

KM Essentials for Success: “Past, Present and Where KM is Going”



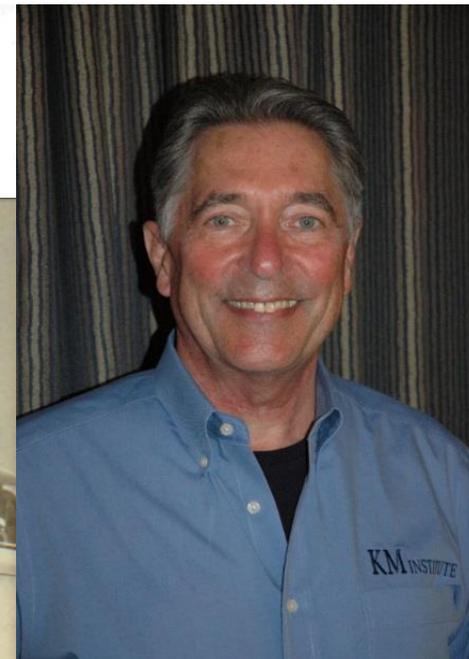
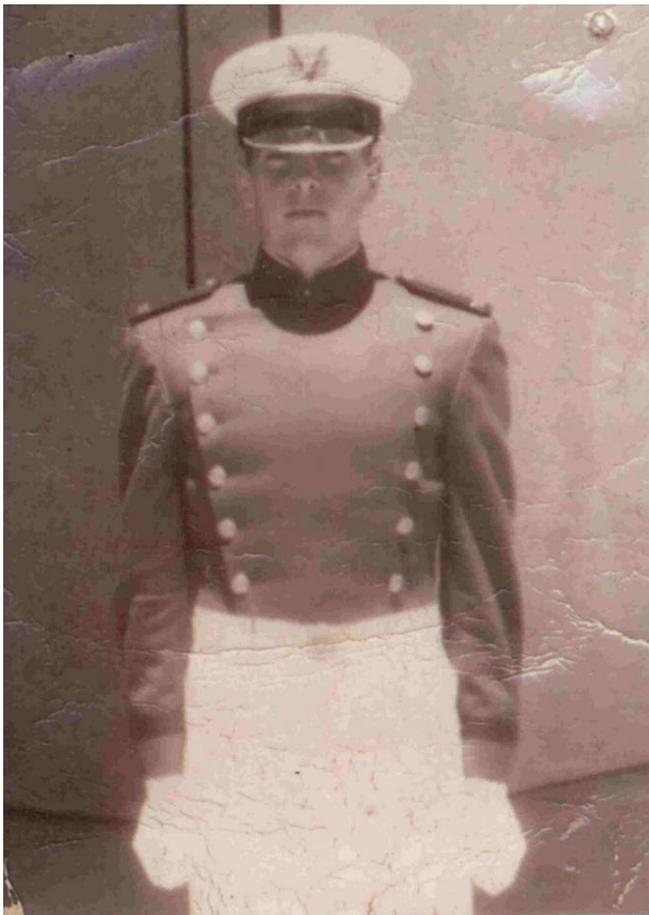
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KM Essentials for Success*

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Are you prepared for the Knowledge Age?

Quick Intro – Who am I and why am I here?





Rebuild Leprosarium,
destroyed by Viet Cong.



Add Hospital Wing with Lt Hue

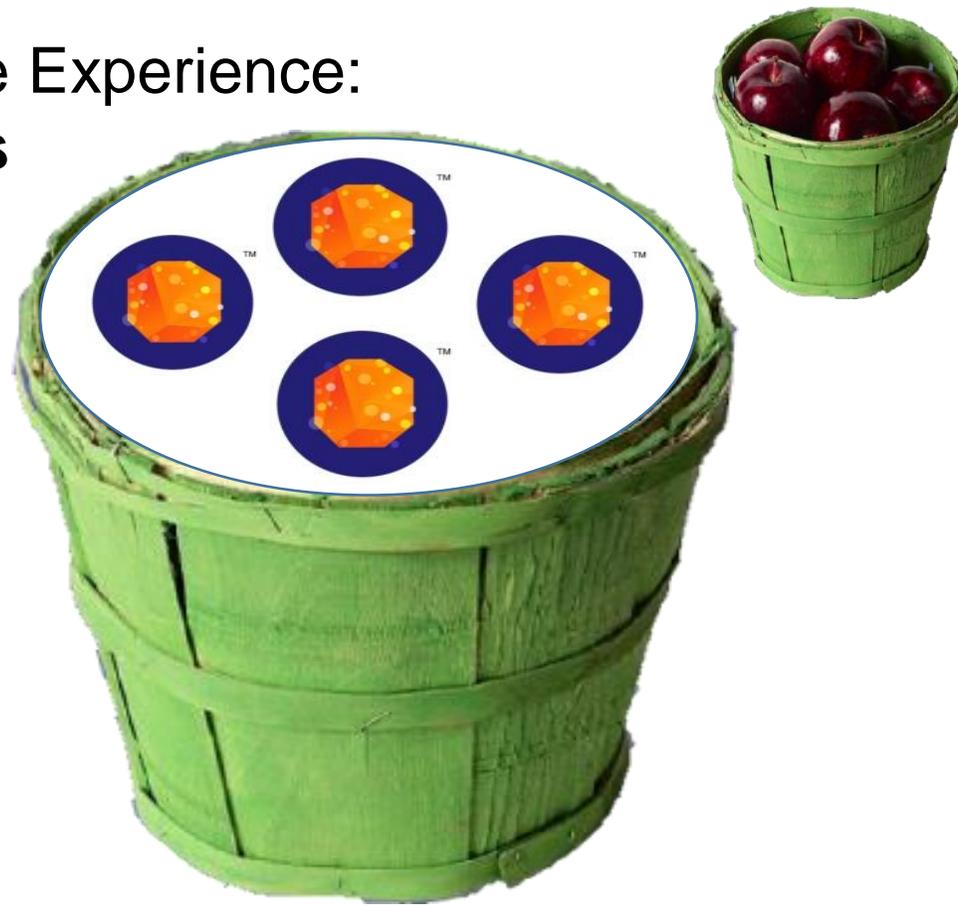




Danang Orphanage



Memorable Experience: **K Nuggets**



Today, I'm the Executive Chairman
of the KM Institute.
I pass out 'K Nuggets' as the Chief
CKM Instructor.
But first, consider this...

It's now 2018

At first, KM was unclear.



“Where is KM Going?”

*One Long-Term Knowledge Manager’s Perspectives
on KM’s Roots by Chronological Stages and Future **

Mid-to Late 1990s.

Early 2000s.

Where is KM going? Summary of Six Predictions.

Prediction 1: Performance Support

Prediction 2: KM Methodology

Prediction 3: KM Maturity Models

Prediction 4: Defined KM Roles & Competency Areas

Prediction 5: Human Capital vs. Technology Focus

Prediction 6: KM as a Transformational Discipline

* *Knowledge Management Matters: Words of Wisdom from Leading Practitioners*, 2018.



Situation

History is a puzzle comprised of many interrelated pieces often provided by **eye witnesses**.

The nature of each individual's contribution often depends on that person's personal **experiences and perspectives, even prejudices**.

This chapter is **one person's own** individual perspective on the evolution of knowledge management (KM) from 1995 to the present.

Someday, someone will compile a **large sampling** of such perspectives and viewpoints and we will have a more **complete** and possibly **accurate** history of KM's startup.

So, here's my perspective
on both the history (the **Situation**), and some **Complications**,
and finally, 'where KM is going',
the **Solution** (aka KM Essentials for Success)

.



Here's a poignant **K Nugget** based on Ted Talk research.
Powerful presentation format:
Situation, Complication, Solution

Situation

Mid-to Late 1990s.

Early 2000s.

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Situation

Mid-to Late 1990s.

In 1994, I was a consultant at a U.S. Department of Defense (DoD) think tank focusing on **Business Process Reengineering (BPR)** and **Financial Analysis**.

1992 – DoD was a leader in seeking out ways to improve huge enterprises and it had focused on BPR from the very beginning.

But by **1994**, despite the potential, DoD's BPR success was mediocre at best. So, DoD commissioned a study group to uncover the causative problems, make recommendations.

One of the primary **conclusions** was that BPR lacked a robust, proven **methodology**. For instance, most existing BPR methodologies at the time didn't include much about change management or strategic planning.

So, we invested much time creating a robust BPR Methodology to be distributed to all BPR vendors. I was to publish the methodology as a representative of a neutral think tank.

Situation

Mid-to Late 1990s.

We opted for an e-manual which satisfied the Knowledge-Age imperative to ‘get the best knowledge to the right person at the right time’, which could easily be the KM mantra.

But in 1995, KM was definitely and primarily about repositories, and to a lesser extent, expert locators.

Here’s why.

KM needed active sales efforts, which could be justified and provided if the result was a multi-million dollar sale, e.g., enterprise-wide system, i.e., a repository.

Typical late-1990s KM consultant strategy, **spear point**.

So, while all saw the power of repositories, I believed **process-oriented KBases** were the ultimate “KM End Game.” But that insight was an overstatement, as many other initiative types were emerging by 2000. It was also pre-mature as the emphasis was clearly on repositories.

Back to the late 1990s. KM repositories, could be labeled ‘**Collect**’. More precisely, the collection was explicit documents in a repository. Also, some additional KM methodologies started to emerge, e.g., Amrit Tiwana Knowledge Management Toolkit, 2000, which could be dubbed *KM (as a) System Approach*.

Situation Mid-to Late 1990s. Example: DoD Process KBase Tool

The screenshot displays the 'Process Management Tool' (PMT) interface. The main window is titled 'Create a Learning Organization - (WBS Edit)'. On the left, a hierarchical tree structure shows the WBS, with 'A2 Design/Justify KM Initiative' selected. Below the tree is a process flow diagram with a central box labeled 'A2'. This box is connected to 'Inputs' on the left, 'Outputs' on the right, 'Controls' above, and 'Mechanisms' below.

The right pane, titled 'Information about Activity A2', contains the following details:

- Label:** Design/Justify KM Initiative
- Title:** Design/Justify KM Initiative
- Description:** Whether a grass roots **KM Initiative** or a **Strategic KM Initiative**, this phase discloses the proper **methodology** to design and justify an initiative before large-scale implementation including the critical change management requirements of Phase III.
- Text:** Unfortunately, grass roots KM initiatives are typically light on KM analysis and heavy on **technology** infusion, as if a silver bullet exists that will solve the organization's problems. Such initiatives often implement technology solutions without adequate design and implementation plans, especially the requisite change management needs. As a result, these KM solutions often don't provide the expected results, exceed budgeted costs, lose credibility and sponsorship, and are ultimately cancelled or collect dust. If that is not bad enough, the failed effort creates a distaste for needed KM that could have been successful if properly executed.
- Text:** "The **process** owner, within which the initiative is to be launched, is the individual designated by the senior functional manager as responsible for engineering that initiative. The process owner is supported by persons with requisite **knowledge** and skills. Engineering an initiative or function involves the application of management and technical disciplines to design or redesign the organization's processes, organizational structure, and culture, through application of KM **methods**. The redesign approach can be either continuous process improvement or large-scale **innovation**, and may rely on the application of modern technology. The **output** milestone plan and functional guidance/**tools** are "templates" that

Buttons for 'Save', 'Cancel', and '0 References' are visible at the bottom of the right pane.

Situation Mid-to Late 1990s. Example: DoD Process KBase Tool

Process Management Tool

File Edit Reference Window Help

References - Activity - Design/Justify Improvement Initiatives

All Lessons Bibliography Barriers Guidelines Keys to Success Checklists Techniques Tools Steps

Reference Book	Reference Title
Bibliography	Fifth Discipline, Peter Senge
Guidelines	Economic Analysis Guidelines
Keys to Success	Improvement Initiatives
Lessons	Enterprise Integration - Executive View
Lessons	Overview of Knowledge Management
Lessons	The Fifth Discipline
Techniques	Economic Analysis
Tools	Economic Analysis Tool
*	

Memo:

Building a Learning Organization is a matter of developing five disciplines:

Systems Thinking - (the fifth) - keeping the big picture foremost in everyone's mind, is the principle that informs and knits together the other four. A conceptual framework - everything related to everything else. Processes, not separate, unrelated events and actions.

Shared Vision - the development of common purpose and commitment. Gap is creative tension, the energy for change. Vision, no

Lesson - Fifth Discipline
Word.Document.8
Read

Close

Prerequisite preparation - background educational and instructional materials.

1:32:16 pm

Situation

Mid-to Late 1990s.

Early 2000s.

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Prediction 1: Performance Support

Prediction 2: KM Methodology

Prediction 3: KM Maturity Models

Prediction 4: Defined KM Roles & Competency Areas

Prediction 5: Human Capital vs. Technology Focus

Prediction 6: KM as a Transformational Discipline

Situation

Early 2000s.

By 1999, US Civilian Government were getting very interested in KM, but many were aware of both the **mediocre success** of 1990s KM, and the growing movement toward the sharing of **tacit knowledge** (e.g., Expert Locators, CoPs, Knowledge Cafés, etc.) as opposed to a prior focus primarily on **explicit** information and knowledge.

Movement for name change of KM to *Knowledge Sharing* (KS).

“**Connect & Collect**” – focus became connect and conversations, not collect
If KM is called KS, what about knowledge **creation**?

KM Essentials for Success: “Past, Present and Where KM is Going”



Complication

Mid-to Late 1990s.

Early 2000s.

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Where is KM going?

But first, some **Complication** issues:

2010 DoD Study: Barriers to KM Success

- * Lack of **leadership** commitment
- * Lack of evidence /**measurement** that reveal a return on investment (ROI)

2013 APQC Research on KM Activities that have been overlooked:

- * **Change Mgmt/Communications**
- * **Measurement/Business Case**

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Prediction 1: Performance Support

I predict we will move from repositories as primary content management source to much more granular knowledge, housed in decision support systems and process-oriented knowledge bases, such as complex processes or methodologies, especially when **high turnover** is a factor.

Such a change will provide the long sought '**Performance Support**'. It will probably even revolutionize certain types of traditional organizational training, which will involve less classroom training and much more teaching on how to use and leverage KBase Tools and content to gain the best knowledge, but only when needed—aka truly '**Just-in-Time**' learning.

Example: KM Institute's KM Body of Knowledge (**KMBOK**)™ KBase.

Solution Prediction 1: Performance Support



Core CKM Learning Objectives (aka 'Deliverables')

The core CKM Learning Objectives are depicted on a **map**, as shown below, but described more fully by choosing the first object on the right.

The map is divided into three major categories:

- **Situation** - Call to Action!
 - **Complication** - Define KM, K-Age Roles, KM Method.
 - **Solutions** - Transformational Change, Quick Wins, KM Squirrel Program, and longer term - Way Forward
- Study any category by choosing one of the objects on the right. However, we recommend you follow the suggested sequencing.

Map of the CKM Instructional Design

Know Your 'Situation' 'Call-to-Action'



Overcome Complications Define KM, Roles, Methodology



Design/Implement 'Solutions' Immediate & Longer-Term Way Forward



Tactical – Awareness & Quick Wins (KM Squirrels)

Strategic – KM Bulls Way Forward

KM Strategy ('Ten Deliverables') – Checklist of the Core CKM Learning Objectives

Situation	Complications	Solutions
1. Call-to-Action Call-to-Action Speech Module 1.02	2. Define KM Generic KM Speech Executive "Elevator" Generic K Workers Recruit K Worker Specialists Module 1.05	5. Change Mgmt. Transformational Awareness Campaign – Communications Plan Module 1.12
3. K-Age Roles CKM – Learning Plan CKS CKP K Workers (PKM) Modules 1.05/1.11	8. K-Quick Wins CKM – Learning Plan CKS CKP K Workers (PKM) Modules 1.05/1.11	6. Quick Wins Squirrels – KM Squirrel Program Module 1.07, 1.15
4. Own a Method Case Study & Debate – KM Systems App vs Transform Book Evaluations Situations – Application of KM Methodology KM Maturity Mod (KMM) – Diagnose Maturity Prescribe Way Forward Modules 2.04/2.05/2.10	7. Transform Change Kotter's 8 Steps – Implementation Plan Module 1.12	9. KM Strategy – KM Bulls Prioritize KM Bulls – Solutions Matrix Module 3.02
		10. Way Forward Learning Plan - over full KM life cycle – KM Team – Excess – K Workers KM Solutions Matrix – Likely KM Bulls

Note: Implementation of specific KM Bulls is outside scope of CKM. (See CKS Specifications.)

See full-size graphic in workbook.

Solution *Prediction 1: Performance Support*



Call to Action!

Call to Action is an imperative, if you seek to motivate the organization to **transform**.

Definition - An exhortation (speech?) or other stimuli to do something, to achieve an aim or deal with a problem. Besides a speech, a **'Call to Action'** has at least these four essential components.

1. **Create a Sense of Urgency** - The very crux of the Call to Action.
2. **Clear, Compelling Vision** - Induced description of a desirable and feasible **future state** (derived by and from testing desirable and viable alternatives).
3. **Link Plans** - Often with competing initiatives.
4. **Get Buy-In** - Methodology. Plus, see **24 Resister Counter Strategies** to get **Buy-In**.



Definition
'C-to-A'
Speech



1.
Create a
Sense of
Urgency



2.
Clear,
Compelling
Vision



3.
Link
Plans



4.
Get
Buy-In



24
Resister
Counter
Strategies

Situation





L Obj #1

4. Get Buy-In

The preponderance of the 'Get Buy-In' content is based on the writings of John Kotter.

Five Principles: Provides general response strategies for each of four basic **attack** categories, including:

- 1. Death-by-delay:** Your enemies push discussion of your idea so far into the **future**, it's forgotten.
- 2. Confusion:** They present so much **data** that confidence in your proposal dies.
- 3. Fearmongering:** Critics catalyze irrational **anxieties** about your idea.
- 4. Character assassination:** They slam your reputation and credibility.

The **Buy-In Methodology** equips you to anticipate and combat attacks, so your idea makes it through to positive change."

It is summarized at two levels, a high one:

- **Hi-Level Methodology - Get Buy-In**, and more tactical one, as
- **"Get Buy-In" Methods** - Specific step-by-step guidance.

The '**Buy-In**' component of the 'Call to Action' teaches you how to get buy-in, mostly according to Kotter, plus some other powerful techniques, such as the '**Perfect Squelch**.'

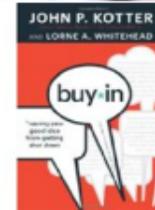
See squelch, and **24 Resister Counter Strategies**, on the other Buy-In thread.

Situation



Principles

Response Principles - Five Don'ts



Hi-Level Methodology - Get Buy-In



KM Methods

"Get Buy-In" Methods

Note: These methods, to overcome resistance, complement the "**Define KM**" objectives to **recruit** supporters . See the that thread as well.

Solution Prediction 1: Performance Support



"Get Buy-In" Methods

Context: To be successful, any change requires some amount of **Buy-In**.

A **Transformational** change requires a major, formal **Awareness Campaign**, including both a '**Communications Plan**' and a '**Learning Plan**' (essentially formal, structured courses):

Get Buy-In is a primary component and objective of any 'Comm Plan', regardless of amount of change.. So, whether you are just implementing your first **KM Squirrel**, or developing your Enterprise-wide Transformational Awareness Campaign, these same "Get Buy-In" Methods' apply.

Purpose: Follow proven methods to save time and boost confidence. Especially, to improve the likelihood of ultimate success by using evidence-based vs. ad hoc methods.

- 1. Learn Before** – Study KMBOK™ content for "Get Buy-In", including attacker attitudes/approaches and response strategies:
- 2. Define "As-Is"** – Take Stock of Situation. Use Communication Plan requirements to guide situational analysis.
- 3. Develop Communications Plan** – Take into account these actions and more.
- 4. Be Prepared** – Brainstorm and Role Play.
- 5. Implement Communications Plan.**

Situation



1. Learn Before



2. Define "As-Is" Take Stock of Situation



3. Develop Communications Plan



4. Be Prepared



5. Implement Communications Plan

Mid-to Late 1990s.

Early 2000s.

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Prediction 6: KM as a Transformational Discipline

Solution

Prediction 2: KM Methodology

I predict we will move from ad-hoc frameworks and roadmaps, suitable for executive briefings and ‘calls to action’, to very robust KM Methodologies, which will become a requisite for successful KM.

Solution Prediction 2: KM Methodology



Core CKM Learning Objectives (aka 'Deliverables')

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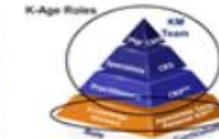
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Map of the CKM Instructional Design

Know Your 'Situation' 'Call-to-Action'



Overcome Complications Define KM, Roles, Methodology



Design/Implement 'Solutions' Immediate & Longer-Term Way Forward



Tactical – Awareness & Quick Wins (KM Squirrels)

Strategic – KM Bulls Way Forward

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	4. Own a Method Case Study & Debate – KM Systems App vs Transform Book Evaluations Situations – Application of KM Methodology KM Maturity Mod (KMM) – Diagnose Maturity Prescribe Way Forward Modules 2.04/2.05/2.10	9. Overcome Barriers Change Mgmt & Metrics – Solutions Cafe Modules 1.14 K Café, 1.12/3.03 Change Management and 3.02 KM Metrics
		10. Way Forward Learning Plan over full KM life cycle – KM Team – Execs – KWorkers KM Solutions Matrix – Likely KM Bulls

See full-size graphic in workbook.

Note: Implementation of specific KM Bulls is outside scope of CKM. (See CKS Specifications.)

Solution Prediction 2: KM Methodology

L Obj #2-4 

Overcome **'Complications'**

Define KM, Roles, Methods

There are **complications** to be resolved else they are **barriers**. Here are the potential barriers related to a successful, K-Age Transformation.

2. Need to Define KM - There is no perfect KM Definition, but need one that works for various types of people - from Execs to K Workers down the hall

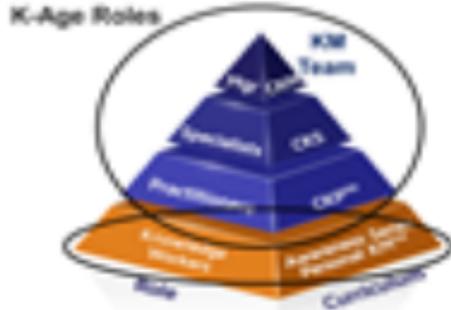
3. Understand K-Age Roles - Many roles essential practitioners, specialists, managers, even Chief K Officers (CKOs). A **KM Learning Plan** is outcome.

4. Must Own a KM Methodology - Too complex to be ad hoc. Much has been learned; methodologies have emerged. Validate one; use it.

Visit these three complication topics to learn what to do to overcome barriers.

Complications 

Define KM 

Understand K-Age Roles/ Learning Plan 

Must Own a KM Methodology 

KM Methods

Solution Prediction 2: KM Methodology



Must Own a KM Methodology

Let's clarify oft-used terms in context: Framework, Roadmap and Methodology.

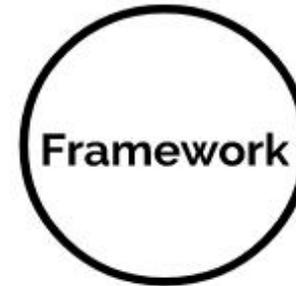
Framework - a basic structure underlying a system or concept. Example: KMM levels.

Roadmap - a graphic that shows a plan for achieving a goal. Example: KM Methodology graphic

Methodology - system of methods used in a particular area of study or activity. Proven vs. ad hoc is an issue.

Many KMers loosely define and confuse frameworks and roadmaps, which is understandable as there is much overlap. But, you can not **substitute** a roadmap for a robust, proven KM Methodology, else you will be caught short vs. your promised objectives. Not good.

Complications



Capstone Event: So, you need to evaluate the **KM Methodology** contenders, to select which to own, going forward. Understand and validate the underlying frameworks and roadmaps, but make sure the methodology is **robust** as well. See more on this in the **How to Own** planet.



Solution Prediction 2: KM Methodology



How to Own a KM Methodology

To **'Own'** means you have researched/validated KM Methodologies--to uncover the **best available**, and that it is sufficiently well documented and taught, such that you feel able to make it **actionable**.

There are many **exercises** in the CKM Program focused on enabling you to evaluate alternative KM Methodologies, so you can **choose**. They include:

- Analyze** – Barriers (Change Mgmt & Metrics) - Mod 2.04
- Evaluate** – Case Study - Mod 2.04
- Debate** – Systems vs. Transformat'l Approach - Mod 2.04
- Evaluate** – KM Methodologies (Publ. Books) - Mod 2.05
- Review** – KMI Methodology - Mod 2.05, 2.06-2.09
- Evaluate** – Tradit'l maturity models & KMM - Mod 2.10

For documentation, the **KMI KMBOK™** includes: the KM Methodology and all the support materials documented here, and in the eCKM.

DEBATE:
Transformation
vs.
KM System..



**Evaluate
Alternative
KM
Methodologies**

Complications



Mid-to Late 1990s.

Early 2000s.

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Prediction 3: KM Maturity Models

I predict robust KM Methodologies will enable us to move from ad-hoc maturity models to fact- or evidence-based models that are not just assessment (**diagnostic**) tools, but will likely become powerful, **prescriptive** tools for substantial performance improvement as well.

And, perhaps unlike performance support, which will take a while to convince folks to think granularly--immediately useful knowledge vs. documents, **prescriptive maturity models** could happen very soon.

So, how does such a Maturity Model work, in practice?

Solution Prediction 3: KM Maturity Models – Sample Model



Solution Prediction 3: KM Maturity Models



#10 Way Forward Longer-Term Solutions

The way forward focuses on the next generation of analytical management tools -- **maturity models** that are both **diagnostic** and **prescriptive**.

This track includes:

1. **History of KM Maturity Models** - Assessment tools.
2. **Design Considerations** - Critical success factors.
3. **Evidence Based, Threads** - Critical success components.
4. **Applications** - Both consultant/practitioner models and KM Team/organization certification applications.

Overall Objective: Develop a workable **Knowledge Maturity Model (KMM)™**, that is both diagnostic and prescriptive, and which can be used by both in-house CKM practitioners and KM consultants to **substantially improve personal and organizational performance**.



Capstone Event:
'K-Age Way Forward'



1. History of KM Maturity Models

2. Design Considerations: Crit Success Factors

3. Evidence Based, Threads for Success

TBD

Way Forward



Solution Prediction 3: KM Maturity Models



L Obj #10

1. History of KM Maturity Models

Prediction (KM Maturity Models) – The KM Institute predicts that robust **KM Methodologies** will enable us to soon migrate from ad-hoc maturity models to fact- or evidence-based models. Such next-gen models will not be just assessment (**diagnostic**) tools, but will likely become powerful, **prescriptive** tools -- for substantial organizational performance improvement, as well.

And, unlike **performance support**, which will still take a while to convince folks to rethink learning -- to think at a granular level (immediately useful knowledge vs. documents needing further curation), prescriptive maturity models could happen very soon. This **KMBOK KBase** serves as a leading indicator, validation of that prediction.

In this thread, track the history of:

1. **Maturity Models** - Popularized as assessments by the SEI - CMM® in late 1990s. Next generation - both diagnostic and prescriptive.
2. **Early KM Maturity Models** - Assessment Tools focused solely on KM. K-Age focus - **critical parameters** for organizational success.
3. **Basic SEI - CMM® Model**

1. History of Maturity Models

2. Early KM Maturity Models

3. Basic CMM® Model

Way Forward



Capstone Event:
'K-Age Way Forward'



Solution Prediction 3: KM Maturity Models



L Obj #10

1. History of Maturity Models

Maturity Models were popularized in late 1990s by the S/ware Eng. Inst's – Capability Maturity Model (CMM)®.

The US government needed a way to pre-screen the hundreds of vendors that would compete on IT contracts. Many just weren't qualified, no matter how elegant their proposal, to successfully execute the contract terms. Hence, CMM was an assessment focused primarily on process performance **consistency**. It was an a priori way to weed out vendors which had a relatively high likelihood of failure.

Because of the CMM® popularity, there was a burst of efforts in 1999 to develop a similar Maturity Model for KM. **Examples:** KM Maturity Model (KMMM)® by Siemens., KM Landscape by Microsoft, and Weidner's Knowledge Maturity Model (KMM)™, now a KM Institute asset. Quite frankly, most of the early maturity models were very weak, almost trivial, examples of what might be possible, especially if the basis for each assessment was evidence-based vs. just ad hoc.

Consider going to the doctor's office to get a checkup. What if the doc said here's what's wrong with you (**diagnosis**). Come back and see me next year.. Would you be satisfied to have a diagnosis with no curative **prescription**? Probably not! Then why would we assess our own organizations, if we couldn't simultaneously provide a prescription for continued good health? Why indeed?

That **medical analogy** was the basis for what will be the next-generation maturity models - both **diagnostic** and **prescriptive**.

Way Forward



Capstone Event:
'K-Age Way Forward'



Solution Prediction 3: KM Maturity Models



L Obj #10

1. History of KM Maturity Models

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3. Basic CMM® Model

Way Forward



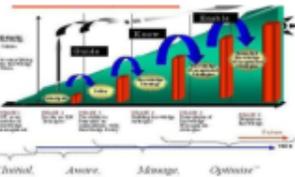
Capstone Event:
'K-Age Way Forward'



Solution Prediction 3: KM Maturity Models



L Obj #10



How mature are our knowledge-sharing programs?
APQC assessed our consulting KM group in 2010

- The result: Level 4 = "Optimize"
- KM strategy and road map integrated with enterprise strategy
 - KM and knowledge competencies aligned to personnel development
 - KM integrated into annual budgeting process
 - KM measurement reporting processes aligned to enterprise reporting processes
 - KM products and services portfolio for KM core group

- Our reaction: Surprise!
- Low ratings in KM approaches, tools and measurement require action
 - Recognition that our current culture efforts were not enough



Way Forward



2. Early KM Maturity Models

Diagnostic/Assessment Tools
Issue: Sole Focus on KM.

Siemens AG KMMM® (1999) – 5 levels, 8 KM Areas (unique use of Radar diagram to depict assessment results - See graphic.)

Weidner KMM™ (1999) – 5 level K-Creating Entity (See graphic.)

KM Landscape (Microsoft 1999) – Four stages using KM Tools

KM Formula-KMf (Gallagher & Hazlett 1999) – 4 levels, 3 KM factors (Culture, Infrastructure, Technology)

Knowledge Journey (KPMG 2000) – 5 levels, 4 KM factors (People/Process/Tech/Content)

Klimko Model (2001) – 5 levels

KM Maturity Matrix (US Gov 2001-2002) – 4 levels, 4 KM capabilities with much text description.

Kruger Model (2007) - 6 phases (See graphic.)

KM Maturity Model and Framework (PwC 2006-8) – 5 levels, APQC (2010) - Many KM factors across five levels.

If KM is the **enabler**, what are the critical factors for organizational success in the K Age?



Capstone Event:
'K-Age Way Forward'
Weidner KMM™ (2010)

Solution Prediction 3: KM Maturity Models



1. History of KM Maturity Models

Prediction (KM Maturity Models) – The KM Institute predicts that robust **KM Methodologies** will enable us to soon migrate from ad-hoc maturity models to fact- or evidence-based models. Such next-gen models will not be just assessment (**diagnostic**) tools, but will likely become powerful, **prescriptive** tools -- for substantial organizational performance improvement, as well.

And, unlike **performance support**, which will still take a while to convince folks to rethink learning -- to think at a granular level (immediately useful knowledge vs. documents needing further curation), prescriptive maturity models could happen very soon. This **KMBOK KBase** serves as a leading indicator, validation of that prediction.

In this thread, track the history of:

1. **Maturity Models** - Popularized as assessments by the SEI - CMM® in late 1990s. Next generation - both diagnostic and prescriptive.
2. **Early KM Maturity Models** - Assessment Tools focused solely on KM. K-Age focus - **critical parameters** for organizational success.
3. **Basic SEI - CMM® Model**



Capstone Event: 'K-Age Way Forward'



Mid-to Late 1990s.

Early 2000s.

Where is KM going? Summary of **Six Predictions.**

Prediction 1: Performance Support

Prediction 2: KM Methodology

Prediction 3: KM Maturity Models

Prediction 4: Defined KM Roles & Competency Areas

Prediction 5: Human Capital vs. Technology Focus

Prediction 6: KM as a Transformational Discipline

Solution *Prediction 4: Defined KM Roles & Competency Areas*



I predict KM will mature from ill-defined, uncatalogued, and disparate efforts to defined **KM competency areas**. This will enable development of university curricula, and a way to begin to meaningfully organize already-proven KM Initiatives into a viable **discipline**.

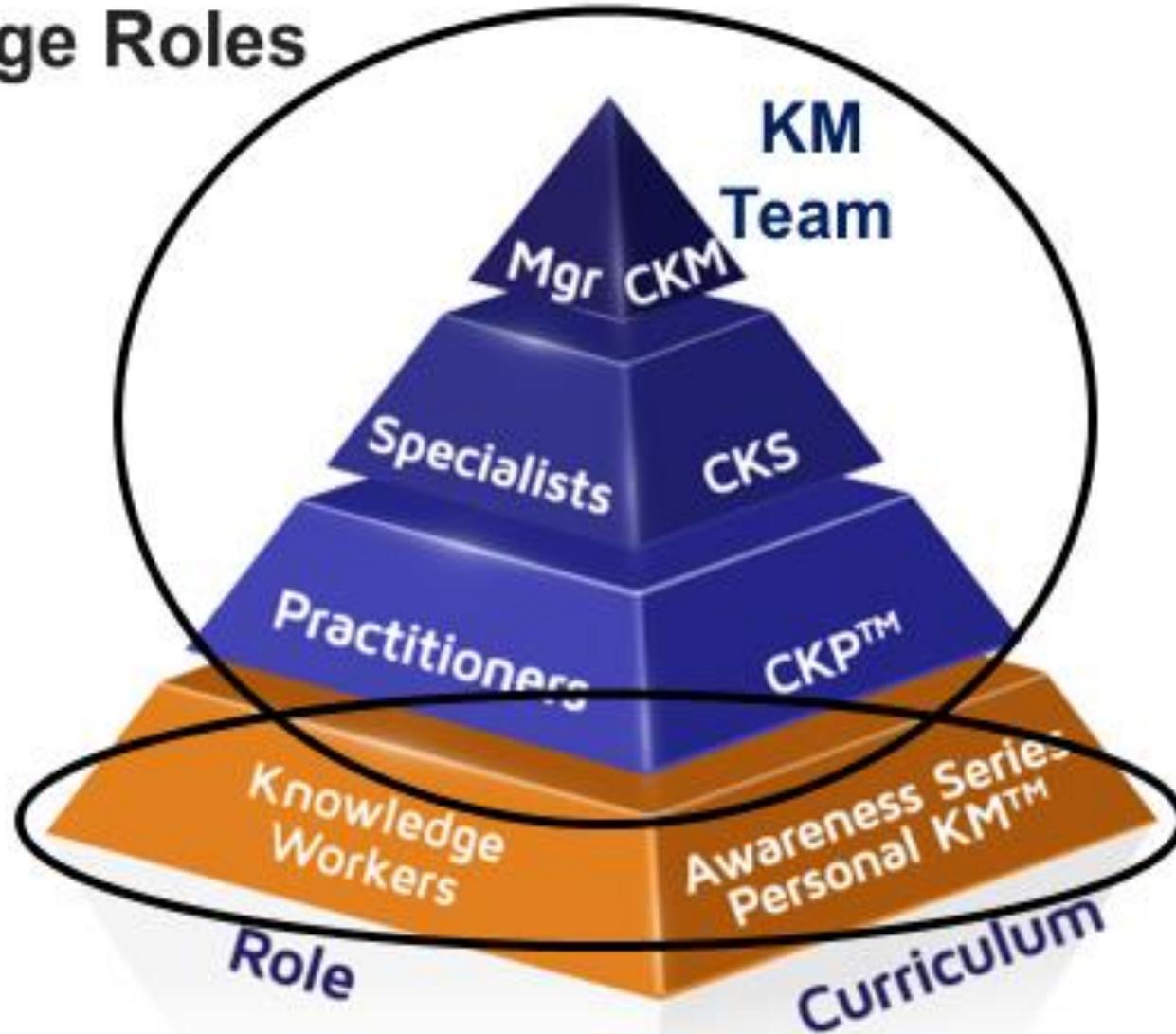
Many universities attempts since the late 1990s. In my opinion, many faltered: 1) low numbers of potential **students** in the early years; 2) lack of **instructors** with diverse KM experience; and, 3) **weak programs**, certainly not of the rigor of traditional MBAs.

In 2010, the goals were to define **KM Team Roles**, which included K Managers, Specialists and Practitioners, and K Workers, as well. Then, to define the **skills and competencies** required to perform those roles in the Knowledge Age. Finally, courses toward recognized diplomas and certifications could be created at various levels.

Here are the **roles** and Competency Areas that derived from much work by leading universities seeking to establish their own KM programs, and as customized by the KM Institute for its certification programs.

Solution Prediction 4: Defined KM Roles & Competency Areas

K-Age Roles



Solution *Prediction 4: Defined KM Roles & Competency Areas*



Here are the **Competency Areas**
that derived from that same work by leading universities.

Solution *Prediction 4: Defined KM Roles & Competency Areas*

1. Transformational Leadership & Strategy. Transformational Leadership & Strategy is about: KM Frameworks, Roadmaps, KM Methodologies, Governance, Modern Maturity Models, and especially the KM Transformational Solutions, and more. *Enterprise Innovation* is a major transformation leadership sub-competency area. It includes tactical and enterprise continuous improvement methods, culture, and technology as well.

2. Knowledge Assessment & Evaluation. K Assessment & Evaluation is about: Audits, Evidence-Based Analytics, KM Metrics, and more. Also, this area should comply with emerging standards for **ISO 9001:2015 - standards for K Audits.**

3. Culture & Communications. Culture & Communications is about: Traditional Change Management (e.g., Awareness Campaign: Communication Plan & Learning Plan), Personal Knowledge Management, and more. **ISO 9001:2015 - standards for Cultural Change Mgmt.**

Solution *Prediction 4: Defined KM Roles & Competency Areas*



- 4. Collaboration & Communities.** Collaboration and Communities is about: K Sharing methods and optimization of social media tools such as: Expert Locators, Communities of Practice (CoPs), Social Network Analysis (SNA), and more. ISO 9001:2015 - standards for K use and sharing to achieve objectives.
- 5. Knowledge Asset Management.** Knowledge Asset Management is about: **explicit** knowledge - Knowledge Repositories, Taxonomy, Search, and more. See also #10: Knowledge Architecture. **ISO 9001:2015 - standards for K asset management.**
- 6. Intellectual Capital Management.** Intellectual Capital Management is about: **tacit** K Capture, K Transfer and Retention, and more. **ISO 9001:2015 - standards for undocumented K capture and sharing.**

- 7. Organizational Learning.** Organizational Learning is about: **Performance Support**, Rethink Learning (methods & technologies), and more. **ISO 9001:2015 - standards for undocumented K capture and sharing.**
- 8. K-Embedded Business Operations.** K-Embedded Business Operations is about functional KM initiatives rather than primarily enterprise wide ones. Specifically, it is about: **Lessons Learned and Best Practice Management Processes**, Customer Satisfaction, Process Management in the K Age (“Connect & Collect”), and more. **ISO 9001:2015 - improved project and process K use and sharing.**
- 9. Knowledge Technologies.** Knowledge Technologies is about: **Hard Disciplines – Build Apps, Deliver Technology Solutions**, and more.
- 10. Knowledge Architecture.** Knowledge Architecture is about: **Soft Disciplines – Info Architecture, People-centric Design Solutions**, and more.

Mid-to Late 1990s.

Early 2000s.

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Prediction 5: Human Capital vs. Technology Focus

Prediction 6: KM as a Transformational Discipline

Solution *Prediction 5: Human Capital vs. Technology Focus*



I predict major changes in **KM focus** – an increasing migration from technology-focused solutions, what has been dubbed the **KM Systems Approach**, to a much-needed **transformation** (Prediction #6) with focus on increasing human motivations and individual performance in the K Age.

In well-managed K-Age transformations, a class of Knowledge Workers will emerge to be highly-motivated, high-performing **Personal Knowledge Managers**. High-performing organizations will surely follow.

I predict there are two research discoveries (Gallup Organization) that will prove essential, many more coming:

- **Engagement** – the Q12 assessment Qs determine engagement which initiatives can improve.
- **Personal Passion** – Align K-Age Roles with one's unique **Personal Traits**. You should have passion about what you do.

Mid-to Late 1990s.

Early 2000s.

Where is KM going? Summary of **Six Predictions.**

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Solution *Prediction 6: KM as a Transformational Discipline*



I predict we will begin to consider KM as **not** just another improvement discipline (TQM, BPR, OD, etc.), but a major enabler of the **transformation** necessary for organizations to operate effectively, and be **sustainable as leading organizations in the Knowledge Age**.

In particular, the **traditional**, often overlooked discipline of Change Management (CM) will morph into an essential – **Transformational CM**.

Traditional CM – Primarily a Communications Program to **Inform** staff of coming change, and a Training Plan to **prepare** staff for the new system.

Transformational CM – An **Awareness Campaign** includes a much more rigorous Communications Program: heavy **executive** involvement, a ‘**Call-to-Action**’, plus ‘**Quick Wins**’ and more; and, a more comprehensive Learning Plan that includes not just system training (if applicable), but also **transformation essentials**.

Conclusion

Mid-to Late 1990s.

Early 2000s.

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A few closing K Nuggets



Conclusion: A Few K Nuggets – More on the ‘Situation’



L Obj #1

Know Your **'Situation'** **'Call-to-Action'**

Episodic Events (Agrarian, Industrial and Information Ages) have changed the world, especially human occupations. The K Age is the most recent episodic event. It will certainly have a dramatic and rapid impact on **human occupations**.

Causes:

Disruptive Technology (robotics, drones, AI, analytics) are occurring at an unprecedented and increasing rate.

Prescription: Capstone Event: Call to Action!

You must boldly and convincingly announce the inevitable emergence of the K Age. You must lead what must be done in the face of this disruption, a **'Call to Action'**!



**Call to
Action!**

Conclusion: A Few K Nuggets – More on ‘Situation’



L Obj #2-4 

Overcome **‘Complications’**
Define KM, Roles, Methods
 There are **complications** to be resolved else they are **barriers**. Here are the potential barriers related to a successful, K-Age Transformation.

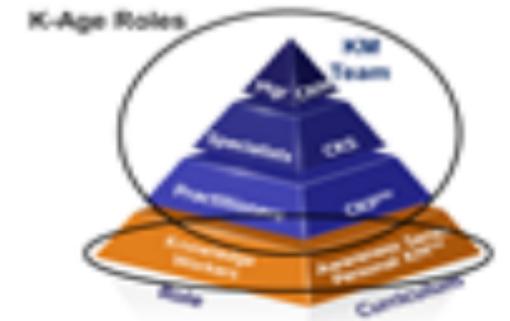
2. **Need to Define KM** - There is no perfect KM Definition, but need one that works for various types of people - from Execs to K Workers down the hall
3. **Understand K-Age Roles** - Many roles essential practitioners, specialists, managers, even Chief K Officers (CKOs). A **KM Learning Plan** is outcome.
4. **Must Own a KM Methodology** - Too complex to be ad hoc. Much has been learned; methodologies have emerged. Validate one; use it.

Visit these three complication topics to learn what to do to overcome barriers.

Define KM



Understand K-Age Roles/ Learning Plan



Must Own a KM Methodology



Complications 



Conclusion: A Few K Nuggets – More on ‘Situation’



Define KM

Need to Define KM - There's no **perfect** KM Definition, but you need one that works for various types of people and situations - from top Execs to K Workers down the hall.

There are at least four different types of KM definitions you may need to have readily available, which means practiced. Don't forget as a KM leader, your credibility is an issue. If you can't even describe what you are doing.....

Capstone Events: There are types of definitions you'll need. But, you may need to **customize** for your own environment.

Generic - Something quick, but catchy - **memorable**.

Elevator speech - to convince a **CEO** to want to know more

Elevator speech - same for a **KWer** down the hall.

Recruiting speech - relating KM to what folks are already doing, and especially how they may do it better with KM.



Complications



Generic Definition



CEO Elevator Speech



K Worker Elevator Speech



Recruiting Speech

Conclusion: A Few K Nuggets – Define KM



L Obj #2

Generic Definition

A **generic** KM definition might be given if you know little about the intended recipient, whether an exec, or a generalist, or specialized K Worker.

"In terms of '**human occupations**', the world has transformed from 'Hunter-Gatherers' thru 'Agrarian', 'Industrial', and 'Info' Ages to **K Workers** in the 'K Age'.

Knowledge Management (KM) is the **transformational** discipline that optimizes human **engagement in work** and **organizational performance**, to create ultra, high-performing '**Learning Organizations**' in the Knowledge Age."

While technically correct, it isn't catchy; it has embedded, complex concepts that beg further discussion...maybe more suited to the 'Call to Action' response.

If you don't know the recipient's expertise and **WIIFM** (1), here's a catchy alternative. (See **sample**.)

If you do know the recipient's expertise and WIIFM, customize your response accordingly.

Note 1: WIIFM -
"What's in it for me?"

Complications



Sample
Generic
Definition



Conclusion: A Few K Nuggets – Define KM



Sample Generic Definition

If you don't have the luxury of time, or immediate attention span of your subject person, here's a catchy alternative you may find useful. Or, at least, it may serve as a stimulus for another generic definition you may favor... for your own specific audience.

KM **doesn't just** **acquire, create, share, use** and **manage** (1) Knowledge.

KM **transforms organizations** to improve human performance in the Knowledge Age.

If you recited the first sentence, by rote memory you may get a "Ho Hum" response, aka "That's nice," or worse, a blank stare.

You are of course hoping the individual asks,

"Wow! How do you do that?" (2)

Note 1: Above **verbs** are most frequently used amongst 100 published KM definitions. **Boring!**

Note 2: Are you prepared to take the next step? See more **custom**, tailored definitions

Complications



Questions?



Are you prepared for the Knowledge Age?