Knowledge Management: Where From? Where To?

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KM: Where From? Where To?

Topics

KM: Future
Lessons from the past?

KM: Past
A Fad?

KM: Present
Fundamental

Challenges
10 Topical Themes

Technology:
A Few Observations

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KM: Where From? Where To?

KM: Beginnings?

- "Organization al Learning" Sloan Mgmt Stata
- "Knowledge Creating Company" HBR Nonaka
- Information Technology as a Competitive Weapon
- "Brainpower" Fortune Stewart
- 5th Generation Mgmt Savage
- Fifth Discipline Senge
- Intelligent Enterprise Quinn
- Emergence of Virtual Organizations
- Emergence of Virtual Organizations
- Dozens of Knowledge Conferences (United States)
- Explosion of the Worldwide Web (Europe)
- Founding of Knowledge Media (e.g. FAST Co., Knowledge Inc.)

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Topical Themes: then & now

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

Why KM?

Innovation in Products, Services and Processes

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

Drivers

Goods & Services

“Know what we know”

Added Value

Time-to-market

Knowledge

Information

Avoiding duplication

Avoiding loss

Agility (responsiveness)
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: Where From? Where To?

KM: In Practice

Unstructured knowledge processes

Human knowledge and networking

Communities

Content

Information databases and technical networking

Systematic information and knowledge processes

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KM Success Factors

- Systematic knowledge processes

Levers

- Processes
- People
- Measure
- Information
- Space

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KM Success Factors

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

Foundations

‘Hard’ infrastructure - Intranet, groupware etc. + ‘Soft’ - Skills, learning, KM roles etc.  
Tools and Techniques
KM Success Factors

- Strong link to business value
- Compelling vision and architecture
- Knowledge leadership / champions
KM: Where From? Where To?

**KM Success Framework**

Enablers

Leadership

Structures - Cultures - HR Policies - Vision

Levers

Processes

People

Measure - ment

Information

Space

Foundations

‘Hard’ infrastructure - Intranet, groupware etc.

‘Soft’ - Skills, learning, KM roles etc.

Tools and Techniques

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KM Today

- 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

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Technology: Enabler or Excuse?
- Role of Technology
- Portals
- KM-techno landscape
KM: Where From? Where To?

Enabling Layers

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 ...

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K-portals: the front

Knowledge
- Expertise
- CoPs
- Conferencing
- Webcasts
- IM

Information
- Company
- Products
- Projects
- People

Internal

External
- Communities
- Answerwernets
- K-brokers
- K-services
- K-markets
- News
- Industry trends
- Customers
- Competitors

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K-portals: functions

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

K-Portal

1-stop-shop

- 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)
KM: Where From? Where To?

It's Crowded

Artificial Intelligence
Bayesian vs. Boolean
Content Management
Document Management
P2P
Question and Answer Systems
Retrieval (Search)
Semantic Web
Taxonomy Management

A – Z
- of technologies
- of vendors

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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.
KM: Where From? Where To?

A Sample Groove Workspace Shared Space

- 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

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Smarter Search

Applied Semantics
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Visualisation

Aurigin’s Themescape

Mind Manager

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“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

- **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?
KM: Where From? Where To?

2. KM With Everything

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**

- Expertise locators
  - by profile
  - by behaviour
  - by contributions
  - via networks

- Social network analysis

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

Source: V Krebs, InFlow (http://www.orgnet.com)
4. Knowledge Work(ers)

<table>
<thead>
<tr>
<th>Unstructured uncodifiable</th>
<th>Experts</th>
<th>Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Routine codifiable</td>
<td>Rule book</td>
<td>Processes</td>
</tr>
</tbody>
</table>

- 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?
5. PKM

- 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

- Storytelling
- Narrative databases
- Structured dialogue
- Communities
- Networking (events)
- Mentoring, buddy ing
- 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

- 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

- 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: Where From? Where To?

**KM Maturity Curve**

- **Ad-hoc**
  - Discover what’s happening
  - Share lessons / best practice
  - Identify peers / learning resources
  - Audit / assessment

- **Formal**
  - Change management
  - Develop ‘standards’
  - Customise methods

- **Expanding**
  - Codification
  - X-org communities
  - ‘Benchlearning’

- **Integrated**
  - Codification
  - X-org communities
  - ‘Benchlearning’

- **Embedded**
  - Codification
  - X-org communities
  - ‘Benchlearning’

**Time**

1  2  3  4  5 years
KM: The Future

- What the experts say
- Aligning and integrating
- Stimulating innovation
- Back to basics
“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)
“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)
“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)
KM: Where From? Where To?

Aligning and Integrating

Processes (work)

People

Technology

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KM: Where From? Where To?

Stimulating Innovation

Continuous sensing, creating, adapting, learning

Real World
Organisations
Policy makers
Suppliers
Consultants
Individuals

Idea generators

Accepted

Converted

Theory-Practice

Idea Bank

Problem Bank

Collaboratory

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Back to Basics

- 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?

- 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)
KM: Where From? Where To?

Discussion

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

- 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
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