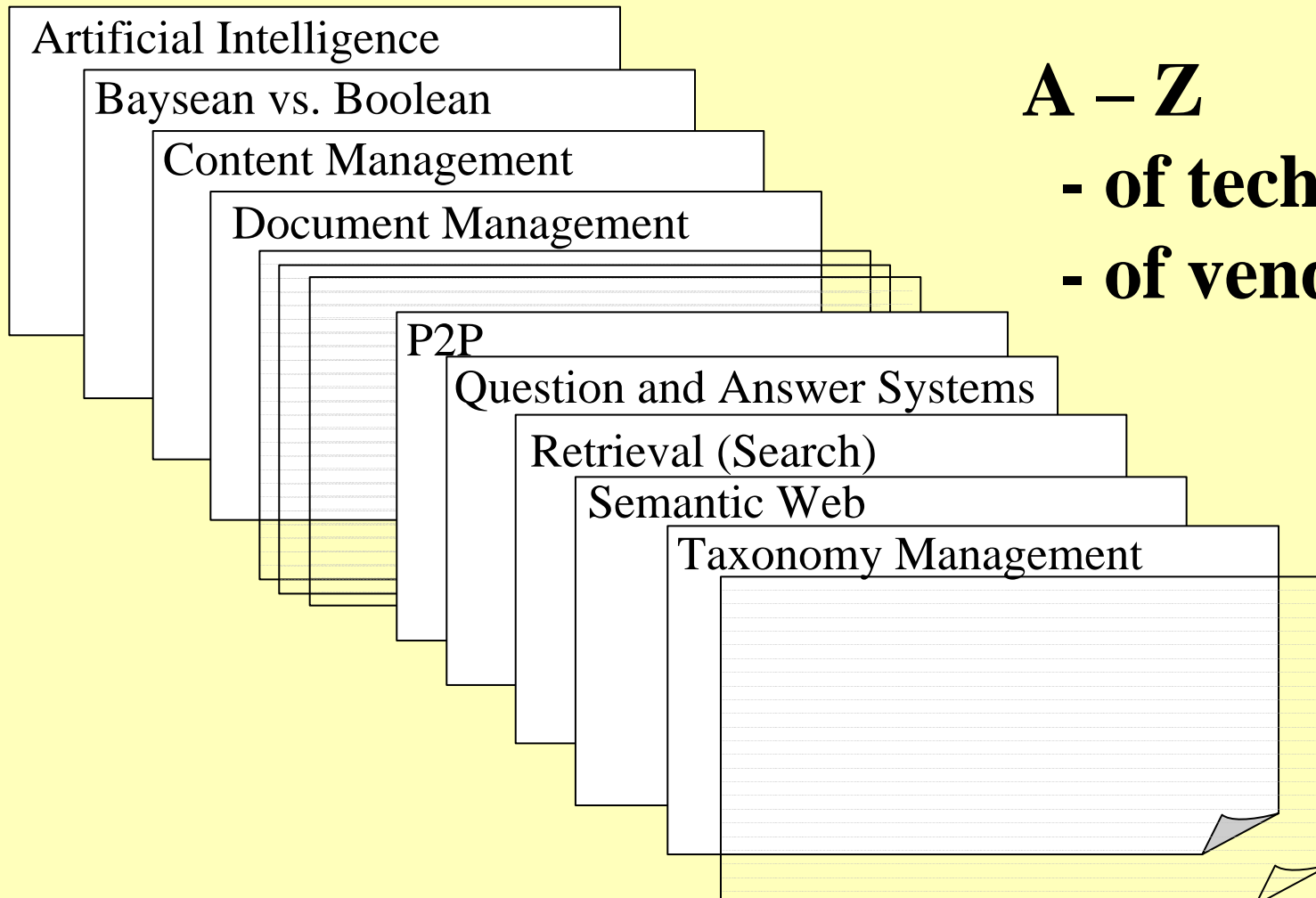


Collaboration  
Personalisation

*"employee's workspace throughout the day"*  
(Swiss Re)



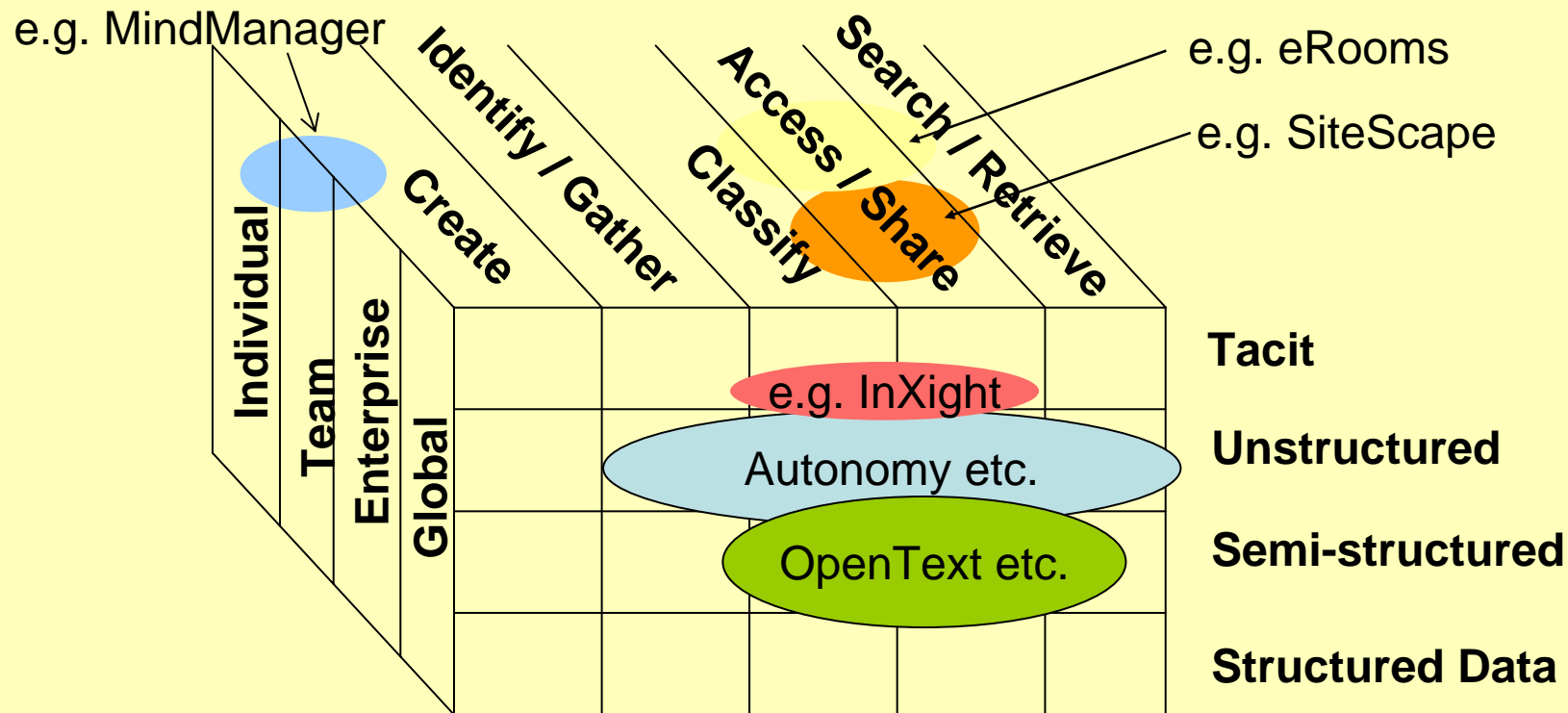
# *It's Crowded*



**A – Z**

**- of technologies**  
**- of vendors**

# KM Techno-space



Like ecology, new niches appear; some bubbles expand; some coalesce; others burst; some fade away; and there is always Microsoft, Oracle, IBM, SAP making their presence felt.

Groove Workspace - Shared Space - Microsoft Internet Explorer

## A Sample Groove Workspace Shared Space

**Work online or offline in Groove shared spaces**

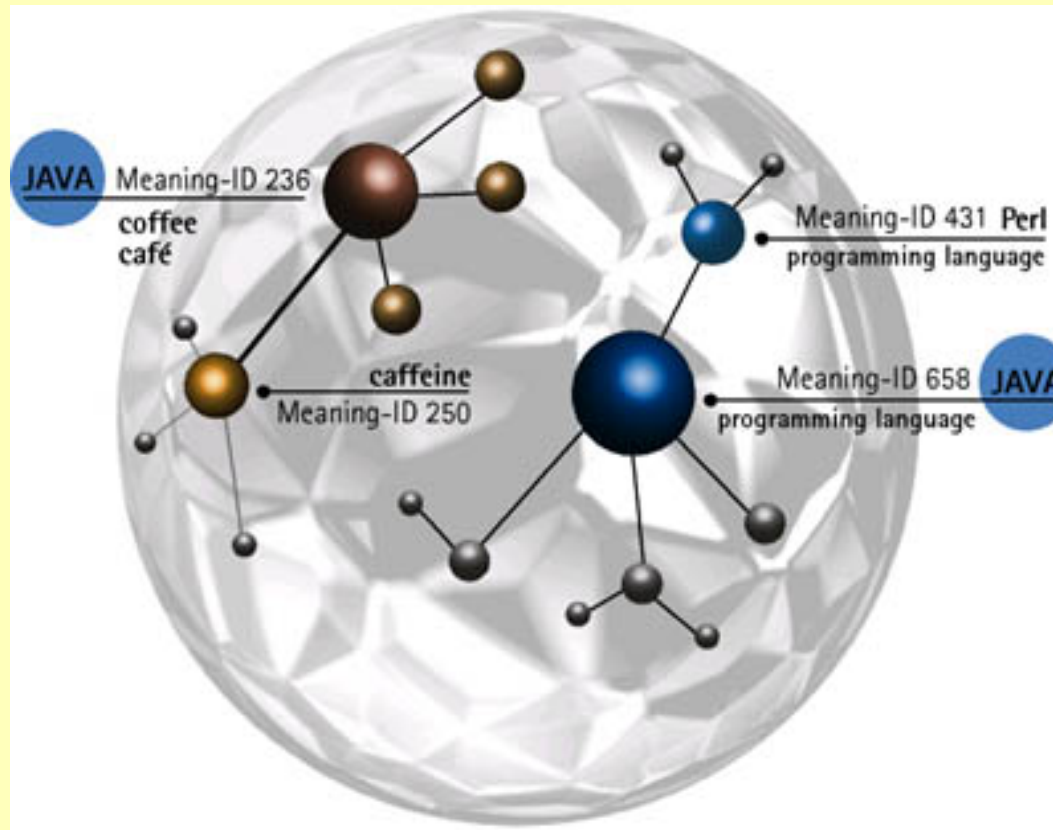
- **Virtual work spaces** you create & control
- **Bring together** people, information & tools
- **Work directly** across network firewalls
- **Edit docs**, manage projects, & more...
- **Easy as IM & chat**  
Create space & invite contacts. Dissolve when done, or use for ongoing projects

**Click red circles for more info**

Welcome Page Shared Space

KM: Where From? Where To?

# Smarter Search

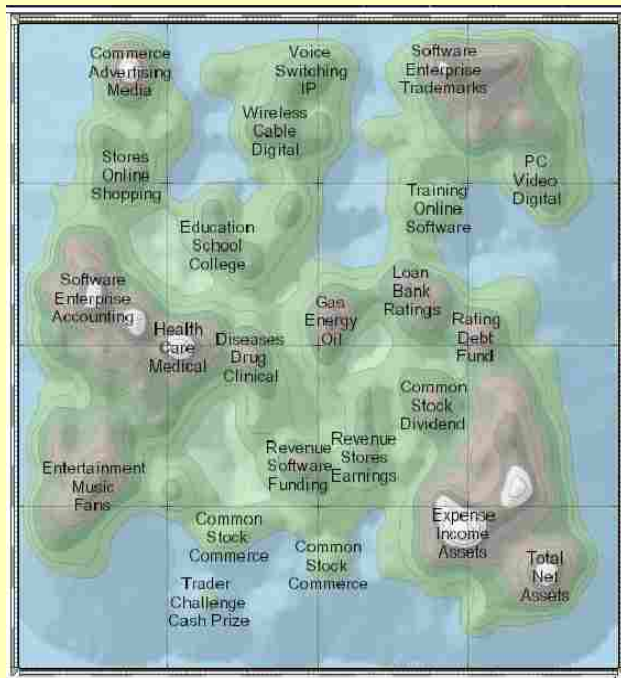


**Applied Semantics**

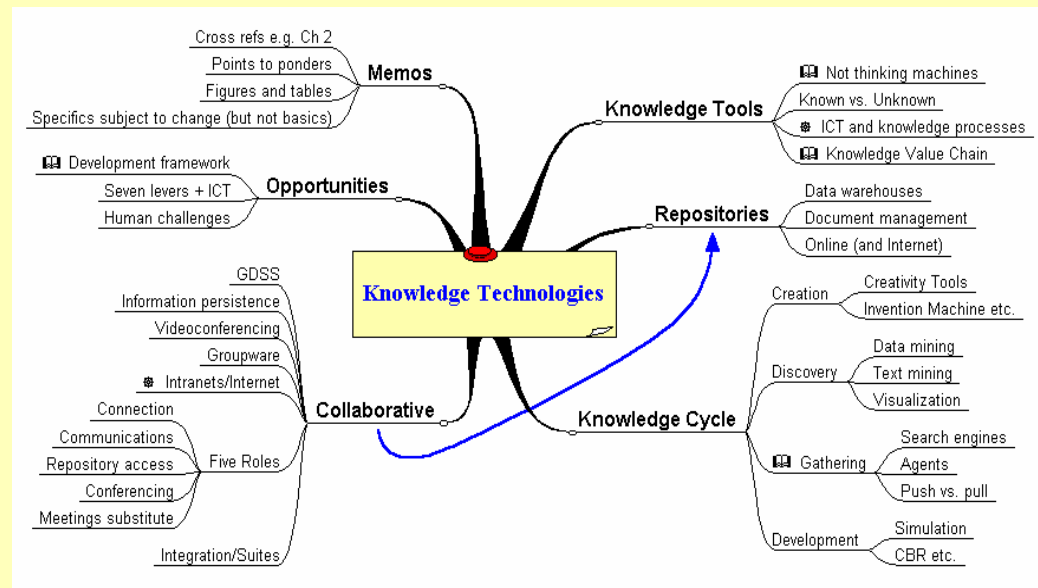
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**Aurigin's Themescape**



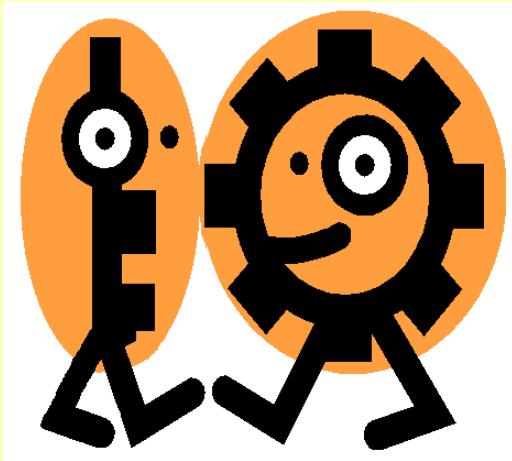
**Mind Manager**

“One concern is man’s ability to verify the findings such machines [supercomputers] will deliver...

Progress in knowledge appears to be more frequently the result of intuition – some may say guesswork – than of necessary, but stolid, calculations.”

(Antonio Albert, letter to *Business Week* (28 June 2004)

**“It’s 10 per cent technology,  
20 per cent processes  
and 70 per cent people”**



## Ten Topical Themes



# *1. Strategic Integration*

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- ❑ Levers – knowledge enhanced products and services, internal processes, relationships, organisational memory, personal knowledge, intangible assets
- ❑ Value propositions – knowledge reuse, deployment of best, innovation
- ❑ Separate - e.g. to sustain focus
- ❑ Explicitly included – e.g. part of planning process (Quaker, Mercedes)
- ❑ Implicit – e.g. by osmosis (Shell); through values (Buckman)

*Q. How is it done in your organisation?*

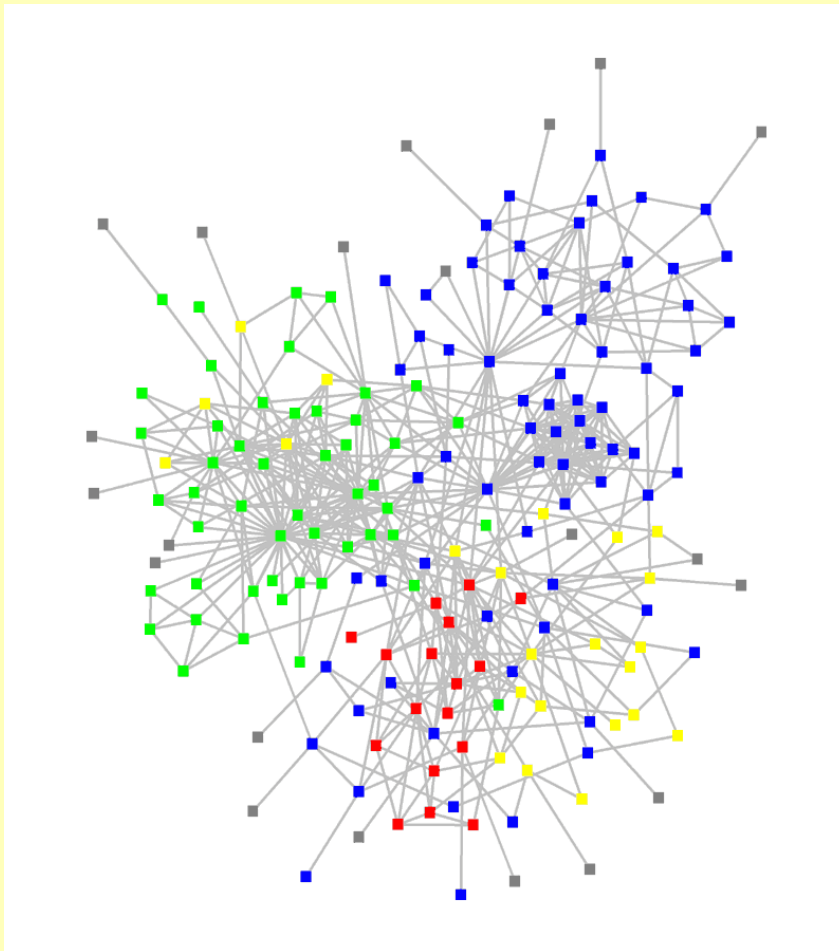
## *2. KM With Everything*

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- Knowledge / KM lens on all core processes and initiatives
  - Quality/Six Sigma (TI, Ford, Caterpillar)
  - Customer care (ICI, BT)
  - Innovation (BSM IdeaCentral, Samsung PI)
  - E-business (Oracle), e-learning (NetG)
  - Risk management, project management etc. etc.

*Q. Which of your processes / initiatives benefit most from a knowledge lens?*

### 3. Know-Who



Source: V Krebs, InFlow (<http://www.orgnet.com>)

- ❑ Expertise locators
  - by profile
  - by behaviour
  - by contributions
  - via networks
- ❑ Social network analysis

*Q. What is your experience of these tools / techniques?*

## 4. Knowledge Work(ers)

TASK	Unstructured uncodifiable	Experts	Collab- oration
	Routine codifiable	Rule book	Processes
		Independent	Inter-dependent
		INTERACTIONS	

- ❑ Embedding knowledge capture / sharing into work processes
- ❑ Not “one size fits all”
- ❑ Knowledge worker motivations
- ❑ Workflow and tools
- ❑ PKM

*Q. What are your distinctive segments of knowledge work and knowledge workers?*

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## 5. PKM

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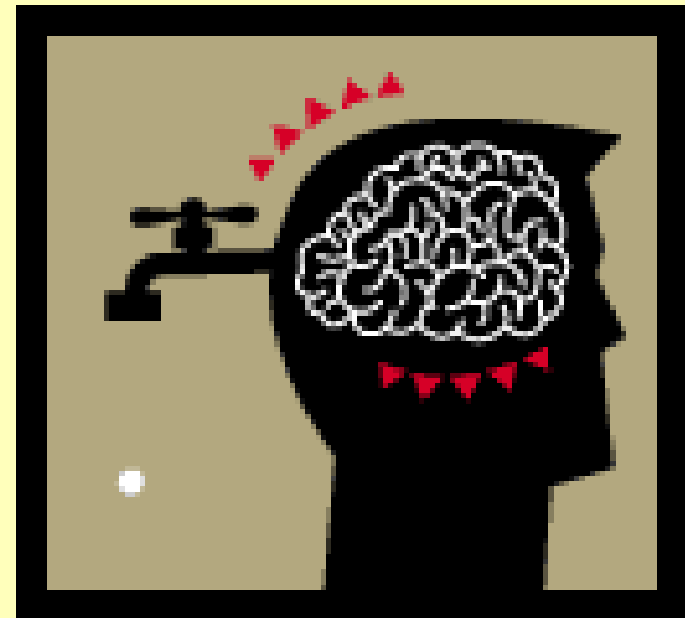
- ❑ Coping with information overload
- ❑ JIT knowledge vs. 'just in case'
- ❑ PKM toolkit:
  - Office / library in a PC
  - Filtering, agents, guided navigation
  - Personal networks / communities
  - KM / IM skills (basic or specialist)
  - Know your IC
- ❑ Goal / reward alignment

*Q. What are key elements of your PKM?*

## 6. *Tapping Tacit Knowledge*

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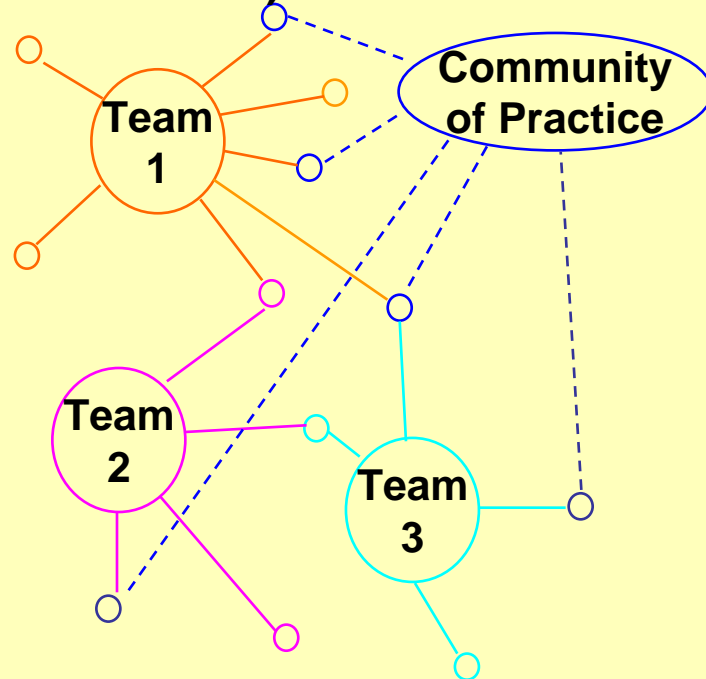
- ☐ Storytelling
- ☐ Narrative databases
- ☐ Structured dialogue
- ☐ Communities
- ☐ Networking (events)
- ☐ Mentoring, buddying
- ☐ Co-location
- ☐ Multi-function teams



*Q. How well established are these?*

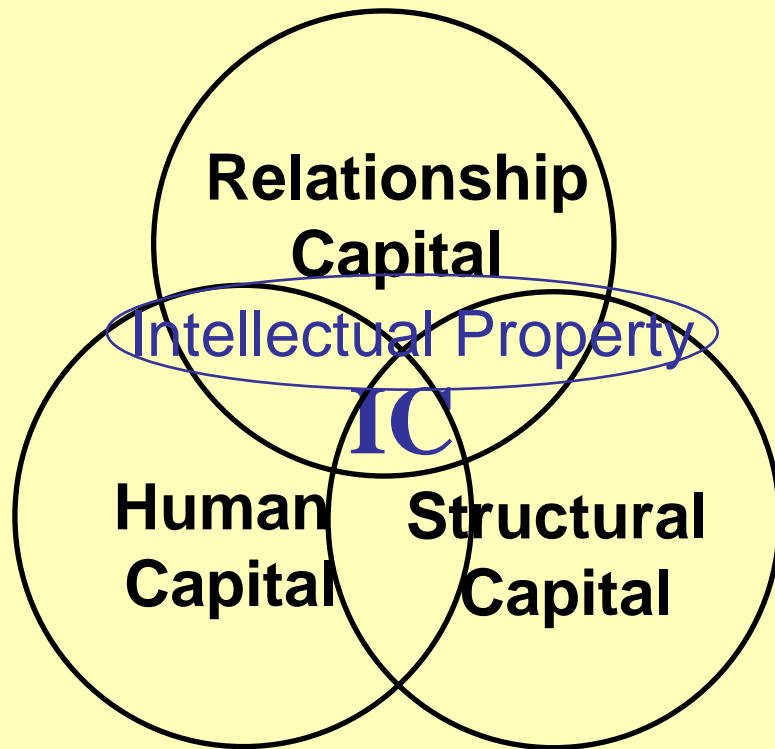
## 7. Communities of Practice

**“The core competency of a company lies in the implicit knowledge of the groups of people within it who naturally work together, being held together by a common sense of purpose” (John Seely Brown, Xerox Laboratories)**



- ❑ Problem solvers, learning networks, cross-functional tasks, innovators
- ❑ Private community ‘space’, discussion groups, FTF
- ❑ Nurture not manage
- ❑ Excellent guidance
- ❑ Shell, Daimler-Chrysler, BP, Siemens, World Bank

## 8. Meaningful Measures



- ❑ Demonstrating K and KM Value
- ❑ Inputs, Outputs, Outcomes
- ❑ KM Assessment Tools - e.g. APQC
- ❑ Many IC Methods – IAM (Sveiby), IC Index, IC Rating, Danish template etc. etc.
- ❑ Often difficult to disentangle cause / effect

*Q. How well do you measure your IC (e.g. compared to financial assets)?*



## *9. Knowledge as a Business*

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- ❑ Codification – sell knowledge previously used in-house (Zurich, Best Practices LLC, Ford)
- ❑ Solutions not products – enhance product offerings with consultancy, training etc.
- ❑ Expertise - sell services (Porsche) (DSTL)
- ❑ IPR Trading – (Yet2.com, Rightscenter.com)
- ❑ Licence competitors – Pilkington, IBM

*Q. How do you commercialise your knowledge?*

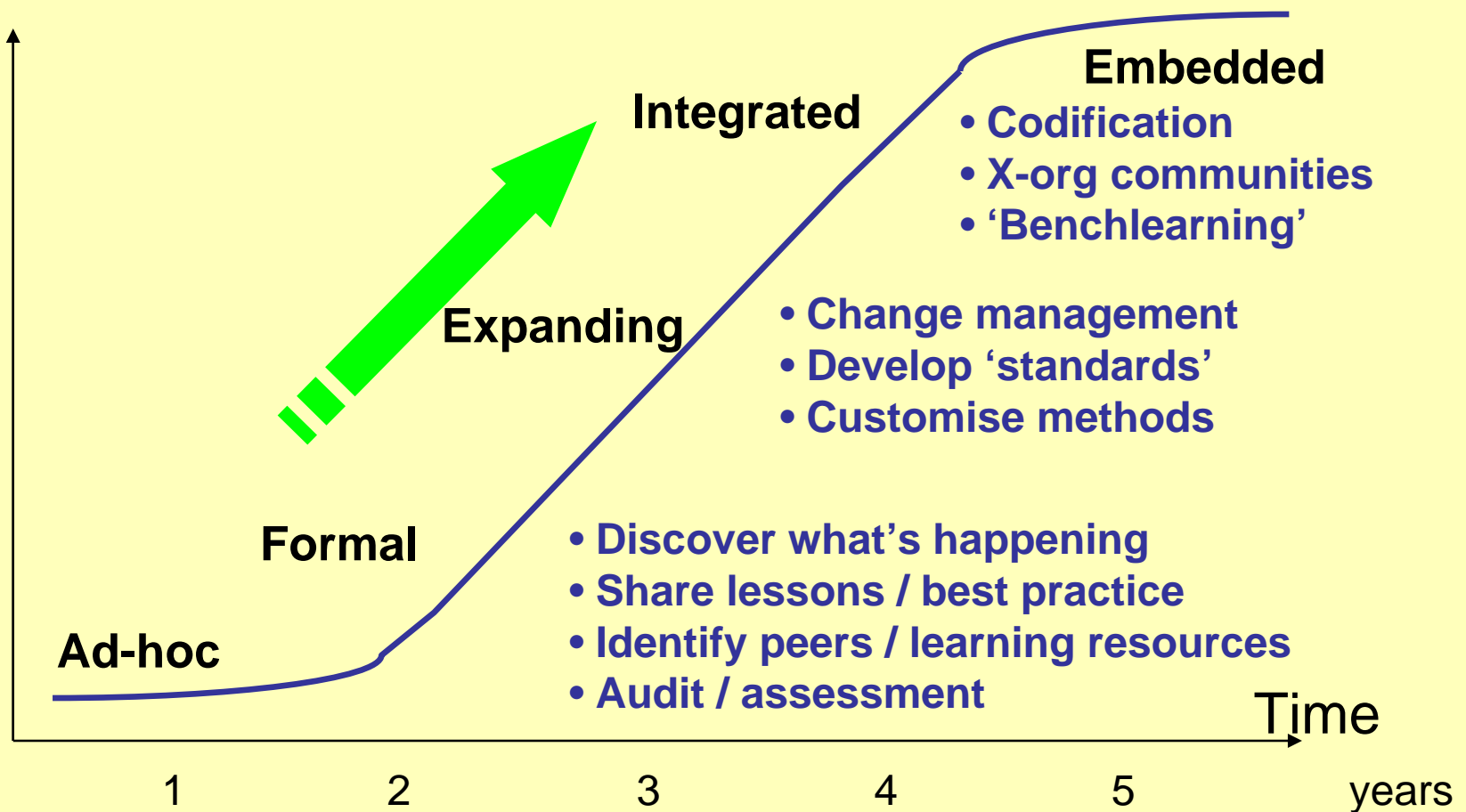
## *10. Governance*

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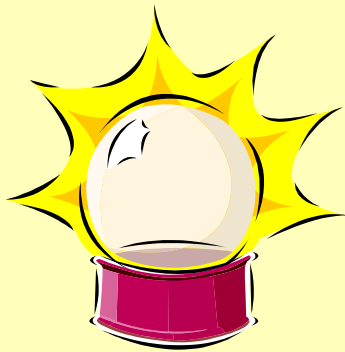
- ❑ Do directors understand and oversee knowledge assets as well as they do financial assets?
- ❑ Intangibles are drivers of future value
- ❑ Triple bottom line (Shell)
- ❑ Sustainability measures (Dow-Stox, Banff)
- ❑ Knowledge ethics?

*Q. What is your KM governance structure?*

# KM Maturity Curve



## KM: The Future



- What the experts say
- Aligning and integrating
- Stimulating innovation
- Back to basics

## *Going (somewhere)?*

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“has yet to reach its full potential” (David Gurteen)

“institutionalized into mainstream processes such as CRM, ERP, and SCM” (Dan Holtshouse)

“there is a refreshing realism and business-like approach to KM in many progressive organisations” (Ben Fouche)

“there’s a better understanding of the real issues that concern knowledge management and organizations” (Suliman Hawamdeh)

## *Going ... (nowhere)?*

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“somewhat confused, disconnected directions,  
not integrated into strategy” (Karl Wiig)

“we tried KM and it didn’t work” (Verna Allee\*)

“schizophrenic – suffering from multiple  
personality disorder (Mark McElroy)

“in the midst of a sort of identity crisis”  
(Elizabeth Lank)

\* What senior executives tell her

“a concept that has peaked?” (Karl Erik Sveiby)

“a fad that is starting to fade away” (Esko Kilpi)

“the term has too much baggage to be useful”  
(Ross Dawson)

“it’s not KM, it’s managing knowledge”  
(Jerry Ash)

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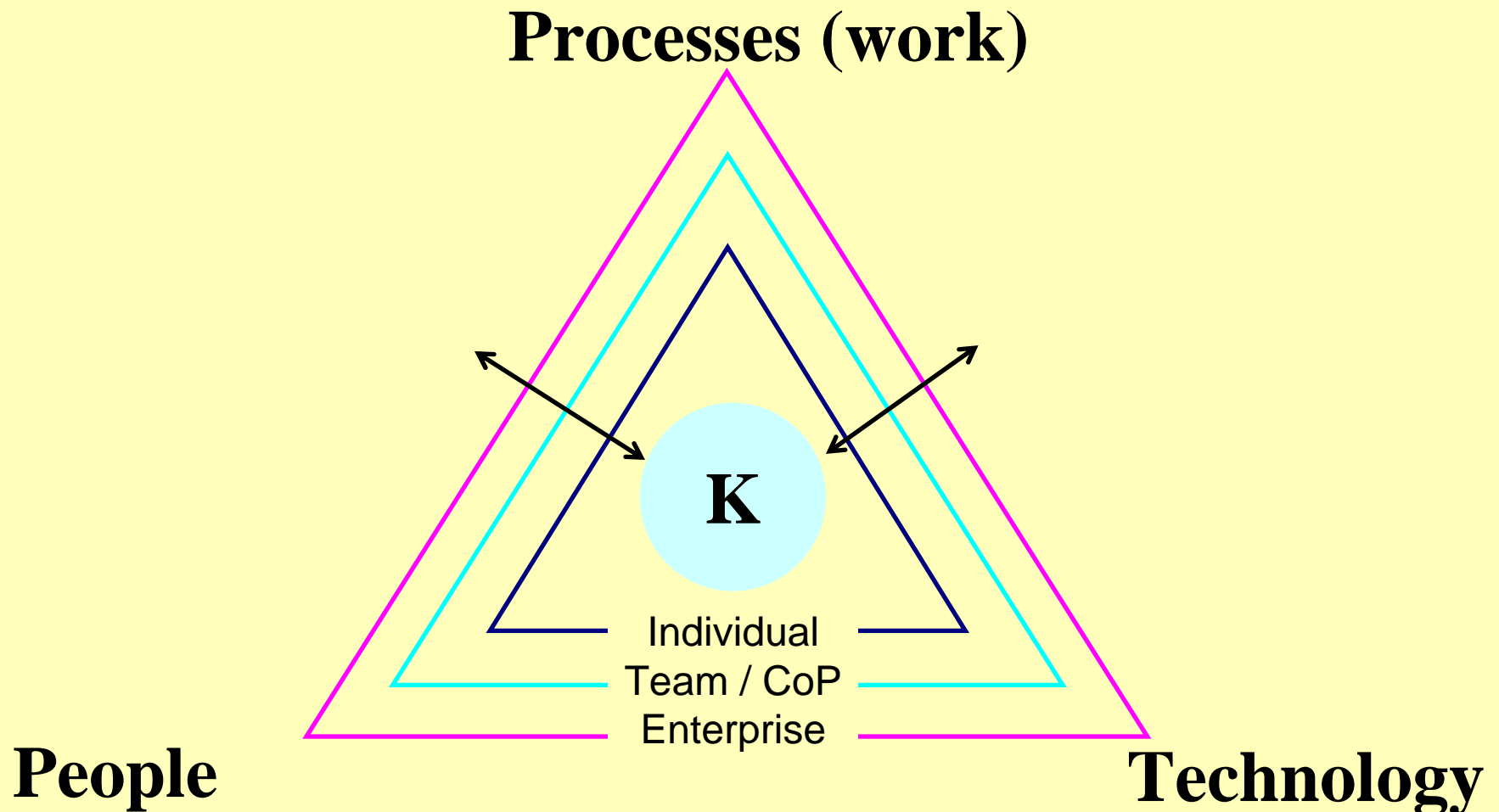
“The KM technology bubble has burst, at least partially, to make way for a more balanced, holistic approach applying KM principles to existing processes e.g. learning loops in Six Sigma.”

(Chris Collison, BG)



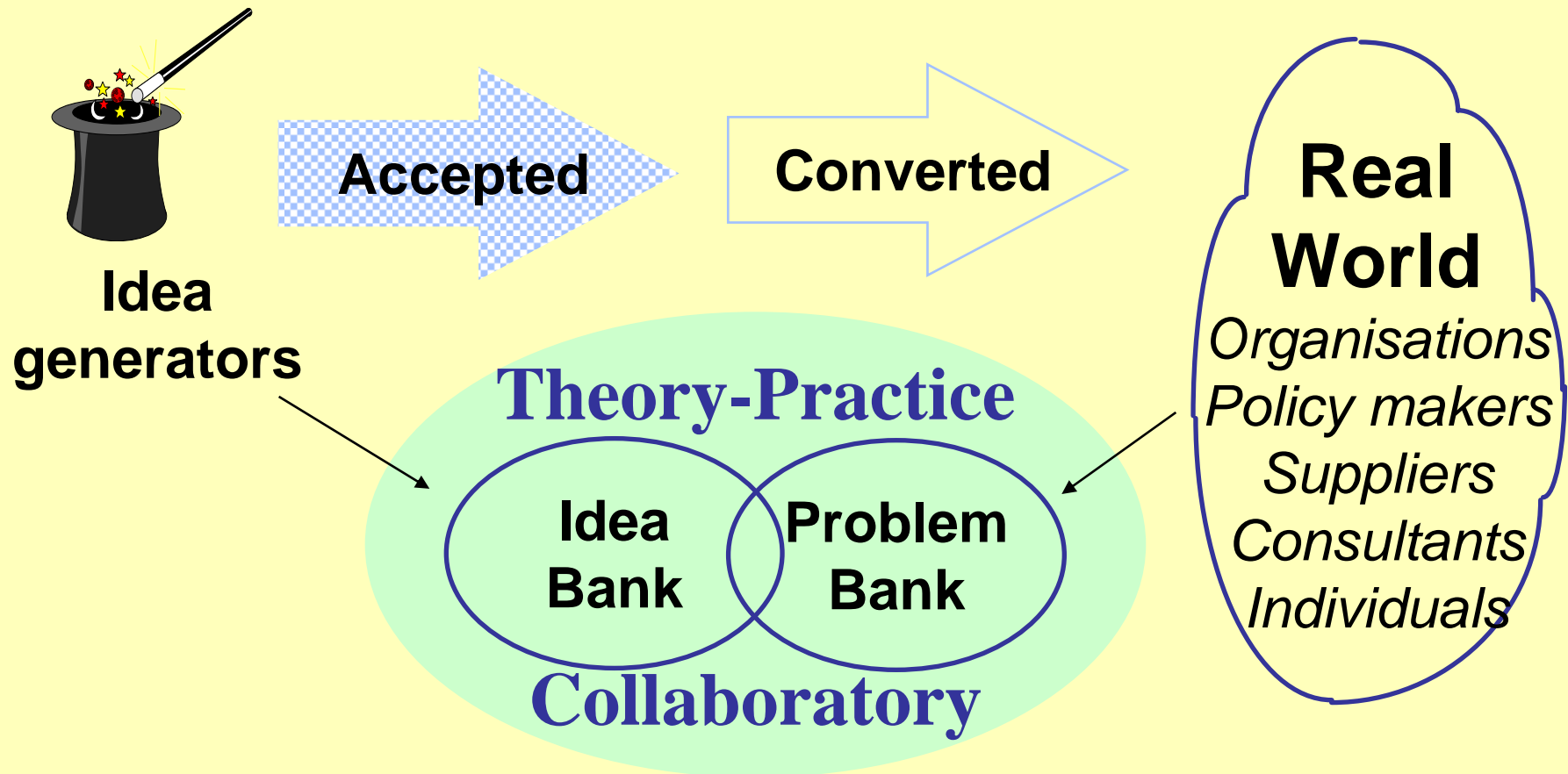
# *Aligning and Integrating*

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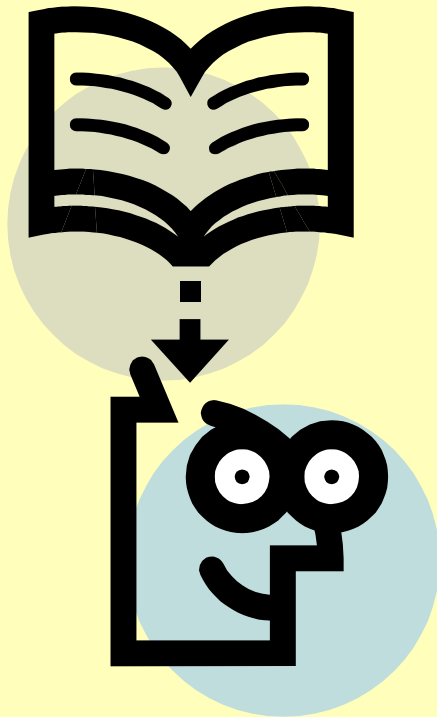
# *Stimulating Innovation*

Continuous sensing, creating, adapting, learning



# Back to Basics

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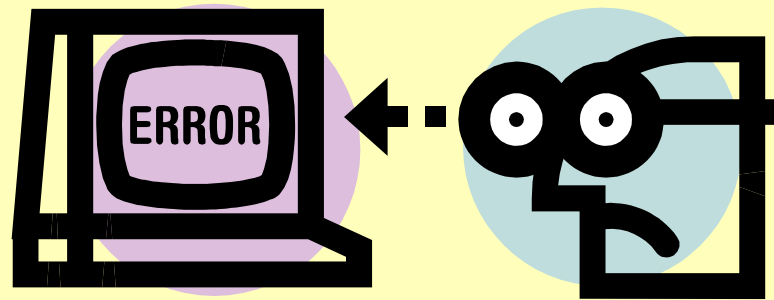


- ❑ Things and people
- ❑ Knowledge work
  - routine + unstructured
- ❑ Types of knowledge
  - beyond tacit, explicit
- ❑ KM tools and techniques
- ❑ Roles and skills
- ❑ Rewards and recognition
- ❑ Vision and leadership

# *Is the Future in the Past?*

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- ❑ Usability labs – since 1980s
- ❑ HCI – standards since c1990



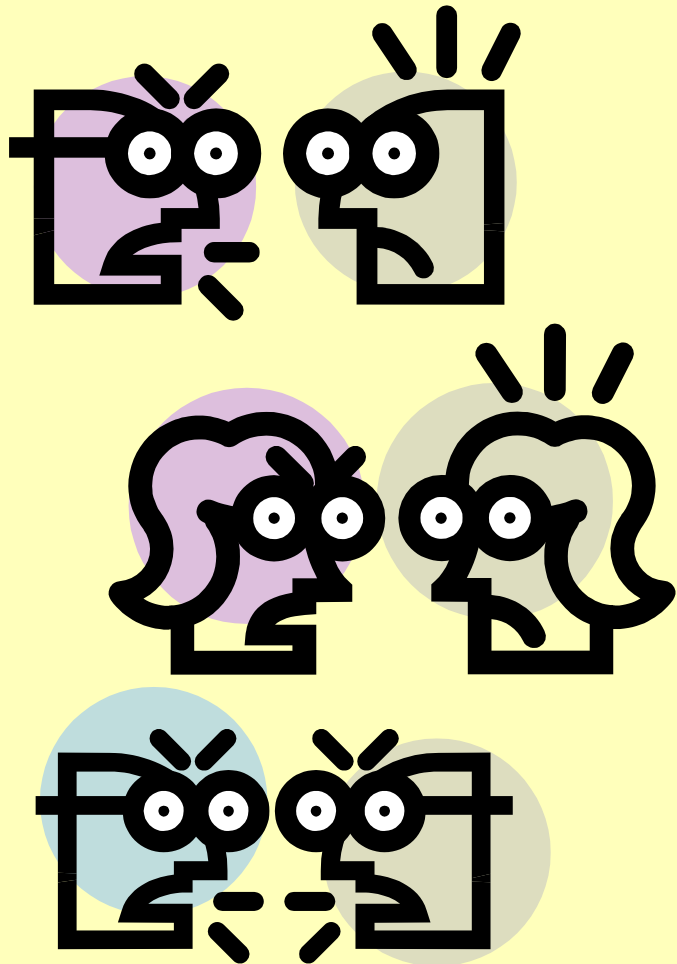
- ❑ Socio-tech design principles - 1949
- ❑ Motivation theory - 1943

*... knowledge archaeology?*

***“I not only use all of the brains I  
have, but all I can borrow.”***

(Woodrow Wilson)

# Discussion



- ❑ Your Agenda
- ❑ Suggestions:
  - Where you're organisation is
  - KM in your department
  - The Challenges

# *The Challenges*

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- ❑ Strategic integration
- ❑ KM with everything
- ❑ Collaborative technologies
  - beyond the portal
- ❑ Human-centric KM
- ❑ Embedding in knowledge work
- ❑ PKM
- ❑ Tapping tacit knowledge
- ❑ Know-who
- ❑ Communities of performance
- ❑ Meaningful measures
- ❑ Commercialising knowledge
- ❑ Governance and ethics

## *Contact Details*

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