

Involving Successfully Management and Key Knowledge Workers into KM Projects

KM Egypt Conference 2010, Cairo, April 20-21,2010

Dr.-Ing. Josef Hofer-Alfeis
Consultant for Knowledge and Innovation Management
Partner, Amontis Consulting
Munich, Germany
josef.hofer-alfeis@amontis.com



Design: Ron Hofer

Introduction

- A very short excursion into a vast field - 30 minutes versus 3 days in lectures/seminars in Germany / Austria
- Very often KM projects are driven essentially from KM experts and do not reach the desired final state of effective and enduring support for the organization's knowledge work
- The reason: Key experts and/or the responsible management team are not engaged in the right way.
- Two approved complementary processes will be presented to succeed:
 - Analyze and plan the KM state and needs in interviews with key knowledge workers
 - Develop a Knowledge Strategy by business owner / organizational head and his / her management team to focus KM on an urgent business transformation
- The result is a customized KM program focused and orchestrated across all support disciplines, which are typically involved in knowledge issues

Agenda

- 1 For a joint understanding: Knowledge and KM basics
- 2 Analyzing as-is and to-be KM with key knowledge workers
- 3 Business strategy – Knowledge Strategy – KM-Program
- 4 Conclusions

Raw material and resource „Knowledge“ – the comprehensive view in KM

Customers, suppliers, partner, ... the world
relationships ... knowledge

Enterprise

Ideas / Innovation opportunities

Patents ... (Intellectual Property)

Standards, Regulations ...

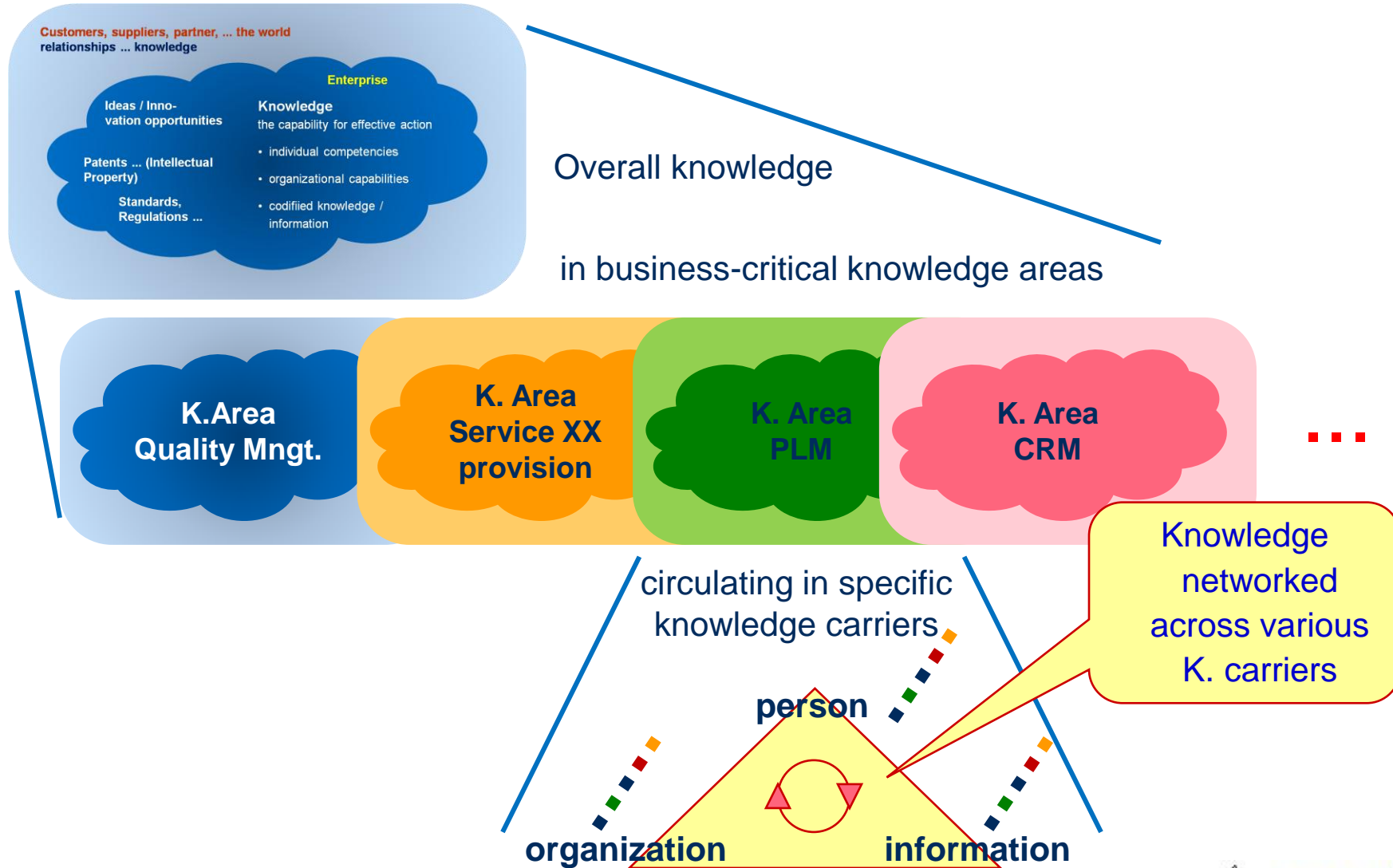
Knowledge

the capability for effective action

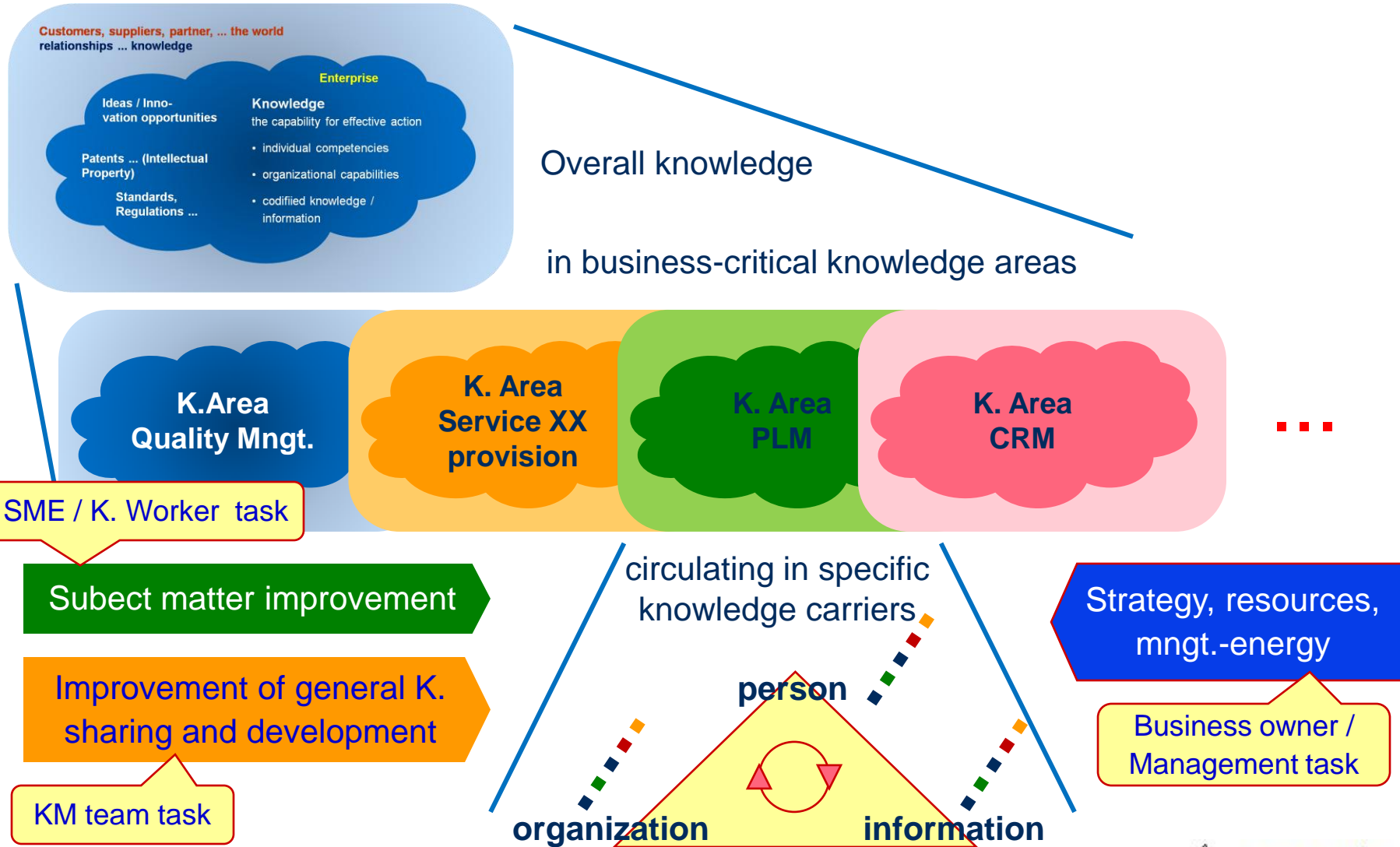
- individual competencies
- organizational capabilities
- codified knowledge / information

Synonym: „Intellectual Capital“

Knowledge areas – carriers – quality



Knowledge areas – carriers – KM tasks and key players



Agenda

1

For a joint understanding: Knowledge and KM basics

2

Analyzing as-is and to-be KM with key knowledge workers

3

Business strategy – Knowledge Strategy – KM-Program

4

Conclusions

Analyzing as-is and to-be KM via „design interviews“ with key knowledge workers – procedure

- Interviews á 2,5 hours
- 6 - 10 Interview partner from different organizational / functional units: managers and subject matter experts
- Questions and discussion on relevant KM instruments in the organization
- Not only analysis – at the same time intensive communication for joint KM understanding and reflection on needs and opportunities

Analyzing as-is and to-be KM via „design interviews“ with key knowledge workers – example

Typical results

	importance	power
• Find and learn from expert team/community information	very high	runs badly
• Transfer knowledge from team leaving expert	very high	runs moderately
• Share knowledge and collaborate in cross-organizational community of practice	very high	runs badly
• Social networking (bookmarking ... weblogging ... „internal LinkedIn“ ...) and ad hoc collaboration (instant messaging ... video-/web-conferencing ... Wiki-application ...)	low ... very high	runs badly

Interesting variance in individual evaluations: need for internal exchange on KM process?

typical results

Importance (B): 1=low, 2=moderate, 3=high
Power (L): 1=bad, 2=moderate, 3=good

Examples with high variance in power

social events and appropriate locations for K. sharing	3	3	2	3	2	3	3	2	3	2,7	3	2	1	1.. 2	2	2	3	3	2	2,3	<u>0.4</u>
team/project briefing with results from recherche services	3	3	2	2	1.. 3	2	3	2	1	2,2	1	2	2	3	2	2	3	3	1	2,1	<u>0.1</u>
collaboration via jointly developed documents, e.g. in a wiki	3	2	3	1	3	3	1	3	2	2,2	1	2	2	3	2	2	2	3	3	2,4	<u>-0.2</u>

Greatest need for action – typical examples

Inhalt modellieren, z.B. Wissenskarte / Topic Map / Referenzprozesse erstellen	3 3 3 3 3 3 3 3 3 3,0	1 1 1 1 1 1 1 1 1 1,1	1 1 1 1 1 1 1 1 1 1,1	1,9		B
Dok. Wissen suchen via (Meta)-Suchmaschine ... und Wissen erschließen	3 3 3 3 3 3 3 3 3 3,0	1 1 1 1 1 1 1 1 1 1,2	1 1 1 1 1 1 1 1 1 1,2	1,8		B
International: Experten suchen über Wissensprofil-/Wissenskarten-System ... und lernen bzw. Wissen austauschen	2 2 3 3 3 3 3 3 3 2,8	1 1 1 1 1 1 1 1 1 1,0	1 1 1 1 1 1 1 1 1 1,0	1,8	internat Zus.- Arbeit	B
Systematischer Wissenstransfer bei Expertenwechsel (Leaving Expert Debriefing, LXD)	2 2 2 ... 3 3 3 3 3 3 2,8	1 1 1 1 1 2 1 ... 1 1,2	1 1 1 1 1 2 1 ... 1 1,2	1,6		S
Lessons Learned erfassen und transferieren	2 2 2 ... 2 2 2 2 2 2,8	1 1 1 1 1 1 1 1 1 1,1	1 1 1 1 1 1 1 1 1 1,1	1,5		B

many KM deficits / „construction sites“
– some are inter-connected: how?

Agenda

1

For a joint understanding: Knowledge and KM basics

2

Analyzing as-is and to-be KM with key knowledge workers

3

Business strategy – Knowledge Strategy – KM-Program

4

Conclusions

Knowledge Strategy Process – overview

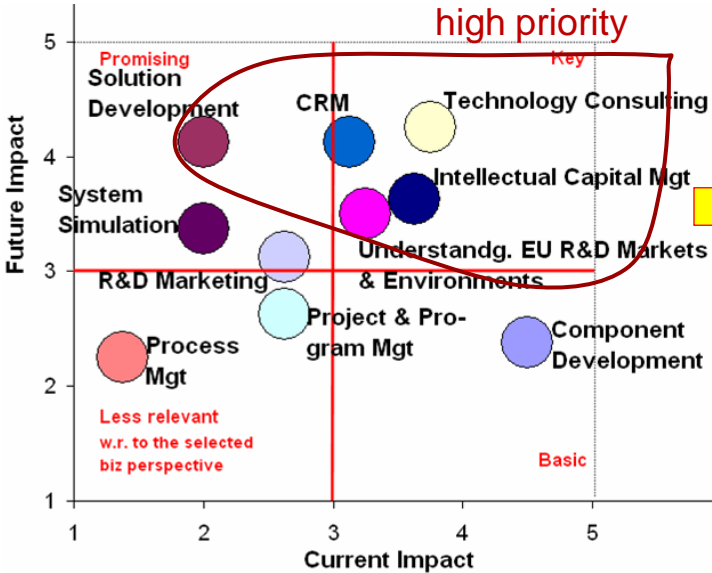
- Starting point: most urgent business transformation
- Driver: Business owner / organizational head and management team

Major results:

- Portfolio of business-critical knowledge areas ranked by importance today and in future
- Knowledge objectives for proficiency, diffusion and codification
- Appropriate KM actions with priority and owner
 - With major input from KM as-is and to-be analysis
 - Tasks for subject matter experts (knowledge quality improvements)
 - Tasks for KM Team (KM system/process improvements)

Knowledge Strategy Process – major results

Knowledge Portfolio → knowledge objectives → KM measures



Wissenstiefe (teilung/-Vernetzung IGWV)			
	ist	soll	Wissensziel
Interne Involvierte (pot. Ma			
MontSys.-Entwicklung	3	3	konsolidieren
Vertrieb D	2	3	steigern
QM-Abt.	2	3	steigern
Logistik	3	3	konsolidieren
Produktion	2	3	steigern

Wissenskodifizierung (1)		
Inhalte		
ist	soll	Wissensziel
1	3	stark steigern

ggf. Wissenskodifizierung (2)		
Inhalte		

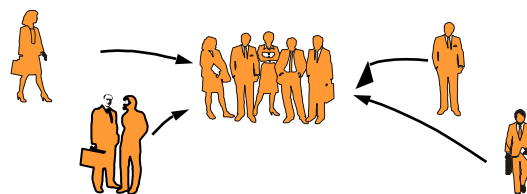
Customized KM-program from various KM instruments, examples:

Knowledge risks → Debriefing ...
 Measures for innovation ...
 patents ... standardization

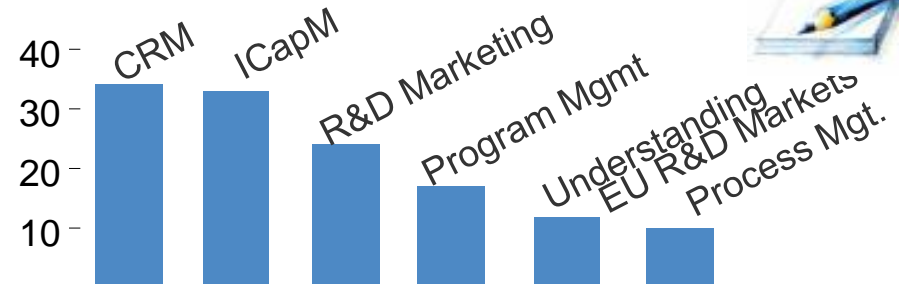
KM-Processes for codified knowledge:

- Idea management
- FAQ; Tipps & Tricks
- Lesson Learnt
- Best Practice
- Process modelling
- Product modelling
- Knowledge map ...

Social networking & communities



Strategic Learning & Training



Agenda

1

For a joint understanding: Knowledge and KM basics

2

Analyzing as-is and to-be KM with key knowledge workers

3

Business strategy – Knowledge Strategy – KM-Program

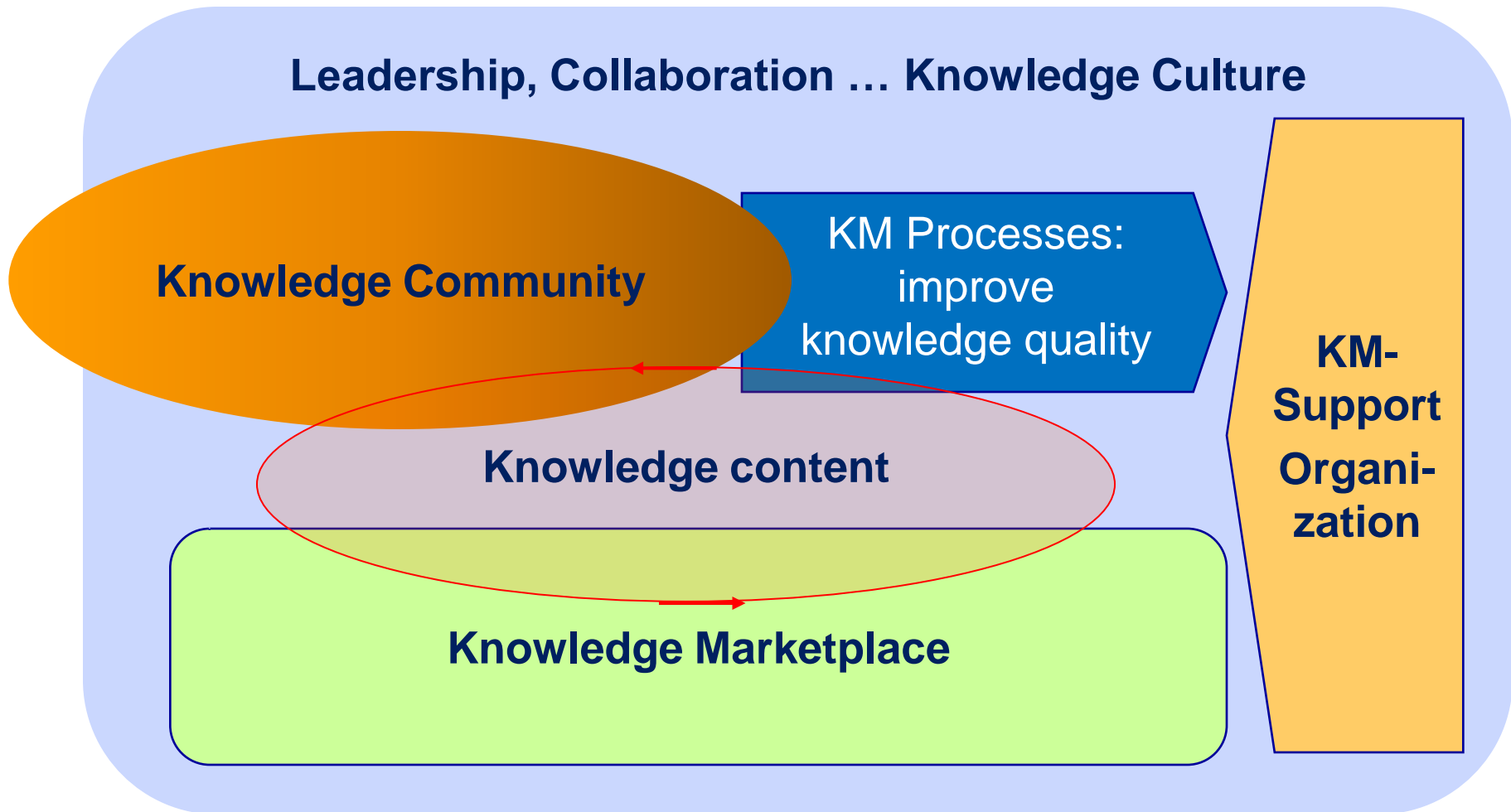
4

Conclusions

Conclusions

- Engage key people of the company/organization by KM process
“Analyzing and planning the KM state and needs in interviews with key knowledge workers”
- Engage the responsible management team by KM process
“Developing a Knowledge Strategy by business owner or organizational head and management team to focus KM on an urgent business transformation”
- The result is a customized KM program focused and orchestrated across all support disciplines, which are involved in knowledge issues.
- Due to time limitations:
We did not yet discuss how to implement KM successfully, e.g. via socio-technical KM systems and KM project management process

A KM System is a socio-technical system



Contact

Dr.-Ing. Josef Hofer-Alfeis

Consulting for Knowledge and Innovation Management
Integrated Strategies and Solutions for the Intellectual Capital -
Competencies | Knowledge Networking | Information | Innovation |
Intellectual Property | Standards & Regulation
Josef-Sterr-Str. 4, D-81377 München

T +49 89 85661623

F +49 6221 141693

M +49 173 9775943

Email josef.hofer-alfeis@amontis.com

LinkedIn www.linkedin.com/profile?viewProfile=&key=638475&locale=en_US&trk=tab_pro

Skype JHofer-Alfeis

del.icio.us <http://del.icio.us/HoferAlfeisJ>



Partner

Competence Center Knowledge | Innovation |
Intellectual Capital Management

Amontis Consulting AG

Kurfürsten Anlage 34

D-69115 Heidelberg

Germany

www.amontis.com

Partner

IDPW – Institut für demografieorientiertes

Personal- und Wissensmanagement

c/o gfw Gesellschaft zur Förderung der Weiterbildung
an der Universität der Bundeswehr München

Werner-Heisenberg-Weg 39

85577 Neubiberg

info@idpw-muenchen.de

References and Resources

Bücher:

- Boisot, Max H.: Managing Knowledge Assets – Securing competitive advantage in the information economy. New York: Oxford University Press, 1998, ISBN: 0-19-829607-X
- Knowledge Management in Organisations: a critical introduction – Nov 2004 Donald Hislop, ISBN: 0199262063
- Learning to fly: practical knowledge management from leading and learning organisations – Nov 2004, Chris Collison, Geoff Parcell, ISBN: 1841125091
- Working knowledge: how organisations manage what they know – 2000 Thomas H. Davenport, Laurence Prusak, ISBN: 1578513015
- Doz, Yves, et al: From Global to Metanational. Harvard Business School Press, 2001. ISBN: 0-87584-870-2
- Davenport, T. H., Probst, G.: Knowledge Management Case Book. Publicis Corp. Publishing, 2002. ISBN: 3895781819
- Auer, T.: ABC der Wissensgesellschaft, Doculine-Verlag D-72766 Reutlingen, ISBN 978-3-9810595-4-0

Empfohlene Links:

- www.knowledgebusiness.com
- www.wimip.de
- www.knowledgeboard.com
- www.cibit.com/site-en.nsf/p/-News
- www.APQC.org
- www.eknowledgecenter.com
- <http://www.hrm-auer.ch>
- <http://www.pwm.at/>
- <http://www.c-o-k.de/index.htm>
- <https://www.xing.com/net/wm>
- <http://www.wissenmanagen.net/Wissenmanagen/Navigation/Werkzeugkasten/Anwender/instrumente.did=73392.html>

Empfohlene Fachzeitschriften:

- Wissensmanagement (Fokus Anwendung, Beratung, Anbieter)
- Journal of Knowledge Management (Fokus Forschung; englisch)
- KM Review (Fokus Anwendung; englisch)

Gremien und Tagungen:

BITKOM ArbKreis Knowledge Engineering & Mgt.; KnowTech-Konferenz

Ges. für WM (GfWM); mit WM-Stammtischen zum Erfahrungsaustausch in vielen Städten

Dr.-Ing. Josef Hofer-Alfeis, 2010

Eigene aktuelle Publikationen: www.amontis.com → Publikationen → Mngt des Intellekt. Vermögens

Eigene Veröffentlichungen und Beiträge in Büchern:

- Hofer-Alfeis, J., et al: D-A-CH Wissensmanagement Glossar ... - In: KnowTech Konferenzband 2009, www.knowtech.net
- Hofer-Alfeis, J.: The Leaving Expert Debriefing to fight the retirement wave of the ageing workforce. Int. J. Human Resources Development and Management, Vol. 9, Nos. 2/3, 2009
- ~: Lässt sich der wirtschaftliche Erfolg von Wissensmanagement überhaupt nachweisen? Keynote zum Workshop " WIEM 2009 - Messen, Bewerten und Benchmarks des wirtschaftlichen Erfolgs von WM, WM2009, Solothurn
- ~: Das virtuelle Aktivitätstal bei sozialen Netzwerken - Diagnose und Therapie - In: KnowTech Konferenzband 2008, www.knowtech.net
- ~: KM solutions for the Leaving Expert issue. JOURNAL OF KNOWLEDGE MANAGEMENT j VOL. 12 NO. 4 2008, pp. 44-54,
- ~: Was leistet WM? Wissensmanagement, Heft 1/2008, S. 38-39;
- ~, Keindl, K.: Die Prozess-Systematik im Unternehmenseinsatz. Wissensmanagement, Heft 2/2008, S. 38-39
- ~, Keindl, K.: WM-Prozess-Systematik als WM-Taxonomie und Instrument für In: KnowTech Konferenzband 2007, www.knowtech.net
- ~, Keindl, K. und BITKOM Ak KEM: BITKOM Leitfaden WM-Prozess-Systematik, 2007, http://www.bitkom.org/de/publikationen/38337_45785.aspx
- ~: Wissensmanagement im prozess-orientierten Unternehmen. Beitrag in: KnowTech Konferenzband 2006, www.knowtech.net
- ~: Entwicklung und Umsetzung einer Wissensstrategie. In: Richard Pircher (Hrsg.): Wissen wirkt. 2006 www.donau-uni.ac.at/wuk/wm (-> Projekte)
- ~: Mehrwert und Zukunft von Wissensmgt. liegen im trans-disziplinären Vorgehen. In: KnowTech Konferenzband 2005, www.knowtech.net
- ~: Effective Integration of KM into the Business Starts with a Top-down Knowledge Strategy. J. of Universal Comput. Science, vol. 9, no. 7 2003, 719-728
- ~ in: Deking, I, Management des Intellectual Capital, Gabler Verlag, 2003
- ~ in: T. Davenport, G. Probst (eds): Siemens KM Case Book, 2nd edition, Wiley/Publicis, 2002
- ~ in: M. Bellmann, et al (Hrsg): Praxishandbuch Wissensmanagement, Symposium, 2002
- ~ in: C. W. Holsapple (ed.): Handbook on KM, Springer, 2002, pp. 443-466