

# GUESS WHO'S COMING TO DINNER?

The Changing Face of Knowledge Management



Chuck Tryon  
2008 KPM Symposium

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## TOPICS

- New Focus
- New Players
- New Governance

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## NEW FOCUS...

- Enterprise to departmental
- Abstract to tangible
- Conceptual to practical

Projects will be the enabling mechanism for retaining organizational knowledge.

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## NEW FOCUS... (cont.)

### Business Data...

- What is it called?
- What does it mean?
- Who owns it?
- Where does it come from?
- Who needs it?

Business data supplies the foundation for information flows and decision-making.

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## NEW FOCUS... (cont.)

### Business Processes...

- What to do?
- When to do it?
- Who does it?
- What is produced?
- Who will maintain it?

Repeatable processes, with the supporting information flows, represent the very essence of organizational decision-making.

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## NEW FACES...

- Common characteristics
- Common titles
- Needed support

These players have long participated in organizational efforts to identify, refine, retain and utilize organizational knowledge.

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## NEW FACES...

### Common Characteristics...

- Highly educated
- Broad range of professional disciplines
- Experts in knowledge activities
- Current employees of the organization

These knowledge workers have an established history of implementing *organizational efficiencies* and *new product/process creation*.

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## NEW FACES... (cont.)

### Common Titles...

- Engineers
- Designers
- Testers/Inspectors
- Business Analysts
- Data Modelers
- Information Engineers
- Process Improvement Experts
- Reengineering Experts
- Project Managers

All of these people routinely participate in knowledge capture and utilization activities while participating on *projects*.

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## NEEDED SUPPORT...

- Productive work environments
- Repositories
- Continuing education
- Knowledge superstructure
- Time!

Organizations must reexamine traditional assumptions that are based on achieving operational excellence.

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## NEEDED SUPPORT... (cont.)

### Productive Work Environments...

- Halt productivity-robbing activities
- Implement proven productivity enhancements
- Reexamine workplace facilities

*"The most important and indeed the truly unique, contribution of management in the 20<sup>th</sup>-century was the fifty-fold increase in the productivity of the manual worker in manufacturing. The most important contribution management needs to make in the 21<sup>st</sup>-century is similarly to increase the productivity of knowledge work and knowledge workers. The most valuable assets of the 20<sup>th</sup>-century company was its production equipment. The most valuable asset of the 21<sup>st</sup>-century institution (whether business or non-business) will be its knowledge workers and their productivity."*

-Peter Drucker

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## NEEDED SUPPORT... (cont.)

### Productive Work Environments...

**MONT BRICKS, LEVINSTEIN**  
 Managing Productivity and Performance in the 21<sup>st</sup> Century  
 © 2004, A. Frank & Co.  
 www.TryonAssoc.com

**Abstract:**  
 In a world where the pace of change is accelerating at an ever-increasing rate, the only way to ensure that the organization is successful is to ensure that the organization is able to adapt to the changes. This book provides a framework for understanding the changes and how to adapt to them. It is a must-read for anyone who is interested in understanding the changes and how to adapt to them.

**Keywords:**  
 Productivity, Performance, Change, Adaptation, Organization, Management, Innovation, Technology, Knowledge, Work, Productivity, Performance, Change, Adaptation, Organization, Management, Innovation, Technology, Knowledge, Work.

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Available at...  
[www.TryonAssoc.com](http://www.TryonAssoc.com)

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## NEEDED SUPPORT... (cont.)

### Repositories...

- Multiple products and platforms
- Mapped to professional disciplines
- Integrated deliverables

Repository support for organizational knowledge must reach far beyond simple document management.

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## NEEDED SUPPORT... (cont.)

### Continuing Education...

- Expand knowledge base (breadth and depth)
- Knowledge replacement
- New disciplines

Organizations must make continuing education a vital component of knowledge transfer.

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## NEEDED SUPPORT... (cont.)

### Knowledge Super-Structure...

- Umbrella for localized knowledge
- Links to existing knowledge assets
- Identifies knowledge risks

Establishing a knowledge super-structure will allow various organizational units to add new knowledge assets as they are discovered and refined.

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## NEEDED SUPPORT... (cont.)

### Time...

- Increased management awareness of *affected knowledge assets* (see Project Charter 2.0)
- Improved planning processes
- Emphasis on deliverables/outcomes
- Standardized deliverable definitions
- Formal methods

The greatest detriment to retaining project-level organizational knowledge is the "git-er-done" rush.

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## NEW GOVERNANCE...

### Knowledge Management Office

- Validate and own repositories
- Set knowledge asset standards
- Validate submitted artifacts
- Validate methods
- Insure effective project management
- Knowledge inventory guardian

A KMO will insure that organizational knowledge is treated as a true asset.

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## NEW GOVERNANCE... (cont.)

### KMO Role...

- CFO – balance budgetary decisions
- HR – protect vital staffing
- CIO – execute many of the KM strategies
- Training – continuous educational opportunities
- Product Development – deliver quality artifacts
- Operations – insure knowledge transfer

The KMO must report at an executive level to insure organizational knowledge is a true asset.

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## CONCLUSION...

To make Knowledge Management initiatives more effective, organizations must include...

- A project-oriented *focus* for knowledge discovery, retention and utilization
- The use of *knowledge workers* who are currently employed
- Revised *governance* that protects knowledge as an organizational asset

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## QUESTIONS?

*"...making knowledge workers more productive requires changes in the attitude not only on the part of the individual knowledge worker, but on the part of the whole organization."*

-Peter Drucker



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