

Working Draft

CONFIDENTIAL

Executive Leadership Institute: Knowledge Management Discussion



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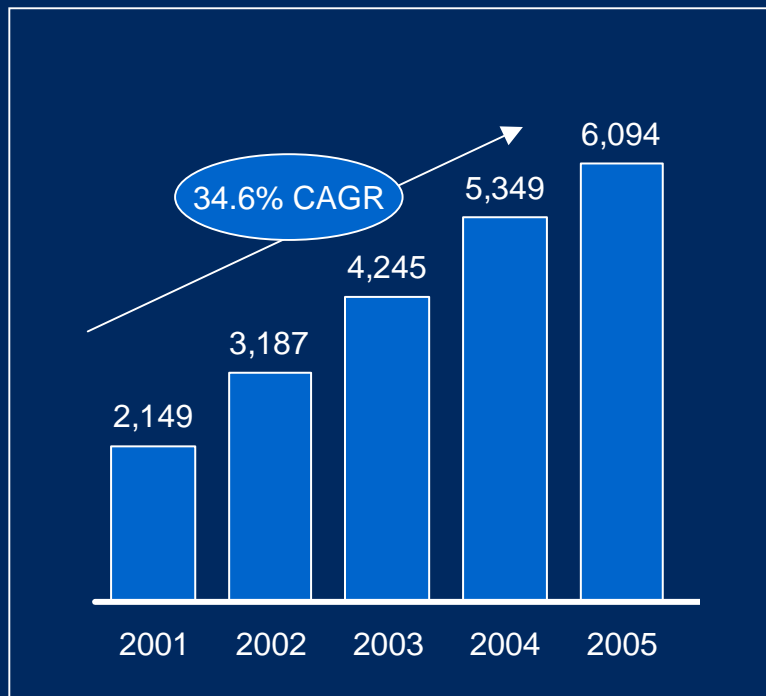
EXECUTIVE SUMMARY

- **What is knowledge management and why is it important?**
- Nonprofit leaders and Board members face a set of unique challenges in how they operate – the promise of knowledge management can be a powerful lever in designing organizational learning and in addressing these challenges. But why is knowledge management so hard?
- CEOs and Board Members play a critical and pivotal role in crafting, articulating and communicating knowledge management and how it relates to both your learning organization aspirations and the organization's mission while also translating these into day-to-day beliefs and behaviors
- Discussion of practical and tactical approaches to implementing knowledge management

KNOWLEDGE MANAGEMENT IS BIG AND CONTINUES TO GROW

USD \$ Millions

Total U.S. KM services spending



Why nonprofits are implementing KM



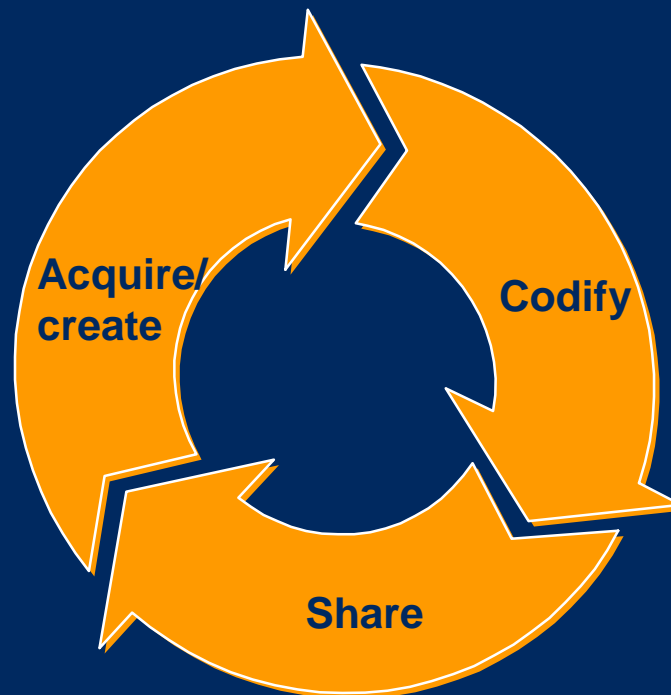
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A BASIC DEFINITION OF KNOWLEDGE MANAGEMENT

Knowledge Management:

Developing and **leveraging** an organization's **human and intellectual capital assets** in support of the organization's mission and to **improve efficiency and effectiveness** of operations and to **support organizational learning**

Agree on **what you need to know** and **incent contribution of knowledge**

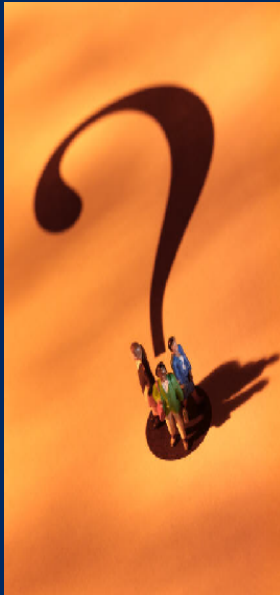


Ensure knowledge is **up to date** on “**what you know**” and “**who knows what**”

Establish wide access to people and databases and encourage wide use

WHY KNOWLEDGE MANAGEMENT?

Where are your organizations in developing a knowledge management strategy and implementing specific initiatives?



- Why knowledge management? What targeted problems do you hope it will address?
- What role does it have/could it have in helping you achieve your mission?
- What is the role of KM in a learning organization?
- What desired outcomes would you hope to see?
- What challenges would you expect to experience or have experienced?

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KNOWLEDGE MANAGEMENT SHOULD BE DESIGNED AND DEVELOPED AS A LEVER TO DRIVE AND SUPPORT ORGANIZATIONAL LEARNING WHILE DIRECTLY SUPPORTING THE MISSION

Characteristics of Learning Organizations

- Leverage diversity of all stakeholders – race, economics, age, cultures, geography
- Transforming of assumptions into action, appetite for risk
- Ongoing commitment to learning; multiple methods of learning
- Mission-driven, alignment of vision
- Value relationships, shared decision-making
- Curiosity
- Open to change, learn from negative experiences
- Transparency of information flow
- Generosity in sharing

Knowledge management

Barriers to Learning

- Inflexibility, resistance to change
- Fear
- Crisis mode, chaos, survival
- Tradition, focus on the past, not the future
- Geography – personal and physical distance
- Secretive, lack of communication, distorted communication
- Hard work, lack of time, \$\$, low morale
- Leadership support
- Short-term results focus

HOWEVER, NONPROFIT ORGANIZATIONS HAVE A COMMON SET OF ISSUES AND CHALLENGES WHEN CONSIDERING KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL LEARNING



“**Leadership** commitment to knowledge is critical. Without it there will be piecemeal efforts, but knowledge won’t be a priority.”

“When no one is specifically **accountable** for knowledge, it’s easy for us to let it fall by the wayside.”



“The strength of an organization’s **culture** can be its greatest asset or its greatest obstacle; real cultural change is a very difficult undertaking.”

“We need to become more **systematic** in what we do [e.g., capturing, organizing and sharing knowledge] . . . right now things are often ad hoc.”



“**Time** is really our biggest obstacle. We all have so much on our plates, it’s hard to make time for reading or even answering the phone!”

“**Technology** always seems like a good solution, but we’ve seen that if you focus on technology before strategy, the technology inevitably fails.”



“We rely heavily on **key people** within the organization . . . but of course that gets risky because they won’t be here forever.”

“It’s not just about ‘managing’ knowledge, though – it’s really about **using knowledge strategically for impact . . .**”



IN ADDITION, NONPROFIT LEADERS AND BOARD MEMBERS FACE A UNIQUE SET OF CHALLENGES

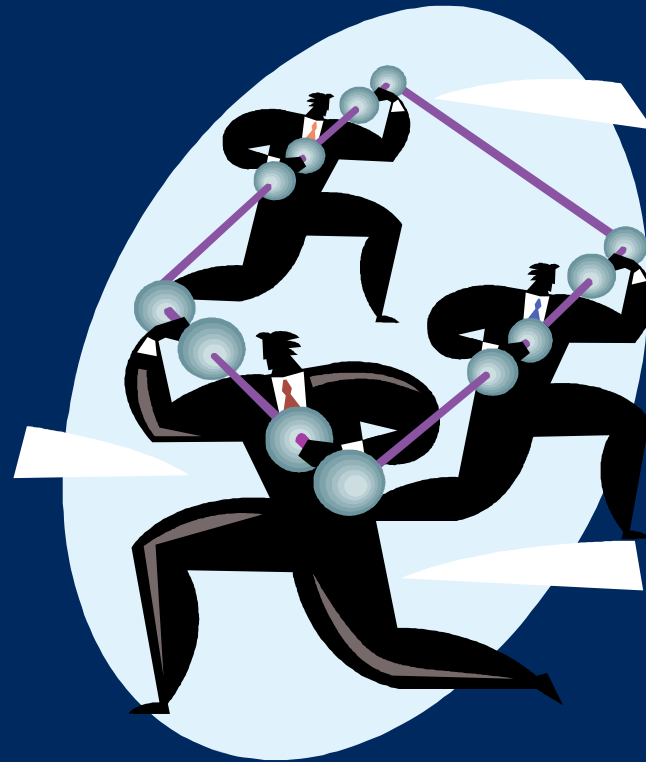
Authority of leadership by a nonprofit CEO

Wide range of stakeholders and required consensus building

Challenge of measuring performance

Communications and public scrutiny

Operating and building great organizations with scarce resources



KM CAN HELP SUPPORT MANY OF THESE KEY CHALLENGES

Authority of leadership by a nonprofit CEO

Wide range of stakeholders and required consensus building

Challenge of measuring performance

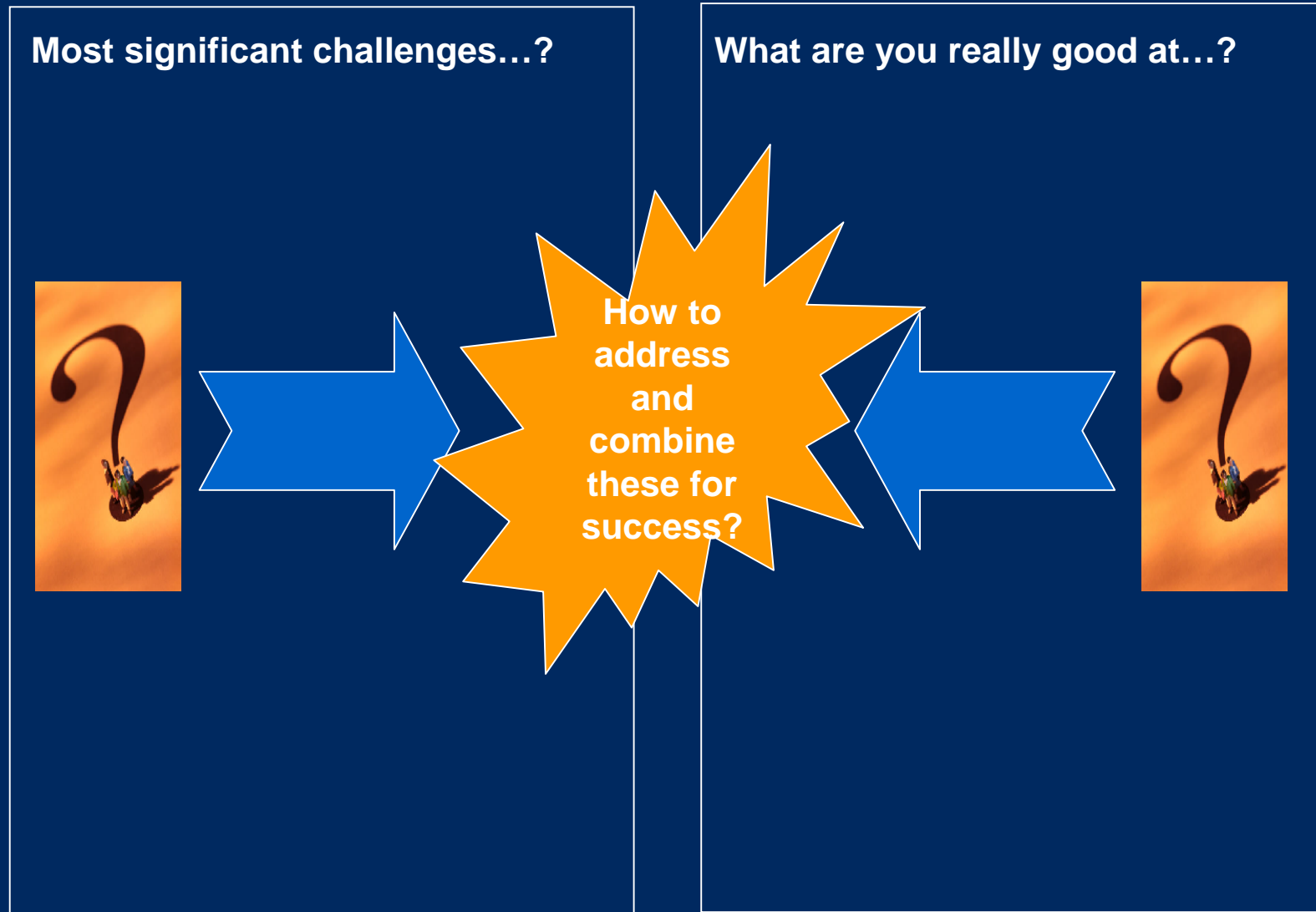
Communications and public scrutiny

Operating and building great organizations with scarce resources

The potential role of knowledge management

- Leveraging knowledge to drive strategic direction setting, resource allocation and investments
- Ensuring that the right knowledge is getting to the right people in a timely fashion to improve the time and quality of decision-making
- Improved tracking of knowledge-based initiatives for performance tracking
- Brand and reputation benefits through targeted communications
- Better market intelligence and external awareness
- Inspiring more innovative and creative organizations
- Better resource utilization by sharing best practices on how to work smarter and faster
- Lower search time for information and knowledge

WHAT ARE YOUR BIGGEST CHALLENGES TO IMPLEMENTING ORGANIZATIONAL LEARNING AND KNOWLEDGE MANAGEMENT?



USING A MARKET-BASED FRAMEWORK, KNOWLEDGE CAN BE VIEWED FROM THREE UNIQUE PERSPECTIVES

Supply side

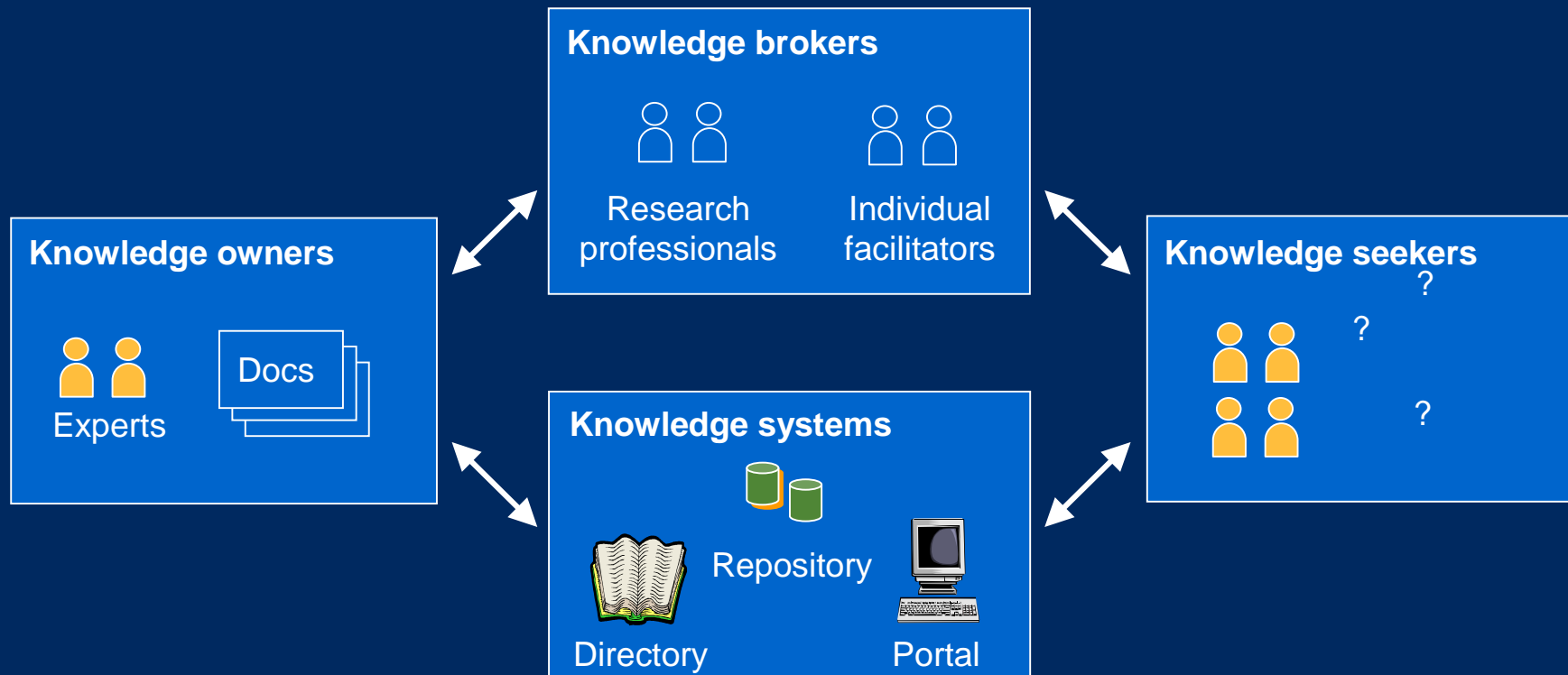
Cultivation/production of knowledge assets

Market enablers

Facilitation of knowledge exchange

Demand side

Leverage of knowledge assets



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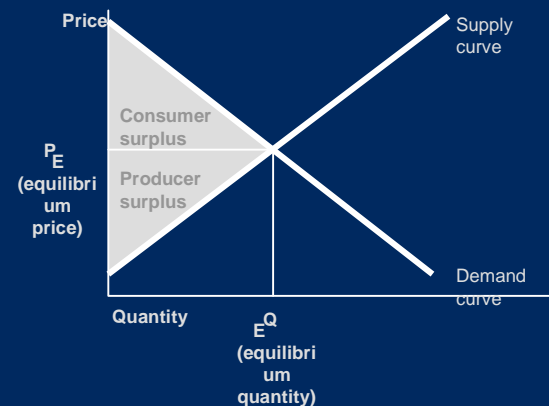
WHY A KNOWLEDGE MARKET?

Basic principles of a “market”

- **Demand** is the amount of a good that consumers are willing and able to buy at a given price
- **Utility** is the satisfaction people get from consuming (using) a good or a service. Utility varies from person to person
- **Supply** is the amount of a good producers are willing and able to sell at a given price
- At prices above the equilibrium there is excess supply while at prices below the equilibrium there is excess demand

Basic principles of a “knowledge market”

- **Demand** is the amount of knowledge that users willing and able to access
- **Utility** is the satisfaction people get from consuming (using) the knowledge. Utility varies from person to person. Some people get more satisfaction from one piece of knowledge than another
- **Supply** is the amount of knowledge that producers/ experts are willing and able to produce
- At levels above the equilibrium there is excess supply while at levels below the equilibrium there is excess demand



THIS FRAMEWORK ALLOWS YOU TO DIAGNOSE WHERE THE MOST CRITICAL FAILURES OCCUR IN YOUR KNOWLEDGE MARKET

- What enablers are in place and how effective are they? For example: common taxonomy, communications, research professionals?
- How does information flow between supply and demand?

- Where does knowledge reside?
- Are experts incented to create knowledge?
- What cultural and performance barriers exist?

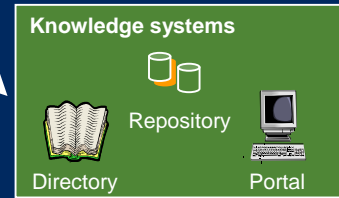
Supply side

Cultivation/production of knowledge assets



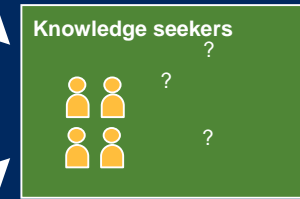
Market enablers

Facilitation of knowledge exchange



Demand side

Leverage of knowledge assets



- Are users aware of knowledge?
- Do they know how to access knowledge?
- Are they incented to do so?

- Are systems coordinated and easy to access from a central portal?
- Is knowledge up-to-date and current?
- Are databases and platforms consistent and easy to navigate?

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A SAMPLE LIST OF KNOWLEDGE MARKET FAILURES

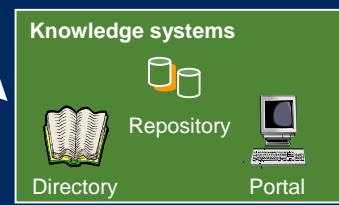
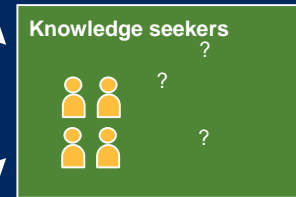
- Lack of processes around **quality control** and timeliness of documents submitted
- Limited **"community of knowledge"** professionals in each industry
- **Siloed communication** within businesses does not create conditions for knowledge-sharing and dialogue
- Lack of **common taxonomy, format**, and procedures between departments
- **Inconsistency in the quality and motivation** of individuals playing KM roles
- Lack of author support (e.g., editors)

- Absence of **appropriate mindsets to create** and share content; lack of authorship culture
- Lack of appropriate **performance measurement** and accountability to create and share content
- Limited awareness on **how to share** document, where and how to submit it
- **Fear that intellectual property will be misused** or utilized without author recognition

Supply side
Cultivation/production of knowledge assets

Market enablers
Facilitation of knowledge exchange

Demand side
Leverage of knowledge assets



- **Lack of training and awareness** of what is available makes knowledge seekers usually rely on their informal network rather than KM tools
- **History of product inconsistency** and technology changes make user community less receptive
- Technology and **KM tools overload** has "desensitized" the market
- Inconsistency and **variability in quality** makes search very time-consuming and undermines users' trust

- **Unmanaged proliferation of Web sites and databases within BUs**, often with redundant or overlapping functionality
- **Inconsistent platforms and data standards**, resulting in error messages, dead links, and suboptimal search
- **Insufficient attention paid to usage and cost/benefit implications**

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A WELL-DEFINED LEADERSHIP MODEL IS THE CORNERSTONE OF LEADERSHIP DEVELOPMENT

What is a good leadership model?

An articulation of what great leadership looks like for this particular organization

- Concrete description of what the organization wants and expects from its leaders – not a set of abstract concepts
- Encompasses and balances a number of dimensions:
 - Leadership of business/context
 - Leadership of others
 - Leadership of self
- Reflects priorities and may therefore evolve over time (e.g., include ‘leadership of change’ aspects for a company facing major new challenges)

Why use it?

It frames the discussion of what is needed from leaders to deliver the organization’s real priorities

- Explicitly sets expectations for both current and potential future leaders
- Introduces objectivity on how to succeed in this organization by setting out transparent ‘rules of the game’
- Ensures attention is paid to the full set of leadership attributes needed for performance and health of the organization – not just short-term delivery
- Provides direction and purpose to efforts to strengthen leadership at all levels

THE FIRST STEP IS TO IDENTIFY OVERARCHING THEMES FOR YOUR LEADERSHIP MODEL

Our leadership

Our leaders are dedicated to fostering a learning culture designed to create an environment where people can excel. We will:

- **D**emonstrate passion for our values
- **D**evelop and energize people
- **D**rive change
- **D**eliver results

Our leaders are clear about performance standards and individual accountability, our commitment to the community and show personal humility and honesty

Define “leaders” narrowly as senior team or more broadly in the organization

Desired behaviours and actions defined for each dimension in the leadership model

Guidance on different performance levels against each desired behaviour/action, to support a fair assessment process

The model and its “standards” communicated throughout the organization – and brought to life with examples and stories

The model used consistently as the basis of the review process, compensation and personal action plans

EXAMPLE: DESIRED LEADERSHIP BEHAVIORS WITH A FOCUS ON ORGANIZATIONAL LEARNING

Demonstrate passion for our values

- Clearly demonstrates our values through behaviors and attitudes
- Leads/coaches/mentors others to live up to our values
- Demonstrably learns from experiences
- Demonstrates honesty and humility in decision making
- Creates open flows of communication among leaders and teams

Develop and energize people

- Allows for learning to be a part of work – taking the time to learn
- Inspires and guides others to take risks and learn from mistakes
- Supports and values the impact of diversity
- Actively gives truthful and constructive feedback and coaching
- Looks for opportunities to provide mentoring to more junior leaders
- Instills responsibility, motivation and curiosity in others
- Systematically develops capabilities to meet objectives

Drive change

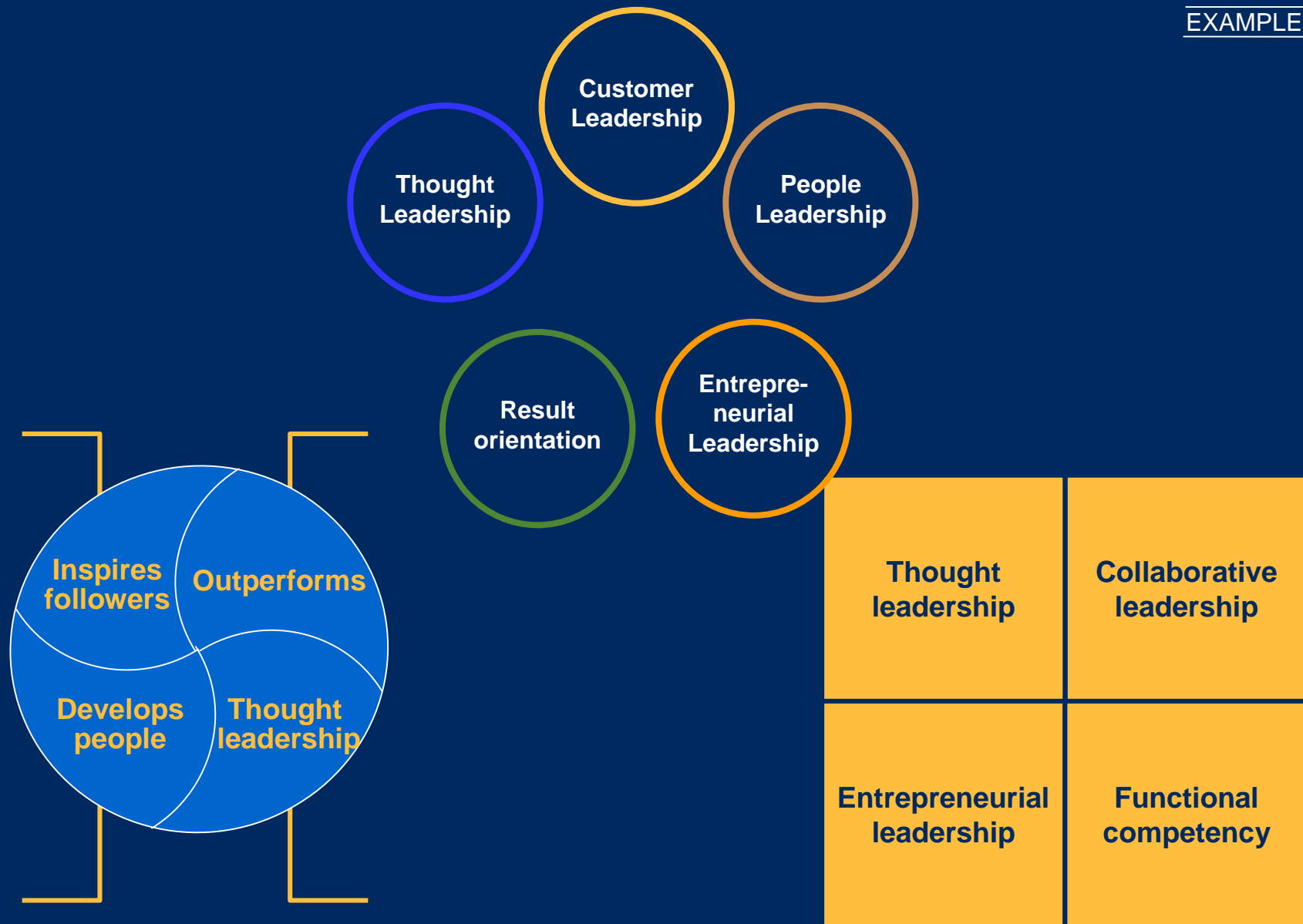
- Understands changing requirements of the organization and identifies concrete changes to meet these needs (e.g., knowledge management)
- Creates and communicates a vision supporting the mission
- Takes calculated risks when appropriate
- Assumes personal accountability for making necessary change happen

Deliver results

- Creates and drives initiatives toward strategic goals and mission
- Drives toward action
- Adapts to different circumstances and demonstrates resilience under challenge
- Connects outside and within the organization to improve outcomes

WHAT WOULD BE THE ELEMENTS OF YOUR LEADERSHIP MODEL?

EXAMPLES



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A PROVEN PROCESS FOR DEVELOPING AND IMPLEMENTING KNOWLEDGE MANAGEMENT



1. Establish your hypotheses for KM objectives and outcomes and how this integrates with your mission, strategic goals and learning organization model
2. Conduct a diagnostic to better understand knowledge demand and supply and current knowledge-based initiatives
3. Design and implement pilots to test hypotheses and make quick fixes
4. Integrate lessons into a comprehensive knowledge management approach
5. Develop a realistic implementation plan over defined time periods

ESTABLISH YOUR INITIAL KM OBJECTIVES AND OUTCOMES AS THE FIRST STEP IN THE PROCESS



- **Objective:** Establish desired performance outcomes for KM – short-term and long-term – that can be tracked and measured. This should be a first draft that will be modified several times
 - Review your mission statement – what is the role of knowledge?
 - Review your strategic outcomes – how can knowledge management support these goals?
 - Review your organizational learning plans – integrate knowledge management as a supporting tool
- Because KM can be defined as very broad in scope, be careful not to over-define the role of KM which may result in an inability to demonstrate clear result

CONSIDER THE FOLLOWING QUESTIONS TO ESTABLISH A CLEAR SET OF INITIAL KM OBJECTIVES

What are our KM objectives?

Which aspect(s) of our performance do we most want/need to improve?

What are the core organizational processes that are knowledge intensive?

What would be different about our organization if we achieved our objectives?

- What are our long- and short-term performance goals?
- Which “customers”/constituents are we most trying to affect?
- What metrics would we use to measure success?
- Where do those knowledge assets reside?
- Are there untapped or under-leveraged knowledge resources that could drive improvements?
- What is the balance between internal and external knowledge?
- How would organizational learning improve?
- What would be different about the ways people work together within the organization?
- How would people’s behavior change?

DESIGN AND CONDUCT A DIAGNOSTIC TO LEARN ABOUT OPPORTUNITIES AND POTENTIAL BARRIERS TO SUCCESS



- **Objective:** Conduct interviews and/or online surveys to gain an understanding of KM challenges, high-impact areas and potential barriers
- There have likely already been numerous “KM-related” initiatives that are underway or taken place. Take an inventory of all of these efforts and determine the level of integration, could they be simplified, are there any that should be discontinued in light of your new effort
- KM is often seen as a “soft” performance lever. Adding robust analytics to support recommendations adds a great deal of credibility

BEGIN BY ACQUIRING A GOOD UNDERSTANDING OF YOUR KNOWLEDGE INITIATIVES THROUGH A COMPREHENSIVE DIAGNOSTIC

Types of knowledge

- Map your current knowledge based on what is common, proprietary and distinctive

Current initiatives

- Gather updates and results on any recent knowledge-related initiatives (e.g., technology portals, communications, packaging, etc.)

Work processes

- Acquire an understanding of how people generally work (e.g., are they in the field, at their desks, collaborating in teams – internally and/or externally, where do they go for help, etc.)

Technology systems

- Conduct basic usage statistics on current technology systems as well as investments made over the past 3 years

YOU NEED TO DETERMINE YOUR ORGANIZATION'S KNOWLEDGE THAT IS DISTINCTIVE, PROPRIETARY AND COMMON

Types of knowledge

Definition

Examples

Distinctive

- Knowledge that . . .
 - Only the organization can access, through a combination of proprietary resources and experiences
 - Sets the organization apart from competition when directly (content) or indirectly (know-hows)

- ???

Proprietary

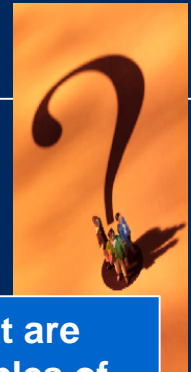
- Knowledge that . . .
 - Only the organization can access through a combination of proprietary resources and experiences
 - Is necessary to perform everyday work and is perceived as a prerequisite by key constituencies

- ???

Common

- Knowledge that . . .
 - Is directly taken from a public source
 - Others can buy or replicate easily

- Factiva
- Hoovers
- Internet-available content



What are examples of proprietary and distinctive knowledge in your organizations?

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DESIGN AND IMPLEMENT PILOTS TO TEST EARLY HYPOTHESES AND LEARN CRITICAL IMPLEMENTATION ISSUES



- **Objective:** Pilots are an excellent vehicle to learn by starting small, make necessary modifications before a larger roll out while also demonstrating early KM wins
- Ensure that the pilot is scoped to allow for a comprehensive set of results that span the entire process. Select pilots that will showcase early wins and are representative of the overall KM challenges. Consider pilot leadership, politics within the organization, perceived value, etc. These could be significant elements of success or barriers
- Diagnostic should show how aggregating and making some immediate “quick fixes” could add immediate value

WITHIN EACH PILOT, DIAGNOSE THE DOMAIN USING THE KNOWLEDGE MARKETS FRAMEWORK

Supply side

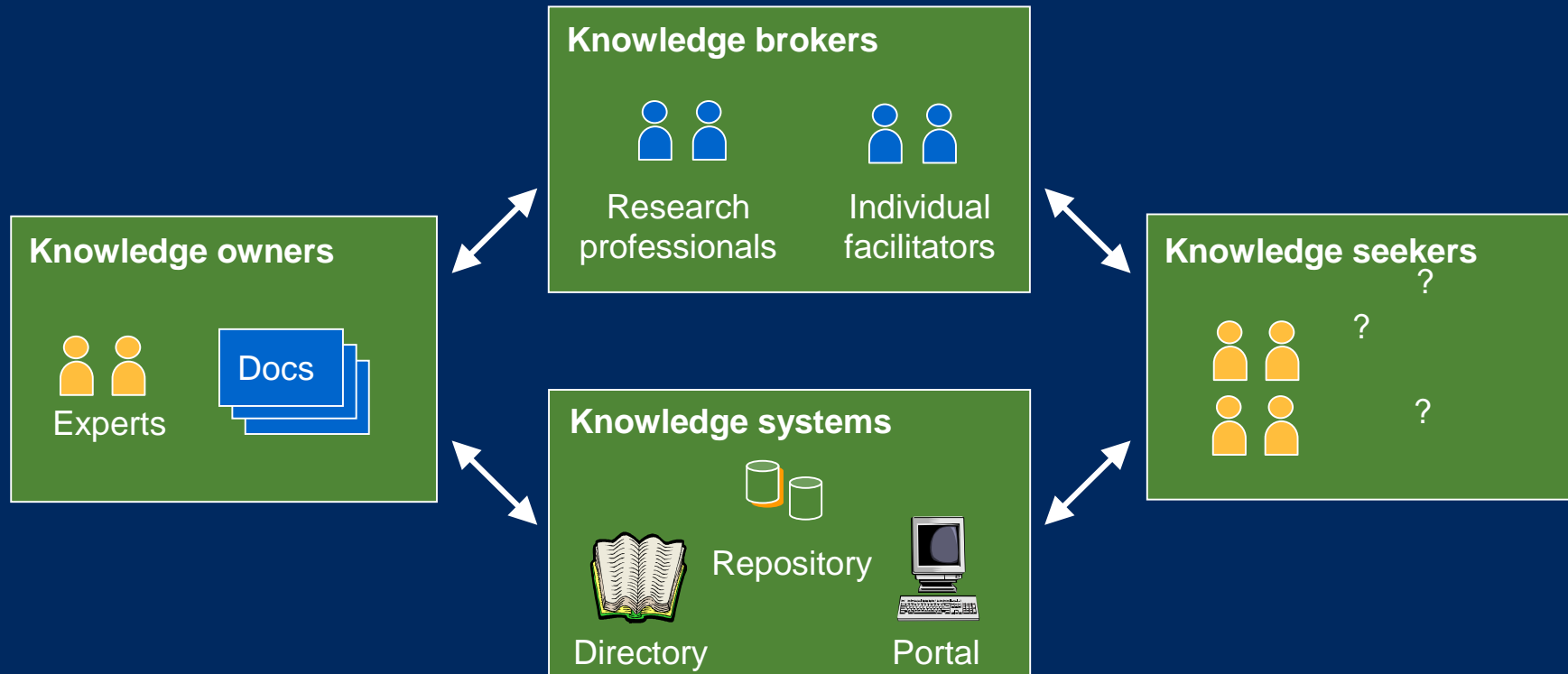
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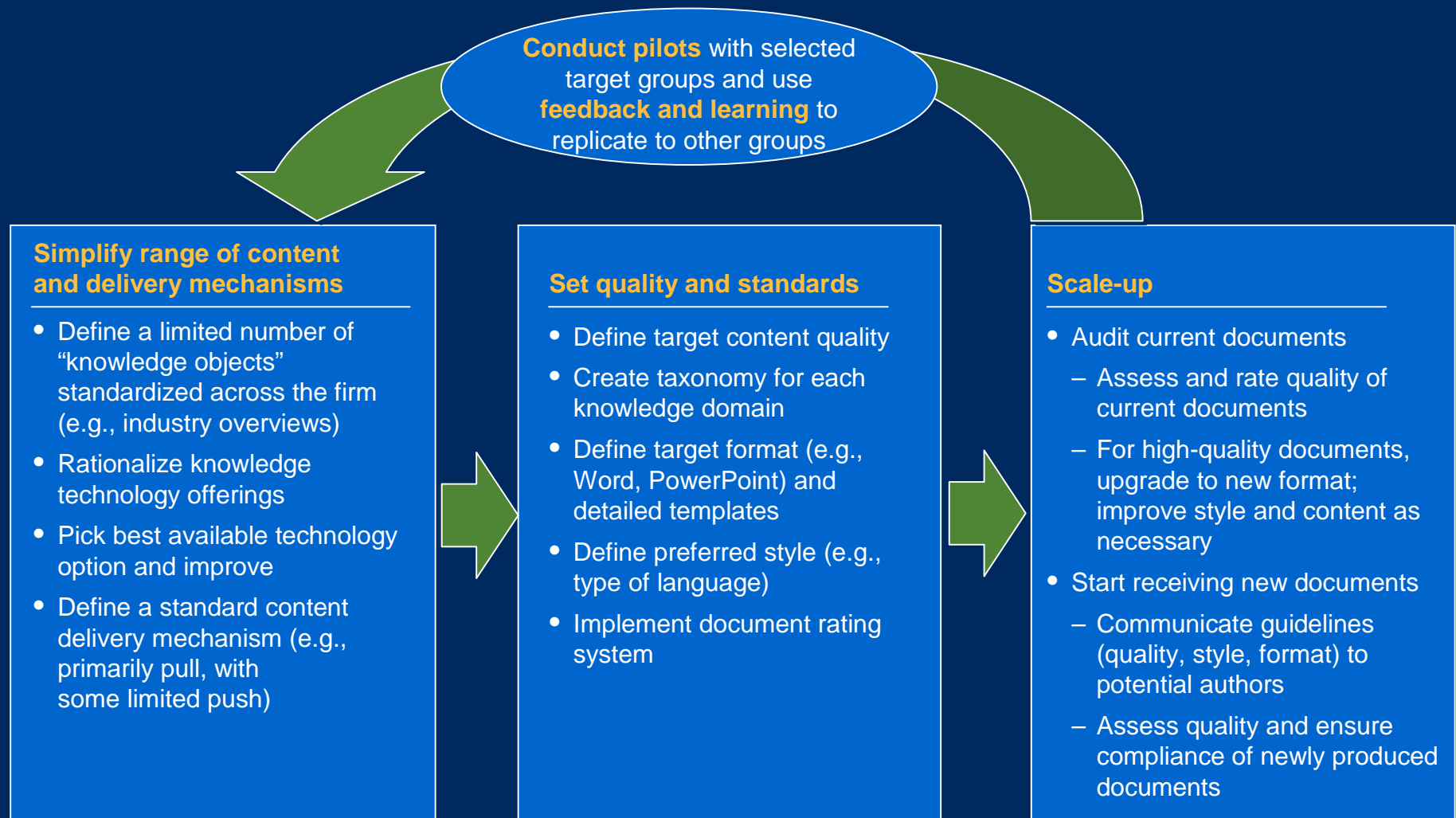
Demand side

Leverage of knowledge assets



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QUICK WINS CAN COME FROM SIMPLIFICATION OF THE KNOWLEDGE EXPERIENCE BASED ON EXISTINGS SYSTEMS AND CONTENT



DEVELOP INTEGRATED KM STRATEGY AND PORTFOLIO OF INITIATIVES



- **Objective:** Integrate findings from the diagnostic, interviews and pilots into a comprehensive approach to KM that supports the mission of the organization and the organizational learning goals
- Directly linking KM to tangible performance outcomes that are the priority of senior leadership ensures that KM receives the required attention and levels of investment to be successful
- Develop a communications plan for the strategy and implementation

A KNOWLEDGE STRATEGY FRAMEWORK IS A USEFUL STRUCTURE TO DEVELOP AND OPERATIONALIZE KNOWLEDGE MANAGEMENT



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KM CAPABILITIES VARY ACROSS ORGANIZATIONS – UNDERSTANDING YOUR STRENGTHS AND WEAKNESSES IS CRITICAL

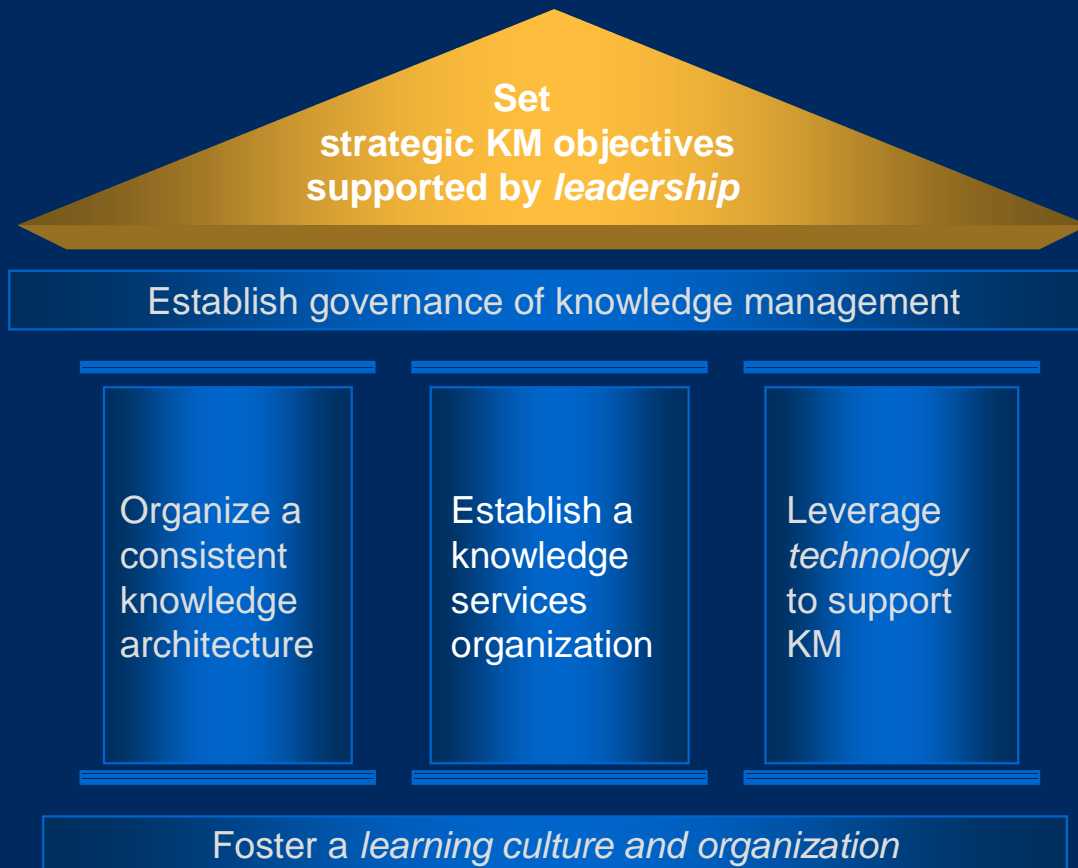
	Early		Advanced
Strategy and leadership	No clear link between knowledge and organizational impact	↔	Knowledge strategy clearly defined and integrated into overall strategy; part of senior leadership planning process
Establish governance	Knowledge management roles played voluntarily by staff (if they exist at all); no clear governance of KM	↔	KM responsibility assigned to a senior leader, KM is integrated into organizational structure and knowledge managers are part of cross-functional teams
Knowledge architecture	Knowledge is organized in multiple structures among various delivery channels and audiences	↔	Organization-wide knowledge architecture drives development decisions and provides for integration across relevant topics; clear domain ownership

Consider in the context of your core competencies

KM CAPABILITIES VARY ACROSS ORGANIZATIONS – UNDERSTANDING YOUR STRENGTHS AND WEAKNESSES IS CRITICAL (CONTINUED)

	Early		Advanced
Establish knowledge services	No formal services are established to support knowledge management	↔	A knowledge services organization with for example, library, editors, technology is in place
Technology	Intranet site is primarily used for administration vs. knowledge sharing; systems/ databases remain unlinked	↔	Internet and Intranet sites are active knowledge portals and systems allow for cross searching. Technology is an enabler for knowledge sharing
Learning culture	Culture focuses on individual expertise with no formal incentives for knowledge sharing across areas	↔	Culture facilitates knowledge sharing and organizational learning with clear incentives and recognition for knowledge contributions and usage

SETTING STRATEGIC KM OBJECTIVES SUPPORTED BY LEADERSHIP ENSURES A TOP-DOWN FOCUS AND INTEGRATION WITH THE ORGANIZATION'S MISSION



Why Important

- Setting strategic KM objectives supported by leadership ensures senior management focus and alignment with the organization's mission

Benefits

- Demonstrating strong leadership support would communicate to staff that their time spent on KM is valued and supported
- Leadership involvement would ensure that KM initiatives are in direct alignment with the organization's mission

A KNOWLEDGE MANAGEMENT STRATEGY SHOULD DEMONSTRATE THAT BENEFITS OUTWEIGH THE INVESTMENT COST WHILE BEING AS SPECIFIC AS POSSIBLE

KM Strategy . . .

What are the benefits the KM strategy will achieve?

- To improve efficiency of operations by ___ %
- To reach more constituents by ____

What levels of investment are required short- and long-term?

- An initial investment of \$____ is needed over the next 9-12 months
- Ongoing annual expenditures are estimated at \$____

What resources are required?

- Over the first 6 months, a set of ____ resources would be reallocated
- After 6 months, ____ dedicated resources are needed

How long will it take to see impact and results?

- After 12 months, we expect to see a set specific of results ____
- Over the long-term, we expect to see KM benefits of ____

ESTABLISHING GOVERNANCE OF KNOWLEDGE MANAGEMENT ENSURES FOCUS AND ATTENTION FROM LEADERSHIP





Why Important

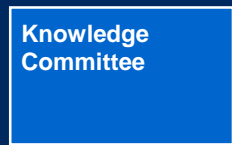
- Ownership among and within the leadership team of new initiatives such as knowledge management is critical for their development and ongoing success

Benefits

- Sends a clear signal to the organization of its importance
- Provides the leadership team with a solid framework for operations and decision making
- Ensures implementation of initiatives

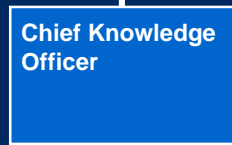
AN INTEGRATED GOVERNANCE MODEL INCLUDES A KNOWLEDGE SERVICES ORGANIZATION AND A PROGRAM OFFICE TO DRIVE IMPLEMENTATION

 Transitional body
 Permanent bodies

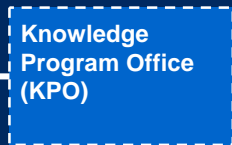


Role

- Implementation:
 - Sets strategy and overall direction both for knowledge program as well as for firm-wide knowledge agenda
 - Oversees implementation of plan including progress of KPO and build-out of KSO
- Post-implementation:
 - Sets overall strategy for KSO and determines, on an ongoing basis, if client is a sufficiently knowledge-based organization
 - Reviews and directs operations



- Implementation:
 - Oversees execution of implementation plan
 - Senior executive responsible for KSO
- Post-implementation:
 - Manages day-to-day operations of KSO and KPO post-implementation
 - Influences leadership to sustain an authorship culture



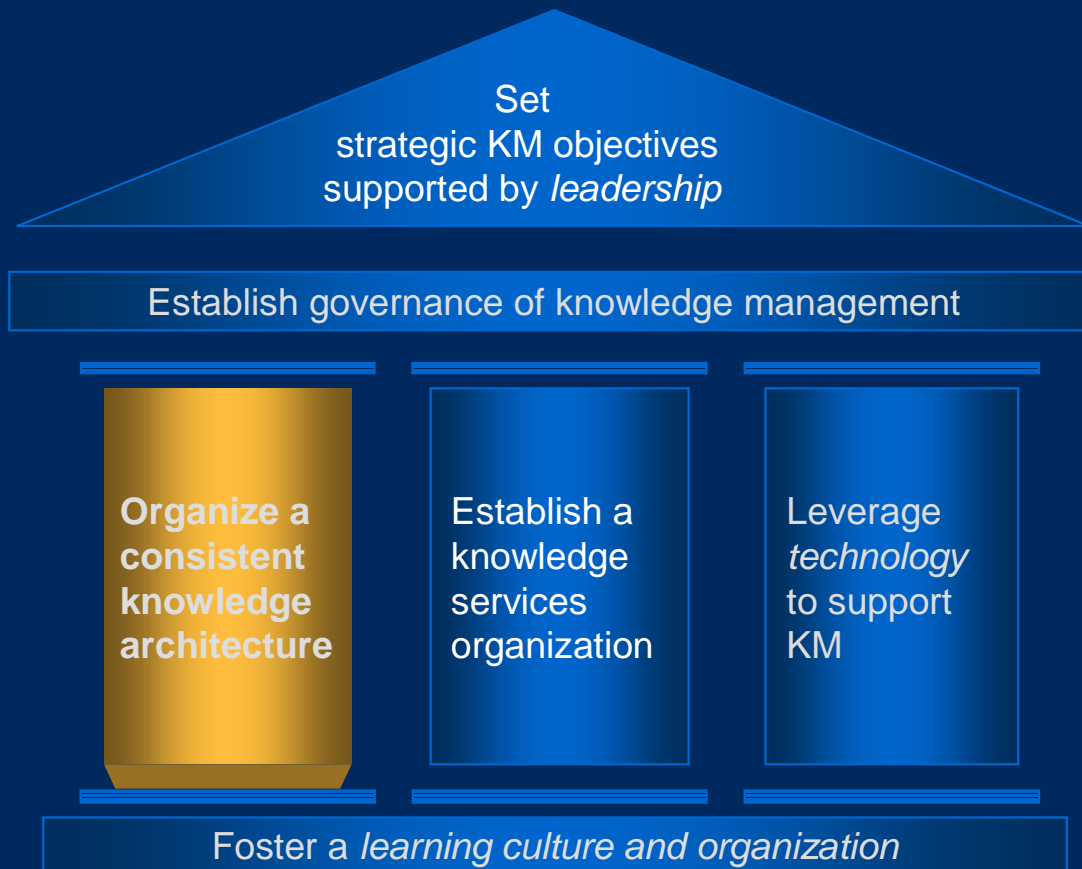
- Implementation:
 - Management of program workstreams
 - Holds biweekly meetings to review progress, identify resource conflicts, and coordinate interdependencies between teams
 - Workstreams meet on weekly basis to discuss progress
- Post-implementation:
 - Management of ad hoc knowledge projects



- Implementation:
 - Realign current resources within organization to fit new strategy and operations model
 - Develop plan for build-out of new KSO capabilities
 - Responsible for both KSO and knowledge technology
- Post-implementation:
 - Support and manage sectors, content development/ management and enabling knowledge technologies

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LEVERAGING TECHNOLOGY TO SUPPORT KM ENSURES THAT IT IS AN ENABLER AND DOES NOT LEAD DECISION-MAKING



Why Important

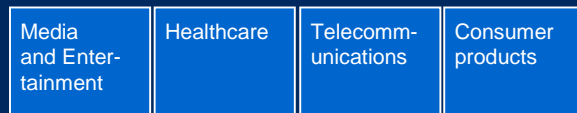
- Developing a consistent knowledge architecture creates an organizing structure for staff to effectively access knowledge across multiple domains while creating new knowledge

Benefits

- Staff would be able to more easily and rapidly browse for the knowledge they need
- Knowledge created would be consistent across the organization

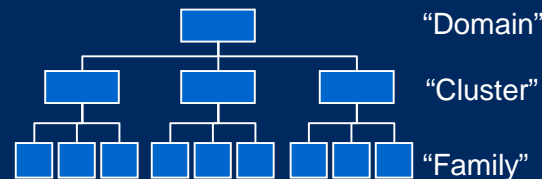
ORGANIZING A CONSISTENT KNOWLEDGE ARCHITECTURE CREATES STRUCTURE AND HELPS LEADERSHIP MAKE INVESTMENT DECISIONS

Define knowledge domains and map knowledge base



Topic areas: McKinsey example

Define categories and document types

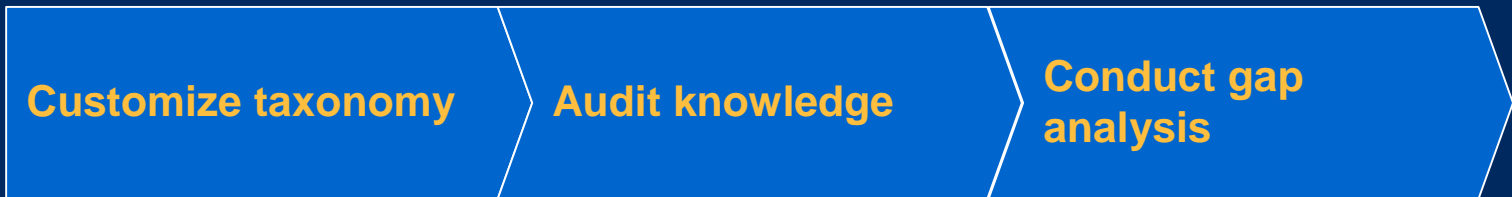


Build in policies for quality and currency



- Principles to govern the taxonomy
 - Knowledge domain scope and relevant users
 - Knowledge maps to show what major topics fall within each domain, and what types of documents can be found
 - Implications of the taxonomy structure on ownership of knowledge domains and whether or not these are priority areas
- Definitions and standards for levels of document
 - Definitions for categories of documents, e.g.
 - Guidance
 - Case examples
 - Suggestions
 - Rules of thumb
 - Checklists
 - Operating procedures
 - Manuals
- Quality indicators to guide users in how they search and apply knowledge, e.g.
 - Draft: unproven idea, not yet substantiated by data
 - Reviewed: domain manager checked data and supports claims
 - Best practice: based on internal and external benchmarking; peer-reviewed as distinctive

YOU MAY HAVE TO CONDUCT A KNOWLEDGE AUDIT TO UPGRADE EXISTING KNOWLEDGE INTO THE NEW ARCHITECTURE AND IDENTIFIES GAPS THAT SHOULD BE FILLED

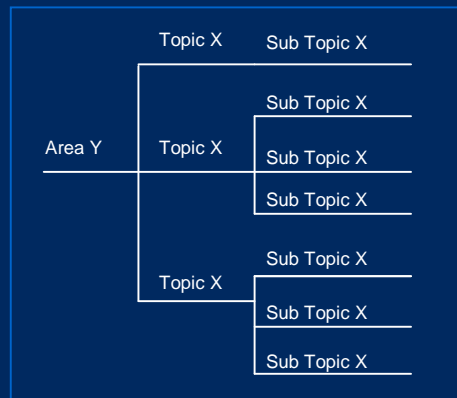


Objective:

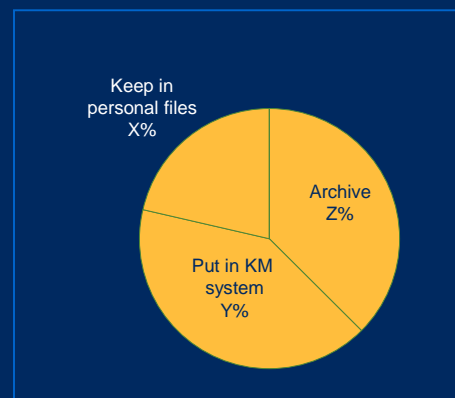
- Organize knowledge domain into new taxonomy structure
- Gather already codified knowledge from multiple sources and audit knowledge against a set of criteria
- Identify gaps in knowledge against taxonomy structure

End products:

Taxonomy



Audit Results



Knowledge Gaps

	Content Type X	Content Type Y	Content Type Z
Topic A	Blue circle	Yellow circle	Blue circle
Topic B	Yellow circle	Yellow circle	Blue circle
Topic C	Yellow circle	Blue circle	Half Blue/Half Yellow circle

ESTABLISHING A KNOWLEDGE SERVICES ORGANIZATION ENSURES THAT KM WILL BE SUPPORTED



Why Important

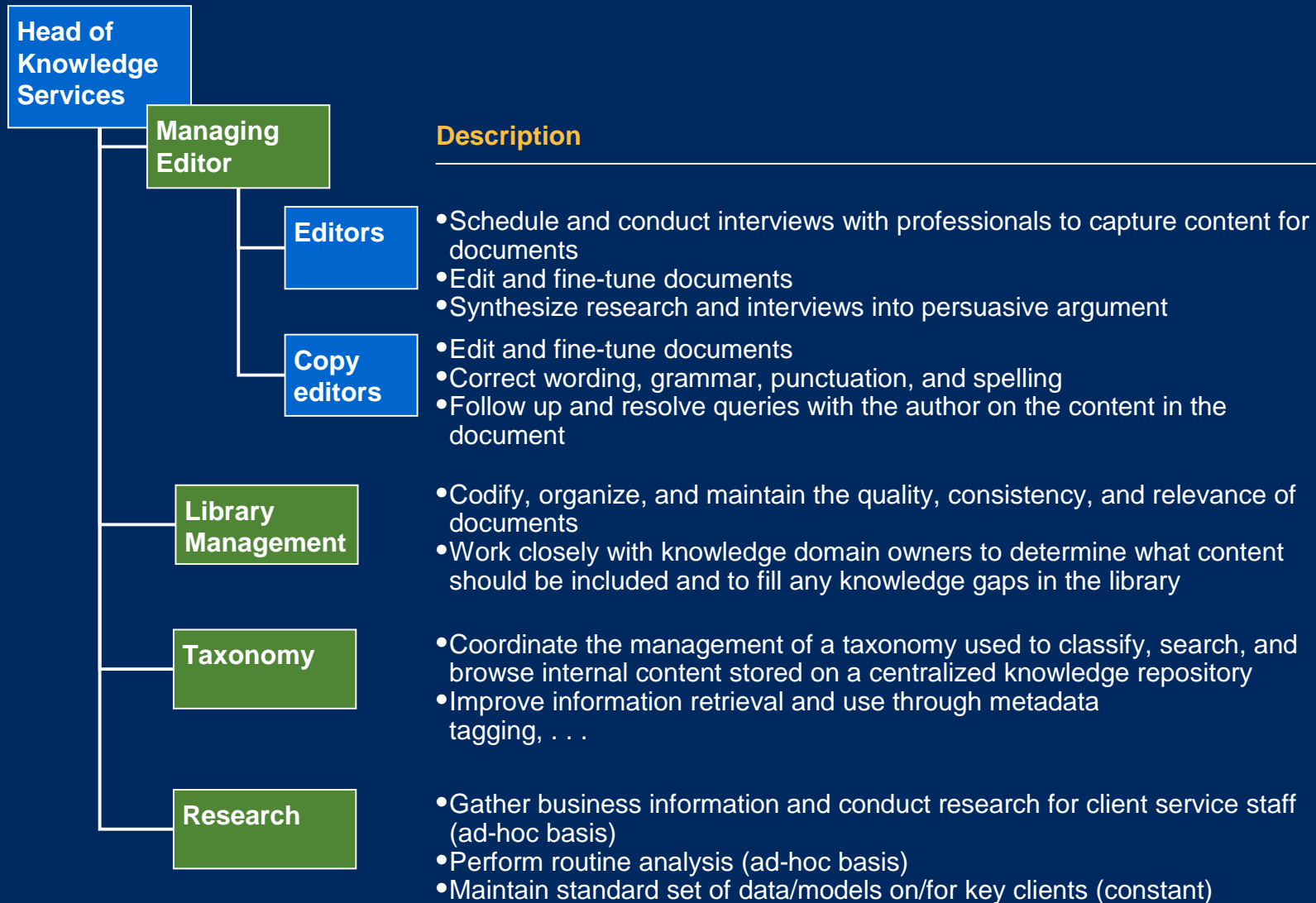
- Establishing robust KM organization creates a market facilitator for knowledge that will implement consistency and standards across the organization

Benefits

- Centrally organizing KM functions and roles provides focus and reduces redundancies
- Creates a clear governance structure and responsibility for KM

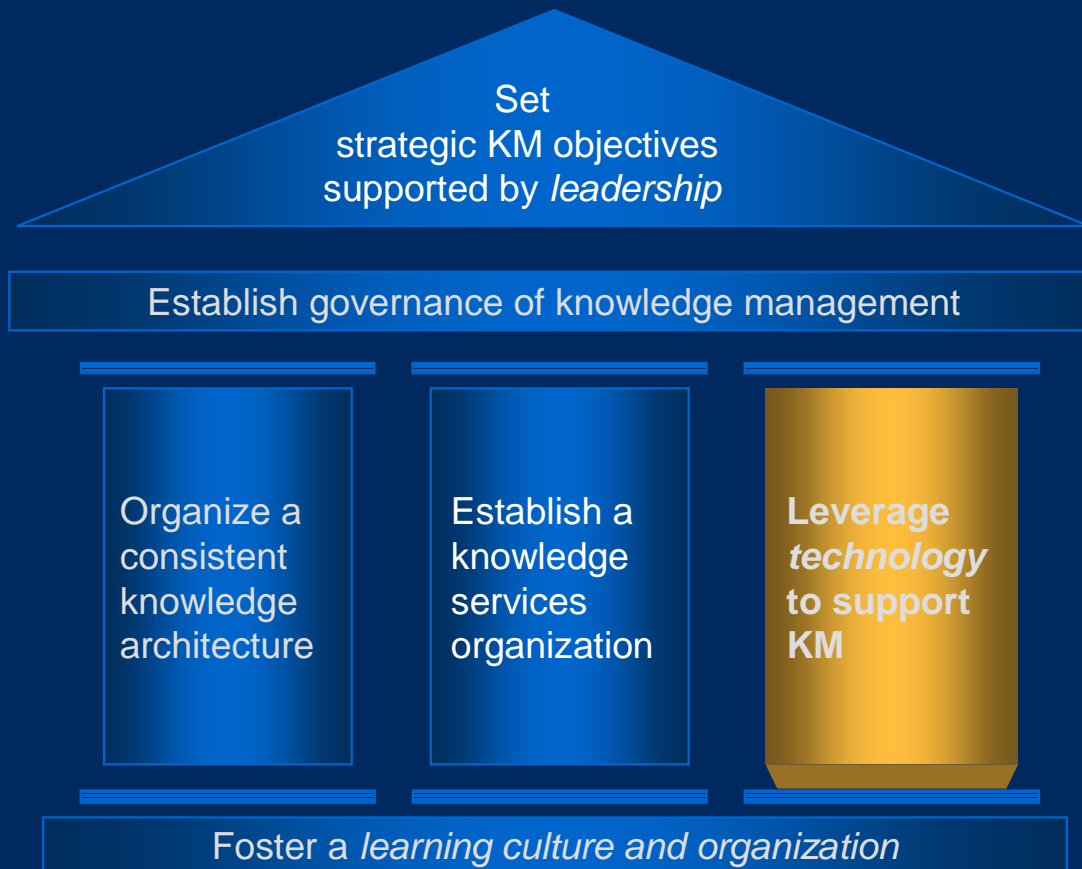
A KNOWLEDGE SERVICES ORGANIZATION ACTS AS THE MARKET FACILITATOR FOR KNOWLEDGE: EACH ORGANIZATION VARIES

Knowledge Services Organization



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CLARIFYING ROLES IN THE ORGANIZATION ENSURES PROPER SUPPORT IS GIVEN TO KM



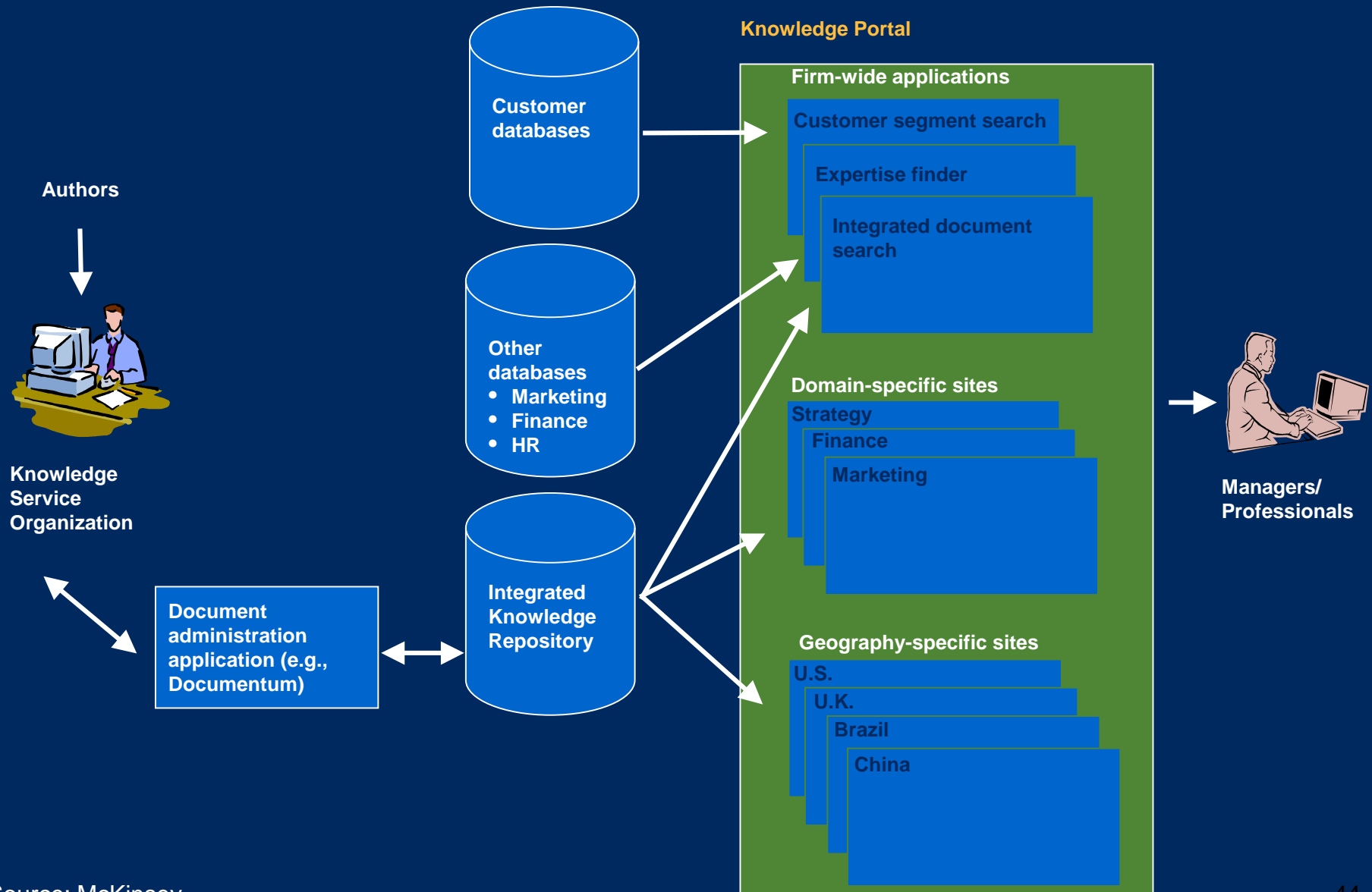
Why Important

- Leveraging technology to support KM improves knowledge creation and sharing by centralizing these activities for knowledge creators and improves distribution for users

Benefits

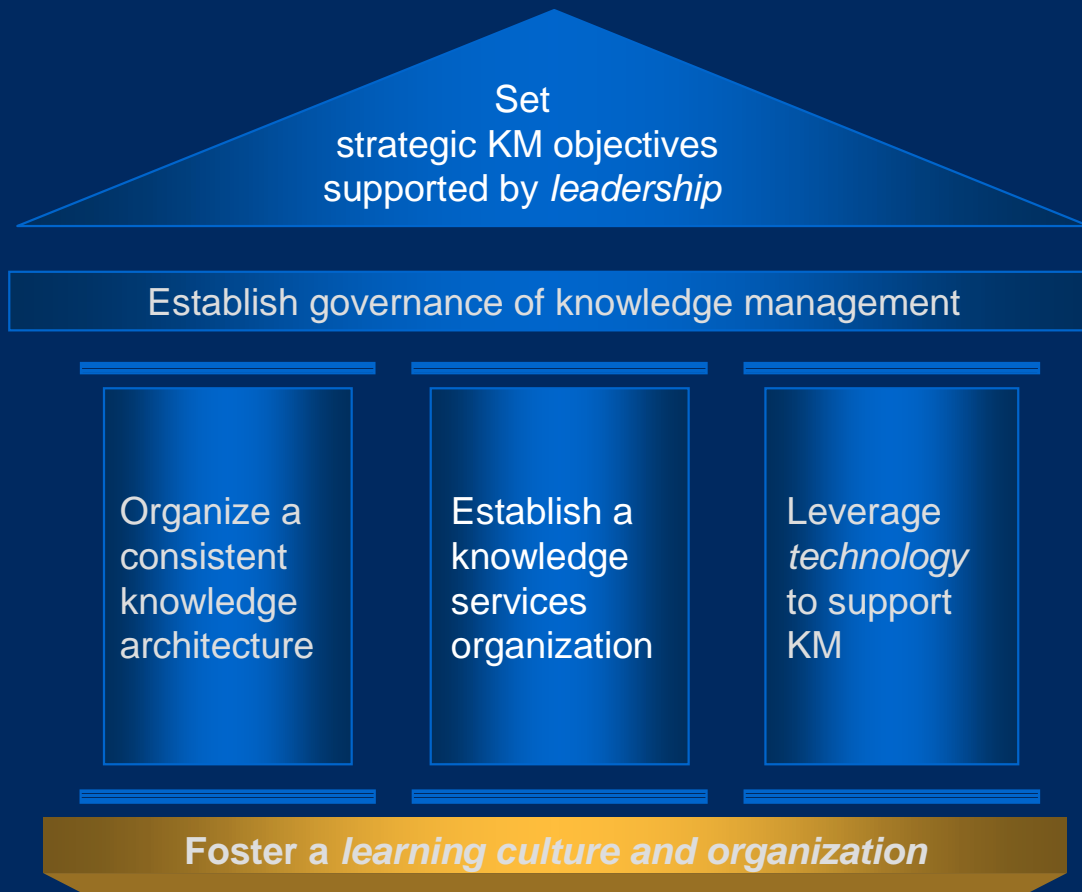
- Authors would have one central location to input knowledge with simple templates
- Users would have one place to search for knowledge requests

STRUCTURING THE END-STATE KNOWLEDGE TECHNOLOGY ARCHITECTURE CORRECTLY IS KEY



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FOSTERING A LEARNING CULTURE ENSURES THE ENVIRONMENT IS SUPPORTIVE OF KM INITIATIVES



Why Important

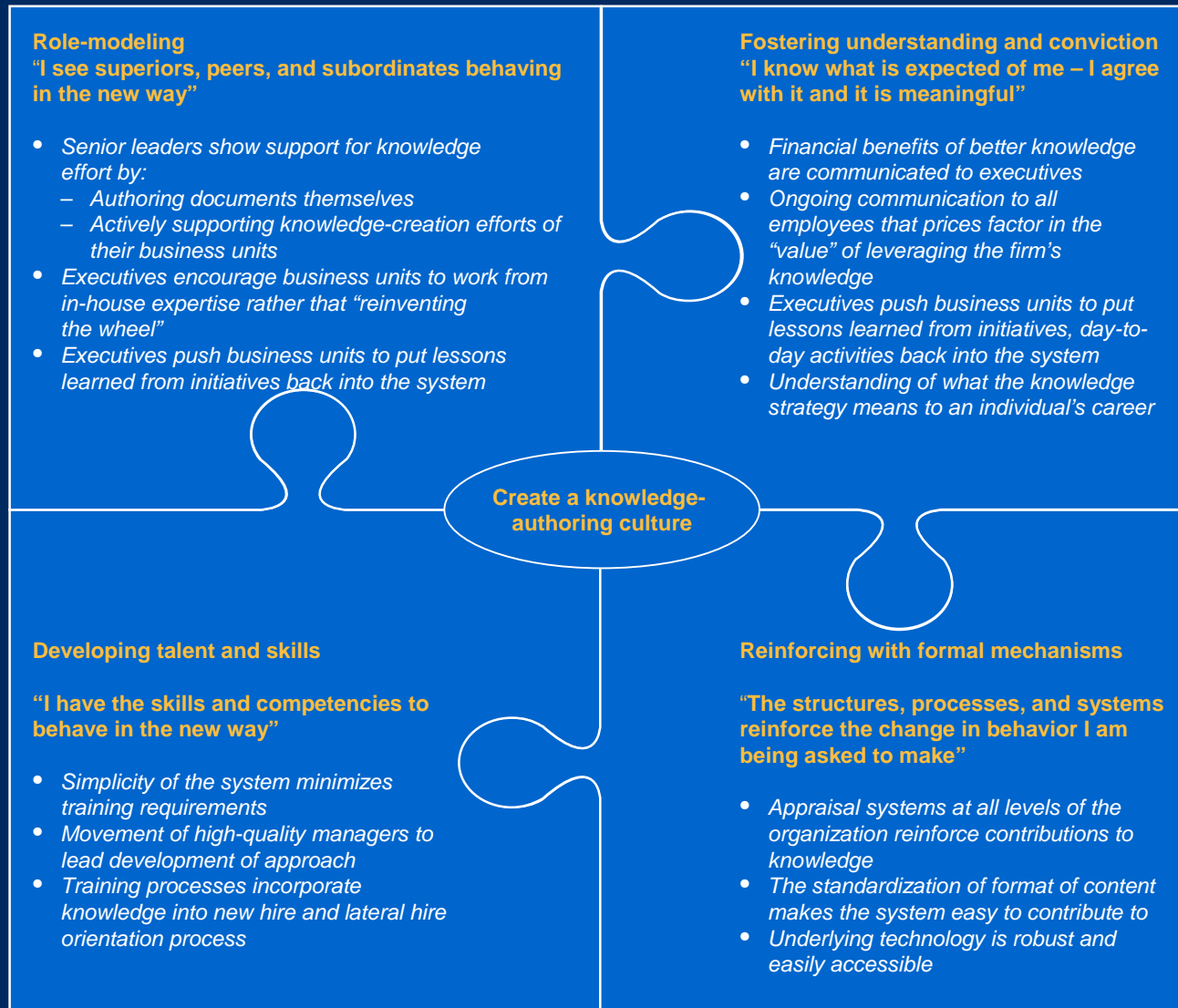
- Fostering a learning culture ensures a strong infrastructure built to support and encourage ongoing KM initiatives

Benefits

- Including knowledge contributions and sharing as part of performance assessments and job descriptions would provide increased accountability
- Developing additional learning programs would help facilitate knowledge sharing in conjunction with an online system

CHANGES IN MINDSETS AND BEHAVIORS ARE REQUIRED TO DEVELOP AN EFFECTIVE AUTHORIZING CULTURE

"I will change my own behavior if..."



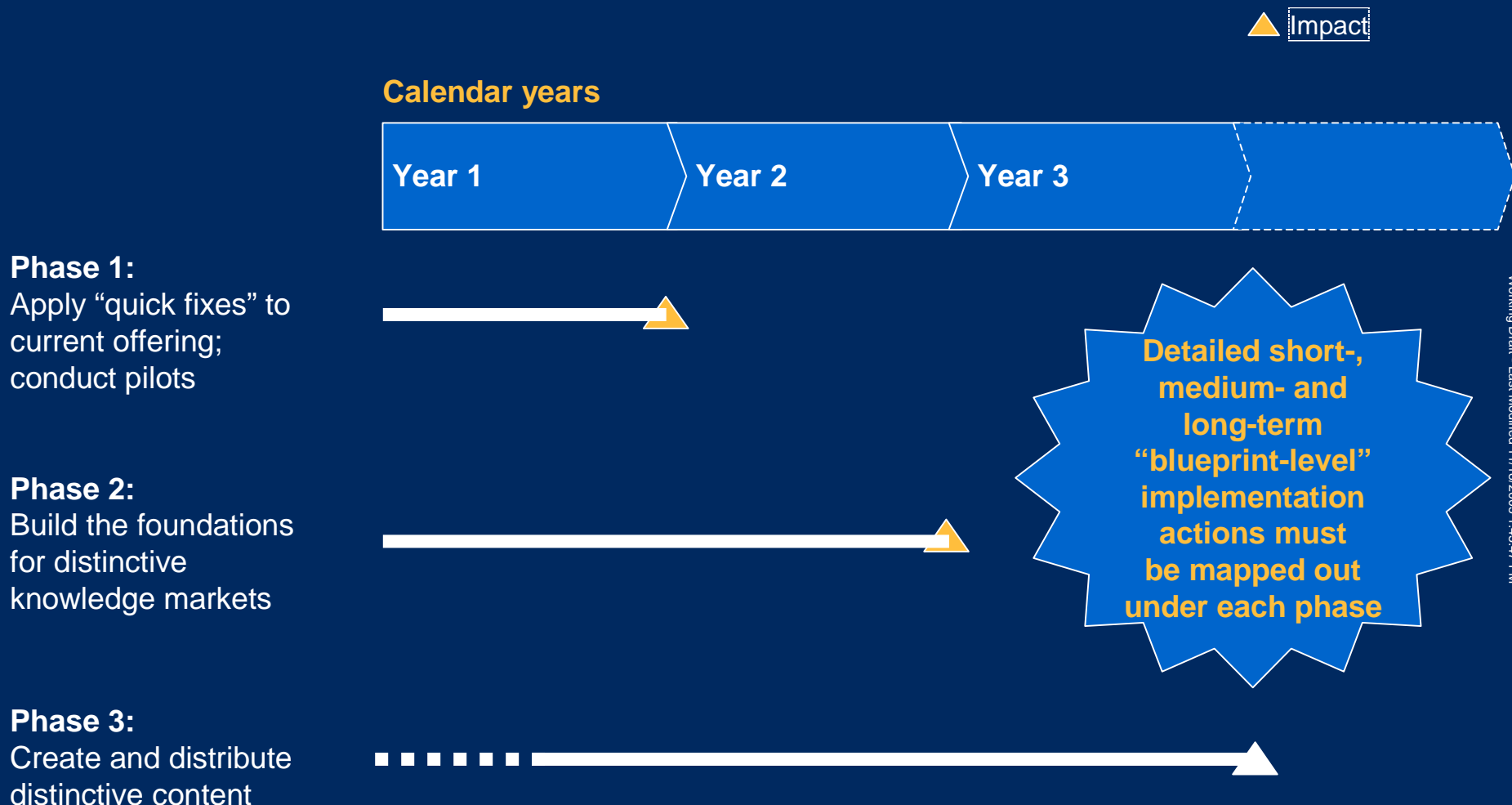
DEVELOP AN IMPLEMENTATION PLAN WITH MILESTONES AND REQUIRED RESOURCES



- **Objective:** Launch an integrated KM strategy over well-defined phases to ensure a phased approach is in place
- Implementation of KM often requires coordination from groups such as technology, communications, program areas and senior leadership. It is important to design collaboration into the implementation plan through a new implementation team and/or cross-functional steering committee that meets frequently to track progress and address issues

IMPLEMENTATION SHOULD FOLLOW A CAREFULLY PHASED APPROACH, WITH 3 PHASES STARTING SIMULTANEOUSLY, EACH WITH DIFFERENT TIMING OF IMPACT

DISGUISED CLIENT EXAMPLE



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