



10-Step KM Roadmap

- Roadmap, not a methodology, you apply...
- Four phases constituting 10 steps
- Clear link between KM and business strategy
- Prioritization of KM Processes for Value
- Key steps in K auditing, K mapping, strategic grounding, deployment methodology, teaming, change management, ROI metrics

KM Intro and Steps

- K is like ‘copy protection’ ??
- Positive and negative implications of K vs I
- KM’s deep grounding in corporate context
- Technology, culture and organizational issues

Four Phases for 10 Steps

- Infrastructure Evaluation
- KM SAD ?? (IT vs K)??
- Systems Deployment (IT vs K)??
- Evaluation – Results (IT vs K)??

1. Analyze Existing Infrastructure

- Various components of KM strategy and technology
- What's available, what are the 'gaps'?
- 'Clean Slate' versus 'Growing systems'
- Networks, intranet, extranets, data mining, data warehousing, DSS, groupware, etc.
- Knowledge servers – current limitations

2. Align KM and Business Strategy

- K drives S, and S drives KM ??
- Business Strategy and systems development (K vs IT)
- ‘raise’ KM to BS and ‘pull’ BS to SD
- SD – isolate from predictions (How??)
- K-based SWOT and create K maps
- Gaps, codify, personalize, sell, diagnose, validate

3. KM Architecture and Design

- 7-layer architecture (where from??)
- Infrastructure vs. Infostructure (K??)
- Collaborative platform – Lotus Notes or WWW (?)
- K source feeds ? IT to apply K ?
- Push / pull; searching, indexing, retrieval; K tags and attributes; profiling mechanisms

4. Knowledge Audit and Analysis

- Bohm's Stages of K Growth Framework
- Know what you know – audit and analyze
- Identify, evaluate, rate K processes
- Select audit method and audit team
- Choose strategic position of KM in line with identified 'gaps'

5. Design the KM Team

- Sizing the KM team, managing diverse expectations
- Identify stakeholders, management, users,...
- Identify sources of requisite expertise (yellow pages and K-maps, cards)
- Identify critical points of failure (Ward's most important problems to be solved)

6. Create KM System Blueprint

- Details of 7-layers
- Select KM components – repositories, content centers, aggregation and mining tools, collaborative platforms, K directories, GUI, push and pull, integration...
- Interoperability with current IT structures
- Position and scope for value vs costs
- Future proof (How???)

7. Develop the KM System

- Interface layer – text, audio, video, authorship,...
- Access and authentication layer
- Collaborative filtering and intelligence layer
- Integrate application layer with intelligence layer and transport layer
- Middleware and legacy integration layers
- Integrate and enhance the repository layer

8. Pilot Testing and Deployment Using RDI

- KM pilot system deployment and evaluate
- Identify and isolate failure points
- KM system life cycle and deployment
- ‘Big bang’, waterfall and SDLC
- RDI methodology for systems deployment
- Cumulative results-driven business releases
- Identify and avoid traps

9. The CKO, Reward Structures, Technology and Change Management

- To CKO or not to CKO
- How does the CKO jive with other CxOs
- CKO – Roles and responsibilities
- Process triggers for KM Success
- KM evangelists, KM managers, cybrarians
- Manage cultural and process change

Metrics for Performance Evaluation

- Measuring business value of KM
- Cost benefit analysis
- NPV evaluation, ROI
- Tobin's q
- Pitfalls in measurement



Knowledge Codification and Coordination

- Tacit, explicit, codified, rich, poor
- Categorize, describe, map, model, simulate
- Principles of K Codification
 - Business goals, importance
 - Identify Existing K and goals
 - Usefulness and appropriateness
 - Medium for codification and distribution

Codifying and Mapping

- Tacit Knowledge – hitting baseball
- Tacit experience – how to K transfer
- Knowledge map – people, documents and databases
- K map is an inventory – HR skills etc
- K – a piece in every head
- Six Degrees of Separation



Case Studies of K Management

- Time Researchers – K pools
- Microsoft's Competencies and Training
- Technologies for Mapping Knowledge
 - Peoplesoft, SAP, Restrac, Resumix
- 33 1/3 % Rule
- Politics of Mapping Knowledge
- Dynamic modeling of Knowledge



Case Studies of K Management

- Weick's sensemaking and aerial photographs – AI versus meaning making
- Embedded knowledge – M&A
- Deep Blue – how deep?
- Expert systems and AI – promises and hype
- Monsanto's KM A – Tangible Patents as K
- K Taxonomies