

Knowledge Management for Strategic Impact

Introductions

- **Who I am**
- **What I have done**
- **What I am not doing today**
- **Why I am here today**
- **Who are you**
 - **what do you do, and**
 - **why are you here today?**

What is Knowledge Work?



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**Raw materials are entropy,
complexity & uncertainty**

- **Unfolding circumstances**
- **Obscured truths**
- **Information overload**
- **Scarce resources**
- **Conflicting priorities**
- **Emotion & Politics**

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Knowledge processes yield
subcomponents, not final
products

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- **Know-how**
- **Intelligence**
- **Insight**
- **Ideas**
- **Innovations**
- **Understanding**

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Value is created through three types of products (strategic impact)

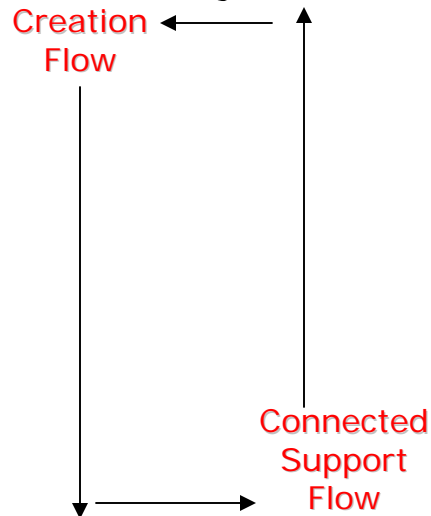
- **Recommendations**
- **Decisions**
- **Actions**

The G&O Railroad

- **Organizational Goals & Objectives**

- **Company**

- **Business Unit**
- **Business Functions**
- **Departments**
 - **Teams**
 - **Individuals**



Iterative Process with
Feedback Loops

NOT Linear

Typical KM G&O's

- Retain mission critical knowledge
- Find obscure K and expose
- Leverage previous work (globally)
- Accelerate learning
- Rapid "on-boarding"
- K w/in cultural diversity
- Support processes/policies
- Design innovative environments
- Find right expertise and transfer
- Support speed to market

Tool: Take a Panel

Try this out with groups in your organization!

- **Based on your best knowledge as you understand them:**
 - **State your organization's business goals and objectives**
 - **State a primary internal customer's goals and objectives**
 - **State your department's goals and objectives**

Take a Panel Themes

- **Innovation management**
- **Time to competency**
- **K-xfer and K-retention**
- **Products and Services**
- **K-based revenue streams**

Stop, Look and Listen

- **For:**
 - **Dissonance**
 - **Disconnects**
 - **Acts not consistent w/ words**
 - **Words not consistent across units/functions, etc.**

ROI Driven

- **Business Functions Goals & Objectives:**
 - **Designed to achieve desired results**
 - **Quantifiable = Measurable**
 - **Growth/Value creation oriented = Top/Bottom line improvement**
 - **Directly support business unit and therefore the organization = strategic**
 - **ROI easily determined**

Conversion

- **Business Function Goals and Objectives directly drive KM's Goals & Objectives**
 - **Mirrored in both focus and wording**
 - **Measurable**
 - **Quantifiable**

When you get back home: Back Casting

- **Choose a functional group you know well**
- **Look at your KM groups goals & objectives, and re-create them to mirror and support the functional group**

It's the Context, not the Content

- **Focused Applied Knowledge is required**
- **Focused AP Requires Context**
 - **Of the Business Function itself (what it does and how it does it)**
 - **Functional Goals & Objectives (what it is committed to achieve)**
 - **What the BF**
 - **Knows it knows,**
 - **Doesn't know it knows,**
 - **What it knows it doesn't know, and**
 - **What it doesn't know it doesn't know**

What is KM's role in each?

What could it be?

Where can value be created?

How is it delivered?

Tool: The Interview

- **Would you tell us a little about your background, and what you do at ???**
- **What does your department or group do?**
- **How many staff report to you?**
Make up?
- **What are ???'s business goals and objectives?**
Are they clearly communicated down to you?
- **What are your groups G/O and how do they relate to Corporate's?**
- **How would you describe ???'s culture?**
Predominate management style?
Your management style?
- **What are some of the successes you have been part of at ????**
What would have turned that success into a failure?
- **Could you tell us about the major sources of knowledge and information you depend on in your job? Internal/External?**
- **Who do you share knowledge and information with, and who shares it with you?**
- **Do you have a network of associates, friends, etc., in and out of ??? you talk to for industry and other information?**
How dependent are you on your network?
- **Top 3 or 4 things that keep you awake at night**

Tool: The Interview

- **What are the key business objectives?**
- **How is the unit organized, hierarchically and geographically?**
- **Where does it nest in the company structure?**
- **What have been your successes (no matter how small)
What would have made the success(es) failures?**
- **How would you describe the management culture of the unit?**
- **Where does collaboration seem to work and where doesn't it?**
- **How would you describe the information culture?**
- **To what extent is information shared inside the unit, and how is this accomplished?**
- **What role in gathering useful information is played by:**
 - **-tracking the news**
 - **-tracking technical journals**
 - **-attending conferences**
 - **-talking to partners or potential partners**
 - **-talking to industry salespeople**
 - **-Other?**

Tool: The Interview

- With what other units is information currently exchanged on a regular basis? How?
- With what other units would it be useful to exchange information?
- What are the key sources of information you use currently as a group?
- As individuals?
- Is that information further processed in any way—into clippings, reports, etc?
- Flags
- For each key business objective, give e.g.
- For each e.g. (i.e., find a good acquisition):
- Provide some examples of actions that you would like to emulate
- For each action, ask the following questions:
 - -in retrospect, what were the key developments, with respect to the entity in question, that lead to this action (examples)
 - -what could a close observer have seen of these developments (whether or not they were publicly reported events):
- -3 months before
- -6 months
- -12 months or more before

What KM Usually Is

- **Technology oriented**

- **Repository/Library**
- **Search**
- **Taxonomies**
- **Software/Hardware**
- **Systems**

Needed, but by
themselves *NOT*
Strategic

What's
missing?

Applied Knowledge

- **Applied knowledge is:**
 - **CONTEXT** driven
 - **Specific, not general**

Try a Knowledge Café

Differences Cafe

- **Applied knowledge vs. Knowledge Management**
 - **KM?**
 - **AP?**

Tool

- **KKT's and KKQ's:**
 - **Key Knowledge Topics driven by business goals and objectives needs, with supporting**
 - **Key Knowledge Questions**
 - **When answered, directly support successful achievement of goals and objectives**
 - **Generates applied knowledge**

From Jan Herring, KIT/KIQ (reading attached to email)

KKT to G&O

- **Doubling innovation by 2008 ...**
- **Identify and evaluate 10 new business opportunities...**
- **?**
- **?**
- **?**

KKQ's

- **Who do we need to know...**
- **What do we need to know...**
- **When do we need to know...**
- **?**
- **?**
- **?**

When you get home: Do Some KKT and KKQ

- **Pick a functional group:**
 - **Corporate Development**
 - **Chief Innovation Officer**
 - **R&D**
 - **Sales & Marketing, or**
 - **One that one of you knows well**
- **Typical Goals & Objectives, and then**
 - **KKT's**
 - **KKQ's**

Current Tools

- **K-mapping**
- **K-audits**
- **Social network mapping**
- **?**
- **?**
 - **Don't look for context and understanding**
 - **Explicit and visible only**
 - **BGE-O's depend on context**

Bandwidth

- **Low bandwidth/low context**
 - Numeric, data driven, linear, etc.
- **High bandwidth/high context**
 - Qualitative, intuitive, knowledge driven = strategic
 - Victor Hugo telegram to agent: ? Answer back: !
- **Conscious vs. non-conscious decision/sense making**
 - Remember – you can sense 11 million bits of info per second, but your conscious mind can only process 16 bits per second...learn to trust your non-conscious processing (that's what handles the other 15,999,984 bps)
 - The non-conscious integrated with the conscious over time = intuition = intuitive sensemaking/decisionmaking and that's how decisions are made
 - The closer you get to the top of an organization, it is more dependent on the intuitive decisionmaking process
 - Think of ho to support that through KM

What We Aren't Talking About

- **Best Practices (past practices)**
- **Benchmarking**
- **Communities of Practice**

New Paradigms

- **Business functional areas as strategic partners – create alliances**
- **Lever Differentials in thinking – that's what you can bring**
- **Think of human processes, not technology**
- **Understand how decisions are really made**

New Primary Role: Structures and Tools

- **Human processes – Communities of Interest**
 - Interviews and dialogue
 - Focused workshops
 - K-cafes
 - Forums
 - AK focused cross functional teams
- Create and manage for networks
- Internal and external focused

Supported
by enabling
technology,
not driven
by
technology

Some Notes

- **Look for K-based/K-related opportunities - can be small**
- **Try to think in business objectives and business language - NOT KM metrics/language**
- **Try not even using the "KM" name**
- **Create those linkages between KM and BG&O's**

Some readings

- Vannevar Bush: "As We May Think" *The Atlantic Monthly* July 1945.
www.theatlantic.com/unbound/flashbks/computer/bushf.htm
- Bonnie A. Nardi and Vicki L. O'Day: *Information ecologies: using technology with heart*. MIT Press 1999.
Chapters available at http://firstmonday.org/issues/issue4_5/
- Bonnie Nardi, Steve Whittaker and Heinrich Schwarz: "It's not what you know, it's who you know: Work in the information age." *First Monday* (May 2000).
www.firstmonday.org/issues/issue5_5/nardi/index.html
- Tor Nørretranders: *The User Illusion: Cutting Consciousness Down to Size*. Viking Press (1991 in Danish, English translation 1998).
- C. F. Kurtz & D. J. Snowden: "The New Dynamics of Strategy: Sense-making in a complex and complicated world." *IBM Systems Journal*. Volume 42, Number 3, 2003
www.research.ibm.com/journal/sj/423/kurtz.html
- Malcolm Gladwell: *Blink: The Power of Thinking Without Thinking*. Little, Brown (2005).
- John Seeley Brown and Paul Duguid: *The Social Life of Information*. Harvard Business School Press (2000).
- Steve Barth: New Way of Managing Knowledge (white paper) www.coemergence.com
- Kees van der Heijen: *Scenarios: The Art of Strategic Conversation*. John Wiley & Sons (1996)
- David J. Snowden: *Keynote Address and slide presentation*. KM World 2004

- **Your business card w/email address =**
 - Complete set of today's slides and group work
 - References and reading list

Let me know what you would like to see added, dropped, emphasized

- **Workshop 9 — KM: Strategic Partner for Top & Bottom Line Impact**
9:00 a.m. – 12:00 p.m.
Richard Marrs
- Knowledge management must directly support key business functions in meeting their strategic business goals and objectives and clearly impact the top and bottom line. Generic tools and processes, document repositories, and taxonomies are a good foundation, but until business-function knowledge-specific tools and processes are identified, designed, and implemented, KM will continually be struggling for relevance and survival as a strategic partner within organizations.

This workshop provides strategies and frameworks for KM as a partner with each business function in the organization, embracing the business goals and objectives as KM's own. This means working hand in hand and becoming part of the extended business function team. Value is created directly at the business function level, in real dollars, allowing concrete ROI from KM's contributions. In this workshop, you will learn to apply cutting-edge concepts and interactive processes around a real business function and become a key strategic partner by understanding key business functions goals and objectives; identifying key knowledge needs; co-designing tools, structures and processes to address those needs; and actively supporting and facilitating the processes.

Contact – stay in touch

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