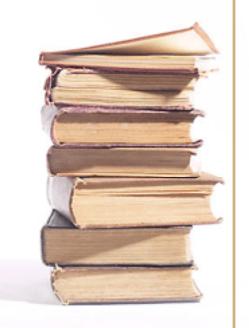# What Is Knowledge Management, Really? And Why Is It So Important?
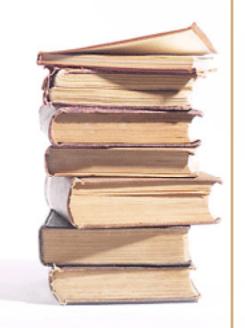
Making Sense Out of Category 4

American Society for Quality
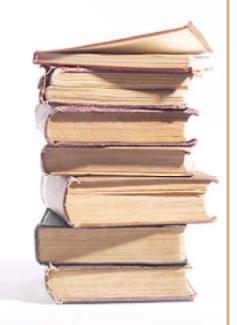Section 0511
February 20, 2008

Disclaimer

The views expressed in this presentation are those of the presenter alone, and should not be construed as reflecting the positions, policies, or practices of the Internal Revenue Service.
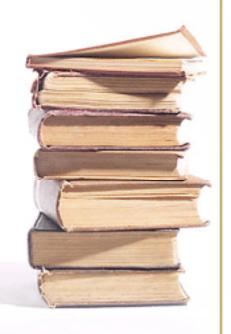
About Me

- **President, DC Chapter, Knowledge Management Professional Society**

- **Co-Chair, Interagency Knowledge Management Working Group (Federal CIO Council), 2006**

- **Co-Chair, Knowledge and Human Capital Retention Special Interest Group (Federal CIO Council), 2006**
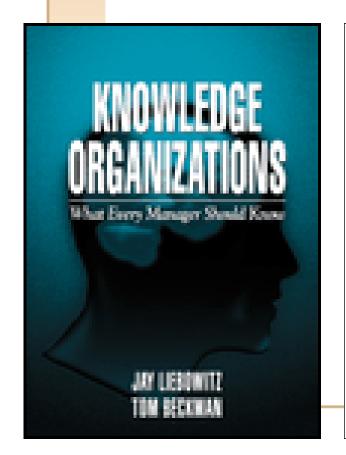
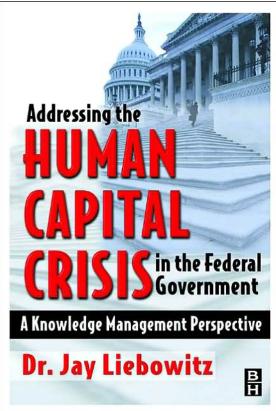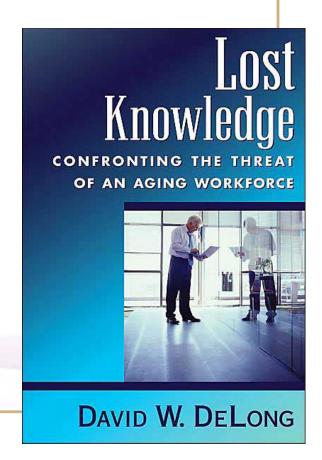# Overview

- **Knowledge Management: What It <u>Is</u> <u>Not</u>**
- **Knowledge Management: What It <u>Is</u>**
- **Why KM Is Important in Performance Excellence**
- **Why KM is Important in The Baldrige Criteria**
- **KM Tools, Techniques, & Methodologies**
- **Measuring and Assessing KM Solutions & Systems**

Some Primary Resources

Knowledge Management Is Not:

- **Data Processing**
- **Information Management**
- **Information Technology**
- **E-Learning**
- **E-Business**
- **E-[Fill In The Blank]**
- **Something New**
- **Something Strange**
- **The Latest Management Fad**

Knowledge Management Is:

- **A Management Discipline**
- **An Enabler for Decision Making, Problem Solving, and Continuous Improvement**
- **The Key to Organizational Management and Performance Excellence**

Knowledge Management: A Working Definition

- **Knowledge Management is the totality of activities that an organization brings to bear to provide:**
  - the right data/information/ knowledge
  - to the right persons
  - at the right time and place
  - in the right quantity and quality

  …

Knowledge Management: A Working Definition (Continued)

… For the purpose of enhancing:

- decision making and
- problem solving
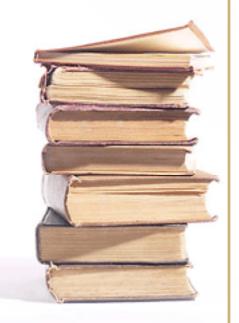
… In order to continuously improve:

- business processes,
- products and services,
- customer satisfaction and loyalty,
- employee satisfaction and engagement, and
- overall organizational performance

Knowledge Management: A Working Definition (Continued)

… With the ultimate desired outcome of:

- serving the public, and
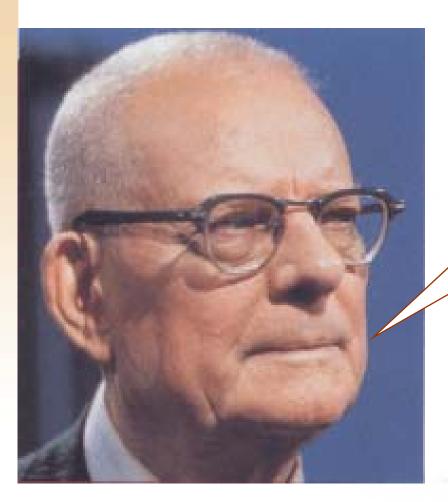- creating or adding value to society overall.

Knowledge Management: A [More Elegant] Working Definition

"A management approach to improving organizational outcomes through optimizing the acquisition and use of relevant knowledge."

Source: Dr. Stephen Downes-Martin, U.S. Naval War College

What Would Deming Say?

All models are wrong. Some are useful.

The Big Picture

Organizational Profile:
Environment, Relationships, and Challenges

2 Strategic Planning

5 Workforce Focus

1 Leadership

7 Results

3 Customer and Market Focus

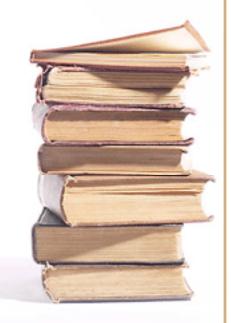6 Process Management

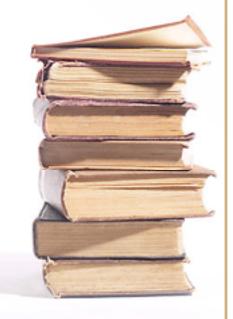4 Measurement, Analysis, and Knowledge Management

Levels of Knowledge Management:
Why KM Is Important – To Performance Excellence

- Strategic – Focus on Achieving the Vision
- Operational – Focus on Accomplishing the Mission
- Tactical – Focus on Effective and Efficient Management of Processes (Approaches)

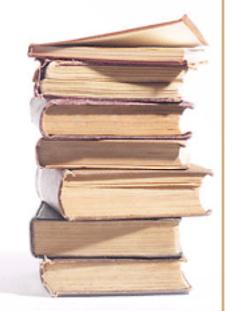# Why KM Is Important – To The Criteria for Performance Excellence

- **Approach – Knowledge of Processes & Procedures is Key**
- **Deployment – Knowledge of Approaches throughout the Organization**
- **Learning – Continuous Cycles of Improvement of Approaches**
- **Integration – Of Approaches with One Another, and Alignment of Approaches with Purpose, Mission, Vision, Values, Strategies, Plans**

Knowledge Management Tools, Techniques, and Methodologies

- **Storytelling (S)**
- **Social Network Analysis (S)**
- **Competency Management (S)**
- **Organizational Learning (S,O)**
- **Employee Organizations (S,O)**
- **Collaboration (O,T)**
- **Knowledge/Expertise Locators (O,T)**
- **Communities of Practice (O,T)**

Note: S = Strategic; O = Operational; T = Tactical

Storytelling

- **World Bank**
- **Army Communications-Electronics Life Cycle Management Command**
- **GSA**

Social Network Analysis – Finding the Outliers

Employee Organizations – Eliminating the Outliers

- **Blacks in Government**
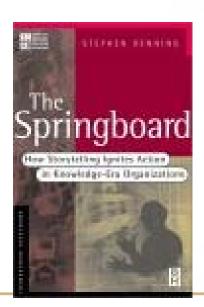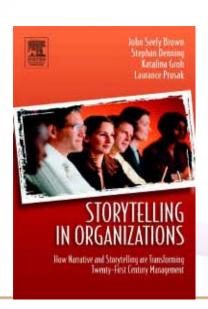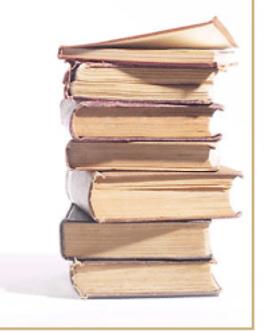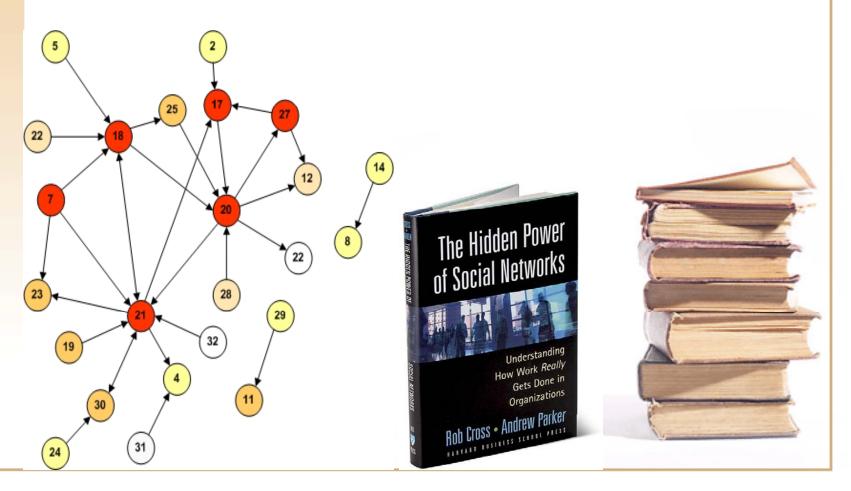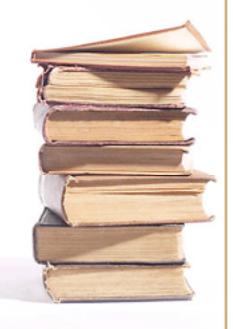- **Federally Employed Women**
- **GLOBE**
- **HIRE**
- **ASPIRE**
- **….**

Competency Level Assessment

Assessment of Leadership Competency

Managerial Assessment
Employee: Clancy Wiggum

Achievement Orientation - Pushes self and others to set and meet goals. Strives to improve performance through balanced measures. Uses creative and innovative techniques for producing quality work and surpassing a standard of excellence. Takes on challenging assignments and persists until significant performance improvements are attained.

○ **Level 1: Focuses on Doing Well.** Consistently strives to produce quality work. Feels good about accomplishments and is frustrated with inefficiency, waste or internal issues that slow down achieving results.

○ **Level 2: Sets and Meets Goals.** Sets goals and uses own methods of measuring outcomes against a standard of excellence. May focus on new or more precise ways of meeting goals set by others.

◉ **Level 3: Improves Performance.** Pushes self and team to do better; is not satisfied with current performance levels. Makes specific changes to the system or own work processes in order to improve performance (e.g., does something faster, more efficiently; improves quality, uses creative and innovative techniques).

○ **Level 4: Accepts Challenges, Persists and Makes Large Scale Performance Improvements.** Takes on difficult assignments and is excited by the challenge. Creates goals for improvement and measures performance against those goals; compares current performance with baseline performance to track improvements. Persists until large-scale performance improvements are achieved.

○ **Not observed.**

« Back   Submit

Competency	Selected Option
Achievement Orientation	Level 3
Adaptability	Level 4
Business Acumen	Level 1
Communication	Level 4
Continual Learning	Level 2
Customer Focus	Level 3
Decisiveness	Level 1
Developing Others	Not observed
Diversity Awareness	Level 4
Entrepreneurship	Level 2
External Awareness	Level 3
Group Leadership	Level 3
Influencing/Negotiating	Level 4
Integrity/Honesty	Level 4
Partnering	Level 1
Political Savvy	Level 1
Problem Solving	Level 3
Service Motivation	Level 2
Strategic Thinking	Level 2
Teamwork	Level 4
Technical Credibility	Level 2

Succession Readiness Matrix

Status	Executive Level	
Ready Now This individual possesses the skills, competencies and experiences necessary to advance to the next level of management at this time.	*Available* *Troy McClure* *Lurleen Lumpkin* *Ruth Powers*	*Not Available* *Edna Krabappel*
Ready with Development With the proper mix of training, education and experiences, this individual can be prepared for the qualifications necessary for advancement to the next level of management within a 24 month timeframe.	*Available* *Carl Carlson* *Selma Bouvier* *Kirk Van Houten*	*Not Available* *Julius Hibbert* *Beatrice Simmons* *Artie Ziff* *Brandine Spuckler*
Not Ready This individual will require in excess of 24 months of additional training, education and experience before they possess the skills, competencies and qualifications necessary to advance to the next level of management.	*Clancy Wiggum* *Lionel Hutz* *Nick Riviera*	
Individuals to Watch Long Term Refers to promising future candidates who are *not* currently eligible for selection. Exhibits excellent performance in their current role, however, lacks many experiences and accomplishments to typically be considered a viable candidate. Due to positive performance trends, the individual should be considered for accelerated development.	*Martin Prince* *Samantha Stankey* *Jessica Lovejoy* *Nelson Muntz*	

Organizational Learning

- **Learning ≠ Training**
- **Learning ≠ Development**
- **Learning ≠ Attendance at Sessions**
- **Learning ≠ Acquisition of New or Enhanced Knowledge, Skills, Abilities**
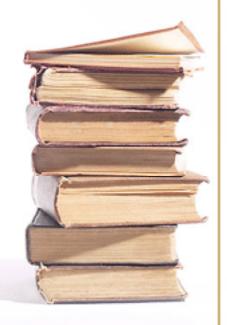
Organizational Learning

- **Learning = Continuous Cycles of Assessment and Improvement of Performance**
  - **Analysis of Strengths and Opportunities for Improvement**
  - **Leveraging of Strengths**
  - **Elimination, Reduction, or Mitigation of OFIs**
  - **=> Changes in Behavior**
  - **=> Individual and Organizational Performance Improvement**

Organizational Learning in Work Teams

- **Learn Before**
- **Learn During**
- **Learn After**

Learn Before	Learn During	Learn After
• **Peer Assists** • **Best Practices** • **Lessons Learned** • **Benchmarking**	• **In-process Reviews** • **Milestone Meetings** • **Go/No-Go Decisions**	• **After Action Reviews** • **Retrospectives** • **Post-mortems** • **Hot Wash-ups**

Knowledge Repository
• **Expertise Locators**
• **Best Practices Databases**
• **Communities of Practice**
• **Content Management Systems**
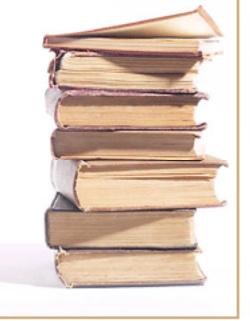• **Storytelling Archives**
• **…**

Adapted from concepts developed by Kent Greenes and Nancy Dixon

Collaboration Tools

- **Shared Files/Folders/ Drives (e.g., SharePoint)**
- **Portals**
- **Wikis**
- **Blogs**
- **IM**
- **Chat**
- **E-Mail**

MySpace
Flickr
Wikipedia
Mozilla
Linux
YouTube
Innocentive
Human Genome Project

WIKINOMICS
How Mass Collaboration Changes Everything

Don Tapscott
Author of *The Digital Economy*
and Anthony D. Williams

Knowledge/Expertise Locators

- Corporate "Yellow Pages"
- Subject Matter Expert Directories
- Communities of Practice
- Communities of Interest

Knowledge/Expertise Locators

- **Knowledge workers typically spend 35% of their time searching for data, information, knowledge, or expertise.**
  - **Half the time, they don't find it.**
    - **Do the math: If you are a Senior BA, and your salary is over $100,000. That means you are being paid $17,500 a year to fail.**
  - **And the other half the time, the timeliness, accuracy, validity, and reliability of what you find is, at best, suspect.**
    - **Again, do the math: You are being paid $17,500 to work with bogus data.**
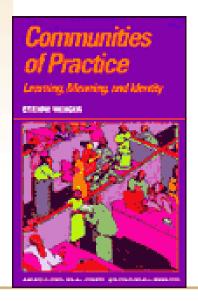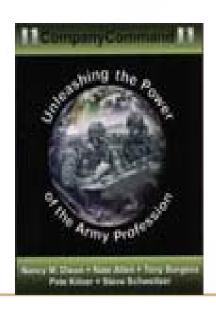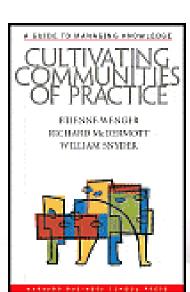
The Hopper Retort

Isn't that just ducky!

Rear Admiral Grace M. Hopper, USN

Communities of Practice

- **Defense Acquisition University**
- *CompanyCommand.mil*

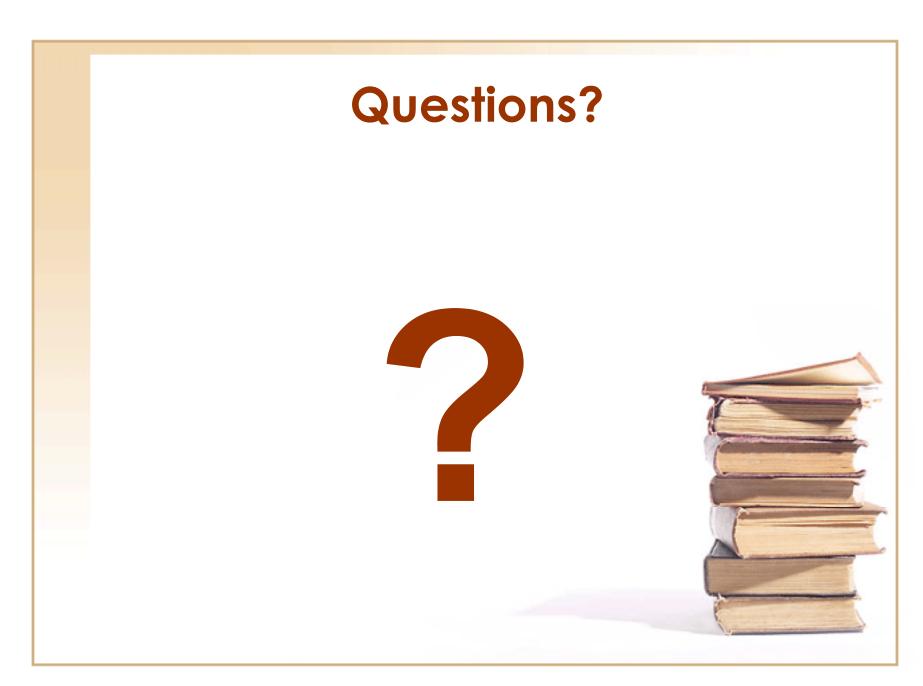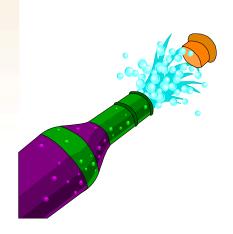# Summary

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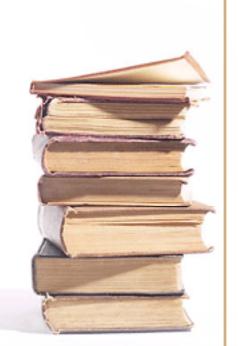- **Measuring and Assessing KM Solutions & Systems**

Questions?

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Thank You!

**Michael J. Novak
Office of Procurement
Internal Revenue Service
202-283-1681
Michael.J.Novak@irs.gov**

GO NAVY!   BEAT ARMY!