

WHY KNOWLEDGE MANAGEMENT MATTERS

To Your Organization...
...and YOU!



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1

KM REALITIES

Knowledge Management is founded on several known realities...

- Knowledge is **vital** to the organization
- Knowledge is **both** explicit and tacit
- Knowledge must be managed as a true **asset**
- Organizational knowledge is **at risk**

Knowledge Management is maturing into a discipline to help address these realities.

2

KM SIGNIFICANCE

This discussion is important to you and your organization because it...

- Allows you to capitalize on current efforts
- Focuses future strategies
- Identifies real answers to the total challenge
- Avoids over-reliance on limited strategies

Many early KM efforts were actually repository management efforts.

3

WHAT IS KNOWLEDGE MANAGEMENT?

Knowledge Management is...

*...a formal, integrated effort to apply **knowledge processes** and **knowledge practices** to an organization's data, information and decision-making.*

Many of these elements exist in some form in progressive organizations.

4

WHAT IS KM?

Processes	Practices
Knowledge Discovery	Communities of Practice
Knowledge Capture	Best Practices
Knowledge Organization	Organizational Learning
Knowledge Transfer	Knowledge Sharing
Knowledge Use	
Knowledge Retention	

Each has many implementations and implications.

5

KM IMPLICATIONS

The full significance of Knowledge Management may be seen by considering the impacts to...

- Your organization
- You

Effective Knowledge Management requires both organizational and personal support.

6

KNOWLEDGE DISCOVERY

Vital to any KM Strategy are formal methods to locate and extract knowledge...

- For Your organization:
 - Ability to extract knowledge from current operations
 - Opportunity to create integrated perspectives
- For You:
 - Valuable, repeatable skill set
 - Build on established organizational knowledge

Discovery strategies must include methods for eliciting knowledge from a variety of sources.

7

KNOWLEDGE CAPTURE

When Knowledge is discovered, it should be captured in formal templates ...

- For Your organization:
 - Consistent content is assured for organization
 - Knowledge is easier to integrate
- For You:
 - Easier to contribute meaningful content
 - Able to find samples of good content

Consistent templates should have fields identified for required and suggested metadata.

8

KNOWLEDGE ORGANIZATION

Consistent structures for knowledge should be established for common types of knowledge...

- For Your organization:
 - Content is easier to locate
 - Broader perspective is used within the structures
- For You:
 - Base structures are givens
 - Needed knowledge is easier to locate

Guidelines for structure and metadata provide a repeatable taxonomy for knowledge retention.

9

KNOWLEDGE TRANSFER

Knowledge must be transferred from individual to individual...

- For Your organization:
 - Continuity of knowledge across borders
 - Enhance/maintain organizational capabilities
- For You:
 - Avoid rediscovering established knowledge
 - Ability to “stand on the shoulders of giants”

Knowledge transfer mechanisms include documentation, training, mentoring, cross-training and formal/informal communications.

10

KNOWLEDGE USE

Encouraging the use of established knowledge validates it as an organizational asset...

- For Your organization:
 - Enables the refinement of the knowledge
 - Minimizes recreation of existing knowledge
- For You:
 - Apply established knowledge with fewer chances for error
 - Contribute new observations

Effective knowledge reuse is the ultimate objective of Knowledge Management.

11

KNOWLEDGE RETENTION

Retaining knowledge demands a knowledge asset management strategy...

- For Your organization:
 - Identifies significant knowledge assets
 - Provides a super-structure for organizational knowledge
- For You:
 - Be recognized as the knowledge expert
 - Identifies knowledge needed for new position

Retaining knowledge over time requires effective knowledge succession planning.

12

KM PRACTICES

- Creating **communities of practice** (CoP)
- Recognizing and promoting **best practices**
- Committing to **organizational learning** through individual learning
- Encouraging and rewarding **knowledge sharing**

These practices will help promote consistent application of the KM Processes.

13

PROJECT-CENTRIC KM

A **project-centric** approach to KM assumes...

- Projects are an organization's primary **user and creator** of knowledge assets
- Formal Project Management provides opportunities to support **organizational learning**
- Formal Project Management creates the environment that **enables** all knowledge processes and practices

Organizations should create a KM strategy that leverages their project activities.

14

CONCLUSION

The KM related challenges for organizations include...

- Defining the elements of **organizational knowledge**
- Creating an **inventory** of knowledge assets
- Defining a **model** that can serve as a roadmap for KM implementation

Today's KM has evolved far beyond its records management origins.

15

ADDITIONAL INFORMATION

Knowledge and Information Professionals
Association or KPM Symposium...

www.kipanet.org

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FAIR USE

This presentation is provided for the use by attendees of the 2010 KPM Symposium. It may be used to help explain Knowledge Management within your organization. It may not be used commercially or with external clients.

16
