Agile Knowledge Management ($KMAgile$)

KM Singapore
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Challenges in Making the KM Business Case

• Business/Operational Environment (BOE)
• Operational Tempo (Op Tempo)
• Behavior change
• Knowledge use and flow
• Tangible impact to performance
• Doing more with less
• Leadership attention and expectations
• WIIFM?
Business Case

Build KM Strategy and Capability While Delivering Measurable Results Quickly

Making KM “Stick”

#1 Learning

Results Change Behavior
Assessment

Traditional KM Strategy and Framework Development

KM, Business & Operational Requirements (Environments)
Traditional KM Strategy and Framework Development

Assessment

KM, Business & Operational Requirements (Environments)

Analysis

Understanding the KM Environment (Current State)
Assessment

KM, Business & Operational Requirements (Environments)

Analysis

Understanding the KM Environment (Current State)

Design

Gap Analysis (Future State)

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KM, Business & Operational Requirements (Environments)

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Design
Gap Analysis (Future State)

Roadmap
KM Strategy & Framework

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6-12 months
Traditional KM Strategy and Framework Development

Assessment
- KM, Business & Operational Requirements (Environments)

Analysis
- Understanding the KM Environment (Current State)

Design
- Gap Analysis (Future State)

Roadmap
- KM Strategy & Framework

Program
- Perform

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Plan, develop, and execute an organizational KM framework through the rapid use of carefully selected pilot projects focused on delivering the **highest business value in the shortest time**

- *Rapidly and repeatedly evaluate practically applied KM concepts, strategies, and implementing practices in real time*

- Continuously refine a context relevant KM strategy and operating framework as the pilot’s progress

- 12 weeks

- KM Strategy should be part of Business Strategy
KM\textsuperscript{Agile} Principles

- Satisfy the client through early delivery of a sustainable KM Framework
- Welcome changing requirements at any time
- Co-delivery of the KM project
- Build the KM framework around early adapter organizations
- The primary measure of progress is the ability to quickly leverage knowledge to solve business or operational challenges
- Continuous attention to culture and workforce dynamics enhances sustainable KM framework success
- Simplicity is essential
- Technology is an enabler, never the solution
- Reflect regularly and adjust team behavior and execution accordingly
New Possibilities
- Learn before doing
- Engage key stakeholders and pivotal work teams
- Create awareness
- Identify, select and agree on quick wins

New Mindsets
- Learn before doing
- Engage key stakeholders and pivotal work teams
- Create awareness
- Identify, select and agree on quick wins

New Capabilities
- Generate and capture key learnings
- Identify better & next practices
- Revise KPIs
- Align key stakeholders

KM Results

KM Strategy Development | Renewal

ATP + Planning
- Weeks 1 – 3
- Sprint 1

Advance Research
- Weeks 4-9
- Sprint 2

Logistics
- Weeks 10-12
- Sprint 3

Multi-Year KM Strategy and Roadmap

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Planning Phase

- ATP
- Acquire background information
- Identify key stakeholders, thought leaders, pivotal work teams for interviews
- User Stories provide context for problems and challenges that drive pilot selection
- Begin to understand change challenges
- Draft Knowledge Flow and Use survey for Sprint 1

Outcome: Quick start; Understand Business Operating Environment (BOE); Understand Knowledge Management Environment (KME)
Sprint 1

- Engage with key stakeholders and pivotal work teams
- Make case for KM impacts to performance
- Gain commitment (License) up and down
- Leverage KF&U survey
- Conduct targeted interviews
- Integrate Client KM Team/KM POC
- JIT KM Training
- ID quick wins/pilots and success measures
- Daily scrums

Outcome: Clear line of sight between KM, work, and value
Sprint 2

- JIT KM Training
- KM practice application as part of work processes (e.g. Peer Assists, Action Reviews)
- Knowledge is shared, transferred and applied
- Results are becoming visible; value and trust increase

Outcome: Changes in performance; Changes in knowledge sharing behavior
Sprint 3

- Generate and capture key learnings from pilots (Retrospects)
- Sense making and characterization
- Shared learnings “in context” integrated with consultant experience and relevant benchmarks
- (Re)Design and development of KM Strategy, Framework, success measures
- Findings and recommendations shared and socialized in form of realistic KM roadmap and timeline

Outcome: Framework -- People/Culture, Processes, Enabling Technology, and Content; New way of working
**KM Agile**

**New Way of Performing and Learning**

**KM Results**

- **New Mindsets**
  - Learn before doing
  - Engage key stakeholders and pivotal work teams
  - Create awareness
  - Identify, select and agree on quick wins

- **New Capabilities**
  - Generate and capture key learnings
  - Identify better & next practices
  - Revise KPIs
  - Align key stakeholders

- **New Possibilities**
  - Train on the job
  - Apply proven practices for fast learning, sharing and transfer
  - Measure and socialize impacts

**Multi-Year KM Strategy and Roadmap**

- **KM Strategy Development | Renewal**
  - **ATP + Planning**
    - Weeks 1 – 3
    - Sprint 1
  - **Weeks 4-9**
    - Sprint 2
  - **Weeks 10-12**
    - Sprint 3

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KM^Agile Tradeoffs

- People and practices over strategy in a vacuum
- Performing and learning over high-level processes and tools
- Collaboration over traditional consulting
- Responding and adapting to change over a perfect plan
KM Agile Advice

• The organization sets the priorities based on culture, workforce dynamics, and the business or operational problem to be addressed where leveraging knowledge will have a measurable difference in business performance or mission outcome.

• KM consultants work side-by-side with the organization’s KM practitioners to determine the most effective way to deliver the highest value business outcomes through the evolving KM framework in the shortest amount of time.

• Tie KM strategy to operational needs and op tempo

• Results change mindsets and behaviors

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KM Agile Advice

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