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
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

- Infra-structural Evaluation
- KM SAD & Development
- KM System Deployment
- ROI Performance Evaluation

GAPS!!

GAPS!!
Four Phases for 10 Steps – Outputs Driven

- KM System Deployment
- KM SAD & Development
- Infra-structural Evaluation
- ROI Performance Evaluation

GAPS!!
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