



Knowledge Roles: The CKO and Beyond

WK-6



Knowledge Roles and Skills (DP)

- ‘Gap’ Needs to be filled – New roles?
- Can’t be the sole responsibility of a unit or a division or an individual
- Everyone must do it – no one has time
- Full-time KM staffers to make KM pervasive in the organization
- How to make everyone one’s own knowledge manager?



Of Consulting 'Top Guns' and Steel Workers

- Specialists, activities and attitudes
- Create, share out, use knowledge daily
- McKinsey – most knowledge oriented firm?
- Not very tuned to learning from outsiders
- Screening, hiring and selection process
- Consultants versus information specialists
- Chaparral steel – K is everyone's business
- Organizational culture and structure issues



Knowledge Management Workers

- Technical stuff – HTML, databases, notes
- K integrators, librarians, synthesizers, reporters and editors
- Gaps between doing, recording, sharing, ...
- How can others do it for those who don't?
- Journalists – can they be good K integrators?
- Good K workers come 'hard' and 'soft'
- Designation and re-designation of roles



Managers of Knowledge Projects

- Japan – middle up down – ‘interpretive flexibility’ – missing from Western ?
- Specific projects – specific knowledge
- Project management, change management, technology management
- Projects, teams, customers, budgets, schedules and problem solving ?
- Mix of technological, psychological and business skills



Roles of Knowledge Managers

- Repository – how to make it ‘happen’
- K Transfer – how to make it ‘happen’
- Infrastructure – how it make it ‘happen’
- K Asset management – valuations, etc.
- Important – sticking to time and budget
- K – sensitive subject – needs ‘egolessness’
- Primary source and arbiter – K is power?



Chief Knowledge Officer

- CKO, CLO, CIO, CTO, CRO,...

- “Musts” of a CKO Role

- Advocate or ‘evangelize’ for knowledge
- Design, implement, and oversee a firm’s KI
- Manage K relationships – external and internal
- Inputs for K creation and use around the firm
- Design and implement K codification approaches
- Measure and manage K assets – hard and soft
- Manage firm’s professional K managers
- Lead development of K strategy
- Culture, infrastructure and monetization – most critical



Of Human Networks and Other Networks

- Three options for location of CKO Role
- CKO, CLO, IA, [and Stand Alone]
 - Dow Chemical – Director of IA
 - Buckman Laboratories – Anecdote Mgmt
 - Leif Edvinsson Director of IA
 - Steve Kerr CLO
 - John Peetz CKO at E&Y
 - Judith Rosenblum CKO at Coca Cola
 - Not for every firm – HP, AA,

CKOs – 2 Critical Responsibilities

- CKOs have two critical responsibilities:
 - creating a knowledge management infrastructure and
 - building a knowledge culture.

Nonaka and Takeuchi (1995)

Tacit to Tacit – Socialization - P2P

Tacit to Explicit – Externalization – P2T

Explicit to Explicit – Combination – T2T

Explicit to Tacit – Internalization – T2P

Tacit

FROM

Explicit

Tacit

TO

Explicit

Socialization	Externalization
Internalization	Combination

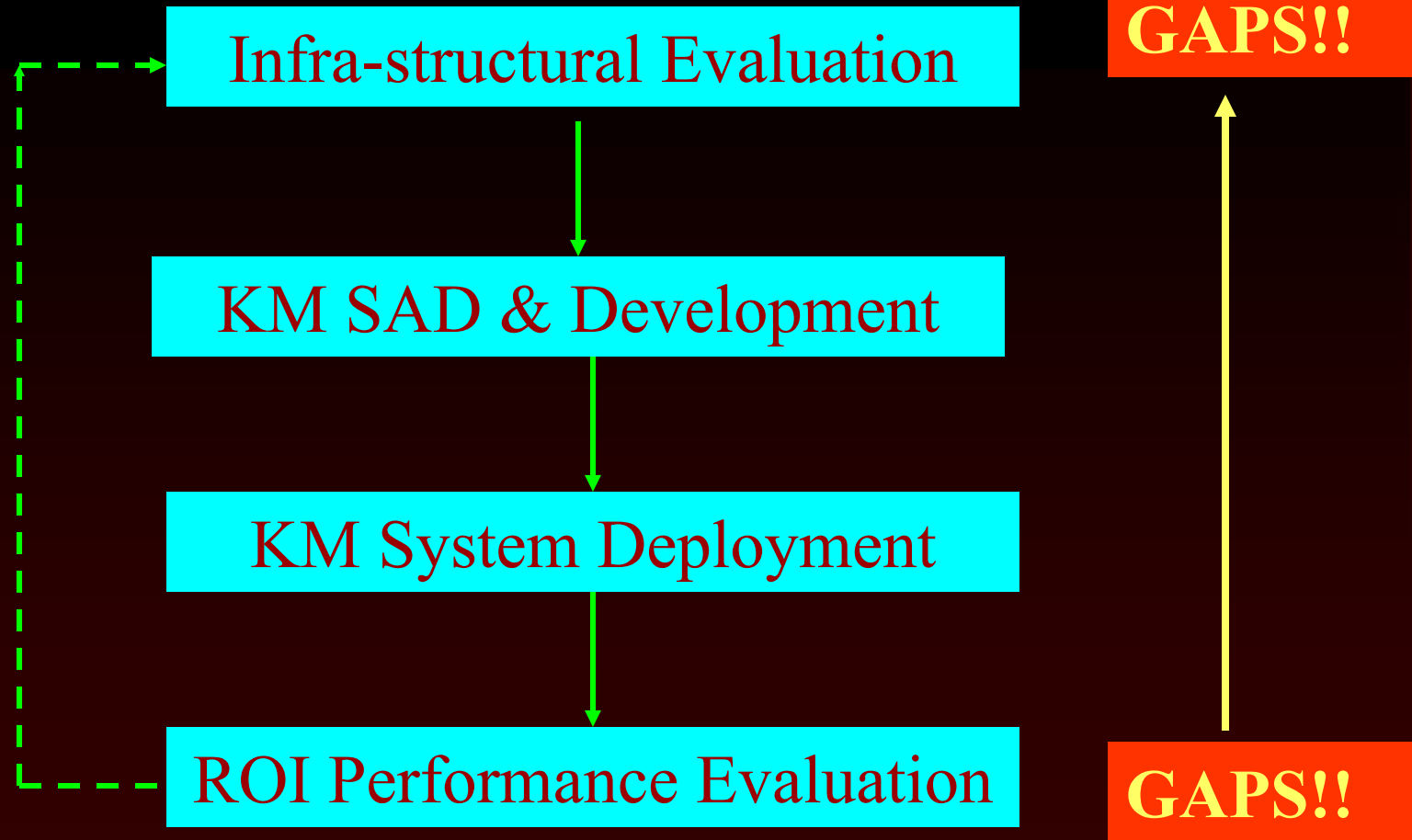
Enabling Technologies for KM

5 Components

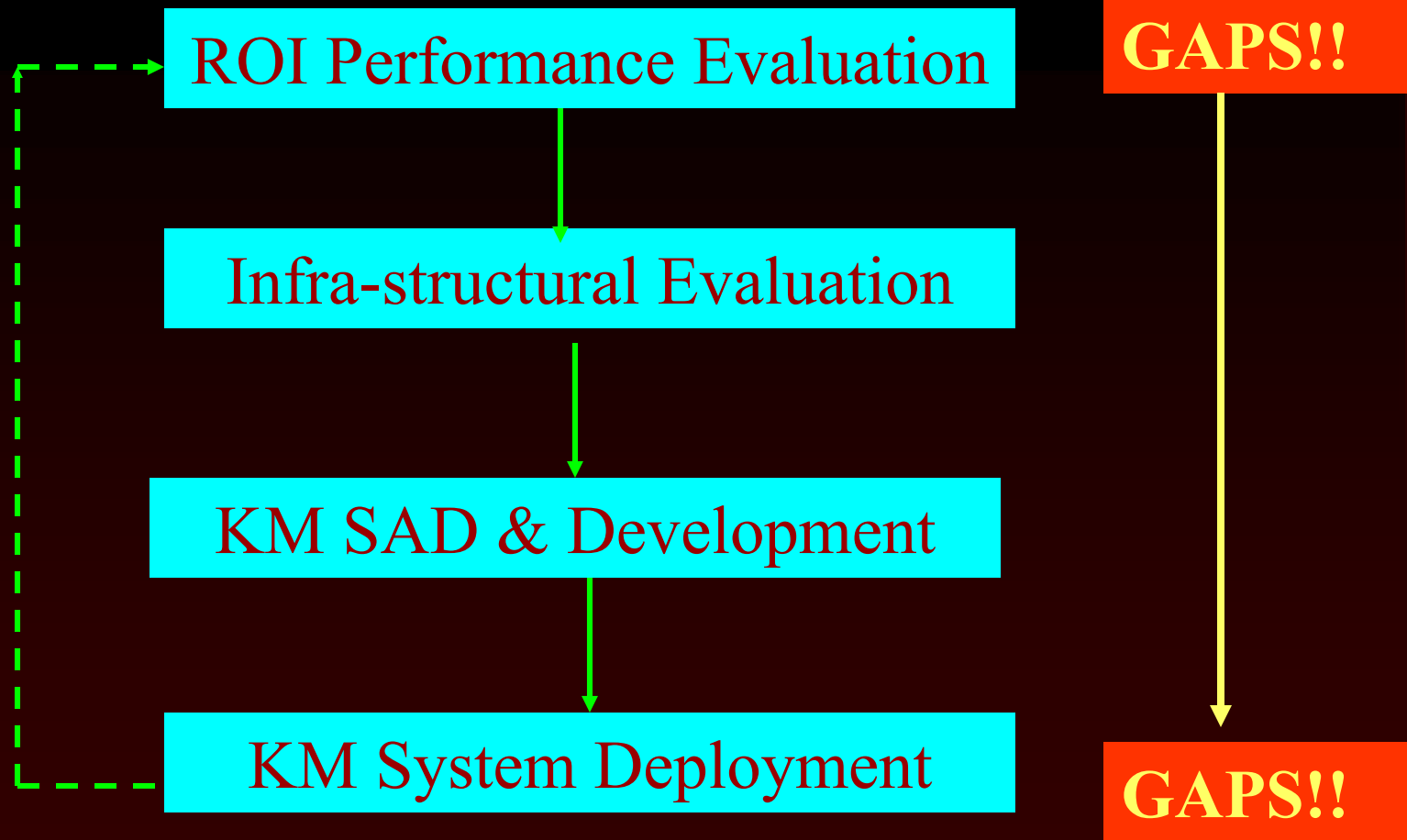
5 Meta Components

- Knowledge Flow – facilitate K flow
- Information Mapping – link and map I flow
- Information sources – 'data sources' ←
- Information and Knowledge exchange
 - Tools and non-technological facilitators
 - Enable exchange across tacit and explicit sources
 - Help create and share context, facilitate sense-making ?
- Intelligent agent and network mining

Four Phases for 10 Steps – Inputs Driven



Four Phases for 10 Steps – Outputs Driven



3 Key Distinctive Roles

- **Distinctions worth making, however, is the differences among**
 - **knowledge management,**
 - **organizational learning, and ,**
 - **intellectual capital.**

CKO, CLO, and Hybrids

- “Chief Knowledge Officer” captures and leverages structured knowledge, with information technology as a key enabler. **INPUTS**
- "Chief Learning Officer" job is about training and education, involving the HR function more than the IS group. **KNOWLEDGE**
- Positions having "intellectual capital" in the title tend to be hybrids, with a focus on converting knowledge into revenues and profits. **OUTPUTS**

CLO Position At Coca Cola

- "Creating and supporting an environment in which learning-and applying what we learn-is a daily priority for all of us."

CKO Role

- "Good" CKO should combine
 - an orientation to structured, explicit knowledge
 - with an intuitive feel for precisely how cultural and behavioral factors may impede or enable the leveraging of knowledge in an enterprise.
 - Measurement and economic return should also be key points of focus.
 - Difficult to find this combination of hard and soft in one person.

CKO Responsibilities

- CKOs have three critical responsibilities:
- creating a knowledge management infrastructure,
- building a knowledge culture, and,
- making it all pay off economically

Other Roles for KM

- At the corporate level or within a business unit, certain activities fit only a CKO's job description.
- In addition to the knowledge executive, at least two other positions are needed:
 - the knowledge initiative manager, and,
 - the knowledge editor/reporter.



KIM

- The knowledge initiative manager
 - analogous to the leader of a reengineering project or a strategic planning group
 - knowledge management initiatives similar to more familiar types of projects
 - as they are process oriented and advance some strategic goal.

Knowledge Foot Soldiers

- Day-to-day knowledge management technical task
- Knowledge reporter/editors - framing and structuring knowledge
- “Knowledge engineers”

Stories of KM Roles

- McKinsey
- Ernst & Young
- Monsanto
- Arthur Andersen
- Past, Present, and the Future of KM Roles