

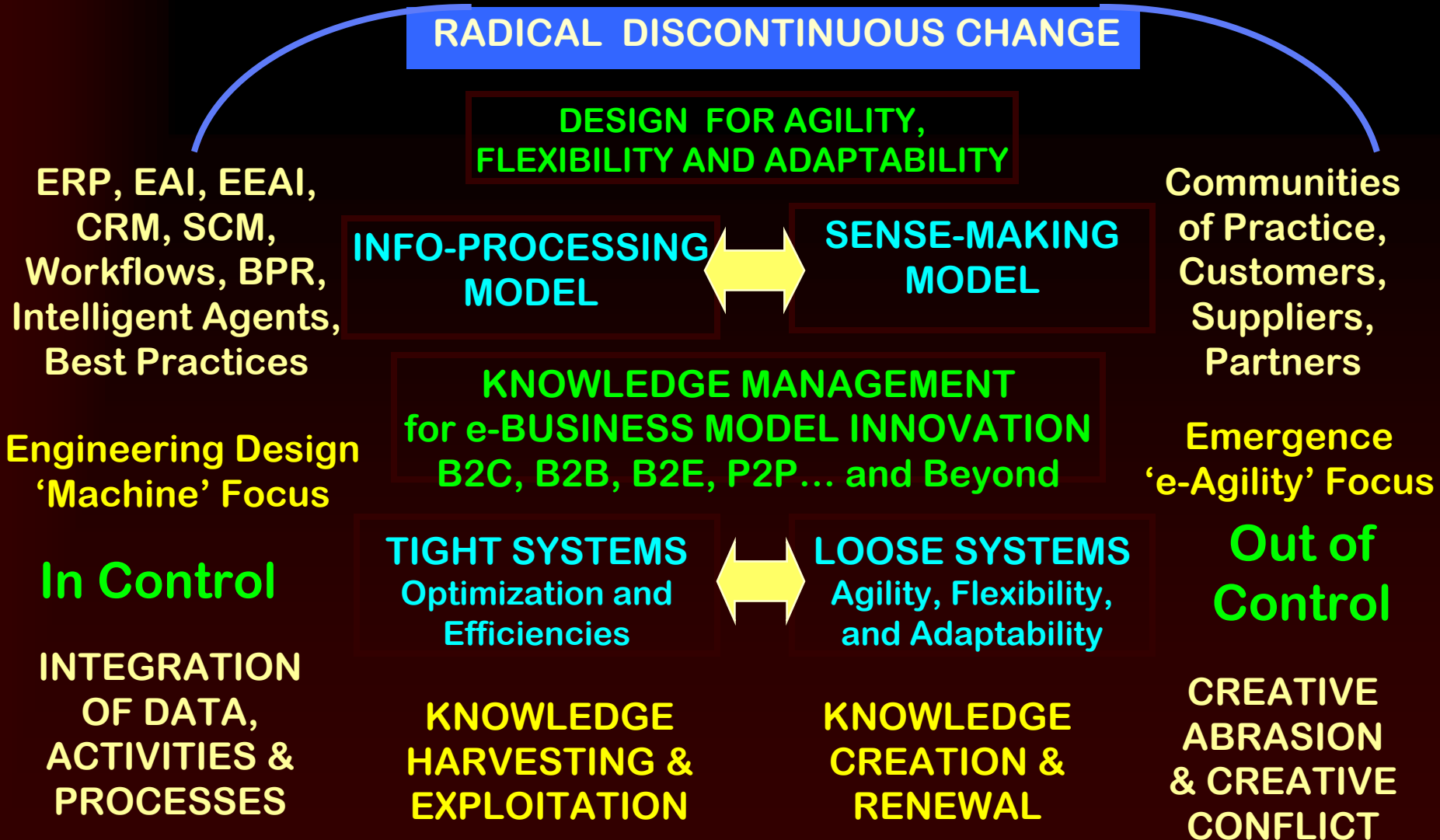


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KMT- 13

Managing Knowledge for e-Enterprise Performance





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for Compliance**

**Self Controls for
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**Stable and
Predictable
Business
Environment**

**Trust, Vision,
Motivation,
Leadership,
Empathy**

**Knowledge
Utilization**

**KNOWLEDGE
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**Knowledge
Creation**

**Goals,
Rewards,
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Carrots, Sticks**

**'Wicked'
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<http://www.saic.com/cover-archive/it/knowledge.html>



SAIC: Feature Article: Meet SAIC's Chief Knowledge Officer Kent Greenes - Netscape 6

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Feature Articles

Meet SAIC's Chief Knowledge Officer



The man described in the June 7, 1999 issue of Fortune Magazine ("Knowledge Management at Work" by Thomas A. Stewart) as the world's leading moneymaker in knowledge management recently moved from British Petroleum's London headquarters to SAIC's corporate offices in San Diego. Kent Greenes, SAIC's Chief Knowledge Officer, simply describes himself as a "scientist with a strong belief in the importance of people."

The importance of people is key to knowledge management (KM), one of the hottest new approaches to doing business in the new millennium. In contrast to managing stores of data, KM uses leading-edge technologies to add a human face and context to each body of data. Processes, in addition to being quantified, can be described or demonstrated by those who carry them out. Problem-solving sessions can be face-to-face discussions even when the participants are a world apart by using technologies such as video conferencing.

For a very simple example of how KM works, just think of how you might learn to tie a necktie. You could reinvent the wheel -- or, in this case, the knot -- or you could read

<http://www.brint.com/members/online/20090319/cko/>

Chief Knowledge Officer Critical Success Factors for Knowledge Management - Netscape 6

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Chief Knowledge Officer Critical Success Factors for Knowledge Management

Chief Knowledge Officer: Critical Success Factors for Knowledge Management

Richard T. Herschel and Hamid R. Nemati

This article examines attributes of the CKO position and the backgrounds of the people who fill it. Variations in the prescribed role for the CKO are reviewed, as are CKO critical success factors. One critical knowledge management issue, implicit-to-explicit knowledge conversion, is investigated in some depth to reveal the unique nature of issues confronting the CKO position. Finally, the arguments for potentially not implementing a CKO function are discussed.

The Chief Knowledge Office (CKO) is a recent phenomenon created to help manage a unique organizational asset — intellectual capital. The CKO and the concept of knowledge management have come to the forefront of management thinking only within the past few years, yet

and pressures of a rapidly changing global, information-based economy make knowledge vital to organizations.

The “intangibles” that add value to most products and services are knowledge-based — technical know-how, product design, marketing presentation, understanding the customer, personal creativity, and innova-

111



Federal CIO Council- Chief Knowledge Officer - Netscape 6

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CHIEF KNOWLEDGE OFFICER

- [What is the role of a CKO in a public sector organization?](#)
- [What competencies and skills make a CKO successful?](#)
- [What are the personal attributes of a CKO?](#)

In an attempt to put some boundaries and limits on the subject of KM as a useful concept in the U.S. Federal Government, a series of government and industry brainstorming sessions were held in May and June 2000. The Federal KM Working Group sponsored the government-industry-academia workshops at the Information Resources Management College, National Defense University, to define the roles and responsibilities of a Chief Knowledge Officer (CKO). These workshops focused on the breadth of knowledge and skills needed by knowledge managers. Participants in the first session included CKOs or equivalents from the Federal government. The second session included CKOs or equivalents from the private sector, primarily from information technology and consulting businesses. Each group focused on the role of a CKO in a public sector organization, the competencies that make a CKO successful, and the most important personal attributes CKOs must bring to the job. An overall result was a deeper understanding of the [importance of knowledge management](#) to organizations as seen through the eyes of both public and private sector Chief Knowledge Officers. Dr. Robert E. Neilson, IRMC, of the National Defense University was instrumental in leading these sessions and bringing the work of the group to fruition. NDU hosts a website that addresses these important topics, see http://www.ndu.edu/irmc/km-cio_role/km-cio-role.htm.

The results of the sessions are discussed below.

What is the role of a CKO in a public sector organization?

Responses to this question show that Chief Knowledge Officers in the public sector play

<http://www.state.gov/m/irm/1843.htm>



Biography: Anthony Muse - Netscape 6

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Biography: Anthony Muse

Deputy Chief Information Officer for Foreign Affairs System Integration and Chief Knowledge Officer

Information Resource Management's Foreign Affairs Systems Integration Office (IRM/FASI) is responsible for Inter-agency IT integration, collaboration and knowledge sharing. The Deputy CIO for FASI is also the Chief Knowledge Officer for the State Department.

Mr. Muse became the Deputy Chief Information Officer for FASI and Chief Knowledge Officer for the Department of State on April 9, 2001. He is a Senior Foreign Service Officer, joining the Department of State in 1988. At the beginning of Mr. Muse's career in the State Department, he served as an Information Systems Manager and Computer Systems Analyst in Washington. He then actively supported communications systems and computer hardware installations while teaching software and system administration courses as the Regional Information Systems Office for the Bureau of Western Hemisphere Affairs. Mr. Muse was then selected as one of the first Information Management Officers in the Department of State, where he served tours in Abidjan and Canberra as IMO. Mr. Muse returned to Washington in 1999 to serve as the Deputy Executive Director for the Bureau of Information Resource Management. During his distinguished career in the Foreign Service, Mr. Muse has been recognized for his contributions to the mission of information resource management in the State Department with a Group Superior Honor Award and three Meritorious Honor Awards.

Prior to his Foreign Service career at the State Department in 1988, he held various positions in the public and private sector since 1976. His professional experience included serving as the Deputy Director of the Illinois Department of Insurance, Regional Treasurer for Prudential Insurance Company, Marketing Representative for International Business Machines, and Regional Marketing Director and Senior Technical Consultant for Wang Laboratories. Mr. Muse holds a Bachelor's degree in Economics from Harvard University.



Welcome to the website of the UK's Small Business Service - Netscape 6

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PRESS



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Up to 30/09/2000 

SBS Press Release 02-Oct-2000

CHIEF KNOWLEDGE OFFICER BROUGHT ON BOARD BY SBS TO SHAPE ITS ONLINE BUSINESS ADVICE SERVICE

Chief Knowledge Officer brought on board by Small Business Service to shape its online business advice service

John Gibbons, has been announced today (2 October 2000) as the first Chief Knowledge Officer of the Small Business Service (SBS). This role will focus heavily on shaping the SBS's online business advice service, which has been in pilot phase for the last six months. It will also involve a significant degree of Knowledge Management within the SBS.

Speaking at 'FutureVision' - the National Conference and Exhibition for Business Support, David Irwin, Chief Executive of the Small Business Service said:

""We recognise that knowledge drives many businesses now and indeed is a significant driver of the economy. John's appointment is recognition of this.""

""We expect the online business advice service to complement the huge knowledge base that already exists within the Business Link network, and provide an invaluable information source for all SMEs in the UK.""

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CKO online - Netscape 6

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CKOONLINE

CHIEF Knowledge OFFICER

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The Rising Star of the Chief Knowledge Officer
100 %
This article by Nick Bontis provides senior managers with a comprehensive overview of knowledge management. It also describes how a **chief knowledge officer** can leverage his or her company's intellectual capital. The article consists of three sections: a summary of the latest statistics on knowledge management; an outline of the CKO's main responsibilities; and a description of the challenges that senior managers face in implementing and sustaining an effective knowledge management program.
Chief knowledge officer

Managing the Knowledge Manager
85 %
In a 1998 survey of North American senior executives, 77 percent rated "improving the development, sharing, and use of knowledge throughout the business" as very or extremely important. But should companies appoint a **chief knowledge officer** (CKO) to do the job? What can be done to ensure that the CKO unlocks a company's latent potential? The McKinsey Quarterly has found out by asking CKOs at various companies for their views about the make-or-break factors. Note that you need to register to read the full article.

GLS RESEAUX

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GSA CKO Position Description - Netscape 6

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Chief Knowledge Officer Office of Knowledge Management

Nature and Controls

The position of Chief Knowledge Officer is located in the immediate office of the Administrator of the General Services Administration and reports directly to the Administrator. The position is one of four "Chiefs" for knowledge, IT, human resources, and finance, and is, therefore, a key leadership position for the agency. The incumbent operates within a broad mandate to maximize GSA's intellectual capital, and manage knowledge to the benefit of its mission and employees.

Duties and Responsibilities

As the Chief Knowledge Officer for the agency, the incumbent is responsible for ensuring that GSA employees have the right information at the right time in the right place. Knowledge lives in people, while data and information reside in computers. The CKO provides the leadership required to successfully transform GSA into a learning organization that is flexible, agile and open to change.

Working cooperatively with GSA's CFO, CPO and CIO, the CKO builds collaborative work environments, infrastructure, resources and skills to provide the necessary enterprise architecture for knowledge management within GSA.

The CKO serves as chief advisor to the Administrator, Deputy Administrator and Chief of Staff on all matters pertaining to knowledge management, including the identification of goals, strategy, tools, measurements, targets and project management.

Develops program management structure to support GSA's major business lines and regional offices in selective pilot and demonstration projects related to knowledge management. Encourages, coaches, steers and directs, where necessary, these GSA initiatives to deliver positive and measurable results to the organization.

Serves as primary spokesperson, both within and outside of the agency for GSA's knowledge management program. Represents GSA at conferences, forums, consortia and academic seminars, as well as, to the print media, and serves as the chief GSA expert on knowledge management.

Develops knowledge and skills of GSA audiences at all levels, including the leadership, SES, middle management, knowledge workers and entry level workers in the full range of knowledge management and development.

Identifies highly knowledgeable and skilled employees, and ensures that they maximize these skills in their jobs and in their



“As the Chief Knowledge Officer for the agency, the incumbent is responsible for ensuring that GSA employees have the right information at the right time in the right place. Knowledge lives in people, while data and information reside in computers. The CKO provides the leadership required to successfully transform GSA into a learning organization that is flexible, agile and open to change.”



Papers and Reports: The Chief Knowledge Officer as a Source of Business Value - Netscape 6

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**sharing
insight**

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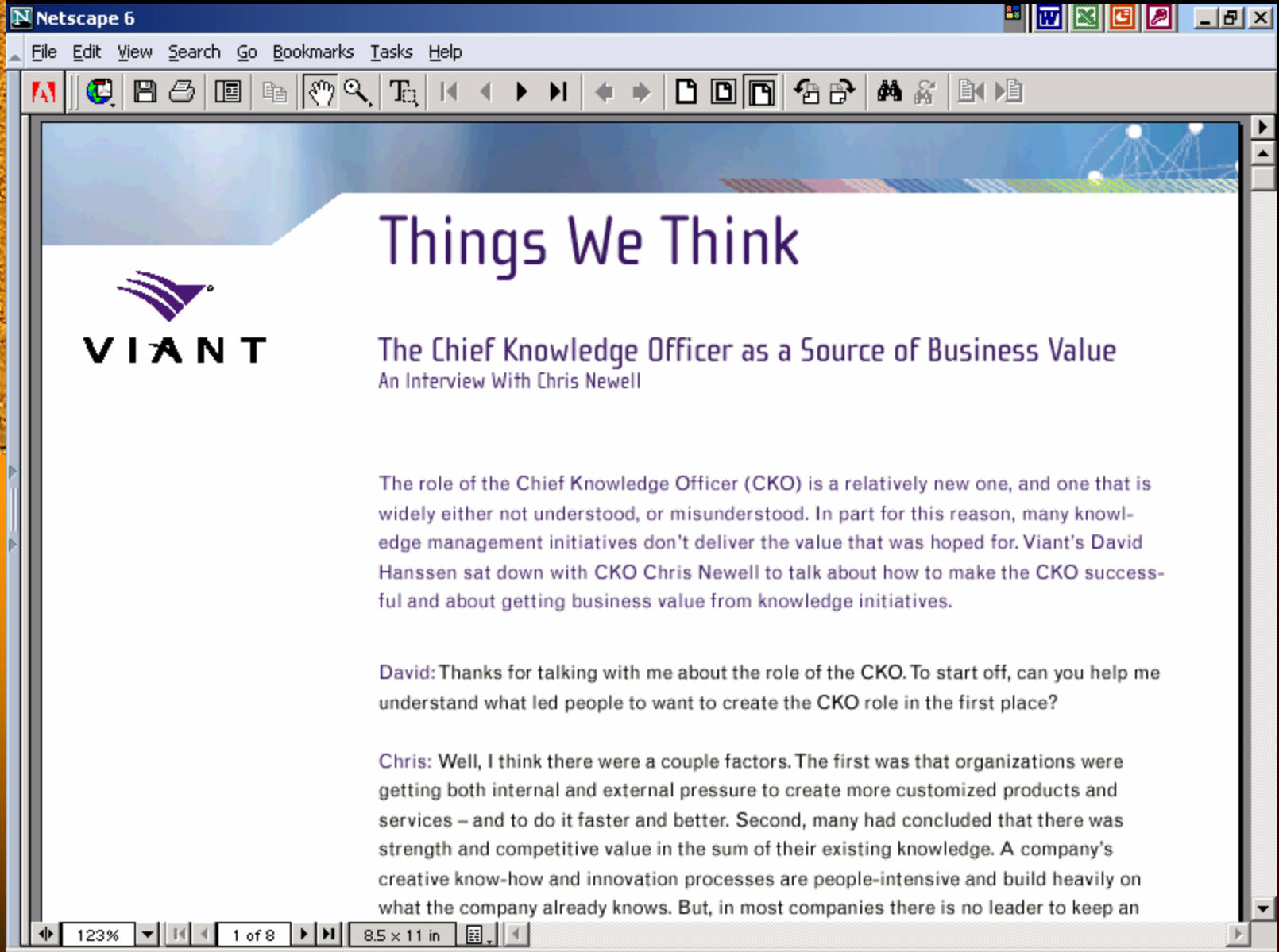
The Chief Knowledge Officer as a Source of Business Value

Chris Newell, Ph.D., Chief Knowledge Officer, as interviewed by David Hanssen, Consultant

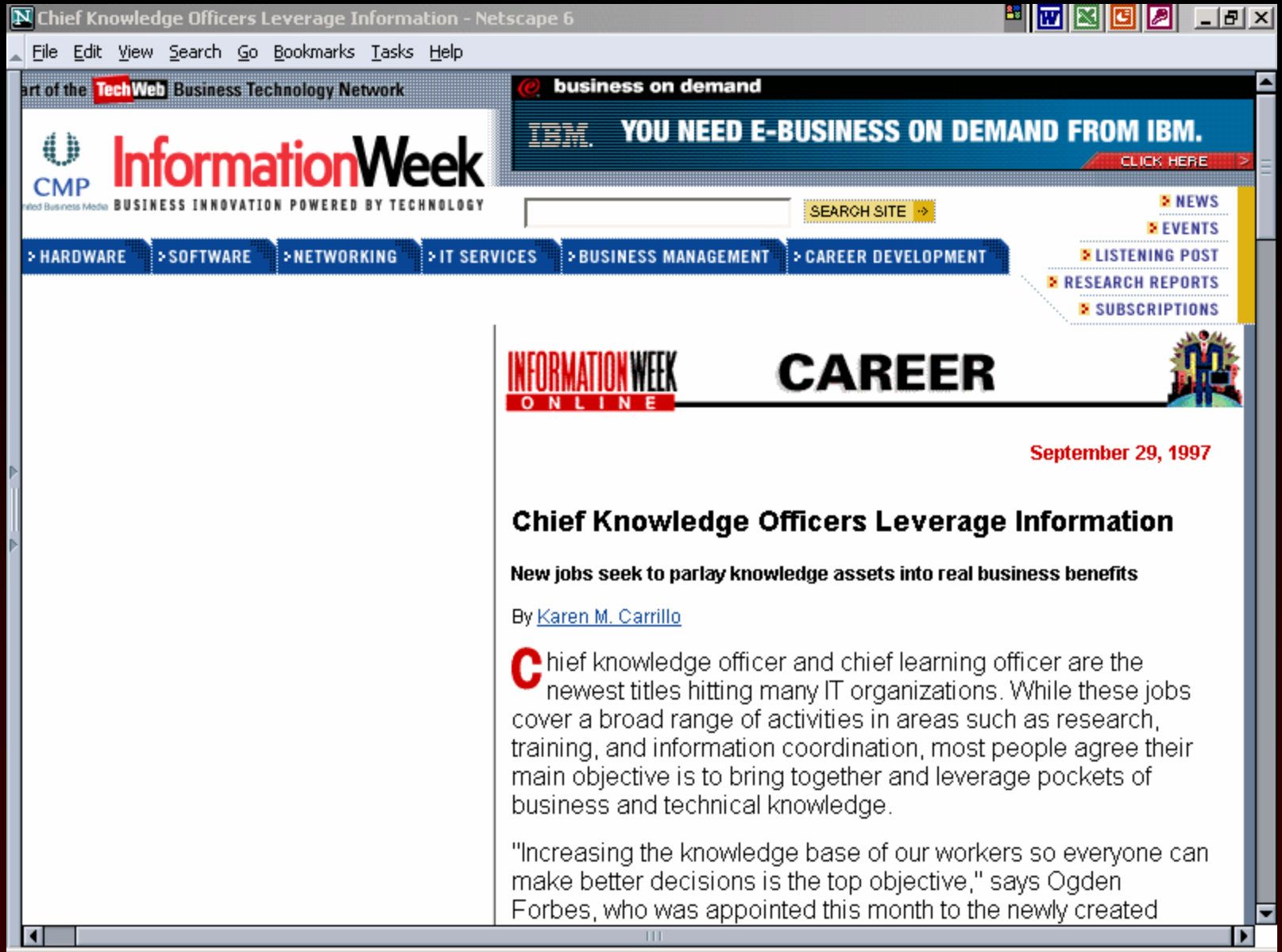
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Abstract
The Chief Knowledge Officer can be critical to the success or failure of knowledge management initiatives. David Hanssen's interview with Viant CKO Chris Newell reveals how companies can get the most business value from the role from this relatively new, frequently misunderstood role.

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<http://www.informationweek.com/650/50calev.htm>



Chief Knowledge Officers Leverage Information - Netscape 6

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INFORMATIONWEEK ONLINE **CAREER**

September 29, 1997

Chief Knowledge Officers Leverage Information

New jobs seek to parlay knowledge assets into real business benefits

By [Karen M. Carrillo](#)

Chief knowledge officer and chief learning officer are the newest titles hitting many IT organizations. While these jobs cover a broad range of activities in areas such as research, training, and information coordination, most people agree their main objective is to bring together and leverage pockets of business and technical knowledge.

"Increasing the knowledge base of our workers so everyone can make better decisions is the top objective," says Ogden Forbes, who was appointed this month to the newly created



Myths & Realities - Netscape 6

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Myth No. 10: Knowledge management needs a chief knowledge officer.

Very few people--even those with knowledge in their titles--have overall responsibility for all knowledge-management efforts within their company. And while the most successful knowledge-management initiatives have sponsorship from top management, most IT managers don't see the need for a chief knowledge officer.

"Some of the most successful firms I know in knowledge management don't have a chief knowledge officer," says Prusak. "And some of those who do are not so successful."

One problem with appointing a chief knowledge officer is that, by definition, knowledge management encompasses broad areas of an enterprise--from IT to human resources to top management--and putting one person "in charge" of knowledge management is difficult, if not impossible.

At Dow, for example, Allen oversees knowledge management as it relates to the chemical company's IT organization. But he has counterparts in Dow's human-resource, intellectual-asset management, and strategic-development operations. "I'm not a CKO, and in general we don't believe we need to have one at a very high level," he says.

Scient's Kalish, who does hold the title of chief knowledge officer, oversees a specific knowledge-management operation of 30 technologists, knowledge services personnel, and trainers.

For some, the title of chief knowledge officer is a problem because it suggests that someone controls a company's intellectual assets and is in charge of distributing knowledge. "It's the use of knowledge that's important, rather than the supply side," says GM's Noble. "Chief knowledge officer smacks of the supply side."

Companies that create a chief knowledge officer post often don't instill the job with the kind of authority it needs, says John Ladley, president of the Knowledge Interspace consulting firm. And doing so, he says, might not even be possible: "To be effective on a global basis, a CKO would have to be as powerful as a CEO."

What knowledge-management initiatives need, as with any corporate project, is sponsorship from one or more executives who can make things happen. Wagoner appears to have taken on that role at GM, for example. What determines the eventual success or failure of a knowledge-management effort, Prusak says, "is the passion and the brains of whomever is sponsoring it." ■

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Position Descriptions

- Knowledge Management Career Area**
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- Computer Specialist (Knowledge Management)**
Department of Defense
- Chief Knowledge Officer (Information Technology)**
Federal Energy Regulatory Commission
- Chief Knowledge Officer
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DISA
- Knowledge Manager, Program Expert**
GSA
- Knowledge Manager**
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- Knowledge Officer/Learning Officer Duties**
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“The much commoner and well-established role of chief information officer, or CIO, although sometimes thought to be similar to that of CKO, is quite different. CIOs have distinct responsibilities - IT strategy, IT operations, and managing the IT function - and so far have not formally taken on the full range of knowledge management activities. Where a CKO exists, there is also likely to be a CIO, but the corollary is not true.”



Office.com: What is a Chief Knowledge Officer? - Netscape 6

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What is a Chief Knowledge Officer?

Michael J. Earl
Sloan Management Review via Gale Group

Dec 22, 1999 — Many ambiguities characterize the new corporate role of CKO and knowledge management in general.

In many large organizations, and some small ones, a new corporate executive is emerging - the chief knowledge officer. Companies are creating the position to initiate, drive, and coordinate knowledge management programs. We have studied twenty chief knowledge officers (CKOs) in North America and Europe both to understand their roles and to gain insight on evolving knowledge management practice.

An accepted definition of knowledge management does not yet exist, although perspectives on knowledge abound. Most of the CKOs we studied have little time for such conceptualization, but they agree on three points.

1. Knowledge today is a necessary and sustainable source of competitive advantage. In an era characterized by rapid change and uncertainty, it is claimed that successful companies are those that consistently create new knowledge, disseminate it through the organization, and embody it in technologies, products, and services.[1] Indeed, several sectors - for example, the financial services, consulting, and software industries - depend on knowledge as their principal way

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A screenshot of a Netscape 6 browser window displaying a PDF document. The browser's address bar shows the URL from the header. The document content is centered on the page and includes the title, authors' names and affiliations, a track designation, and the word 'Abstract'. The browser interface includes a menu bar (File, Edit, View, Search, Go, Bookmarks, Tasks, Help), a toolbar with various icons, and a status bar at the bottom showing zoom level (127%), page number (1 of 2), and dimensions (8.26 x 11.69 in).

**Champions Of Knowledge Management:
Towards A Framework Of
Chief Knowledge Officer (CKO) Effectiveness**

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