



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 K ?? Hi – Lo
- 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 Step5

**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 (**L**aterality and **C**OPs)
- End Users and Front Line Staff
- Managers, Champions and Movers



Team Composition and Selection Criteria

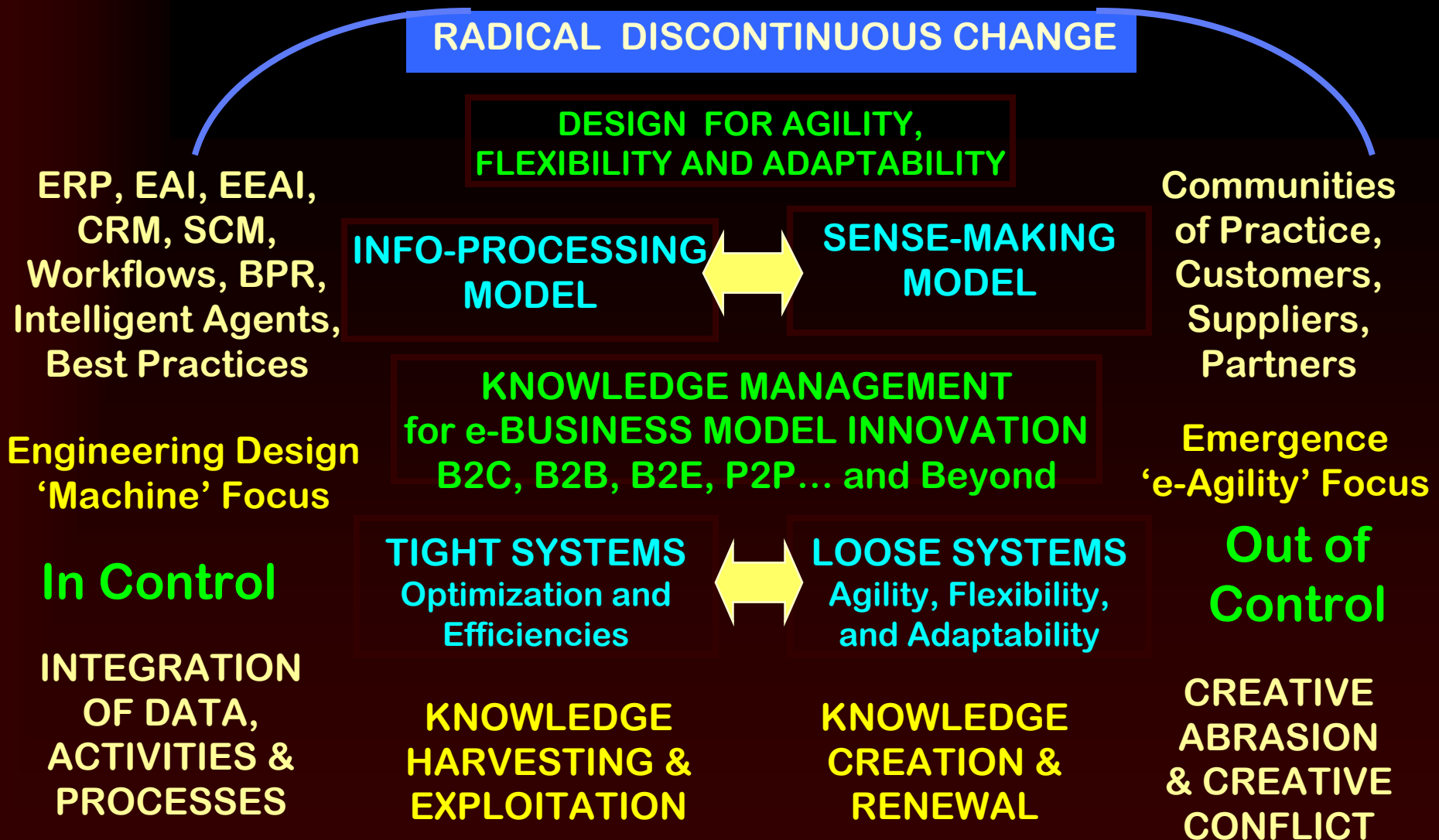
- **Functional Diversity** – Pros and Cons
(Remember ‘creative abrasion’)
- Temporary versus Permanent **Teams / COPs**
 - How to Decide?
 - KM vs. Business Restructuring or IT Project
- Core Team and Peripheral Players
- KM as **Self-Eliminating** Field **???** (cf: BPR)
- KM Leader – **Facilitator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



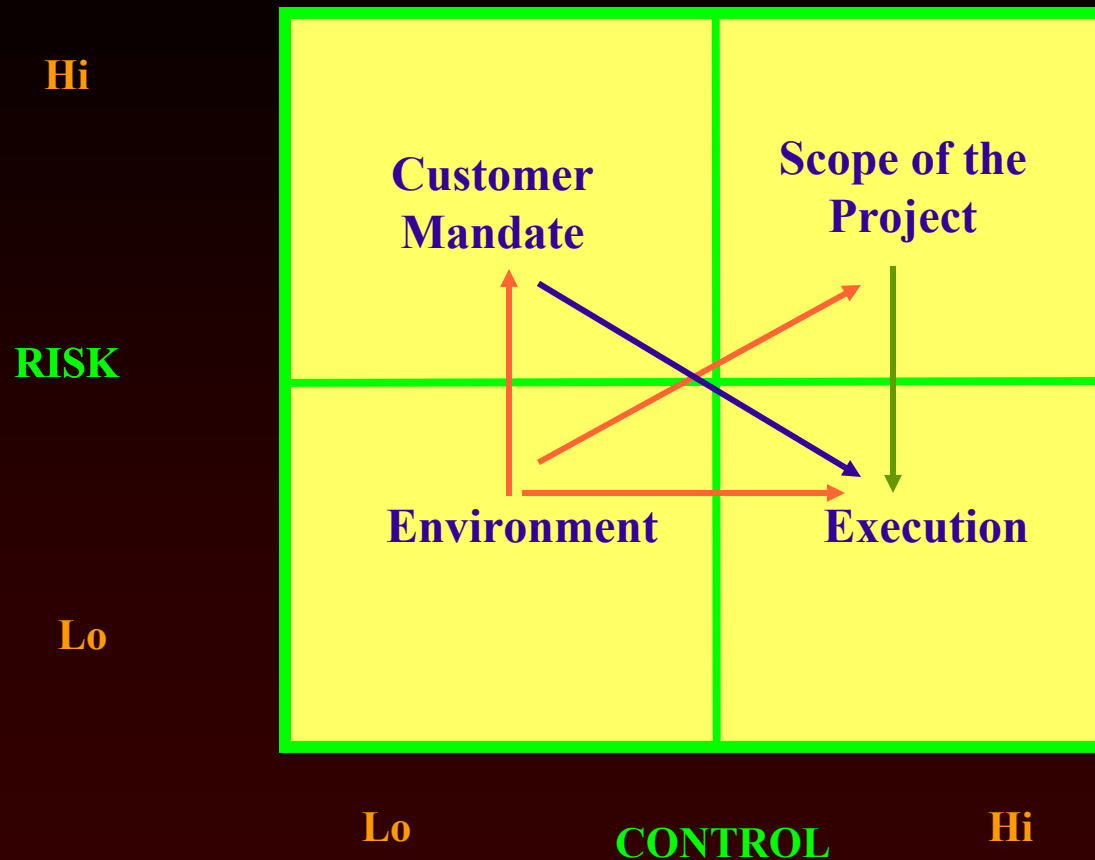
KM Breakpoints and Other Related Issues

- 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



Categorizing KM Risks – Missing Dynamics



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.”

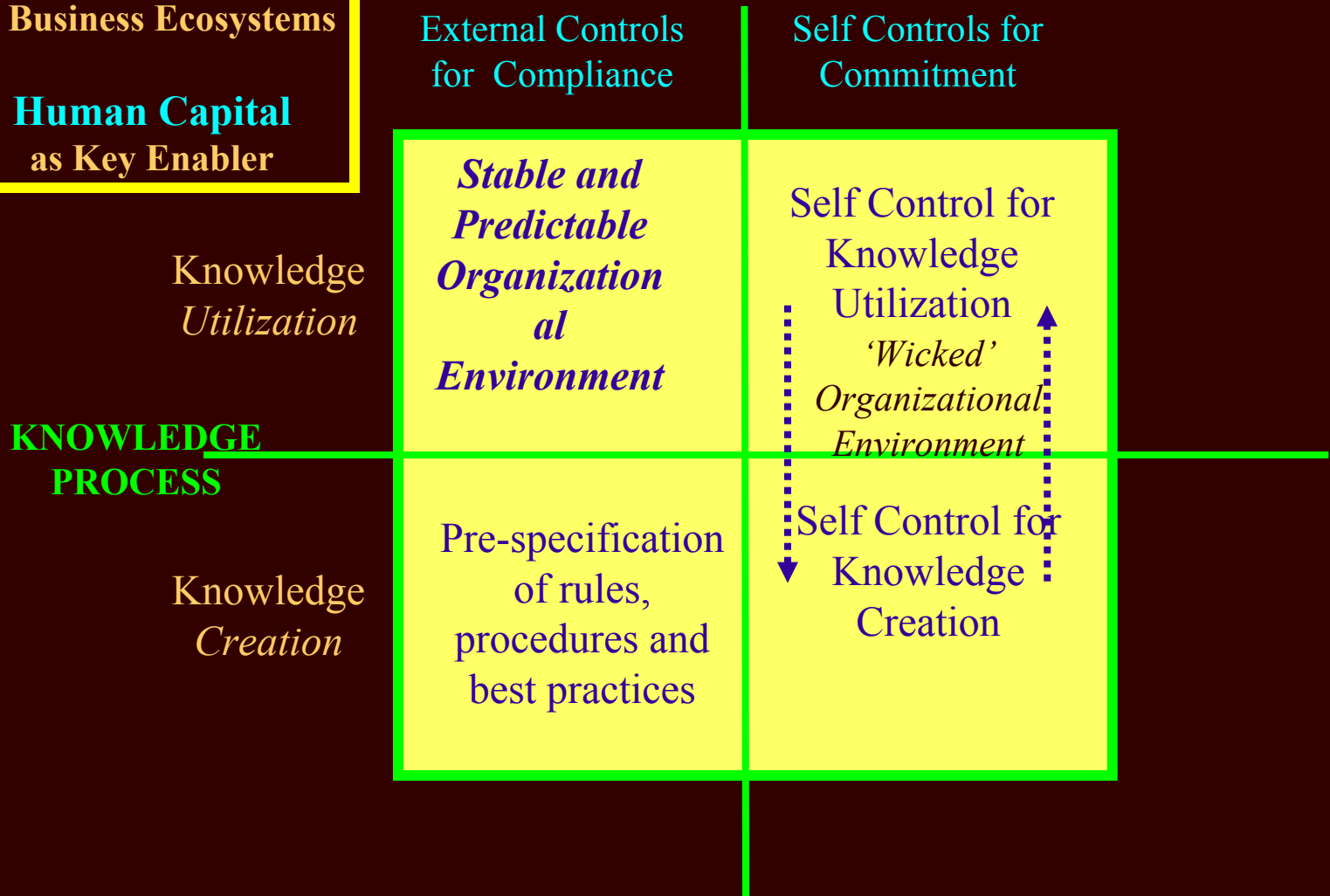
**Customer Driven
Virtual Communities**

**Supplier Coopetition
in Business Ecosystems**

**Human Capital
as Key Enabler**



FROM COMPLIANCE TO COMMITMENT





Customer Driven
Service enhanced customization

Value Creation

Supplier driven
Mass production

Customer Driven
Virtual Communities
Supplier Coopetition in Business Ecosystems
Human Capital as Key Enabler

Industrial Age Corp.
Vertical Fully Integrated

Cyber Corporation
Extended 'Chains'
Tightly coupled



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