Project Knowledge: Where Did It Go?

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Managing Project Knowledge

Topics

Value From Knowledge

Is KM A Project?

Knowledge Practices
Capture and Re-use
Are Best Practices the Best?

KM Today
Where From?
Where To?

Ten Myths About KM

What is Project Knowledge?
Managing Project Knowledge

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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Essentially Different

Data

Information

Knowledge

Intelligence
Managing Project Knowledge

**Essentially Different**

- **Data**: Codifiable, explicit
  - Easily transferable

- **Information**: Contextual, tacit
  - Transfer needs learning

- **Knowledge**: Human, judgemental

- **Intelligence**: Essentially Chaordic
  - Chaotic knowledge processes
  - Human knowledge and networking
  - Communities
  - Information databases and technical networking
  - Systematic information and knowledge processes

Shift of Focus

**Internal Focus**
- Knowing and sharing what we know
- Measurement

**External Focus**
- Storytelling
- eCRM (customer k)
- Personalized portals

**Knowledge Products & Services**
- Existing Products & Services
- Creating and converting knowledge (innovation)
- CoPs
- K-businesses (knowledge e-businesses)

**Intranet**

**Extranet**

**Internet**

**KM Maturity Curve**
- Ad-hoc
- Formal
- Expanding
- Integrated
- Embedded
- • Peer review
- • Learning partner
- • Overcome blockage
- • Expert review
- • Benchmark
- • Help justify / sell
- • Clarity / diagnosis
- • Audit / assessment

Time (years)
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

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”
What is Project Knowledge?

- What’s essential?
- What’s nice to have?
- Where is it?

Stakeholder’s Needs (explicit / implicit)
Project Histories and Experiences
Skills and Teams (personal characteristics)
Project Management Processes / Tools
Expectations / People Management
etc. etc.

i.e. process, people, pragmatic knowledge
> know-why, know-what, know-how, know-who
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Case: Schlumberger

- SINET (started 1991)
- Shared databases
  - clients, technology, projects, sites etc.
- Project ‘memory’
  - synopsis, status, future, lessons learned
- Smart searching - tracks previous searches
- ClientLink - links solutions to needs

*Bottom line: $550m value vs. $72m cost*

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Knowledge Practices

**Innovation Cycle**

- Codify
- Embed
- Diffuse
- Product/Process

**KM Cycle**

- Collect
- Classify
- Organize/Store
- Knowledge Repository
- Access
- Share/Disseminate
- Use/Exploit
- Create
- Identify

*INTELLIGENCE*  ■  *INSIGHT*  ■  *INNOVATION*

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Knowledge Capture

- Creators
- SMEs / Reviewers
- While You Work
- AARs, PPRs
- Client Dialogues
- Topic Communities

Database (tagged info blocks)

Creators

SMEs / Reviewers

Input Templates

Workflow

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AAR (After Action Review)

- What Should Have Happened?
- What Actually Happened?
- Why Were There Differences?
- What Did We Learn?

c.f. CP3 (Prince) – Post Project Review
### Knowledge Sharing

<table>
<thead>
<tr>
<th>Same Place / Time</th>
<th>Different</th>
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<tbody>
<tr>
<td><strong>via Objects</strong></td>
<td><strong>Structures</strong></td>
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<tr>
<td></td>
<td>Documents</td>
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<td>Project Rooms</td>
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<td>Charts</td>
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<td>Log Books</td>
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<td><strong>via People</strong></td>
<td><strong>Settings</strong></td>
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<td>Conversations</td>
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<td>Mixed Teams</td>
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<td>Storytelling</td>
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### Case: Hewlett-Packard

- Open, innovative culture
- “If only HP knew what HP knows” (Lee Platt)

<table>
<thead>
<tr>
<th>Informal</th>
<th>Formal</th>
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<tbody>
<tr>
<td><strong>Global</strong></td>
<td>'Yellow Pages'</td>
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<tr>
<td></td>
<td>Alerts</td>
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<td></td>
<td>CoPs</td>
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<tr>
<td><strong>Local</strong></td>
<td>Open offices</td>
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<td></td>
<td>Distributed teams</td>
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**Intranet:**
- 2,500 servers
- 100+ newsgroups
- 200K pages
- 3m views/day
- 2m emails/day
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**Best Practices**

1. Identify Requirements
2. Discover Good Practices
3. Document Practices
4. Validate Best Practice
5. Disseminate And Apply
6. Develop Supporting Infrastructure

Communities

Facilitators
Job exchange
Learning Networks
Events
Best practice Office
Intranet

Knowledge Base

See for example Beep [http://www.beep-eu.org](http://www.beep-eu.org)

Is Best Practice The Best?

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

... A Recipe for Mediocrity?
Is KM a Project?

- Strong link to business need
- Knowledge creation and sharing
- Pilots for ‘proof of concept’
- Exploits ICT infrastructure
- Systematic processes
- Very people dependent
- Needs champions, resources, specialist skills
- Continuous Learning

... so what’s the same, what’s different?

Challenges and Pitfalls (1)

- The IT obsession – remember people, processes
- Single perspective – holistic, multi-disciplined
- Fragmentation – create a knowledge base of projects
- Mechanistic (tick box) – flexible framework
- Impatient for ‘quick fix’ – quick-wins in longer plan
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Challenges and Pitfalls (2)

- No time! Wrong time! – prioritize corporate goals
- Organization in chaos – need basics in place
- Management ‘nod’ – need active support / commitment
- Wrong language, skills – adapt, outsource, learn
- Fail “what’s in it for me” – embed, human psychology!

Opportunities

- Saves ‘reinvention’, right approach quicker
- Faster transfer of ‘good practice’
- Locates critical expertise
- Captures core knowledge for re-use
- Solutions to intractable problems
- Reduces risk
- Bottom line – higher revenues, lower costs

... Net Result: Customer Delight!
“Imagination is more important than knowledge”
(Albert Einstein)
Reflections

... and Refreshments!!

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