



*Members of a Trinidad project team work on their KM plan*

## KM planning workshops take off

In 2006, Knoco's newsletters explored the concept of developing KM plans as a way to focus the attention of project implementation teams on the KM activities and issues associated with their project. 'It seems this has really caught the imagination of a number of our clients and increasingly we are being asked to help with KM planning workshops', says Nick Milton.

'These workshops, which are continually evolving, enable clients to develop their KM plan', Nick adds. 'Lasting a day, the workshop involves the whole project team in a discussion to define both the critical knowledge needed by the project – or the business – and the actions required to ensure this

knowledge is managed. The process is a simple one, and the main benefit of these workshops really is to provide an opportunity and a structure for a team conversation about learning, in the very early stages of the activity, when learning is of most value'.

This week, one of our clients reported: 'Various small projects and studies have been starting up and every one is undergoing a KM Planning workshop to create a Knowledge Plan. Of course, once you have done this, then it becomes easier to get Peer Assists done, too. It helps to link in various KM activities of course, and we are starting to get a sense that the KM Plan is being seen as something normal and routine'.

### *You don't always know what you know!*

**W**e often hear the phrase 'You don't know what you don't know'. But sometimes people don't realize how much they DO know! We recently helped capture knowledge from a terminal manager at a Bitumen plant in South Wales, who was due to retire.

'That won't take you very long', he said, when he heard we were coming to interview

him. 'I don't know very much at all, you'll only be here an hour'.

In fact we interviewed him for nearly two days, and compiled a knowledge asset of over 30,000 words (plus many diagrams); all of it top-quality knowledge based on decades of deep operational experience. He obviously knew more than he realized!

# Towards a new KM model for continuous operations

Over the past decade, the 'Learn Before, During and After' KM model has become a fundamental element in successful projects implementation. But recently, as Knoco's Tom Young began work on a new book about KM for operations and production, he and his Knoco colleagues quickly realized that this model – which they helped develop in 1997 as members of BP's KM team – is not easily applied to continuous operational or manufacturing processes.

'Unlike the discrete, time-bounded world of a project, continuous operational or manufacturing processes do not have clearly defined "before, during and after" phases', says

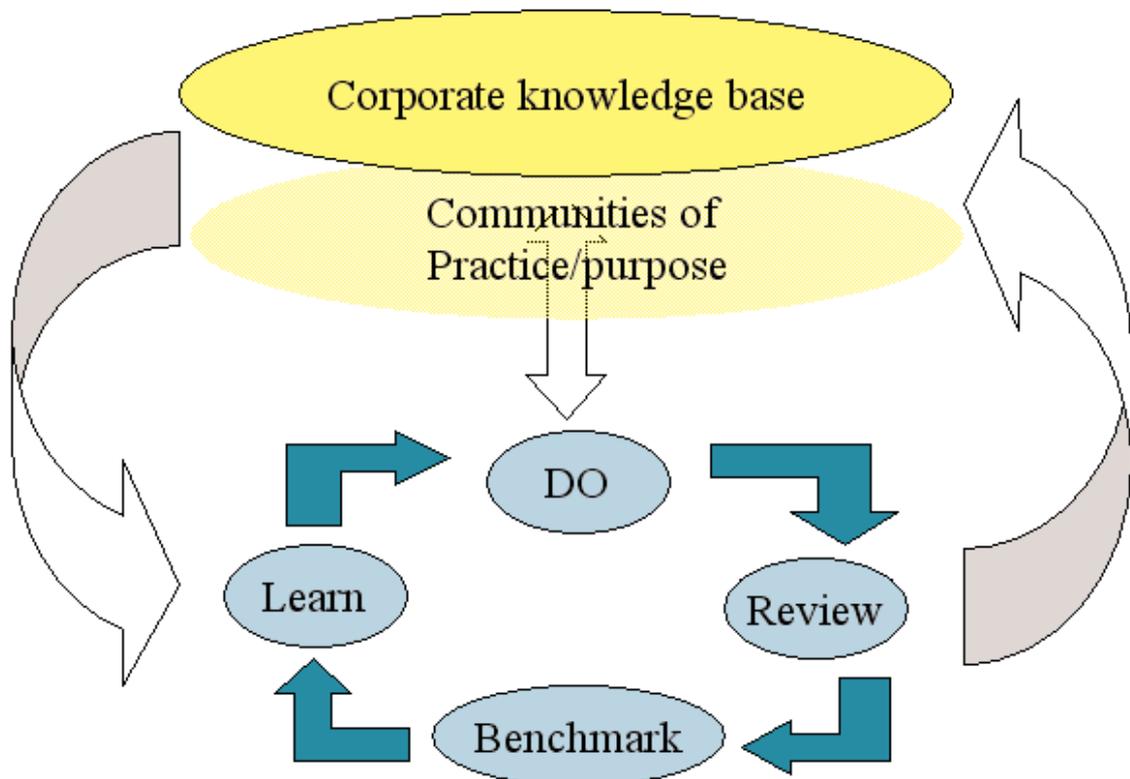
Tom. 'This prompted us to research the issue and, after much thinking and discussion, we are starting to develop an alternative model for KM for operations'.

In this new model for operations (see flow diagram), Tom explains: 'The Review and Learn steps below could equally well be titled Learn from your own unit and Learn from others. For any operational unit, we see two sources of learning, from their own successes and challenges, and from other units around the business'.

The sources of learning in the second instance will be identified through benchmarking, says the Knoco director: 'Certainly we see this as a very effective tool for

identifying sources of, and customers for, knowledge. Indeed, there seems little point in benchmarking if this does not feed into knowledge sharing!'

There also needs to be a clear linkage with the communities in the organization, and with the 'knowledge bases' which these communities look after. 'Although this model may not yet be 100% perfected, we feel it is on the right track', Tom continues. 'We would be delighted to receive any feedback from companies with experience in successful KM in an operational, production, manufacturing or service context, and to see any KM models which you use to describe how KM fits with the operational cycle'.

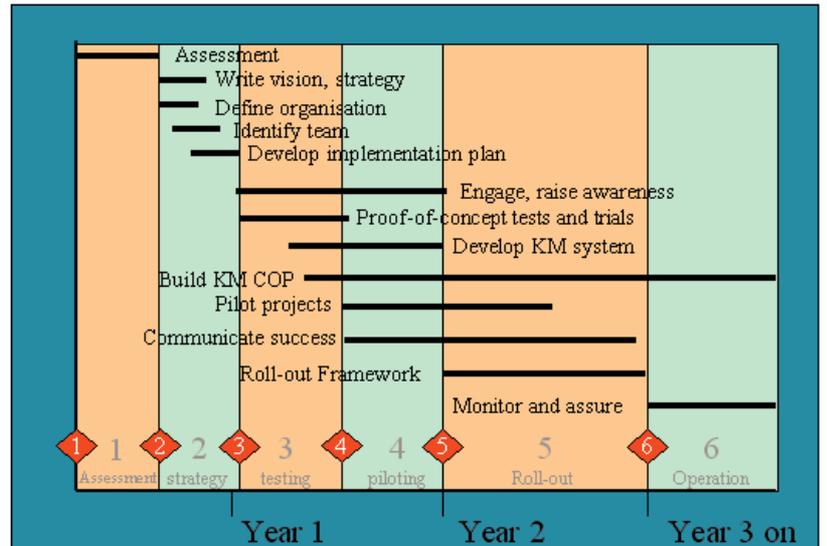


# More Knoco expertise in print and online

In case you missed them, Nick Milton and Tom Young recently published a couple of 'Master Classes' in *Inside Knowledge*, covering two topics: Staged KM implementation, and Sustaining a KM program and culture.

Both of these are based on Knoco's involvement in many KM implementations over the years and our observations of success and failure in implementing and sustaining KM. The Master Classes outline what Nick and Tom believe is the most robust staged approach to KM Implementation (see diagram on the right), and the use of an embedded management framework to sustain KM delivery once it has been implemented.

Meanwhile, Nick also published an article in *KM Review*, on the topic of Focus in KM. This describes the use of a KM strategy, at the company level, and KM plans, at project level, to make sure that KM activity is focused on the most valuable knowledge,



and therefore that KM will deliver the greatest value for the investment.

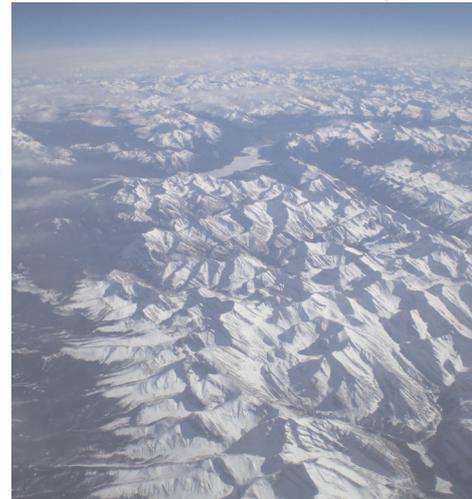
Contact us if you would like reprints of any or all of these articles.

## Postcards from our travels

It's been a busy few months of traveling for the Knoco team and as we've been making full use of our digital cameras, we'd like to share our pictures with you:



An orange buoy or Nick Milton in fluorescent swimsuit in Barbados?



Can you spot the Knoco climbing team scaling a high peak in the Rocky Mountains?



Is that Tom Young striding across the lawn in sun-kissed Perth, Australia?



When we asked for a room with a view, a very well known hotel chain gave us this one. Is it a post-modernist sculpture, a mural or a ventilation unit?