

# Panel: Knowledge Management Maturity Model (KM Readiness)

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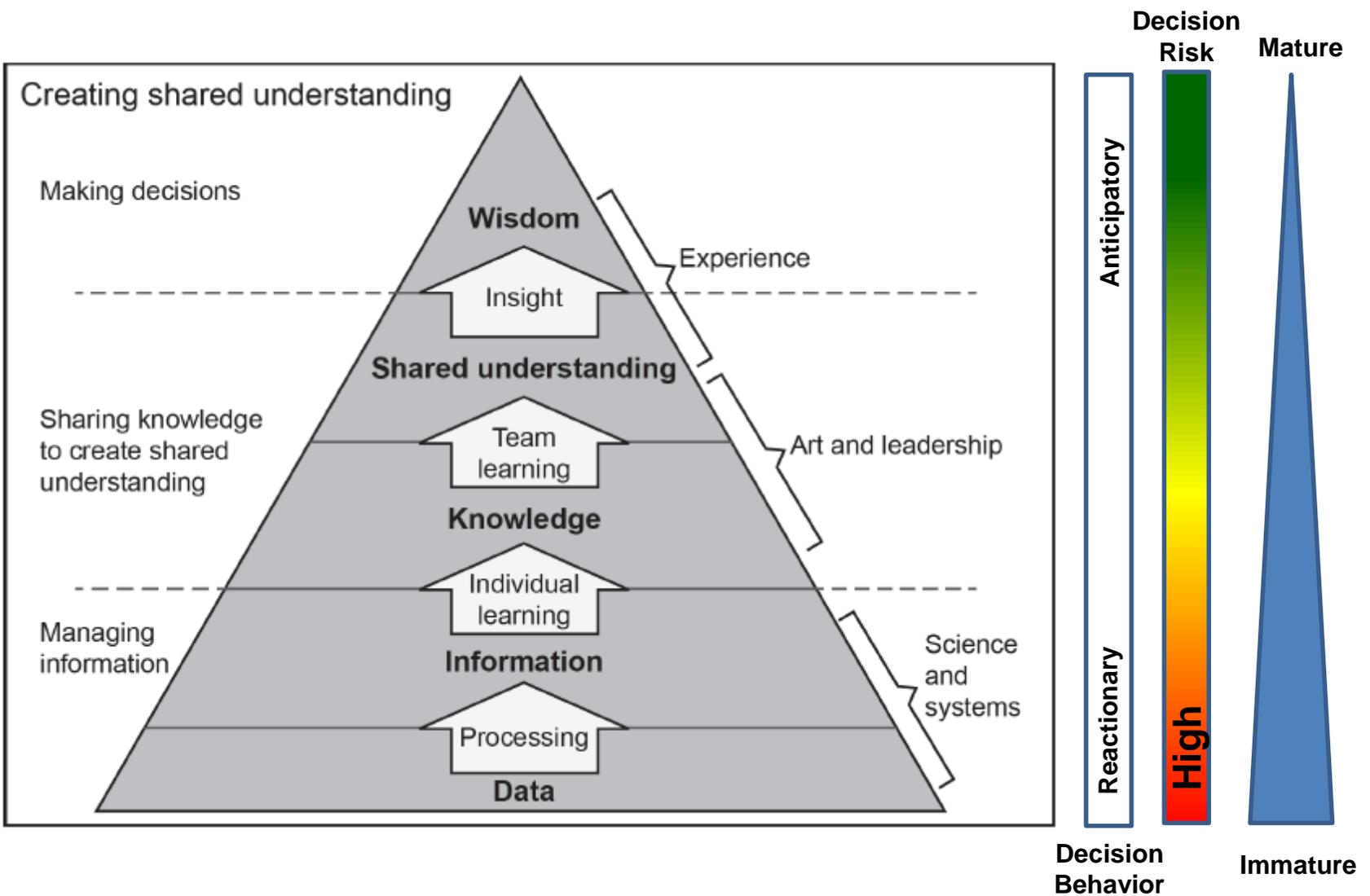


# ***Knowledge Management Maturity Model (KM3)***

**Mr. Joe Koskey  
Program Manager  
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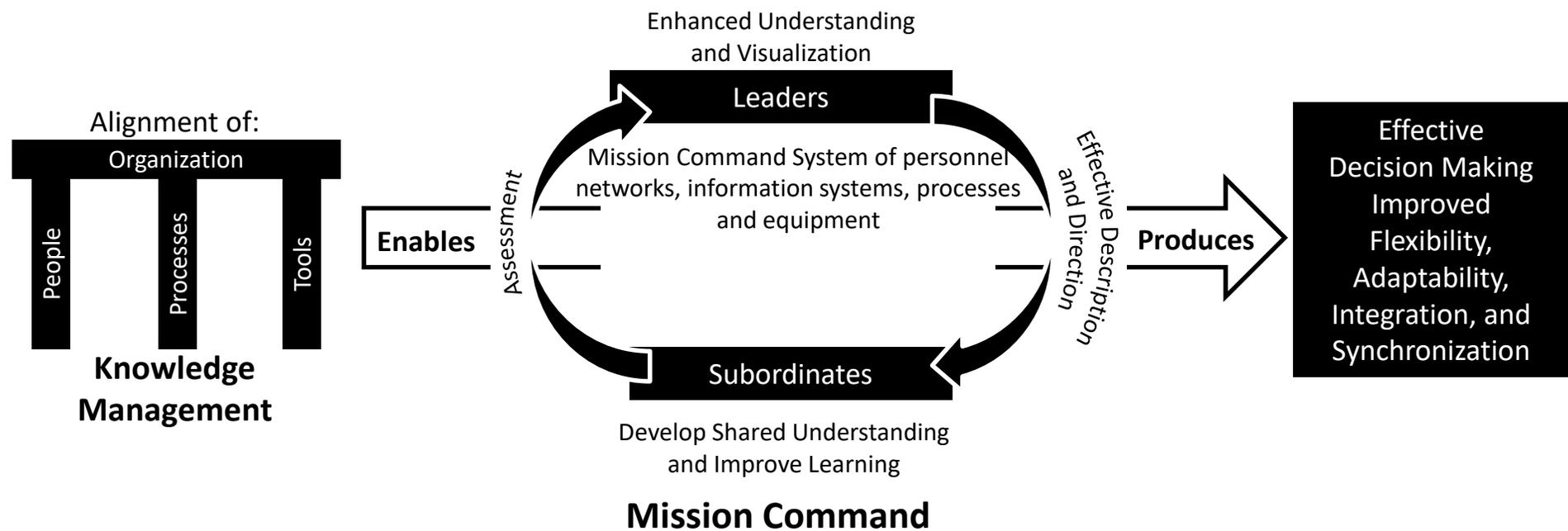
- History
  - Derived from Carnegie Mellon and APQC models
  - 2009 Army War College white paper
- Linkage to Mission Command
- Pilot Results and Analysis
- Discussion and Dialog



**Creating shared understanding –Cognitive Hierarchy**

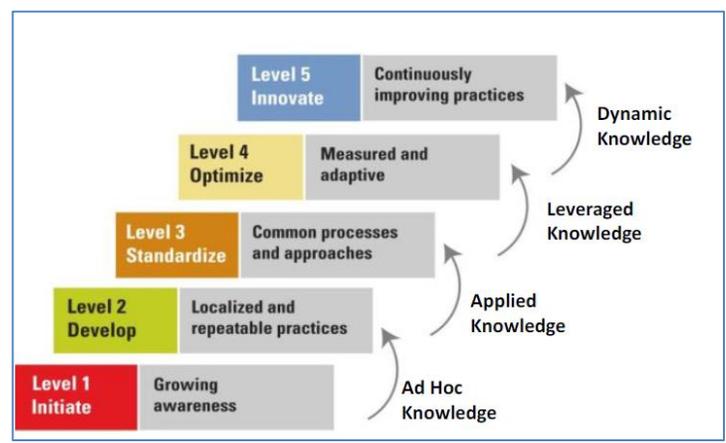
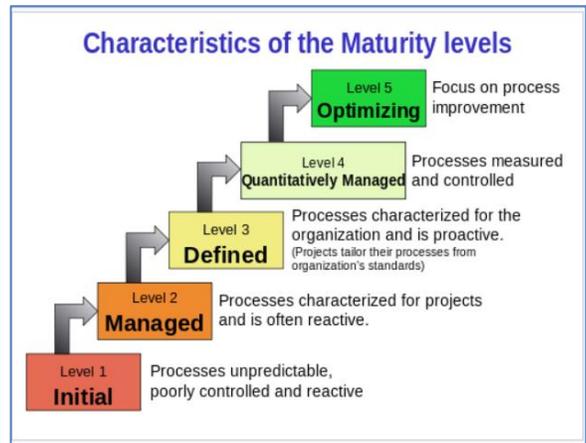
Source: JP 3-0, Joint Operations

**Knowledge management is the process of enabling knowledge flow to enhance shared understanding, learning, and decision making. (ADRP 6-0)**

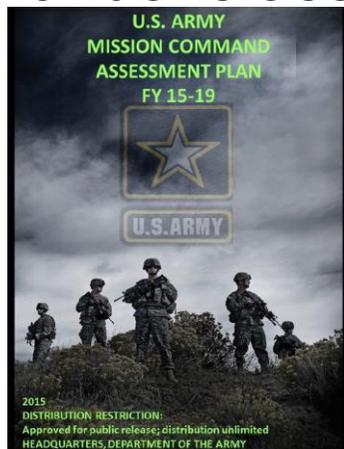


**Purpose - create shared understanding through the alignment of people, processes, and tools within the organizational structure and culture in order to increase collaboration and interaction between leaders and subordinates enabling decisions through improved flexibility, adaptability, integration, synchronization to achieve a position of relative advantage.**

- Carnegie Mellon & APQC pedigree



- 2009 AWC White Paper
- Army MC Strategy → Army MC Assessment Plan
  - KM3 introduced as a Commander's assessment indicator



B)



| Model    | Stage 1  | Stage 2    | Stage 3     | Stage 4  | Stage 5    |
|----------|----------|------------|-------------|----------|------------|
| G-KMMM   | Initial  | Aware      | Defined     | Managed  | Optimized  |
| Army KM3 | Ad Hoc   | Repeatable | Defined     | Managed  | Optimized  |
| CMMI     | Initial  | Repeatable | Defined     | Managed  | Optimizing |
| KMCAT    | Initiate | Develop    | Standardize | Optimize | Innovate   |
| Fujitsu  | Chaotic  | Ad hoc     | Organized   | Managed  | Agile      |

## LEGEND

G-KMMM = General KM Maturity Model (National University of Singapore)

KM3 = Knowledge Management Maturity Model (US Army)

CMMI = Capability Maturity Model Integration (Carnegie Mellon University)

KMCAT = KM Capability Assessment Tool (APQC)

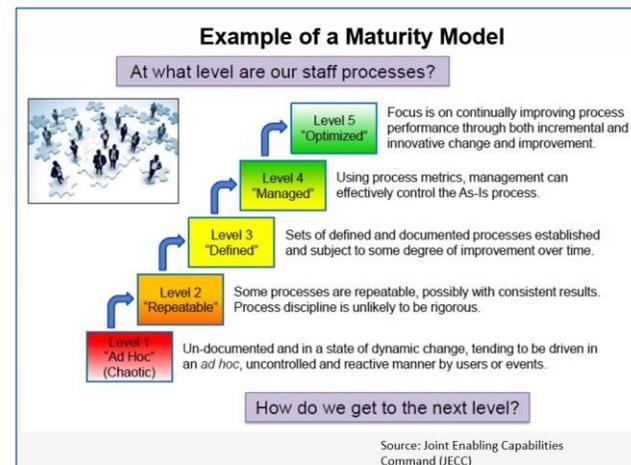
- All have 5 stages
- Stage 1 is always 'messy'
- Stage 5 is always elusive (Desired Endstate)



- 4 main sections
  - People, Process, Tools, Organization
- ~42 Efforts (Sub-categories) with description and standards
- Focus Group methodology vice Individual
- Standard 1-5 Likert scale metrics

| Rating SCALE:  |   |
|--|---|
| 1 = Unit is not doing this effort at all                     | 1 |
| 2 = Unit has started this effort but is still in development | 2 |
| 3 = Effort is well developed but not fully implemented       | 3 |
| 4 = Unit does this effort and it is fully implemented        | 4 |
| 5 = Unit has assessed effort and has validated its utility   | 5 |

- Uses JECC's 5 stages





- Began piloting in August 2016 with 2/1 AD (NIE 17.1)
  - Analysis through Army Research Laboratory (ARL)
- 16 Organizations to date ranging from BDE to 3-star HQ

| Army Org    | People             | Process            | Tools              | Org/Culture        | Rating        |
|-------------|--------------------|--------------------|--------------------|--------------------|---------------|
| Div HQ 1    | 17/30 [56%]        | 27/60 [45%]        | 44/70 [62%]        | 31/50 [62%]        | 3             |
| Div HQ 2    | 19/30 [63%]        | 38/60 [63%]        | 36/70 [51%]        | 39/50 [78%]        | 3             |
| SOF Unit HQ | 14/30 [46%]        | 29/60 [48%]        | 36/70 [51%]        | 33/50 [51%]        | 3             |
| COE HQ 1    | 10/30 [33%]        | 29/60 [48%]        | 28/70 [40%]        | 36/50 [72%]        | 2             |
| Army HQ     | 13/30 [43%]        | 19/60 [31%]        | 29/70 [41%]        | 18/50 [36%]        | 2             |
| SOF Unit HQ | 12/30 [40%]        | 35/60 [58%]        | 41/70 [58%]        | 34/50 [68%]        | 3             |
| Res Unit HQ | 12/30 [40%]        | 26/60 [43%]        | 22/70 [31%]        | 29/50 [58%]        | 2             |
| Div HQ 3    | 12/30 [40%]        | 28/60 [46%]        | 34/70 [48%]        | 21/50 [42%]        | 2             |
| Sust HQ     | 11/30 [36%]        | 22/60 [36%]        | 36/70 [51%]        | 21/50 [42%]        | 2             |
| COE HQ 2    | 13/30 [43%]        | 32/60 [53%]        | 28/70 [40%]        | 33/50 [51%]        | 3             |
| <b>Mean</b> | <b>13/30 [44%]</b> | <b>29/60 [48%]</b> | <b>33/70 [47%]</b> | <b>30/50 [59%]</b> | <b>&lt; 3</b> |

Goal is to be > 3 in all Components. Stretch goal to be > 4.



***“ ...what really matters is the succeeding. If that requires you to change, that’s your mission”.—  
General Stanley McChrystal, (2015)  
Team of Teams.***





# Discussion & Dialog