

**Finally!**  
**A Knowledge Management Standard!**

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**Section 0511**

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# 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 his former, current, or future employers.**

# About Me

- **Quality Professional since 1983**
  - ASQ CQE and CMQ/OE
  - Baldrige and Baldrige-based program participant since 1994
- **Knowledge Management aficionado since 1999**
  - Co-chair, Federal Knowledge Management Working Group, 2006-2007
  - Former President, Knowledge Management Professional Society, DC Chapter
- **Enterprise Architecture Professional since 2009**
  - Seven Enterprise Architecture Professional Certifications
  - Teach (as Teaching Assistant) graduate-level Enterprise Architecture courses

# Overview

- **Background and Context**
  - **Why Knowledge Management is important**
  - **Why a Knowledge Management Standard is important**
- **A brief outline of ISO 30401**
- **Next steps?**

# Why Knowledge Management is Important

- In the current volatile, uncertain, complex, and ambiguous (VUCA) environment, knowledge – and the management of knowledge – is crucial to organizational success.
- Knowledge is the basis for modern organizational performance – Two Models
- (But remember Deming's dictum, "All models are wrong; some are useful.")

# The Old Model – The “Baldrige Burger”



**Baldrige “Burger”**

SOURCE: [www.NIST.gov/Baldrige](http://www.NIST.gov/Baldrige)

# The New Model – The “Baldrige Hockey Puck”



# The Knowledge Management Environment

- **People**
- **Process**
- **Technology**
- **Organization / Culture**
- **Politics**

# People Factors

- People don't know what they know; don't know that what they know may be valuable to others; and don't know who wants to know what they know
- People don't have trusting relationships with others
- People don't have time to share knowledge

# People Factors

- People don't care about sharing knowledge
- People are afraid to share (knowledge is power; fear of negative consequences)
- People don't ask
- People work for people who don't share

# Process Factors

- No formal processes for sharing knowledge
- Informal knowledge-sharing processes not supported by management
- Knowledge sharing process is viewed as “overhead” or “support” – i.e., not value-adding or value-creating

# Process Factors

- No coherent approach to process management
- Process management focuses on individual processes, not on the overall organization

# Technology Factors

- Lack of systems
- Obsolete systems
- Multiple, incompatible systems
- Systems not user-friendly
- Systems not accessible
- Systems not maintained, improved, updated
- Lack of training on use of systems

# Organization Factors

- Stovepipes\*
- Not Invented Here\*
- The Tower of Babel\*
- Focus on sharing explicit knowledge to the exclusion of tacit knowledge\*
- Intra-organizational competition: Knowledge is power
- Lack of systematic, holistic approach to managing the organization

\*Source: O'Dell and Grayson, *If Only We Knew What We Know*, 1998

# Political Factors

- Primarily applicable to government organizations, but exist in the private sector, too
- Every administration (Top Leadership Team) has an agenda
- The Administration's agenda is promoted by political appointees within agencies

# Political Factors

- Agency Executives support their political appointees' agendas
- Federal managers and rank-and-file employees are expected to carry out their Executives' agendas
- The “This too shall pass” syndrome

**A Standard that sets forth the requirements of an effective Knowledge Management System (KMS) can address these issues.**

**ISO 30401, Knowledge management systems – requirements (November 2018)**

# ISO 30401 Structure

## Foreword

- About ISO and how ISO standards are developed

## Introduction

- Purpose of ISO 30401
- The importance of Knowledge Management
- Guiding principles – about knowledge, knowledge management, and the organizational environment
- Range of knowledge management– refers to Annexes A and B

# ISO 30401 Structure

## 1. Scope

- Requirements and guidelines for establishing, implementing, maintaining, reviewing, and improving knowledge management systems

## 2. Normative references

- (None)

# ISO 30401 Structure

## 3. Terms and definitions

- E.g., Knowledge: human or organizational asset enabling effective decisions and action in context
- E.g., Knowledge management: management with regard to knowledge

# ISO 30401 Structure

## 4. Context of the organization

4.1 Understanding the organization and its context

4.2 Understanding the needs and expectations of interested parties (stakeholders)

4.3 Determining the scope of the knowledge management system

# ISO 30401 Structure

## 4.4 Knowledge management system

### 4.4.1 General

### 4.4.2 Knowledge development

- Acquiring new knowledge
- Applying current knowledge
- Retaining current knowledge
- Handling outdated or invalid knowledge

# ISO 30401 Structure

## 4.4 Knowledge management system

### 4.4.3 Knowledge conveyance and transformation

- Human interaction
- Representation
- Combination
- Internalization and learning

# ISO 30401 Structure

## 4.4 Knowledge management system

### 4.4.4 Knowledge management enablers

- Human capital
- Processes
- Technology and infrastructure
- Governance
- Knowledge management culture

# ISO 30401 Structure

## 4.5 Knowledge management culture

- Attitudes and norms regarding sharing, learning from mistakes

## 5. Leadership

### 5.1 Leadership and commitment

### 5.2 Policy

### 5.3 Roles, responsibilities, and authorities

# ISO 30401 Structure

## 6. Planning

6.1 Actions to address risks and opportunities

6.2 Knowledge management objectives and plans to achieve them

# ISO 30401 Structure

## 7. Support

### 7.1 Resources

### 7.2 Competence

### 7.3 Awareness

### 7.4 Communication

### 7.5 Documented information

#### 7.5.1 General

#### 7.5.2 Creating and updating

#### 7.5.3 Control of documented information

# ISO 30401 Structure

8. Operation

9. Performance evaluation

9.1 Monitoring, measurement, analysis,  
and evaluation

9.2 Internal audit

9.3 Management review

# ISO 30401 Structure

## 10. Improvement

10.1 Nonconformity and corrective action

10.2 Continual improvement

Annex A – The knowledge spectrum – the range of knowledge management

- A continuum from clearly codified (explicit) knowledge to uncoded, experience- and/or action-based (tacit) knowledge

# ISO 30401 Structure

Annex B – Relationship between knowledge management and adjacent disciplines – e.g.:

- Information management
- Customer relationship management
- Organizational learning
- Human resource management
- Enterprise Architecture
- Quality management

# ISO 30401 Structure

## Annex C – Knowledge management culture

- Individual commitment, demonstrated in behaviors and interactions
- Desired organizational behaviors and attitudes
- Possible approaches

# ISO 30401 Structure

## Bibliography

- ISO 9001 Quality management systems – Requirements
- ISO 30400 Human resource management – Vocabulary
- SI 25006 Knowledge management systems – Requirements
- Kelleher and Levene, *Knowledge management: A guide to good practice*. London: British Standards Institution, 2001

# Important point

- ISO 30401 is prescriptive.
- It does not, like the Baldrige Criteria, ask questions like, “How do you ...?”
- Rather, it says, e.g.,
  - “Top management shall ....”
  - “The organization shall ....”
  - “The organizational knowledge management system shall ....”

# So, now what?

- For the past two decades (more or less), there have been two major barriers to the acceptance of Knowledge Management as a “valid” management discipline and, hence, to wider use of Knowledge Management in organizational management:
  - (1) The lack of a Standard to provide a formal definition of what Knowledge Management is and what Knowledge Management does
  - Addressed by ISO 30401....

# So, now what?

- (2) The lack of a formal body of knowledge to train and educate people in the understanding of Knowledge Management concepts and in the use of Knowledge Management techniques
- Still needed.
- Which means, “We are halfway there.”
- Want to be a part of the future of Knowledge Management? Google “knowledge management washington dc.” (Please do not ask me to recommend or endorse any organization or event you might find there.)

# Summary

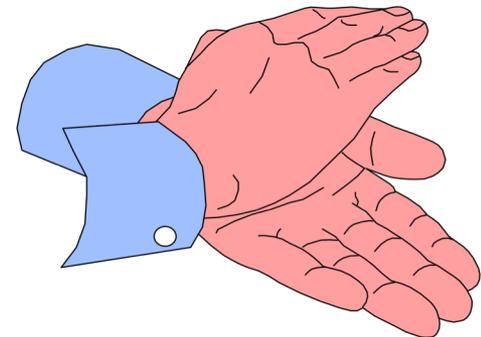
- **Background and Context**
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  - **Why a KM Standard is important**
- **A brief outline of ISO 30401**
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# Questions



# Thank You!

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# A Final Thought



**GO  
NAVY!**



**BEAT  
ARMY!**