

Who maintains your critical knowledge?

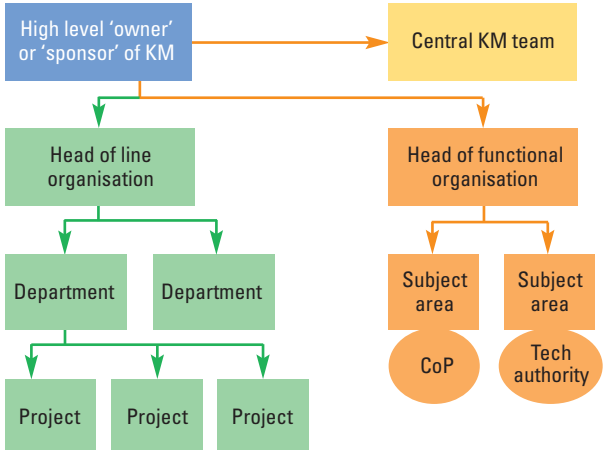
At the recent Knowledge and Innovation Network, Knoco's Nick Milton led a workshop on Organisation and Ownership of Captured Knowledge. The workshop asked: 'Who is responsible for looking after the critical knowledge of your organisation? Who maintains it, who structures it, who verifies it, who keeps it fresh and current and available?'

Nick says the answer depends very much on the maturity of the knowledge. New knowledge is often owned and built by a small community of learners, which may be in a Business Driven Action Learning team, or in an R&D department. The knowledge is built through collaboration, and the ownership can be collective. As the level of use of the knowledge grows, and the knowledge matures to become best practice, ownership often lies with the functional organisation; the communities of practice, the functional teams or the specialist departments. Generally there will be one person, or a small core team (a network leader for example), with ultimate responsibility for developing the best practice, and for validating and approving it as 'best', though he or she will use the community as a resource.

Fully mature knowledge will often be embedded in company standards, which will be owned by a technical authority within the organisation. The technical authority builds the standards and company practices, monitors their application, and updates them as and when required based on any new learning from the business. There is still a learning loop, but it is more tightly managed, and the approval step is clearer.

Responsibilities for Knowledge Management in a matrix organisation are shown and described below.

- Ownership, organisation and maintenance of the knowledge is the responsibility of the functional organisation (orange).
- The line organisation (green) is responsible for the application of the knowledge, and the creation of new knowledge
- The KM support (yellow) is responsible for ensuring the KM system itself (the tools, the processes and the roles) is understood, and works well.



Responsibilities for Knowledge Management in a matrix organisation

On behalf of the Knoco team, we wish all our clients, contacts and friends a Merry Christmas and a very happy and successful New Year!
Nick Milton and Tom Young



Repeatability

People sometimes think of knowledge management as 'repeating successes of the past'. You hear phrases like 'let's not reinvent the wheel' or 'let's steal ideas with pride'.

One of Knoco's clients recently

did this on a project, using a previous project as a template, and producing the second project as a 'carbon copy' of the first. However, they found out too late that not only had they reproduced all the successes of the previous

project, they had reproduced all its faults and failures as well!

So what's the lesson?

Learn from the past, and build on it – don't just repeat it!

Knoco India new deal signed

Knoco has a new franchise, and director Tom Young says the group is delighted to welcome India's AskOnline Technologies Pvt. Ltd to the 'family'. Based in Hyderabad and led by Siva Sai Kolluru, AskOnline will now be able to supply Knoco consultancy and training to organizations throughout India.

AskOnline has a track record in knowledge and innovation management and brings an understanding of technology to a wide cross section of companies in India. 'We work with organizations and communities to help them improve manpower skills, organizational strategy and community development', Siva says. 'AskOnline is dedicated to helping our clients become stronger competitors by instilling a culture in which they can leverage the use of knowledge

and innovate.'

Recently, AskOnline was one of 20 companies showcased at an event organized by The Indus Entrepreneurs and the Indian School of Business called TiE-ISB Connect in Hyderabad, India. 'We are very pleased that a company with such impeccable credentials should take up the Knoco franchise in India', says Tom Young. 'We look forward to working closely with Siva and his team.'

To contact Siva Sai Kolluru, call him on +91 9866651216, email him at siva@askonline.co.in or look at the website: <http://www.askonline.co.in>

The Indus Entrepreneurs (TiE), which is also known as Talent Ideas and Enterprise, is a global, non-profit network dedicated to the advancement of entrepreneurship. Founded in



Siva Sai Kolluru leads Knoco's new India franchise, AskOnline

1992, the organization today has over 10,000 members in nine countries. <http://www.tiehyderabad.org> The Indian School of Business (ISB) is aiming to become an internationally top-ranked, research-driven, independent management institution that grooms future leaders for India and the world. ISB was conceived as a not-for-profit organization. <http://www.isb.edu>

Knowledge Management thought leaders' forum what's new?

In September, Knoco's Nick Milton attended the KM thought leaders forum in London, in order to research further what was new in the KM world. As Nick reported in *Inside Knowledge* magazine, one new trend seems to be a resurgence of some of the old KM debates. The 'Connect versus Collect' debate, which surfaced in the 90s, is back on the agenda, triggered by the rise of Web 2.0, and the new technologies that can support connection.

This debate spilled over into two main approaches to KM –

the storytelling approach, and the Portal approach. Knoco has long believed that both Connect and Collect are valid approaches, applicable to distinct types of knowledge, and that any well-developed KM framework will address both

Another thought-provoking debate was around the use of the word 'Community'. Many people used this word to describe a vast array of very different groupings of people, from the 5000-strong technical communities of Shell, to other 'communities' less than 10 people in size. The function of the groups is very varied as well – some being groups for exchanging knowledge, others

being small innovation teams, others being more like stakeholder engagement meetings. In some ways, the term 'Communities' is becoming almost too broad to be useful, and a better way of categorizing these networks is needed, such as differentiating Communities of Practice, from Communities of Purpose or Communities of Innovation.

Nick says: 'The forum was great fun, and very well run, with many opportunities to discuss KM with friends old and new. It is great to see public debate, and to be able to "take the temperature" of the UK's KM world.'

Knoco developing Surge Protection strategy

Many of us are familiar with the concept of surges when applied to electrical power circuits and the need to protect against them. Surges occur when the circuit experiences an unexpected increase in the voltage or current. Devices such as circuit breakers or fuses are normally included to protect the device should a surge occur.

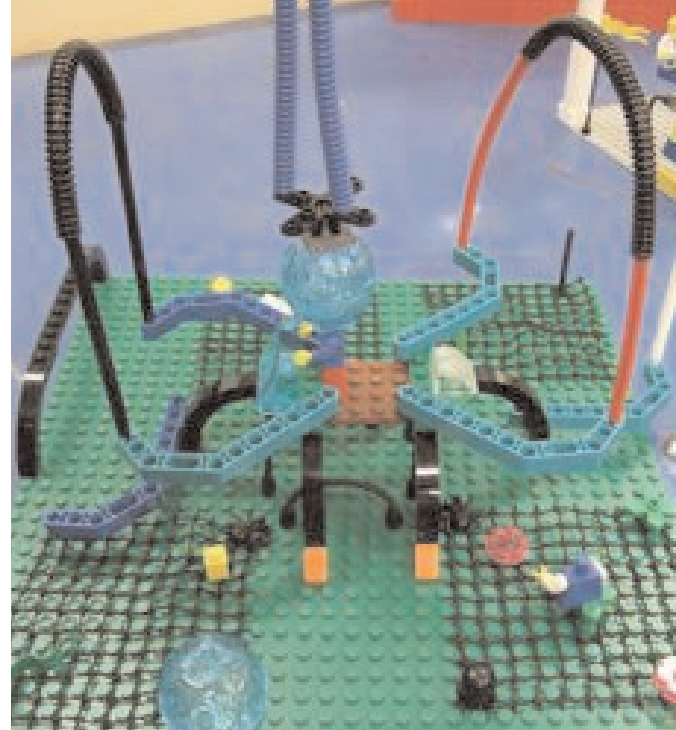
'Knoco's work with companies around the globe now lead us to believe that surges can and do occur in business. This begs a question: If surges do occur in business, how can knowledge management protect the rest of the business against them?' says Tom Young.

'First, let's look at some of the situations in which we have found that surges occur. One of the most frequent is the unexpected increase in demand either for a product or service. Another is short-term replacement of staff, perhaps due to paternity leave. In each of these situations there is a need for knowledge to be rapidly made available to otherwise generally competent staff to make them effective in a very short timeframe. This ability to protect against surges should be an integral part of any company's knowledge management strategy.'

Knoco will issue a more detailed briefing note explaining surge protection and its use early

in the New Year. But in the meantime, Tom offers this brief insight into Knoco's methodology:

- To be able to manage the impact of the surge, you need to provide your people with the right knowledge at the right time connected to the right people in the right social networking relationship.
- The methodology Knoco has devised recognizes the need for a two-path approach to this: Connect and Collect. The methodology is based on the assertion that an organization already has competent people, or that the people it will bring in to assist with the surge are competent.
- The Connect path involves providing these new recruits with social networks that will allow them to rapidly come onboard and to interact with the key people who can assist them.
- The Collect path consists of providing new people with the best guidance on how to do the job by making Collected knowledge available to them in the form of knowledge assets. If you would like a complimentary copy of the Knoco Briefing note on Surge Protection, please drop Tom Young an email at tom.young@knoco.co.uk and he will arrange for you to be sent a copy.



A 'Spider's Web' to capture the best ideas and find the best solutions

Sharing our most valuable asset

One of the most valuable assets we possess is our time and our experience. Ian Corbett, based in South Africa, is continuing Knoco's tradition of giving in this area as he develops KnocoSA's approach to social responsibility.

In September Ian worked with a group of young people from disadvantaged backgrounds in the Stellenbosch/Cape Flats area who attend a programme run by the Paul Roos Akademie, a school in Stellenbosch.

Working with a team from the Creative Education Foundation in the US, they used Lego Serious Play to explore how to use creative problem-solving to tackle challenges they and their communities face – so that the theory could be taken 'beyond the classroom'.

One team built a spider's web to illustrate the analogy of using a network to capture a very wide range of ideas in order to find the best solution, no matter where it comes from.

Knoco on Facebook

Tom Young, Nick Milton and Phil are on Facebook. If you are too, then give us a nudge! It would be good to see you online.

New Knoco services for 2008

'As a knowledge management consultancy and training organisation, Knoco is constantly learning from working with clients,' says Tom Young. 'So, we are applying that learning to refresh Knoco's existing consulting and training services and adding some new offerings for 2008.' These new 2008 packages include:

- **Knowledge asset auditing** – many organisations have now created knowledge assets, or knowledge products, to define, document and systematically manage their core business know-how. This service will audit the asset, the processes in place to support its use within the organisation, and the processes by which learning is captured, documented and used to update the knowledge asset. Feedback on accessibility, usability and security will also be provided.
- **AAR on demand** – the value of reflecting on the learning at the end of an activity is well documented and understood. The challenge is to get people who are already under time pressure to undertake the process. This virtual service provides a professional coach with many years of AAR experience to lead your team through the AAR process and to identify the lessons. This service is independent of location and time, provided by conference telephone call.
- **Virtual coach** – designed to provide coaching to any member of the organisation, be they executive, km professional or team leader about to conduct a Knowledge Management process for the first time. The coaching is

based on a 'pay as you go' conversation with no up front fee or commitment. If you want to talk something through with a professional practitioner with many years of experience before you do it, this is the service for you.

- **Critique** – based on the critiquing of material that has been produced by you, your team or indeed any member of your organisation. If you have just finished a capture exercise and want feedback on how to improve your questioning skills, or your write-up skills, then this is the service for you. Perhaps you have just finished some story telling and you want an opinion on how to improve the output. Send it to us and we will provide feedback. We can critique text, presentations, video and web sites. We have 10 years of knowledge elicitation and packaging experience for some of the most famous brands in the world. Using this service you can access that know-how and make your output even better.



An Australian team working on the ever-popular tower game

- **Surge Protection** – a methodology to prepare your organisation to manage those surges in demand or workload. (See story on page 3 for more details.)
 - **Local service provider in India** – the expanding Knoco family now has a branch in India who can provide the full range of Knoco consulting and training services. (See story on page 2 for more details.)
- For further information on any of these new services, email Tom Young at tom.young@knoco.co.uk or call him on **+44 (0) 1355 263 945**.



Participants in a Business Driven Action Learning session in Canada