

# **SMART KM MODEL:**

## *The integrated knowledge management revolutionary approach for organisational excellence*

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- **Introduction**
- **Understanding the Concepts – *What is knowledge and knowledge management?***
- **Why knowledge management fails?**
- **Knowledge management integration**
- **SMART KM Model**
- **Delivering your KM Initiative**
- **Conclusion**
- **Q/A**

# Introduction

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Most KM projects have failed  
(Butler, 2003; Schultze and  
Boland, 2000).

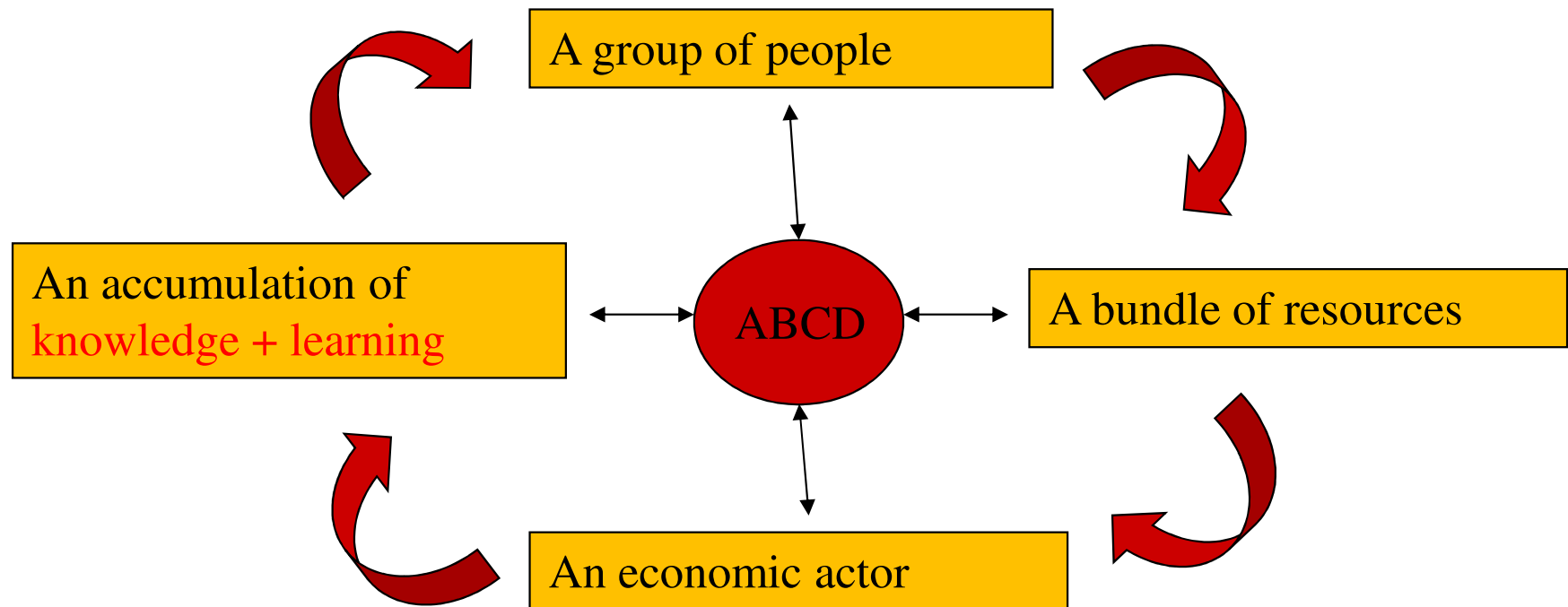
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# Literature



# What is an organisation?



*No analysis is complete unless it takes account of all these aspects at once!*

# The nature of work is changing

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**Disconnected work place**  
**More complex work environments**  
**Interactions with unknown people**  
**Cross medium**  
**Cross location**  
**Cross organisation**  
**Cross cultural**  
**Seamless**



# The rules of business are changing

Structure-based



Procedures-control-compliance

Knowledge-based



People-empowerment-participation





# the faces of KA





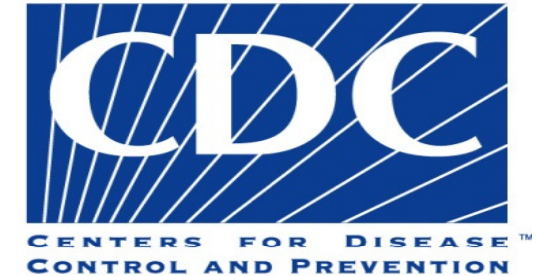
# KM Literature!

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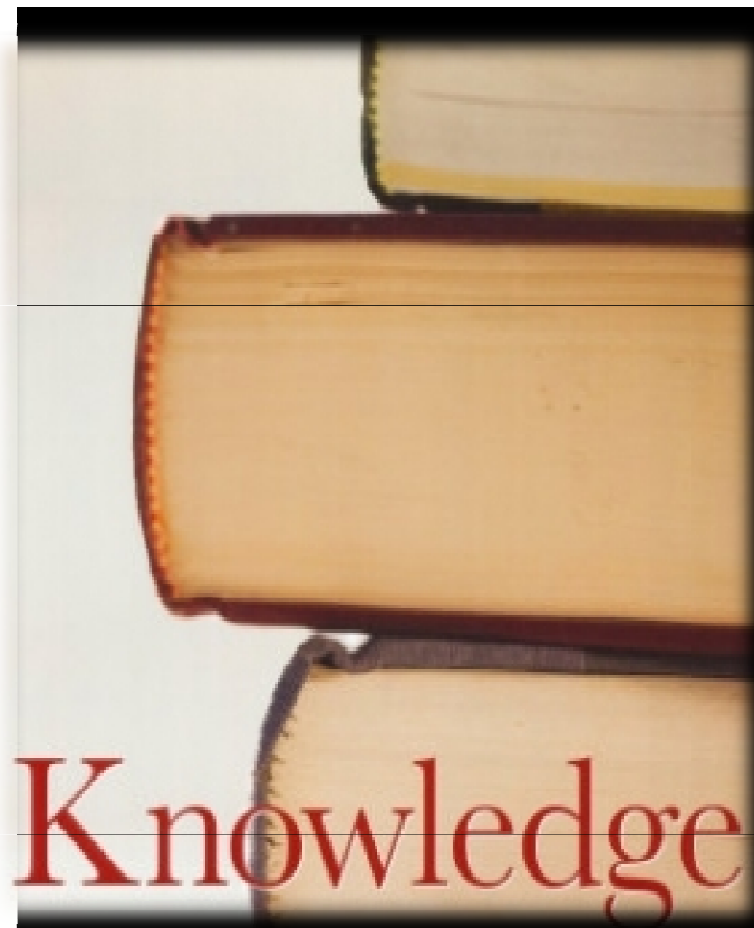
- No accepted definition of KM!
- The diffuse and inconclusive nature of literature on KM implementation arises, in part, due to lack of attention to context and process (Dufour, 2007). Therefore the needs for holistic view of KM and radical changes in the way KM being studied and implemented, including the need for deeper understanding of organisational change with focus on the context and processes.
- Little empirical research on KM has specifically focused on the structures and the processes with which KM initiatives and activities are organised and governed (Kim et al., 2003; Desouza and Awazu, 2006; Schroeder and Pauleen, 2007).
- There is a growing demand from management research to determine the key elements of KM and their interactions, and provide KM practice with effective KM initiatives to improve organisational performance in an ever-changing global environment (Salisbury, 2008).



# Case Studies



## KM is not just about “Knowledge” but also Management”!



**“You can’t manage knowledge – nobody can. What you can do is manage the environment in which knowledge can be created, discovered, captured, shared, distilled, validated, transferred, adopted, adapted and applied.”**

Chris Collison and Geoff Parcell (2004)  
*Learning to Fly: Practical Knowledge Management  
from Leading and Learning Organizations*



## Knowledge is the source of wealth:

Applied to tasks we already know, It becomes Productivity

Applied to tasks that are new, it becomes Innovation

- *Resource* (World Development Report, 1998)
- *Tool, an asset* (Winter, 1987)
- *Currency* (Laporte, 2003)
- *Product* (Mokyr, 2002)
- *Factor of production* (Arrow, 1971)
- *Competitive advantage* (Boisot, 1998)
- *Value* (Krogh *et al.*, 2000b)
- *Servant, a master and a weapon* (Annan, 2005)
- *System* (international and local)
- *Wellspring* (Leonard, 1995)



**Peter Ferdinand Drucker**

One of the best-known and most widely influential thinkers and writers on the subject of management theory and practice.

# Why KM Fail?





# Why KM Fail?

- The high failure rate of KM projects is due to the fact that many organisations only focus on information technologies (Hsu et al., 2007; Pfeffer and Sutton, 1999).
- Knowledge appear in different forms and therefore organisations have to determine which forms contribute most to their strategic and business objectives (Heisig, 2009)
- KM processes alone cannot guarantee high KM performance (Chang et al., 2012).



# Why KM Systems Fail? (Malhotra, 2004)

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- KMS are often defined in terms of inputs such as data, information technology, best practices, etc., that by themselves may be inadequate for effective business performance. For these inputs to result in business performance, the influence of intervening and moderating variables such as attention, motivation, commitment, creativity, and innovation, has to be better understood and accounted for any design of business models.
- The efficacy of inputs and how they are strategically deployed are important issues often left unquestioned as 'expected' performance outcomes are achieved, but the value of such performance outcomes may be eroded by the dynamic shifts in the business and competitive environments.
- Seven *challenges* that need to be met for successful KM:
  - ☐ *Business & Technology Strategy*
  - ☐ *Organizational Control*
  - ☐ *Information Sharing Culture*
  - ☐ *Knowledge Representation*
  - ☐ *Organization Structure*
  - ☐ *Managerial Command and Control*
  - ☐ *Economic Returns*



- Many firms have undertaken formal and informal KM initiatives designed to improve process performance, increase customer responsiveness and spur innovation but many have run into noteworthy challenges.
- The following challenges (Roadblocks) hinder the effectiveness of a KM effort, costing organisations time, money, resources and, most importantly, the organisations' ability to affect meaningful business results:
  - ☐ *Failure to align KM efforts with the organisation's strategic objectives.*
  - ☐ *Creation of repositories without addressing the need to manage content.*
  - ☐ *Failure to understand and connect KM into individuals' daily work activities.*
  - ☐ *An overemphasis on formal learning efforts as a mechanism for sharing knowledge.*
  - ☐ *Focusing KM efforts only within organisational boundaries.*



# Challenges of KM in Practice

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Lack of awareness/understanding

→ Lack of time – KM is not a priority

→ Lack of strong management support

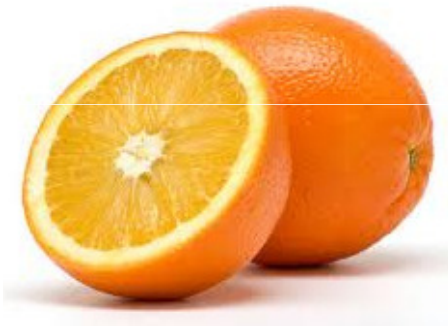
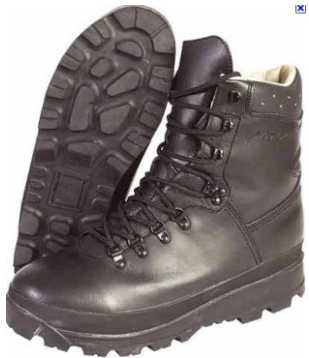
→ Culture and change management

→ Opposition of technologies/activities

→ Funding, timing and others



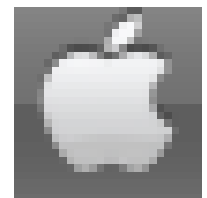
# Other Challenges - Ambiguous names



**NEXT  
DAY  
DELIVERY**  
—  
**GUARANTEED  
1pm**

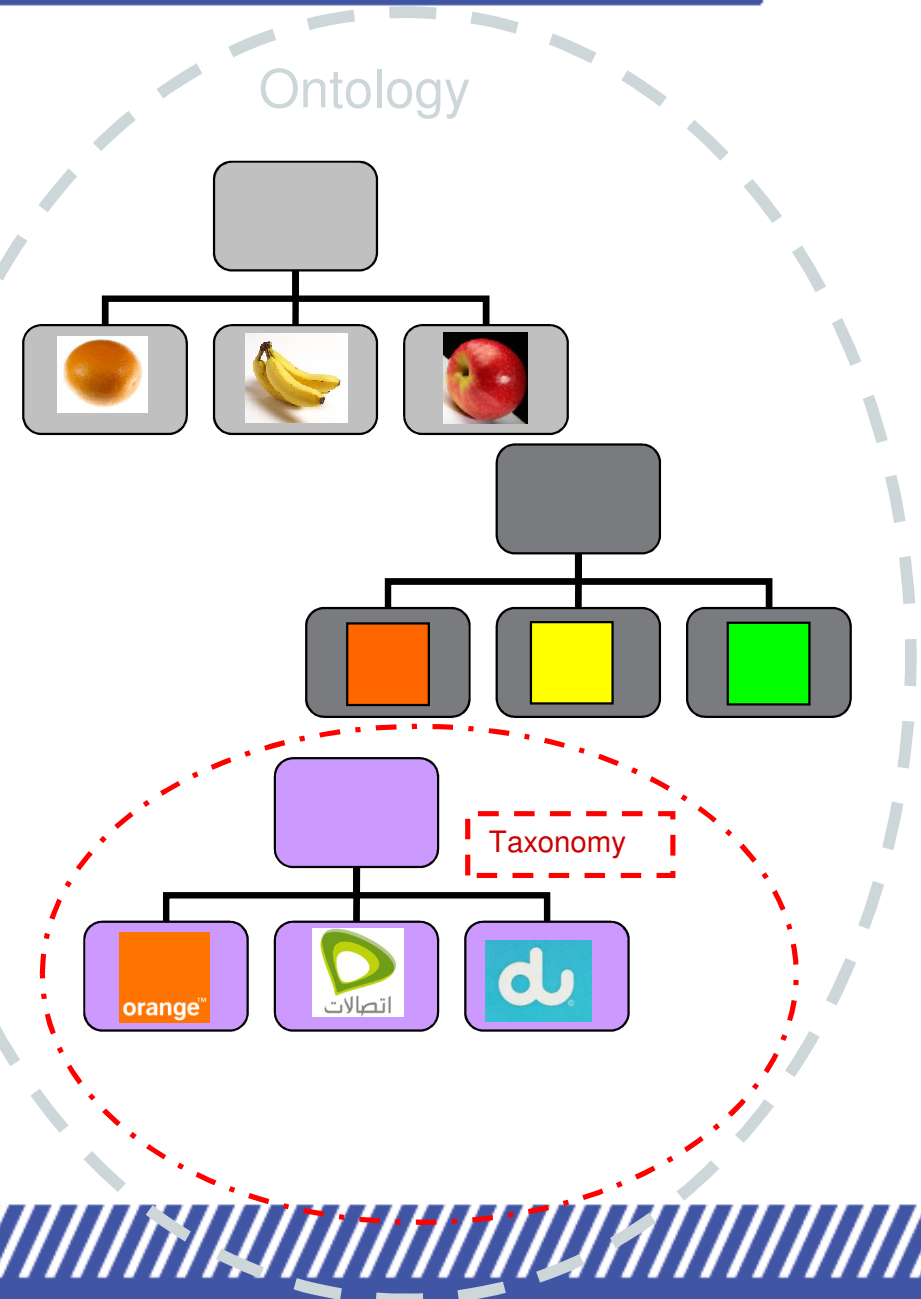
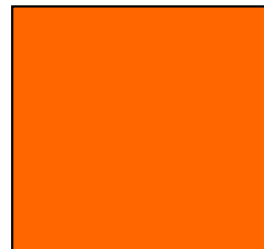


**next**





# Other Challenges - Taxonomy & Ontology



# Key Success Factors



# Key Success Factors

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- KMS success is defined through the acceptance and usage of them (Wild & Laumer, 2011).
- The success of KM initiatives requires that organisations should understand their knowledge requirements and implement appropriate technologies to meet knowledge processing needs (Zack, 1999).
- Integration is key to support the organisation in utilising the knowledge assets and determining the interfaces between the business processes supporting KM (Salisbury, 2008).
- Similar to other business transformation initiatives, cultural aspects plays a vital role in the effectiveness of the various tasks related to KM and knowledge transfer (Chen, 2010).
- Providing the appropriate KM supports to decision making and business operation required understanding of the end benefits (Lee, 2011).
- The success of a KM transformational project depends on excellent, efficient and timely change management. This requires a good understanding of the change by the sponsors and leaders within the organisation which will be achieved by ensuring that the sponsors and leaders fully understand the following:
  - ☐ *What the change is?*
  - ☐ *Why is the change important?*
  - ☐ *What are the intended benefits?*
  - ☐ *What are the risks associated with not managing the change?*



## Key Success Factors (Plessis, 2007)

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- ☐ *Linking KM strategy to the business strategy.*
- ☐ *Holistic approach to KM.*
- ☐ *Performance measurement.*
- ☐ *Knowledge creating and sharing culture.*
- ☐ *Change management and communication.*
- ☐ *Managing all stages in the knowledge lifecycle.*
- ☐ *Alignment between business and technology.*
- ☐ *Address the e enterprise-wide and business unit specific needs.*



# KM Integration





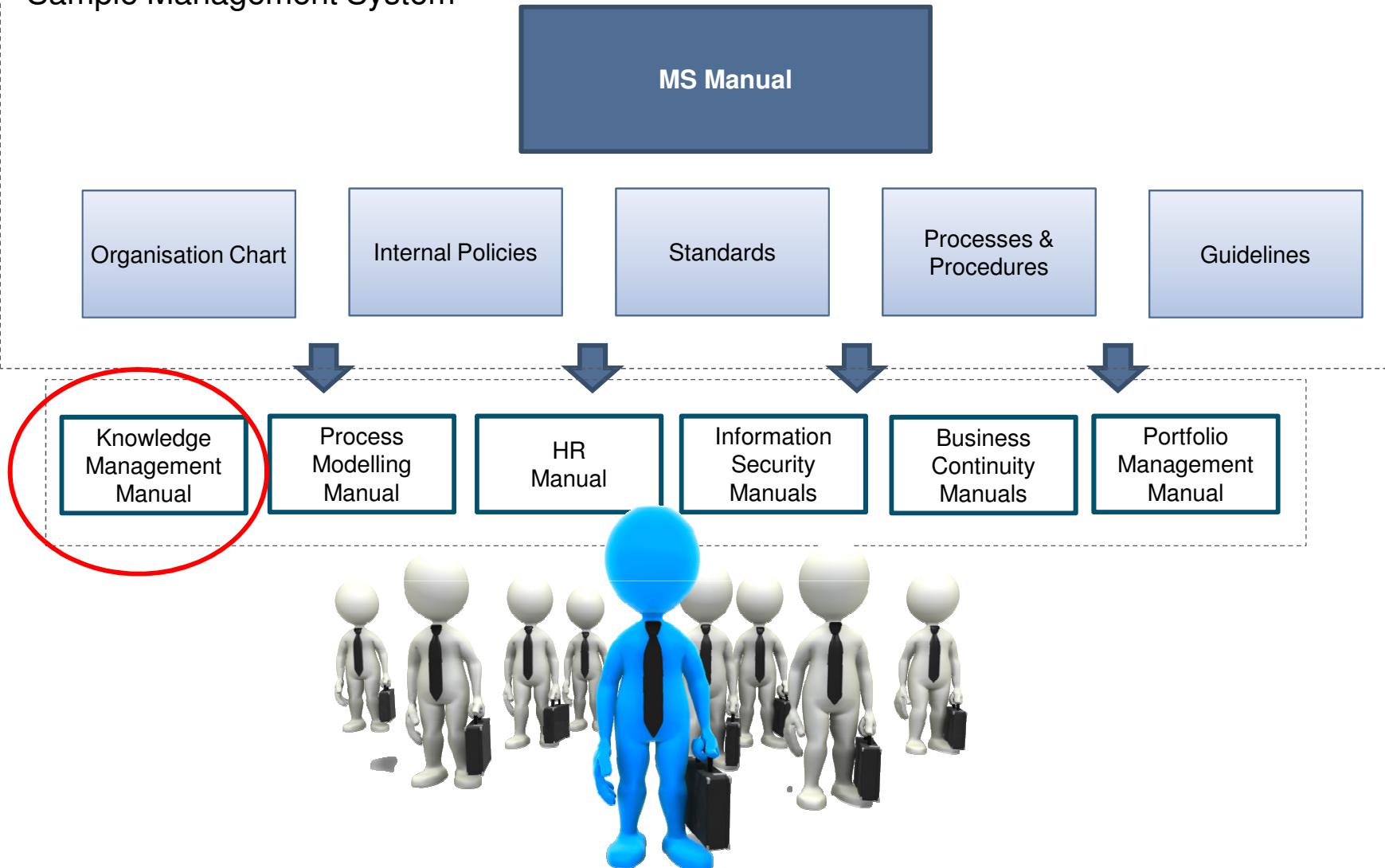
# Strategic Alignment

- Management need to invest in suitable and relevant alignment enablers to align KM strategy and workgroup KM processes (Bosua, 2013).



# Alignment with Management Systems and Business Processes

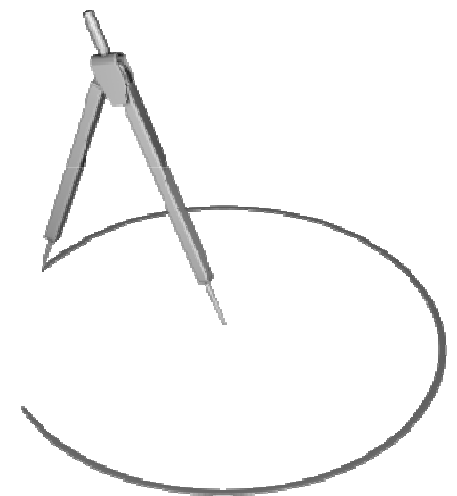
## Sample Management System



- Integration between KM and TQM can benefit both fields; however it would be grater added-value for KM as TQM is more established. It was also argued that a combination between the two would support the overall organisation excellence (Ribi re, 2004).
- There is a relationship between both TQM and ISO on one side and knowledge transfer on the other side, it was argued that collaboration and knowledge transfer between partners can be improved significantly at the present of these standards (Molina, 2004)



International  
Organization for  
Standardization



# Alignment with Human Resources

- Any organisation hoping to enhance the creation and development of organisational knowledge should pay attention to its HRM practices (Jimenez-Jimenez, 2013).
- An integrative approach for KM, intellectual capital, and strategic HRM would eventually lead to competitive advantage (Perez, 1997).

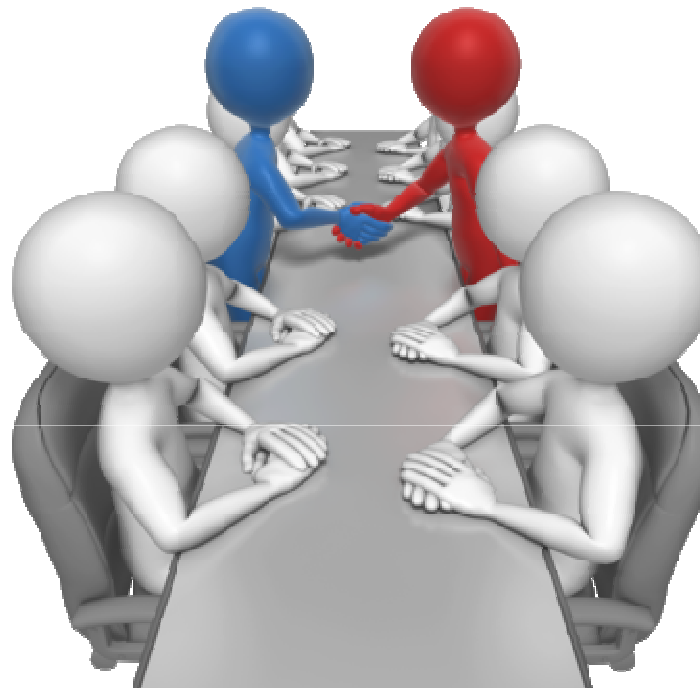
- Orientation and Inductions
- Corporate Citizenship
- Performance Appraisal
- Succession Planning
- Nationalisation Programs



# Alignment with Project Management Office (PMO)

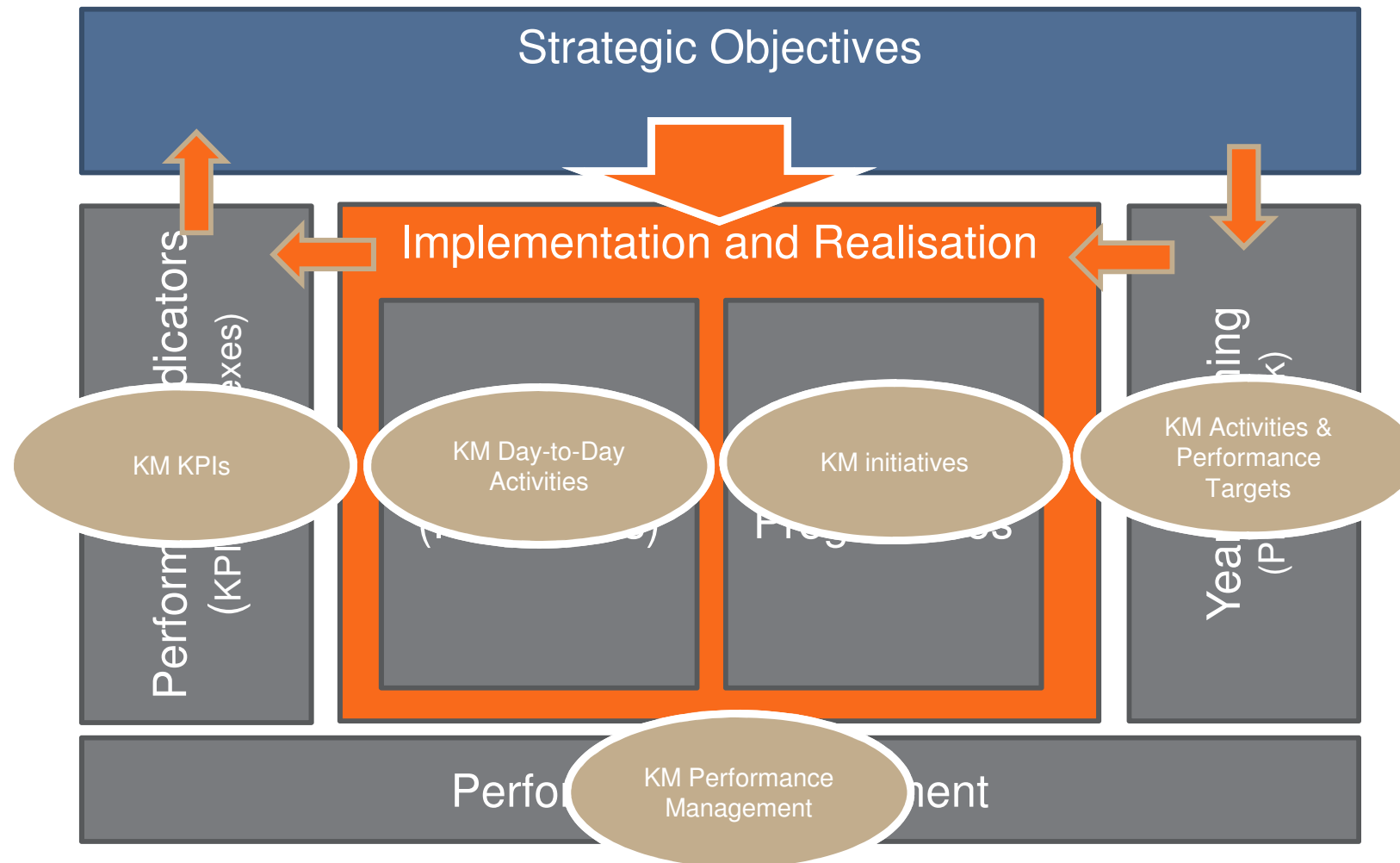
- Lessons learned and other KM components should be developed in alignment with the PMO guidelines and processes. Knowledge model of project management could support project managers in their decision making throughout the project life cycle which requires the necessary knowledge base for information intelligence (Taylor, 1991).

- Lessons Learned
- Project Informatics
- Projects Change Management
- Risk Management
- Quality Management
- Cost Management





# Alignment with the Operating Model



The performance of KM initiatives, processes and the associated activities should be measured in alignment with the organisational performance management framework.

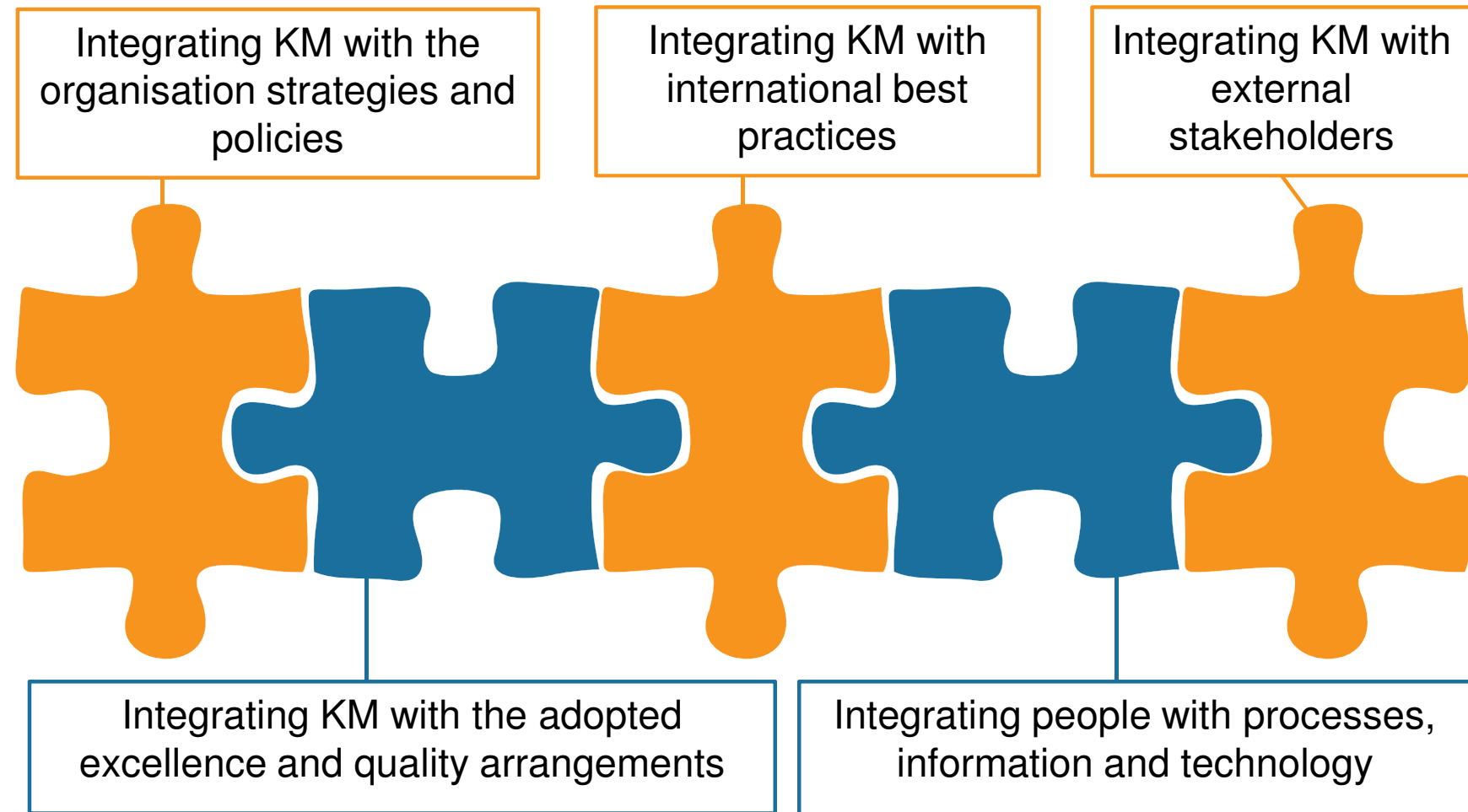
# The Way Ahead



# Comprehensive KM Framework



# Integrated KM Framework



- ◆ People
- ◆ Process
- ◆ Technology
- ◆ Information Management

- Initiation
- Development
- Deployment
- Sustainability



# SMART KM

## SMART KM – Integrated Knowledge Management Framework

### Direct & Guide

Organisation Strategy

Management System

Quality & Excellence Guidelines

Performance Management Framework

Best Practices

PMO Governance

### KM Strategies

### Knowledge Components

Communities

Lessons Learned

Organisation Knowledge Map

After Event Review

Expertise Locator

Knowledge Classification & Find-ability

Lunch & Learn

Knowledge to Actions

Knowledge Assets Management

Knowledge Domains Management

External Knowledge Transfer

Benchmarking

Shadowing Scheme

Knowledge Competition

Brainstorming

Knowledge Champions

Knowledge Partnership Management

Job Rotation

Peer Assist

Newsletters

Suggestions Scheme

### KM Support

Knowledge Management Office

Knowledge Points

KM Committees

Corporate Services



# SMART KM

## Cross Component Integration Chart

	After Event Review	Brainstorming	Knowledge Classification & Find-ability	Communities	Organisation Knowledge Map	Lessons Learned	Lunch & Learn	Expertise Locator	Knowledge Assets Management	Knowledge to Actions	Knowledge Domains Management	Suggestions Scheme	Knowledge Competition	Knowledge Champions	Shadowing Scheme	External Knowledge Transfer	Benchmarking	Job Rotation	Peer Assist	Newsletters	Knowledge Partnership Management
After Event Review						X	X														
Brainstorming						X				X											
Knowledge Classification & Find-ability						X		X	X		X	X	X			X	X	X			X
Communities							X				X								X		
Organisation Knowledge Map											X										
Lessons Learned	X	X	X					X	X	X	X						X			X	X
Lunch & Learn	X			X												X					X
Expertise Locator			X			X					X	X					X				
Knowledge Assets Management			X			X											X				X
Knowledge to Actions		X				X						X									
Knowledge Domains Management			X	X	X	X		X					X			X	X				X
Suggestions Scheme			X					X		X											
Knowledge Competition			X								X									X	
Knowledge Champions																					
Shadowing Scheme																		X			
External Knowledge Transfer			X				X				X										X
Benchmarking			X			X		X	X		X										
Job Rotation			X											X							
Peer Assist				X																	
Newsletters						X							X								
Knowledge Partnership Management			X			X	X		X		X					X					



Lessons Learned is a systematic series of activities that ensures the appropriate capturing, validation and utilization of past events and experiences.

Interfacing Components	Interface Description	Interface Criticality
<b>After Event Review</b>	Lessons Learn should be used as the tool to capture learning from After Event Reviews.	<b>Enhancing</b>
<b>Brainstorming</b>	Lessons Learn should be used as the tool to capture learning from Brainstorming sessions.	<b>Enhancing</b>
<b>Knowledge Classification &amp; Find-ability</b>	The Knowledge Classification & Find-ability component is critical for effective storage and retrieval of the captured lessons	<b>Mandatory</b>
<b>Expertise Locator</b>	Experts Locator should be used to identify the appropriate internal experts involving in validating and the lessons learned	<b>Mandatory</b>
<b>Knowledge Assets Management</b>	Lessons learned is a key intellectual assets to any organisation	<b>Added-Value</b>
<b>Knowledge to Actions</b>	Actions from learning including business change can be planned and managed via the Knowledge to Actions	<b>Enhancing</b>
<b>Knowledge Domains Management</b>	Lessons learned related to specific knowledge domains should be regularly maintained as part of the Knowledge Domains Management	<b>Added-Value</b>
<b>Benchmarking</b>	Benchmarking exercises is a useful source of lessons learned	<b>Enhancing</b>
<b>Newsletters</b>	Newsletters is a great tool to communicate key lessons related to the organisation areas of interest.	<b>Enhancing</b>
<b>Knowledge Partnership Management</b>	<b>Sharing relevant lessons with knowledge partners results in maximising the intellectual capital for both organisations</b>	<b>Enhancing</b>
<b>Check List</b>		
▪ Lessons should be captured, validated, classified and stored in a systematic manner		
▪ Subject matter experts should be involve in validation lessons and agreeing the subsequent actions from the learning		
▪ External lessons learned should also be captured and validated		

A directory of experts within the various knowledge domains, this directory shall be treated as a one-stop-shop to identify expertise based on qualifications and professional backgrounds. The directory should also include individuals from outside the organisation as long as they have a formal engagement with the organisation e.g. consultants, regulators etc.

Interfacing Components	Interface Description	Interface Criticality
<b>Knowledge Classification &amp; Find-ability</b>	The organisation taxonomy/ontology shall be used to classify the available experts	<b>Mandatory</b>
<b>Lessons Learned</b>	The expertise locator should be used to identify the available experts participating in validating and identifying lessons learned	<b>Added-Value</b>
<b>Knowledge Domains Management</b>	Experts play vital role in managing the organisation knowledge and therefore the experts directory should be used to identify individuals involve in the Knowledge Domains Management	<b>Added-Value</b>
<b>Suggestions Scheme</b>	The expertise locator should be used to identify the available experts participating in validating and qualifying the various suggestions	<b>Added-Value</b>
<b>Benchmarking</b>	<b>Expertise locator can be used as a tool to identify experts involved in executing the benchmarking tasks, the exports role shall include but not limited to identifying the best-in-class industry practices.</b>	<b>Added-Value</b>

## Check List

- The directory should also include individuals from outside the organisation as long as they have a formal engagement with the organisations e.g. consultants, regulators etc.
- The directory should include all the key expertise information, contacts and availability

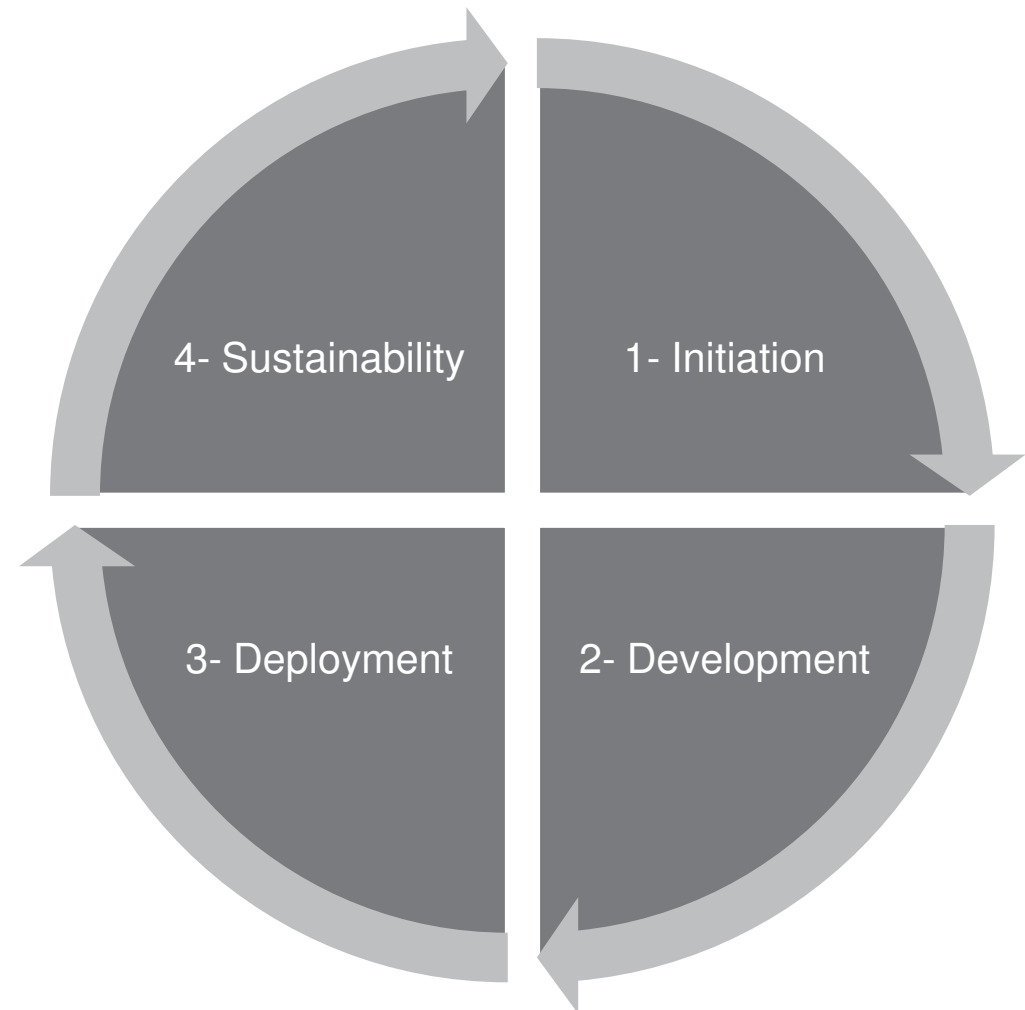
# Delivering Your KM Initiative



# KM Project Phases

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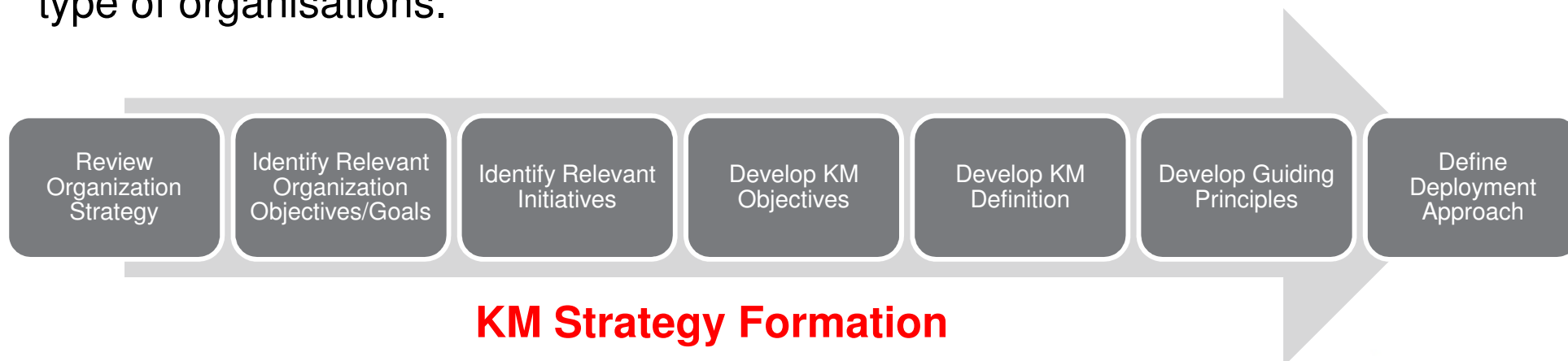
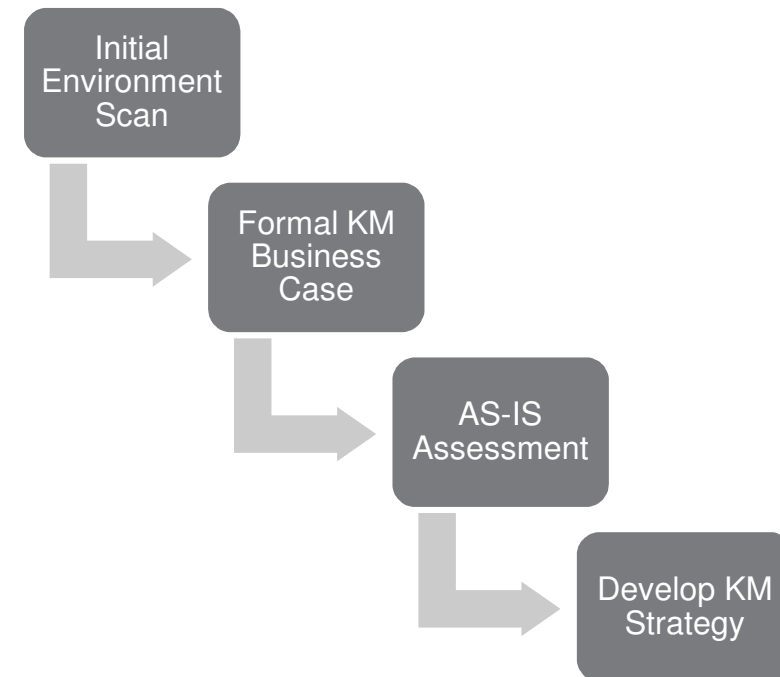
SMART KM Model 4 phases aim to provide structure and gradual introduction of KM into the organisation.





# Initiation

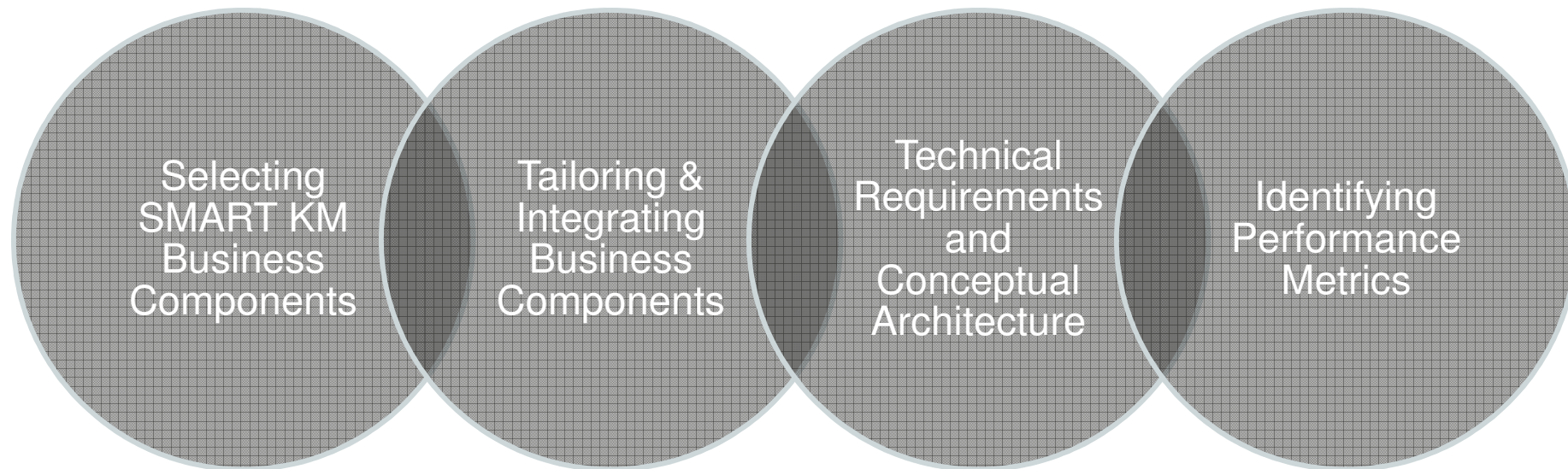
- In this stage the organisation would form an initial basis for why they need KM, what their objectives and how they are going to implement it.
- The organisation might also make some decisions relation to the allocated investments and if it is appropriate to seek external professional help from consultants, subject matter experts and/or other type of organisations.



# Development

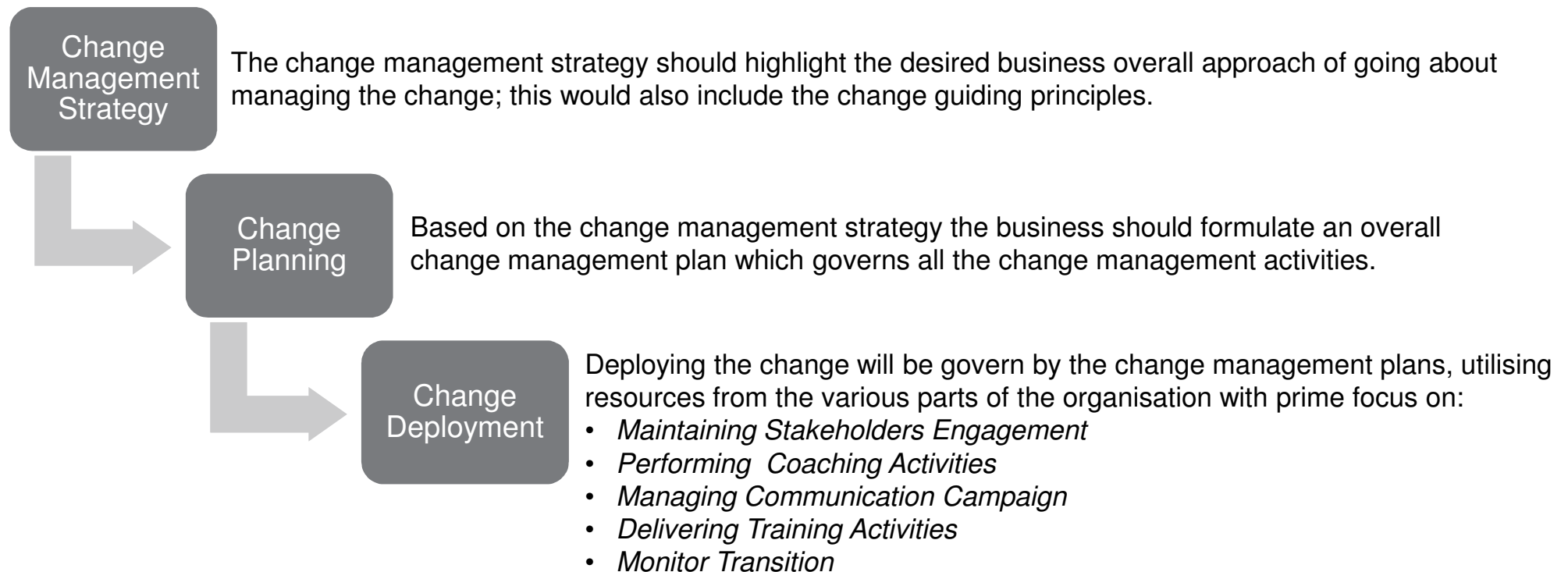
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SMART KM framework provides comprehensive basis for developing fit-for-purpose KM framework. Developing the KM framework should be informed by the KM Strategy and should be designed to support the organisation objectives while seamlessly integrated to the day-to-day activities.



# Deployment

Changing the way business go about performing work require well planned change management? The process of change requires buy-in, willingness, and ability to change from managers and employees.  
Successful change requires clear change strategy supported by sound methodology followed by a change plan which governs the change activities



# Sustainability

To assure the sustainability of KM initiatives we should have the appropriate support arrangement in place in addition to the ongoing monitoring of the KM processes across the organisation.



## Support Arrangements

- Supporting employees and their activities
- Supporting KM Technologies
- Supporting KM Processes
- Supporting Information Management



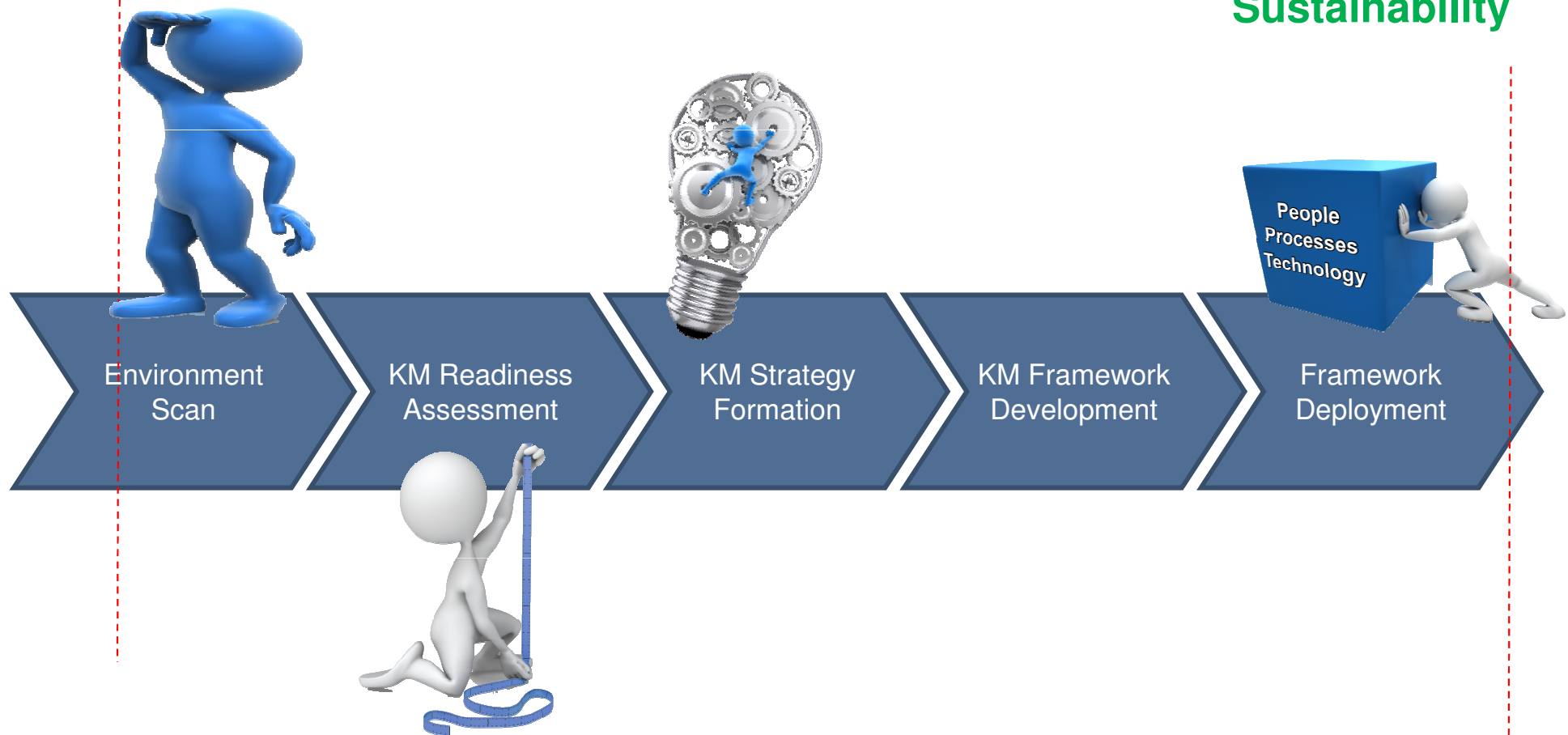
## Performance Management

- The performance of KM process and initiatives should be monitored, controlled and reported to assure the achievement of the planned benefits. This should be performed preferably by the performance management function within the organisation and managed accordingly.

# KM Project Phases

**NOW**

**Sustainability**





- KM implementation is a very challenging processes and require careful planning and execution.
- Successful implementation of KM require organisations to develop structures and processes to govern the wide range of different KM practices.
- KM must be based on ongoing innovation of business and enterprise development.
- A holistic approach should be considered for designing KM frameworks with due consideration not only for the technological design, but also for the design of strategic sustainability of these systems. Sustainable KM supports organisation excellence.
- Alignment is the Key for success
  - ☐ *Alignment internally between the KM business components*
  - ☐ *Alignment with the organisation drivers*
  - ☐ *Alignment with international best practices*

*Thank You*

