



## Santa Inc.: a case study in knowledge management

Imagine the scene: North Pole, Santa's Grotto, early morning.

Santa is determined Christmas will be perfect this year. 'Pay attention there! We are going to have an after action review', booms Santa.

The Elves look at each other, and one pipes up: 'For a change, why can't we have a peer assist, and then do some blogging?'

'No!' protests another. 'Let's try a knowledge exchange to update our lessons database!'

'Don't you mean community of interest?' chimes another.

'No, we need a community of practice based on a technical limit workshop', insists yet another.

Above the gathering din, the authoritative voice of the Head Elf – who knows a thing or two about Christmas – booms out: 'What we need to do is check with the knowledge asset on the Wiki, and then to convene a business driven action learning project!'

At this point, an Elf appears carrying a tray of cookies fresh from the oven. 'Hey! Cookie Elf! What do you think?' the Elves cry in full-throated unison.

'Well', says Cookie, reflectively but emphatically, 'I would recommend a quality circle leading to a five

sigma and a retrospect with optioneering with a dose of left field, cutting edge thinking'.

Cookie's conviction wins the day, and the Elves bark out in chorus: 'That will do very nicely!' And thus, Knowledge Management – decked with holly, baubles and glitter – is well and truly integrated into Santa Inc.'s work flow!

And the moral of this short tale is ... The presents under your tree on Christmas Morning will almost certainly arrive courtesy of knowledge management! Face the facts: delivering presents to 100 million homes in 32 hours requires a lot of knowledge! And, maybe, a bit of magic, too.

How many knowledge management processes can you spot in the above? Let us know before 30 January 2007 on [tom.young@knoco.co.uk](mailto:tom.young@knoco.co.uk) and if you are correct we will enter you into our prize draw. Good luck.



## Knowledge roles and accountabilities

In December, the Knowledge and Innovation Network invited Knoco's Tom Young to talk about Knowledge Roles. Tom explains: 'I was asked to outline various roles and activities that must be undertaken when implementing knowledge management, both within the KM team and across the wider organisation'. Discussion during the session indicated that Tom's presentation had challenged some of the

delegates' assumptions and preconceptions.

Tom shared our findings that clear and well-defined roles and accountabilities are crucial to the long-term success of Knowledge Management, and that these need to be defined by senior management. Accountabilities may be needed within the line structure, the functional structure, and the KM support structure.

### Seasonal greetings from the Knoco team

2006 has been yet another very interesting and professionally rewarding year for us and we look forward to working with you in 2007. Very best wishes, whatever your season or whichever festival you are enjoying or celebrating! From us, it's 'Merry Christmas' and 'Happy New Year' to you all.



## Knoco travel log – around the world in 365 days

This year, Knoco's team has, once again, been girdling the globe! We've worked in some very interesting locations, including Hong Kong, Thailand, Canada, South Africa, Tierra del Fuego, Azerbaijan, Trinidad, Argentina and Colombia. The picture here is from a training course we ran for project personnel in Bogota, Colombia.

## Implementing a framework for knowledge management

In November, work that Knoco's Nick Milton has been doing with BP was discussed in a Society of Petroleum Engineers paper at the International Petroleum Exhibition and Conference in Abu Dhabi, UAE.

This abstract comes from the Society of Petroleum Engineers web site.

'Corporate knowledge is the asset enabling an organization to take effective action, and make crucial decisions correctly. A key challenge for business leaders is how to engage everyone in the processes of knowledge capture, sharing and application. Increasingly, the notion of an internal knowledge economy is becoming a reality for many companies as they strive to become distinctive from the competition.

'If KM is to be successful, the organization must

be given a clear framework to guide, support, monitor and continuously improve the integration of collective know-how in pursuit of specific business goals.

'This paper describes a framework for managing knowledge, which is becoming increasingly adopted within BP's Exploration & Production (E&P) business segment. The Major Projects Knowledge Framework addresses the governance of knowledge as well as the support elements (people, process and technology) necessary to ensure knowledge is applied as needed, when needed and in a format that is usable by others.'

Further details can be found on the SPE web site by following this link. [http://www.spe.org/elibinfo/eLibrary\\_Papers/spe/2006/06ADIP/SPE-101315-MS/SPE-101315-MS.htm](http://www.spe.org/elibinfo/eLibrary_Papers/spe/2006/06ADIP/SPE-101315-MS/SPE-101315-MS.htm)

Welcome to Phil Ridout!



Knoco's burgeoning family has a new member, Phil Ridout. Phil was a core member of the KM team at Mars, and brings to Knoco a very strong background in Knowledge capture from retrospects, expert interviews and retention interviews (among many other skills). He was also instrumental in launching several highly successful 'Communities of Purpose' with senior managers around the world to tackle high impact strategic business issues through Knowledge sharing. Welcome Phil!

## Knowledge management for services, operations and production industries – a practitioner's guide

We are glad to be able to report that Tom's new book is now in the final stages of preparation for publication. Further details and pre-order information can be found at the publishers web site by following this link: [http://www.chandospublishing.com/catalogue/record\\_detail.php?recordID=164](http://www.chandospublishing.com/catalogue/record_detail.php?recordID=164)