

# Agile Knowledge Management (KM<sup>Agile</sup>)

Quickly Build  
a KM Strategy and Capability  
While Delivering Measurable Results

@billkaplankm



**Working Knowledge** CSP  
Concept | Strategy | Practice  
Knowledge at the Point of Execution®



# Simple View of Knowledge



# Knowledge Management

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An organization's capability to *capture, adapt, transfer, and reuse* its "critical and relevant" knowledge to continually improve performance at the individual, team, and organization level.



# Challenges in Making the KM Business Case

- Business/Operational Environment (BOE)
- Planning, Programming, Budgeting Cycle and Timing
- Operational Tempo (Op Tempo)
- Behavior change required
- Knowledge use and flow
- Meaningful Application - tangible impact to performance?
- Doing more with less
- Leadership attention and expectations
- WIIFM?

# Unique Business Case Challenges in the Federal Government

- Planning, Budgeting, Appropriation Cycle Timeline
- Temporary Nature of Political Appointments
- Appreciation for the Investment
- Knowledge Leadership and Accountability
- Sense of Urgency
- Unclear KM Link to Mission  
(Business/Operational) Objectives
- Viewing technology as the KM Solution
- Embedded and supported in workflow



# EVERYDAY BREAK THROUGHS



**Making KM “Stick”**

## **Business Case**

Build KM Strategy  
and Capability  
While Delivering  
Measurable Results  
Quickly



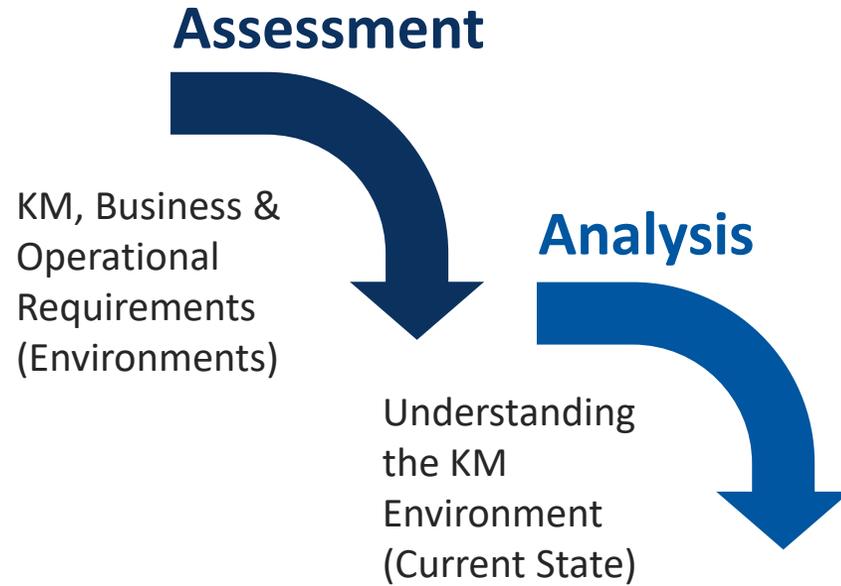
## **#1 Learning**

Results  
Change  
Behavior

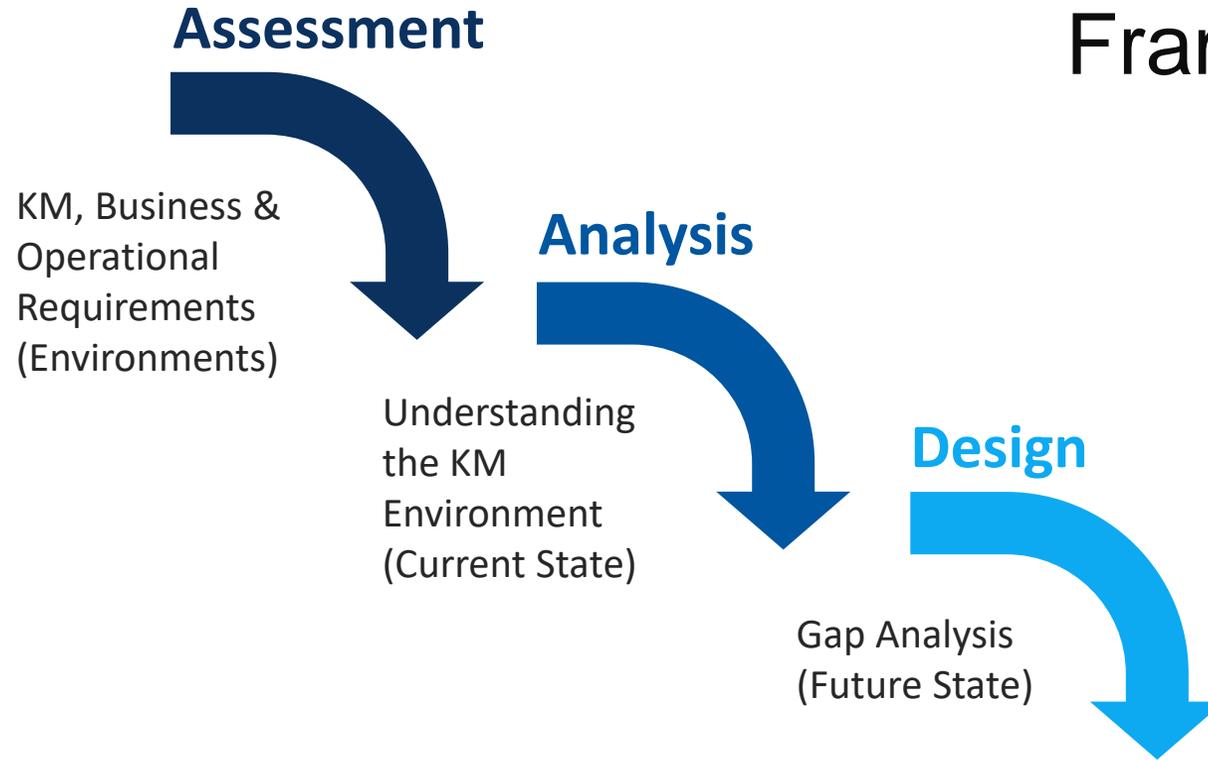
# Traditional KM Strategy and Framework Development (Waterfall)



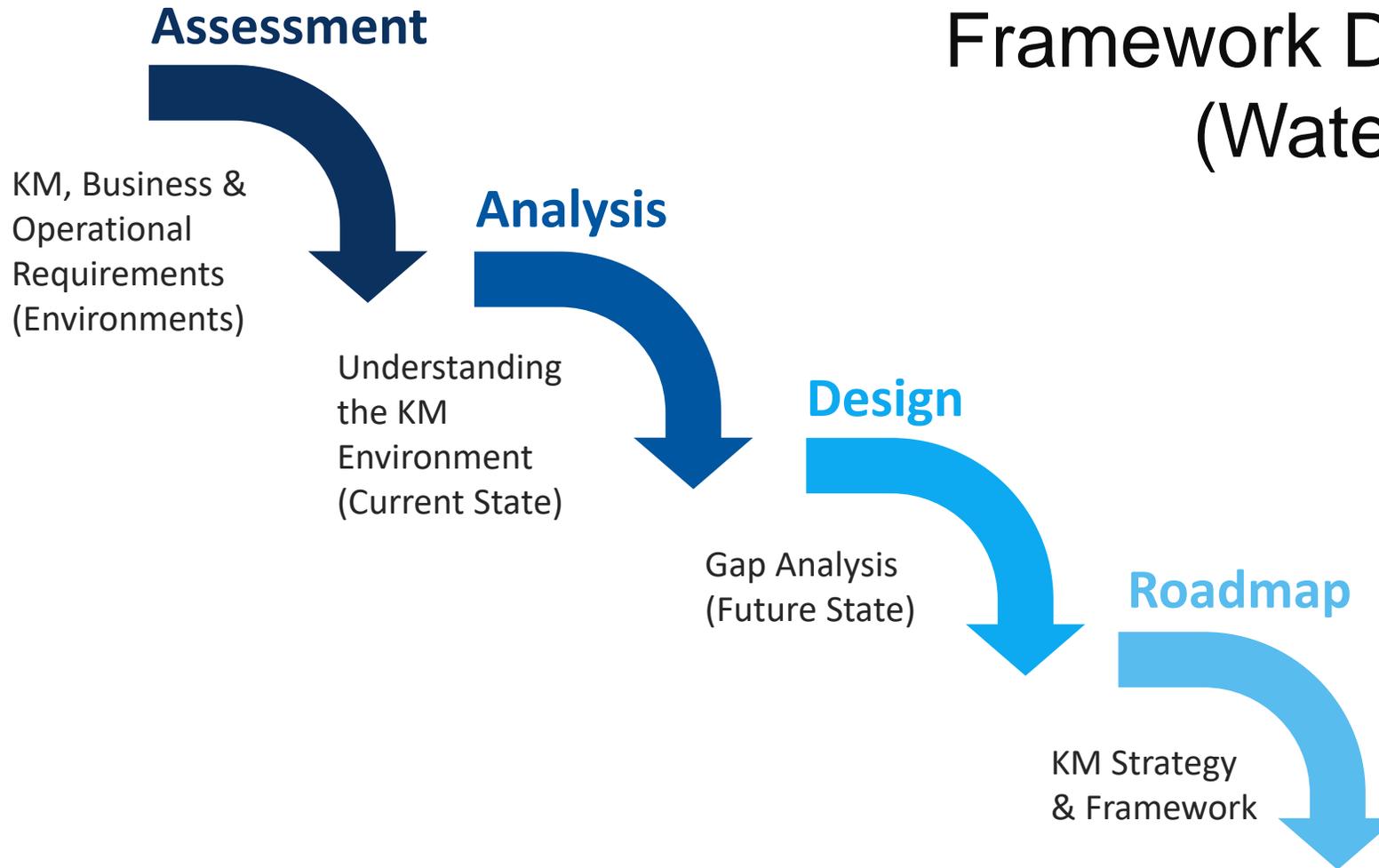
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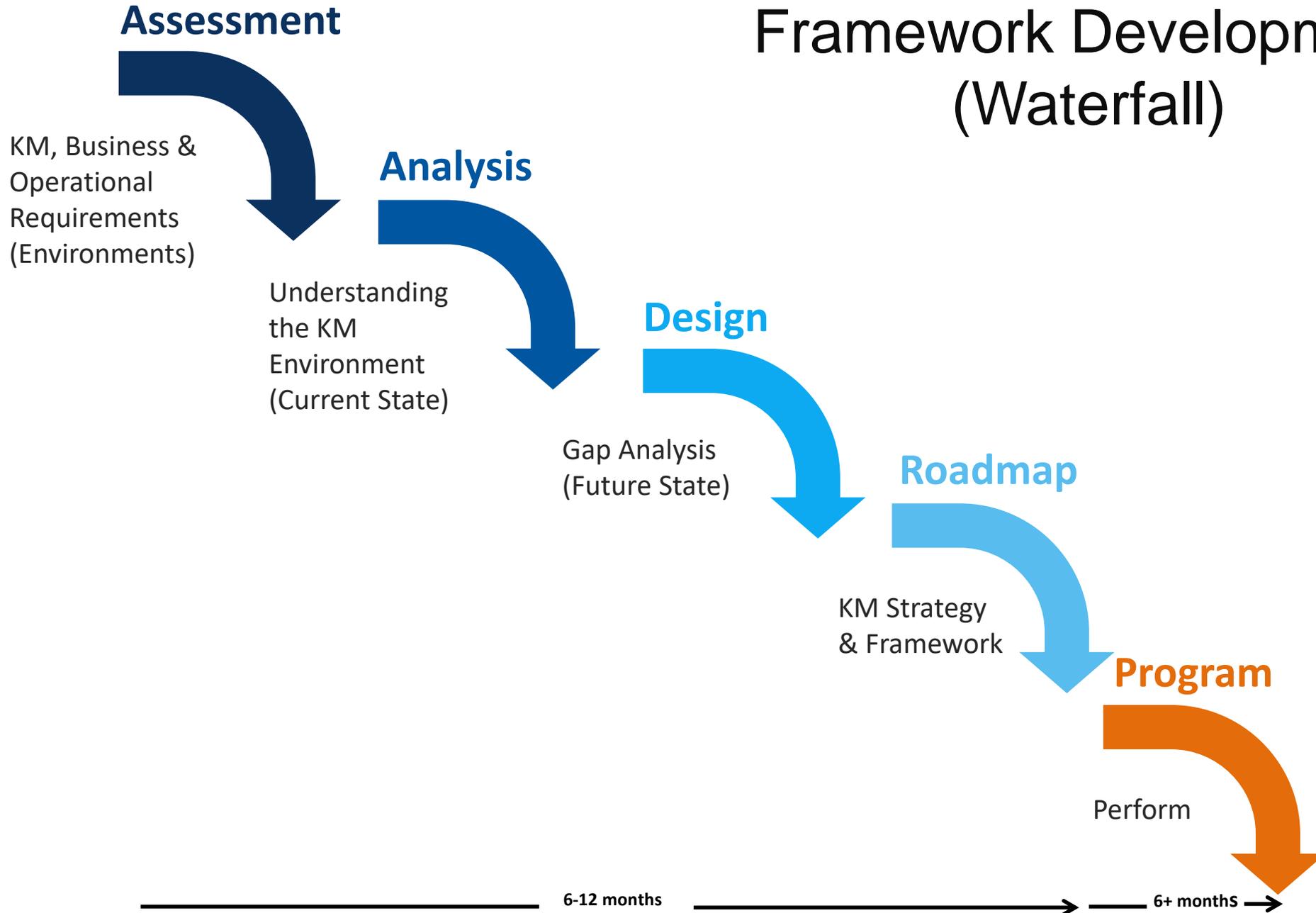
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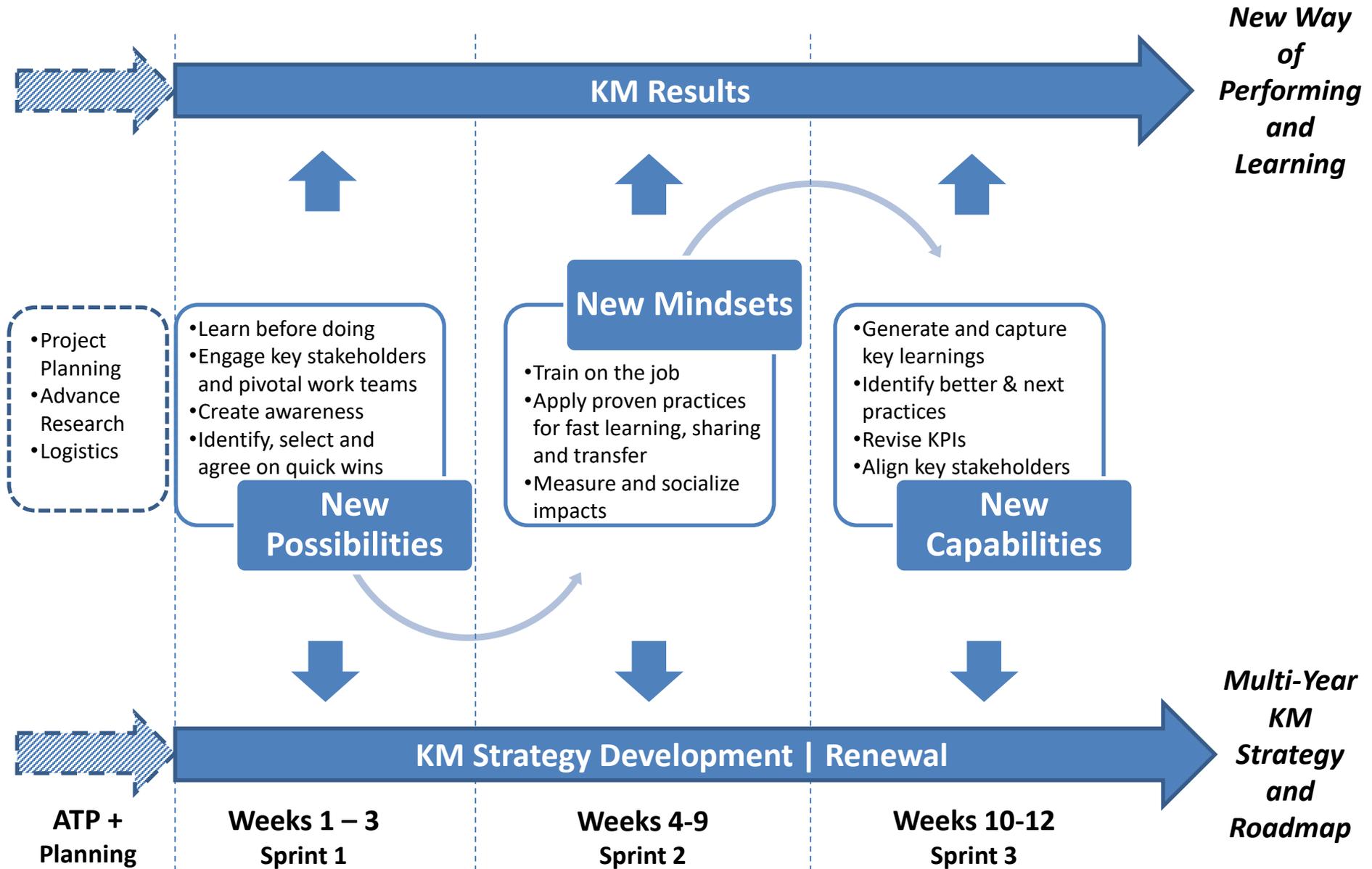
# KM<sup>Agile</sup>

- Plan, develop, and execute an organizational KM framework through the rapid use of carefully selected pilot projects focused on delivering the highest business value in the shortest time
- Rapidly and repeatedly evaluate practically applied KM concepts, strategies, and implementing practices in real time
- Continuously refine a context relevant KM strategy and operating framework as the pilot's progress
- 12 weeks (target)
- KM Strategy must be part of Business Strategy

# KM<sup>Agile</sup> Principles

- Satisfy the client through early delivery of a sustainable KM Framework
- Welcome changing requirements at any time
- Co-delivery of the KM project
- Build the KM framework around early adapter organizations
- The primary measure of progress is the ability to quickly leverage knowledge to solve business or operational challenges
- Continuous attention to culture and workforce dynamics enhances sustainable KM framework success
- Simplicity is essential
- Technology is an enabler, never the solution
- Reflect regularly and adjust team behavior and execution accordingly

# KM<sup>Agile</sup>





# Planning Phase

- Project Planning
- Advance Research
- Logistics

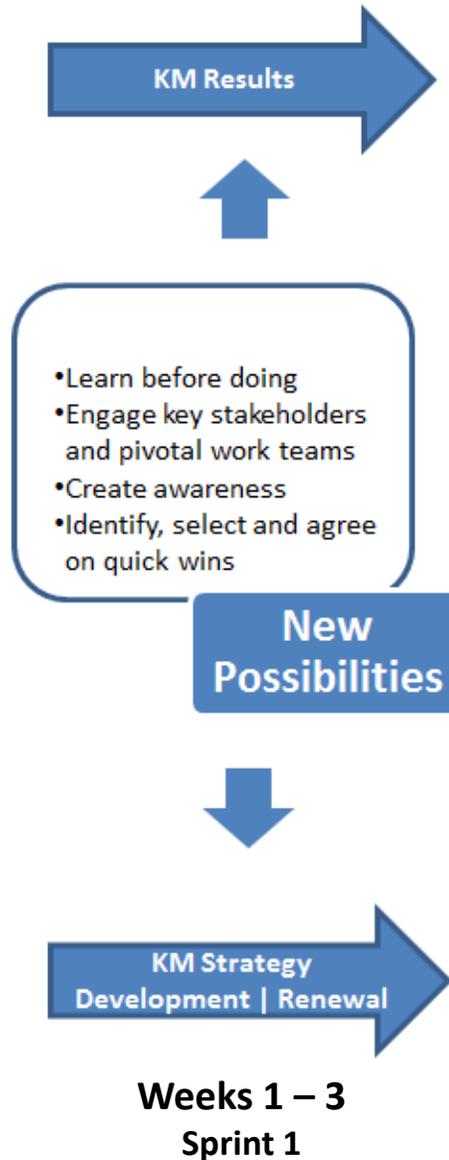
- ATP
- Acquire background information
- Identify key stakeholders, thought leaders, pivotal work teams for interviews
- User Stories provide context for problems and challenges that drive pilot selection
- Begin to understand change challenges
- Draft Knowledge Flow and Use survey for Sprint 1



ATP +  
Planning

**Outcome: Quick start; Understand Business Operating Environment (BOE); Understand Knowledge Management Environment (KME)**

# Sprint 1



- Engage with key stakeholders and pivotal work teams
- Make case for KM impacts to performance
- Gain commitment (License) up and down
- Leverage KF&U survey
- Conduct targeted interviews
- Integrate Client KM Team/KM POC
- JIT KM Training
- ID quick wins/pilots and success measures
- Daily scrums

**Outcome: Clear line of sight between KM, work, and value**

# Sprint 2



- JIT KM Training
- KM practice application as part of work processes (e.g. Peer Assists, Action Reviews)
- Knowledge is shared, transferred and applied
- Results are becoming visible; value and trust increase

**Outcome: Changes in performance;  
Changes in knowledge sharing behavior**

# Sprint 3

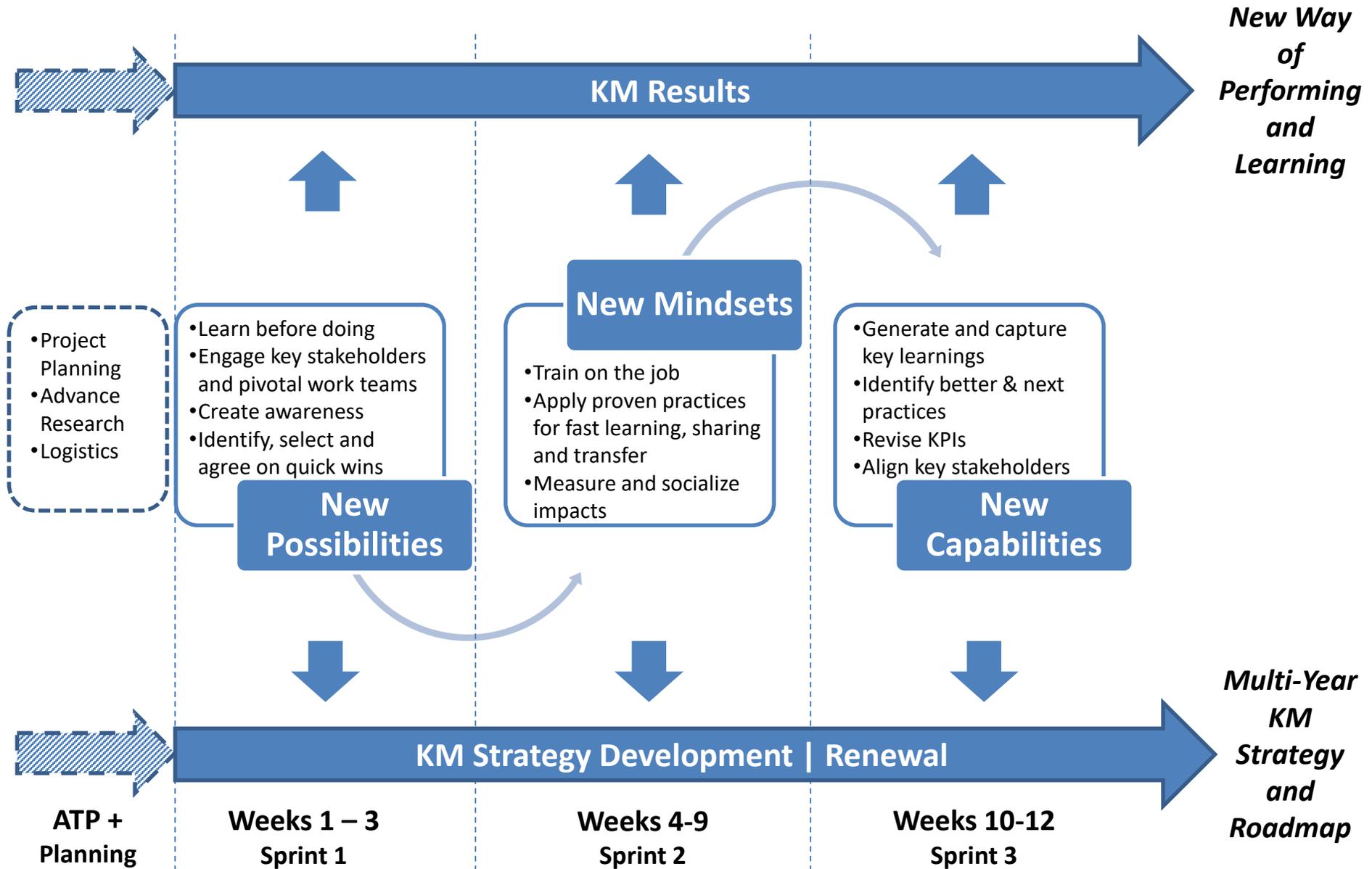


Weeks 10-12  
Sprint 3

- Generate and capture key learnings from pilots (Retrospects)
- Sense making and characterization
- Shared learnings “in context” integrated with consultant experience and relevant benchmarks
- (Re)Design and development of KM Strategy, Framework, success measures
- Findings and recommendations shared and socialized in form of realistic KM roadmap and timeline

**Outcome: Framework -- People/Culture, Processes, Enabling Technology, and Content; New way of working**

# KM<sup>Agile</sup>





## KM<sup>Agile</sup> Tradeoffs

- People and practices over strategy in a vacuum
- Performing and learning over high-level processes and tools
- Collaboration over traditional consulting
- Responding and adapting to change over a perfect plan

*@billkaplankm : Must be part of way work gets done*

# KM<sup>Agile</sup> Advice

- The organization sets the priorities based on culture, workforce dynamics, and the business or operational problem to be addressed where leveraging knowledge will have a measurable difference in business performance or mission outcome.
- KM consultants work side-by-side with the organization's KM practitioners to determine the most effective way to deliver the highest value business outcomes through the evolving KM framework in the shortest amount of time.
- Tie KM strategy to operational needs and op tempo
- Results change mindsets and behaviors

**MEET PEOPLE  
WHERE THEY  
ARE, NOT  
WHERE YOU  
WOULD LIKE  
THEM TO BE**

# Learn More



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