Pragmatics of Knowledge Management

WK-9
Pragmatics of K and its M

• Where to start?
• How to get help?
• Mistakes to avoid

Enough Theory… Now Its Implementation…
Where the rubber meets the road…
And that is where the biggest challenges are!!
Common Sense About KM

• **Start with High Value**  
  High – Low

• **Focused Pilot Project** – (remember IT and ERP implementation projects)

• **Need for working on multiple fronts**  
  Technology, Organization, Culture

• **Preempt Problems** – if you can Predict!

• **Get help from in and out** – if you can!
Starting Points for KM

- Offshoot from IS, Organizational Change Management, HRM
- KM co-exists with all practices – compare with IM, Finance (Value) ?
- What K is most important to ‘manage’?
- How to motivate to share and use K?
- What will make a project succeed ????
- K – customers, products, suppliers, value ?
Getting Started in KM

- Identify **business problems with high payback** for solving a ‘feasible’ K problem
- Be clear about the **business case** – just like for I and IS justifications
- Which K is most important? What (if anything) can be done about it? How soon is a ‘verifiable’ Payback? Interim checkpoints and surrogate measures of progress
Leveraging Existing Approaches

- What’s New and What’s Old About KM?
- Lead with **Technology** – pros / cons (AC)
- Lead with **Quality / Reengineering / Best Practices** – pros / cons (TI)
- Lead with **Organizational Learning**
  - Systems Thinking, COPs and COLs, Personal Development & “Mastery”, Self-organizing structures, Envisioning Multiple Futures
  - Most important, most difficult to relate to IT and $
  - Need to bridge the disconnect between OL, LO, and KM
Leveraging Existing Approaches

• Leading with Decision Making
  – Why it is important? Why it is difficult? How to make it work? Ex-post Rationalization

• Leading with Accounting
  – Why it is important? Why it is difficult? How to make it work?

• Selecting the Right Anchor
  – Which Anchor(s) to Choose as Start Points?
  – Depends Upon Organizational Culture
  – Multiple Anchors
KM Pitfalls

• If We Build It… - Focus on IT vs More Critical issues – 4Cs, culture, motivation, etc.
• Let’s Put the Personnel Manual On Line ??
• None Dare Call it K – Damned if you do…
• Every Man a K Manager – Need for CKO, Knowledge Managers vs. CFO, Finance
• Justification by Faith – vs. Measures
• From Access to Attention, Appetite, Affiliation
• Balance of KM and other change approaches
10-Step / 4-Phase

Phase 2 and Step 5

Designing the Knowledge Management Team

KMT-9
Designing the KM Team

• IT Project – End Users and IT Staff
• Expertise, knowledge, understanding, skills, and insights – internal and external
• Success of KM from “effective implementation and utilization for performance”
• Balance – Risk vs. Payoff, Short-Term vs. Long Term, Bottom Line vs. Strategic, Scope vs. Function
Sources of Expertise

• Internal IT Departments
• Team Based Local Experts
• External Vendors, Contractors, Partners and Consultants (Laterality and COPs)
• End Users and Front Line Staff
• Managers, Champions and Movers
Team Composition and Selection Criteria

- **Functional Diversity** – Pros and Cons (Remember ‘creative abrasion’)
- Temporary versus Permanent Teams / COPs
  - How to Decide?
  - KM vs. Business Restructuring or IT Project
- Core Team and Peripheral Players
- KM as **Self-Eliminating** Field ??? (cf: BPR)
- KM Leader – Facilitator ?? Control??
KM Breakpoints and Other Related Issues

- **User Buy-In** – most important – more challenging than IT Adoption projects
- Prototypes – Stitch in Time  
  - ?? (Eternal)
- Managing Stakeholders Expectations
- Breakpoint – “Buy-In” Failure  (REPEAT)
- Risk Categorization – Customer Mandate, Environment (??), Scope and Execution (??)
Managing Knowledge for e-Enterprise Performance

Design for Agility, Flexibility, and Adaptability

Info-Processing Model

Sense-Making Model

Knowledge Management for e-Business Model Innovation

Knowledge Harvesting & Exploitation

Knowledge Creation & Renewal

Tight Systems
Optimization and Efficiencies

Loose Systems
Agility, Flexibility, and Adaptability

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Categorizing KM Risks – Missing Dynamics

Hi

RISK

Lo

Hi

Lo

CONTROL

Hi

Scope of the Project

Customer Mandate

Environment

Execution
Rapid Fire Changes – IT Infrastructures

“The classic timeline of BPR – where consultants are brought in, models are drawn up, and plans are implemented gradually – just isn’t fast enough...”

“Many companies can’t go back to the ‘clean slate’ and completely rearchitect critical systems such as order fulfillment and product databases from the bottom up because they greatly depend on existing infrastructures.”

“E-Business is forcing companies to rearchitect all or part of their IT infrastructures – and to do it quickly.”
Customer Driven Virtual Communities
Supplier Coopetition in Business Ecosystems
Human Capital as Key Enabler

KNOWLEDGE PROCESS
Knowledge Utilization
Knowledge Creation

FROM COMPLIANCE TO COMMITMENT
External Controls for Compliance
Self Controls for Commitment

Stable and Predictable Organizational Environment
Pre-specification of rules, procedures and best practices

Self Control for Knowledge Utilization
Self Control for Knowledge Creation

Wicked Organizational Environment

e-Biz (R)evolution
Customer Driven Virtual Communities
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New & Improved e-Biz

Customer Driven Virtual Communities

Supplier Coopetition in Business Ecosystems

Human Capital as Key Enabler

Cyber Corporation Extended ‘Chains’
Tightly coupled

Industrial Age Corp. Vertical Fully Integrated

Product – From atoms to bits
Channel – From bricks to clicks
Processes – From BPR to e-Agility

Customer-driven e-Markets

E-Business Ecosystems