Refocusing your KM strategy on Business Value

Revisiting the five aspirations of KM
Agenda

• Why is sharing knowledge so hard?
• What is knowledge?
• What is strategy?
• Getting back to basics
  The six aspirations of KM
• Managing knowledge interventions
  The toad and the fungus
50 employees
Multi-site
Multiple Time Zones
Metaphors
Analogies
Anecdotes
What is knowledge?
And why is sharing it so frustratingly hard?
Defining knowledge

- Is Explicit and Tacit still useful?
- What about the DIKW Pyramid?
Defining knowledge

• Moving to a Stocks and Flows model

“As the world speeds up, stocks of knowledge depreciate at a faster rate…. In more stable times, we could sit back and relax once we had learned something valuable, secure that we could generate value from that knowledge for an indefinite period. Not anymore. To succeed now, we have to continually refresh our stocks of knowledge by participating in relevant flows of new knowledge.”  - John Hagel

http://bit.ly/1Kj9aA5
Defining knowledge

Mix modes to take full advantage of both static and dynamic knowledge
Agile Knowledge Leadership

- Strategic
- Technical
- Tactical
Finding the right fit: Lock Picking
## Finding the right fit: Lock Picking

<table>
<thead>
<tr>
<th>Lock Picking</th>
<th>Agile KM Framework</th>
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<tbody>
<tr>
<td>Pins cannot be seen</td>
<td>You don’t know what solution will work where</td>
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<tr>
<td>Pins catch in different orders</td>
<td>Some solutions won’t work initially, but will after others are in place</td>
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<td>Applying too much pressure</td>
<td>Applying too much political force can shut down the ability to locally problem solve</td>
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<tr>
<td>stop pins moving</td>
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<tr>
<td>Applying too little pressure</td>
<td>Without change mgt &amp; policy people revert to BAU</td>
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<tr>
<td>means nothing sticks</td>
<td>Making good use of ritual can fix this</td>
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<tr>
<td>You can work 1 pin at a time</td>
<td>Large waterfall projects will work, but...</td>
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<tr>
<td>You can strafe the pins</td>
<td>Multiple safe-fail pilot projects allow for fast discovery and protect from over-investment</td>
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What is Strategy?
Strategy:
Strategy vs Plan vs Tactics

Field Marshall Helmuth von Moltke

Moltke loved music, poetry, art, archaeology, and theater. He knew seven languages (German, Danish, English, French, Italian, Spanish, and Turkish). He was a prolific artist who filled sketchbooks with landscapes and portraits, as well as a popular author.

- Max Boot

Student of Strategy
Strategy: Strategy vs Plan vs Tactics

Field Marshall Helmuth von Moltke

"On Strategy" (1871)

The tactical result of an engagement forms the base for new strategic decisions because victory or defeat in a battle changes the situation to such a degree that no human acumen is able to see beyond the first battle. In this sense one should understand Napoleon's saying: "I have never had a plan of operations." Therefore no plan of operations extends with any certainty beyond the first contact with the main hostile force.

ie: “No plan survives contact with the enemy”

Strategy is a system of expedients; it is more than a mere scholarly discipline. It is the translation of knowledge to practical life, the improvement of the original leading thought in accordance with continually changing situations.
Strategy:
Strategy vs Plan vs Tactics

Future
Present
Past

Past
Theory
Plan

Situation
Env’t
Tactics
Strategist

Results
Strategy

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Strategy: Enterprise Architecture

- Mission
- Strategies
- Tactics
- Vision
- Goals
- Objectives
Building KM frameworks

Big Bang vs Agile
Directed or organic?

- Planned
  - Controlled
    - Structured KM
  - Adaptable
    - Emergent KM

- Agile KM

Flickr: CucombeLibre
Ambient awareness and Adaptive ability
Getting back to basics

The five aspirations of KM

- Organisation Acting as One
- Improved Productivity, Performance & Coordination
- Better, Faster Innovation
- Managing Organisational Risk
- Improved Customer Service
- Reducing Knowledge Loss
“The role of KM is to enable innovation and support better decision making by the organization”

• David Snowden
Skyrme Associates

Diagram:

- Access to best / latest thinking → Novel approaches / New ideas → Better/faster innovation
- Faster access to knowledge → Faster Problem-Solving → Improved Customer Service
- Better sharing → New Hires / Effective Quicker
- Knowing who’s doing what

Knowledge Benefits

Intermediate Benefits

Organizational Benefits

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Organisation Acting as One

Better, Faster Innovation

Improved Customer Service

Managing Organisational Risk

Reducing Knowledge Loss

Improved Productivity, Performance & Coordination
A. What does it mean for you?
B. Examples of Failure
C. Examples of Success
D. How can we do this better?
Before we start

What does a successful KM Project look like to you?
Making the Organisation One
Leveraging corporate knowledge across staff, sites and countries
Better/Faster Innovation

Improving the ability of the organisation to find creative solutions to both internal and customer problems
Improved Customer Service

The move to a global village marketplace with increasingly connected and knowledgeable customers means customer service needs to be fast, responsive and informed.
“Over 70% said the intended benefits (of Cust Service KM) have not been realised”

2015 Knoco Customer Experience KM survey
Reducing Knowledge Loss

Whether it is through staff turnover, promotions, secondments or fast growth, the loss of knowledge is costly to replace.
The roles and rituals of an F2F Knowledge Transfer environment

Roles
- Apprentice / Leaner
- Journeyman
- Master

Rituals
- On Watch (or other handovers)
- Peer Assists
- Retrospects
Risk reduction and avoidance

Providing a way for people to understand the risk impacts of knowledge activities
Balancing the visible & invisible

• Your KM Program should have two intervention types
  • Tangible, with measurable outcomes
  • Intangible, with risk reduction outcomes
• Package the entire program then take advantage of metrics on tangible interventions in order to justify both
Improved Productivity, Performance & Coordination

Possibly the most important impact of a good KM intervention is the ability to directly impact the bottom line on a day to day basis.
The impact of component thinking
Who manages collective expertise?

- **Learning & Development**
  - Individual
  - Teams & Crews
  - Whole company

- **Organizational Learning**
  - Skills
  - Process
  - Procedures
  - Collective Competencies
  - Shared Cognition
  - Coordination
  - Lessons Learned
  - Policy Review
  - Expertise Transfer
  - Diffusion of Innovations
Theory of Constraints & KM
Building a KM Function in the business

Leveraging corporate knowledge across staff, sites and countries
Is there evidence that Mgt of knowledge might be sub-optimal?

‘Why do we keep having to relearn this?’

‘We made that mistake in our other office too’

‘Why is one team so much more successful?’

‘How do I know how to...?’

‘When that guy left, he took all the knowledge with him’

‘Why do our customers insist on speaking to one person?’
Building a KM Strategy

- **Asking** (Peer Assist, Q&A systems)
- **Telling** (mentoring, blogging, knowledge sharing)
- **Searching** (effective enterprise search)
- **Publishing** (lessons systems, wikis, knowledge bases)

**Connect**

**Pull**

**Push**

**Collect**

Designing a Successful KM Strategy – Milton & Barnes
What is holding KM back?

Respondents were asked to provide the top 5 actions that could improved satisfaction in their organisation:

1. Senior Management buy-in/sponsorship (31%)
2. Having a skilled/professional Knowledge Managers (22%)
3. Staff understanding the importance of KM (15%)
4. Training and development of staff (14%)
5. Improved culture (6%)
What is holding KM back?

When asked about the top 5 contributors to current dissatisfaction, respondents gave the following reasons in rank order:

1. Lack of KM awareness at a senior mgt level (21%)
2. Technology (20%)
3. Knowledge mgt increases workload (18%)
4. Lack of integration across the business - operating in silos (12%)
5. Poor communication of benefits (11%)
Is a central KM function required?

a) Aware of and **connected** to people making business decisions that will impact or be impacted by knowledge?

b) Are they able to **measure** the business value of the interventions they propose?

c) Are they sufficiently **trained** to operate and integrate across the entire business?
KM Game
The Kangaroo Pie Company
KM Game
The Kangaroo Pie Company

- 4-step Value Chain
- Three years old
- Turnover $100k/mth
- Three divisions
- Fairly solid customers
- Some competition on large events
KM Game
The Kangaroo Pie Company

**Growing Company**
- Need to learn lessons and improve faster
- Each Division has a unique culture

**Vulnerable to staff turnover**
- Need to be able to minimise the impact when staff leave or are transferred around the company

- Welcome! You are the new Knowledge Manager
KM Game
The Kangaroo Pie Company

- Better, Faster Innovation
- Reducing Knowledge Loss
- Improved Productivity, Performance & Coordination

- Retrospects
- Positive Deviance
- Peer Assists
- Expertise Interviews

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Large US manufacturer is entering the market soon. Other managers are working on capacity. You need to solve these two Knowledge problems as quickly as possible.
Managing knowledge interventions well

A warning from Australian history about making expert assumptions
The Cane Toad
The Cane Toad

1940

1960

1975

1980
The Cane Toad
What went wrong?

- 25 years of research into grub management
- Studies showed that the cane toad had reduced beetle numbers in both Peurto Rico and later Hawaii
- A government entomologist, Reginald Mungomery, imported the toads, bred them and released them despite warnings from other experts
- The government stopped further releases but then caved to pressure and allowed more to be released despite a 24-fold reproduction rate
What went wrong?

• ‘all the cautious testing characterizing the previous investigations into cane grub control methods was completely forgotten’
• This included the most basic test to see if they would eat the local cane beetle. They didn’t.
• No risk assessment was done at all.
• There is little doubt that those involved believed they were doing the right thing
Leadership Lessons for KM

• Beware anyone proposing a solution based on:
  • Them being an expert
  • It proven to have worked somewhere else
  • The end users want it (the cane farmers)

• Test each of it’s parts
  • Beta pilots are brilliant
  • Encourage agile exploration

• Understand the full risks
  • Monitor tests for more than just the positive outcomes you were hoping for