Involving Successfully Management and Key Knowledge Workers into KM Projects

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

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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

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<th>For a joint understanding: Knowledge and KM basics</th>
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<td>Analyzing as-is and to-be KM with key knowledge workers</td>
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<td>Business strategy – Knowledge Strategy – KM-Program</td>
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<td>4</td>
<td>Conclusions</td>
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Raw material and resource „Knowledge“ – the comprehensive view in KM

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

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

Overall knowledge
in business-critical knowledge areas

Knowledge networked across various K. carriers

circulating in specific knowledge carriers

person
organization
information

K.Area
Quality Mngt.

K. Area
Service XX
provision

K. Area
PLM

K. Area
CRM

Customers, suppliers, partner, ... the world relationships ... knowledge
Ideas / Innovation opportunities
Patents ... (Intellectual Property)
Standards, Regulations ...
Enterprise
Knowledge the capability for effective action
- individual competencies
- organizational capabilities
- codified knowledge / information
Knowledge areas – carriers – KM tasks and key players

Overall knowledge in business-critical knowledge areas

K. Area Quality Mngt. K. Area Service XX provision K. Area PLM K. Area CRM

SME / K. Worker task

Subject matter improvement

Improvement of general K. sharing and development

KM team task

Strategy, resources, mngt.-energy

Business owner / Management task

Circulating in specific knowledge carriers
Agenda

1. For a joint understanding: Knowledge and KM basics
2. Analyzing as-is and to-be KM with key knowledge workers
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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**

• Find and learn from expert | team/community | information

• Transfer knowledge from team | leaving expert

• Share knowledge and collaborate in cross-organizational community of practice

• Social networking (bookmarking ... blogging ... „internal LinkedIn“ ... ) and ad hoc collaboration (instant messaging ... video-/web-conferencing ... Wiki-application ... )

<table>
<thead>
<tr>
<th>importance</th>
<th>power</th>
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<tbody>
<tr>
<td>very high</td>
<td>runs badly</td>
</tr>
<tr>
<td>very high</td>
<td>runs moderately</td>
</tr>
<tr>
<td>very high</td>
<td>runs badly</td>
</tr>
<tr>
<td>low ... very high</td>
<td>runs badly</td>
</tr>
</tbody>
</table>
Interesting variance in individual evaluations: need for internal exchange on KM process?

### typical results

<table>
<thead>
<tr>
<th>Examples with high variance in power</th>
<th>Importance (B)</th>
<th>Power (L)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1=low, 2=moderate, 3=high</td>
<td>1=bad, 2=moderate, 3=good</td>
</tr>
<tr>
<td>social events and appropriate locations for K. sharing</td>
<td>3 3 2 3 2 3 2 3 2,7</td>
<td>3 2 1.. 2 2 2 3 2,3 0,4</td>
</tr>
<tr>
<td>team/project briefing with results from recherche services</td>
<td>3 3 2 2 1.. 2 3 2 1 2,2</td>
<td>1 2 2 3 2 2 3 3 1 2,1 0,1</td>
</tr>
<tr>
<td>collaboration via jointly developed documents, e.g. in a wiki</td>
<td>3 2 3 1 3 3 1 3 2 2,2</td>
<td>1 2 2 3 2 2 3 3 2,4 -0,2</td>
</tr>
</tbody>
</table>
Greatest need for action – typical examples

| Inhalt modellieren, z.B. Wissenskarte / Topic Map / Referenzprozesse erstellen | 3 3 3 3 3 3 3 3,0 | 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 3,0 | 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 3,2,8 | 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 3,2,8 | 1 1 1 1 2 1,3 1,2 1,6 | S |
| Lessons Learned erfassen und transferieren | 0 2 2 2 3 3 3 3,2,6 | 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
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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

KM-Processes for codified knowledge:
• Idea management
• FAQ; Tipps & Tricks
• Lesson Learnt
• Best Practice
• Process modelling
• Product modelling
• Knowledge map …

Customized KM-program from various KM instruments, examples:

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

Strategic Learning & Training

Social networking & communities
# Agenda

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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

Leadership, Collaboration … Knowledge Culture

Knowledge Community

Knowledge content

Knowledge Marketplace

KM Processes: improve knowledge quality

Human Organization

Infrastructure/Techniques

KM-Support Organization
Contact

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References and Resources

Bücher:

- Auer, T.: ABC der Wissensgesellschaft, Doculine-Verlag D-72766 Reutlingen, ISBN 978-3-9810595-4-0

Empfohlene Links:

- www.knowledgebusiness.com
- www.wmip.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

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