



## May 2013 - the secret to making KM "part of the day job"



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**New Faces in Knoco**

The ultimate goal of Knowledge Management implementation is for Knowledge Management to become fully incorporated into the way the organisation works - not a stand-alone or an add-on, considered to be additional work, but part of Business as Usual. This newsletter explains how this can be achieved, by designing Knowledge Management into the core structures of the organisation.

Stephanie kicks us off with a section on KM by design, then we look at designing KM into the organigram, the processes, the technology suite and the governance.

### Knowledge Management by Design



[Stephanie Barnes, Knoco Canada](#)

Design thinking seems to be everywhere lately, but it seems KM has always been "by design," at least if it was done successfully. Design thinking is characterized by being purposive; human centered; a balance of analytical and creative; uses abductive reasoning, i.e. inference from best available explanation; and iterative, it uses prototyping and play testing to achieve success.

How are these principles applied in knowledge management?

**Purposive:** we look at the organization's strategy, goals, and objectives and assess how knowledge management best supports those activities. The [knowledge management strategy](#) outlines how the organization's goals and objectives are furthered through the application of knowledge management activities.

## Indonesia

[Knoco Indonesia](#) is now being headed up by Ir. Sapta Putra Yadi MHRM



Sapta has more than 32 years experience in various industry such as manufacturing, timber, mining and oil & gas industry. As HR Corporate Vice President, he initiated and was directly involved in developing end-to-end Knowledge Management for Medco Energy, the biggest private owned oil & gas company in Indonesia. Since 2010 he has run his own business as HR and KM Consultant.

Sapta will be supported by Iqbal Fajar

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**Human centered:** the best knowledge management implementations consider the people of the organization, e.g. how they work, what makes their work-lives easier, what the culture of the organization is like and works with those requirements to make the organization more efficient and effective in its knowledge processes and activities.

**A balance of analytical and creative:** KM should be a balance of analytical and creative. It should capture knowledge and make it reusable, but it also needs to leave space, ba, to allow for knowledge creation.

**Abductive reasoning:** this sums up the belief in KM in general. It can sometimes be difficult to prove a causal link between improved knowledge activities and improved organizational performance, [metrics](#) and [ROI](#) continue to be a hurdle for many organizations. However, anyone who has experience with implementing knowledge management successfully knows that efficiency and effectiveness in an organization are improved through the use of knowledge management activities.

**Iterative:** successful KM starts small and grows. It starts with an over-all strategy and plan, but then moves to [KM pilot projects](#), which bring in small parts of the organization, so that lessons can be learned and adjustments made as the people, process, and supporting technology are implemented across the organization.

Is your knowledge management by design?

## Designing KM into the Organigram

If Knowledge Management is to become an embedded part of the way you work, it needs an embedded KM organizational structure of roles and accountabilities, to support it



Let us take an analogy. Imagine you were introducing Financial Management. You would need

[Nick Milton,](#)  
[Knoco UK](#)

- A certain number of Budget holders - the people accountable for money within projects and operations.
- A certain number of accountants and cost engineers. doing

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the nuts and bolts of financial transactions.

- A central finance team.
- CFOs and Finance Directors - the people accountable for the financial management system itself.

The same will be true of Knowledge Management. You need to embed the roles and accountabilities into the organisation - into the projects, the departments, the supporting functions, and the management structures. You will need to define

- The [Knowledge managers](#) within the delivery departments and projects.
- The [CoP leaders](#) and [Process owners](#) in the supporting functions.
- The [KM support team and CKO](#).

Once the KM roles and accountabilities are embedded into the line management structure, then KM can be managed using normal line management processes.

## Designing KM into company process



[Ian Fry, Knoco Australia](#)

People generally do what is expected of them at work. They do their timesheets, their budgets, their quarterly reviews, their Scrums and Agile workshops - they follow the steps of the agreed company process.

If you want people to see KM as part of the day job, you therefore have to write Knowledge Management processes into the agreed processes. To be successful it must be embedded; not an afterthought or separate step.

Using the principles of **Learning Before, During and After**, you select a series of Knowledge Management processes such as [Peer Assist](#), [After Action Review](#) and [Retrospect](#), and build them into the work cycle.

Change the project requirements, for example, to include mandatory processes for capture of knowledge after key milestones (not just at the end of the project), and mandatory processes for reviewing past knowledge at the start of the project. such as a [KM planning session](#).

Change the reporting cycle for the production teams, so that they have a KM plan as part of their annual production plan. Change the sales process, to include reporting of lessons and good practice as well as numbers and targets. This is one area where good success stories can contribute to the results of other sales teams.

Whatever your business, and whatever your guiding processes, you have to make sure that Knowledge Management is in there - to design it in there - if you want KM to be seen as "part of normal business".

## Designing KM into the Technology Suite

Knowledge Management depends on [a great set of supporting technologies](#), but these also must be seen as part of the core technology suite, part of the working toolkit, and linked into the existing work tools.



- While email remains the number one work tool for many people, then link your KM tools into this, rather than requiring people to acquire a new habit. Perhaps notifications of community discussions, or new lessons learned, can come through emails, for example. [Catherine Boissonet](#), [Knoco France](#)
- If the company Intranet is popular and well used, make sure that your knowledge bases and wikis can be accessed through the Intranet, and are linked into all the familiar index pages.
- If your company already has an established taxonomy, make sure that the KM tools use the same taxonomy.
- Make sure the company search engine can search across the KM toolset. A search on a topic should return results from the community forums, the yellow pages, the lessons databases and the wiki.
- Organize your knowledge bases around relevant topics, ensure that the tools enable structured exchanges on these topics.
- Connect the yellow pages with people's expertise and interests regarding these topics. and with their publication in

knowledge bases.

The more your KM technologies can be integrated with, and embedded in, the existing technology infrastructure, the more they will become seen as normal work tools.

## Designing KM into Governance



[Tom Young,](#)  
[Knoco UK](#)

The governance systems in any organisation are usually pretty simple. The leaders set expectations and objectives, they supply resources and you are rewarded on your performance against those objectives and expectations. If you perform well, you get a great career. If you don't, you don't. It's as simple as that.

If KM is to become part of the day job, then it needs to become part of this simple performance management structure.

- Leaders need to set clear expectations for KM, as clear as their expectations for quality, for customer services, or for safety. These expectations need to be written into policy. Individuals with specific KM roles need specific KM objectives in their personal objectives, and projects or activities which are first-of-a-kind need learning objectives written into their deliverables.
- KM support needs to be provided as part of normal job support. KM needs to be part of induction and part of the normal training curriculum, with reference material available in the usual place (e.g. on the Intranet).
- KM performance needs to be part of the normal performance discussion at annual appraisal time. People with specific KM accountabilities will be judged and rewarded based on how well they performed. Other knowledge workers will be judged and rewarded on their behaviour against the company KM norms.

Once KM has become part of the performance conversation, then you can say it has become truly "part of the day job".

## Conclusions

What we have described in this newsletter is a [Framework for Knowledge Management](#), which has become embedded into the

Those few companies who have reached this level of KM maturity find that knowledge management has truly become part of the culture of the organisation. It has become institutionalised, then internalised.

Each organisation has to take this journey for themselves; to design, roll out and embed their own purpose-designed KM Framework.

[We can help you with this](#) - this is our core business!

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