



Straits Knowledge
Redefining corporate knowledge

Knowledge Transfer Training Programme

Orientation: Knowledge Enabled Project Management

What does it mean to knowledge enable projects?



Straits Knowledge
Redefining corporate knowledge

Knowledge-enabled projects are those projects where:

- Prior knowledge is deliberately accessed and used before and during the project
- The project team consciously practices learning and knowledge capture during the project
- The project team ensures that more widely relevant learnings and knowledge are transferred to the rest of the organisation

Types of Projects



Knowledge Activities in Projects



Straits Knowledge
Redefining corporate knowledge

Why?

Knowledge Transfer

P2P - People to people

C2P - Content to people

P2C - People to content

Knowledge-in & Knowledge-out

Learning

PL - Personal

TL - Team

T2T - Team to team

T2O - Organisation



Reasons for Project KM

- Information transfer and situation awareness
- Good practice transfer
- Problem-solving, innovation
- Learning and development
- Alerting to risks and opportunities
- Experience-building and experience transfer
- Learning at individual, team, organisation level
- Knowledge reuse

Strategies for Knowledge Transfer



Straits Knowledge
Redefining corporate knowledge

	Strengths	Weaknesses
<ul style="list-style-type: none">• Documentation• Person to person• Internal team• Team to team		

KM Needs in Projects



Straits Knowledge
Redefining corporate knowledge

ACTIVITIES

P2P k-transfer

Team Learning

P2C k-transfer

T2O Learning

Project A

OBJECTIVES

Innovation

Good practice transfer

Experience building

Knowledge reuse

KM Tools and Techniques



SAFE-FAIL vs FAIL-SAFE

Innovation, innovation, and operational discipline work best when the traditional business monitoring and management structures are tested.

Such mechanisms are appropriate quality-oriented multi-operations, but inhibit innovation and application of new ideas.

When this is needed, approaches need to be more appropriate of participation with well-defined boundaries, often should be seen as a learning experiment, and failures should not be overreacted. In some cases, designing for "safe" failures is a controlled environment will provide insight into the risks and opportunities in a new initiative, than will a large-scale development project.

This requires a strong learning orientation, catalytic coordination for plan, and willingness to change the plan based on emerging insights.

Approach

#Straits Knowledge 2007

18

SUBJECT MATTER EXPERTS

In organizations with high attention technical expertise or deep experience in particular domains there may be a need to identify, recognize, and distribute of subject matter experts (SMEs) (e.g. to be open to consultation, to participate in knowledge generation activities, to engage in knowledge transfer activities such as mentoring and coaching).

Key Importance:

- Identify each SME's responsibilities and the operations under their
- Allocate resources to pursue their
- Support them with understanding and tools
- Recognize their contributions

Approach

#Straits Knowledge 2007

19

WORK GROUP KM

A work group is a group of people who focus on a shared functional task, reporting to a common manager.

This is very valuable for organizing multi-divisional businesses such as shared information resources such as shared databases or an information neighborhood in support of a task.

However, just having a task focus might mean that the group is not aware of other activities, opportunities or activities in the rest of the organization.

So this helps the work group members to connect with other groups in the organization. Communities of Practice, cross-divisional projects, or other knowledge-sharing activities, and to look for ways of exploiting common resources such as by using a common workspace.

Approach

#Straits Knowledge 2007

20

BUSINESS PROCESS MAPPING & REDESIGN

Business process mapping involves mapping the steps and linkage in your current business processes to identify and opportunities for simplifying them or making them more efficient.

This is also desirable to KM, where the business process mapping either the KM is to improve the operational working needs.

1) Process maps can help you identify the critical information and knowledge gaps and capture it, as well as knowledge sharing opportunities.

2) A process redesign project can help define the responsibilities and knowledge requirements and knowledge requirements tightly integrated into the operational workflow.

Method

#Straits Knowledge 2007

22

CONCEPT MAPPING

Concept mapping is a technique for mapping a knowledge domain. It is a visual method of mapping relationships between concepts and then out applying them in a justifiable context with a line.

Concept mapping is a very good training and documenting technique for capturing the domain knowledge of subject matter experts. It can also be used to capture knowledge for a business activity area.

It is a very good idea to do concept mapping as a periodic and useful, because it helps them to think about their knowledge, and reminds them of things they are doing that are important to their colleagues, and reminds them of things that are important to their colleagues.

Method

#Straits Knowledge 2007

23

CRITICAL INCIDENT TECHNIQUE

The Critical Incident Technique (CIT) is an investigative technique based on a critical incident which is a problem or challenge that is an unusual or exceptional situation that is a key incident in the organization. It is a key incident in the organization, as well as a critical incident.

The CIT explores an incident which is a problem or challenge that is a key incident in the organization, and it is able to document what happened, what the incident was, what the incident was, and the incident itself. It is a key incident in the organization, and it is able to document what happened, what the incident was, what the incident was, and the incident itself.

Method

#Straits Knowledge 2007

24

ENVIRONMENTAL SCANNING

Environmental scanning is a process of regularly seeking information and intelligence on the external environment in order to assess the strengths and weaknesses of the organization, and to establish the future.

The usual steps are:

- Identifying the domains of interest and potential source of information
- Establishing regular information collection and dissemination to analysts and decision makers
- Regularly conducting analysis on emerging issues of interest and their implications for the organization
- Making decision and policy changes to new trends that emerge

Method

#Straits Knowledge 2007

26

DECISION GAMES

Decision games are a way of presenting the complex knowledge of an experienced staff or subject matter experts, so learning devices to learn or understand about. They are usually in a scenario or unfolding scenario format, and each change in the scenario requires participants in the game to make a decision and account for it.

Group sizes vary, but of 3-7 people, and most levels of experience in the group will be facing a consensus on the decision. It will also turn the decision into a very active knowledge sharing activity.

The decision games can be based on real or fictional scenarios but will usually be based on real scenarios (e.g. using the Critical Incident Technique).

Method

#Straits Knowledge 2007

27

EXPERT KNOWLEDGE AUDIT INTERVIEW

The Expert Knowledge Audit interview is a structured interview technique designed to identify the key differences between what is a key piece of process and what is a key piece of process, and what is a key piece of process, and what is a key piece of process.

One of the key aspects of an expert and an expert is the ability to identify quickly which information is relevant and which key things need immediate attention.

So the Expert Knowledge Audit interview is a way of identifying the aspects of an expert that need to be shared in order to help novices accelerate their learning process.

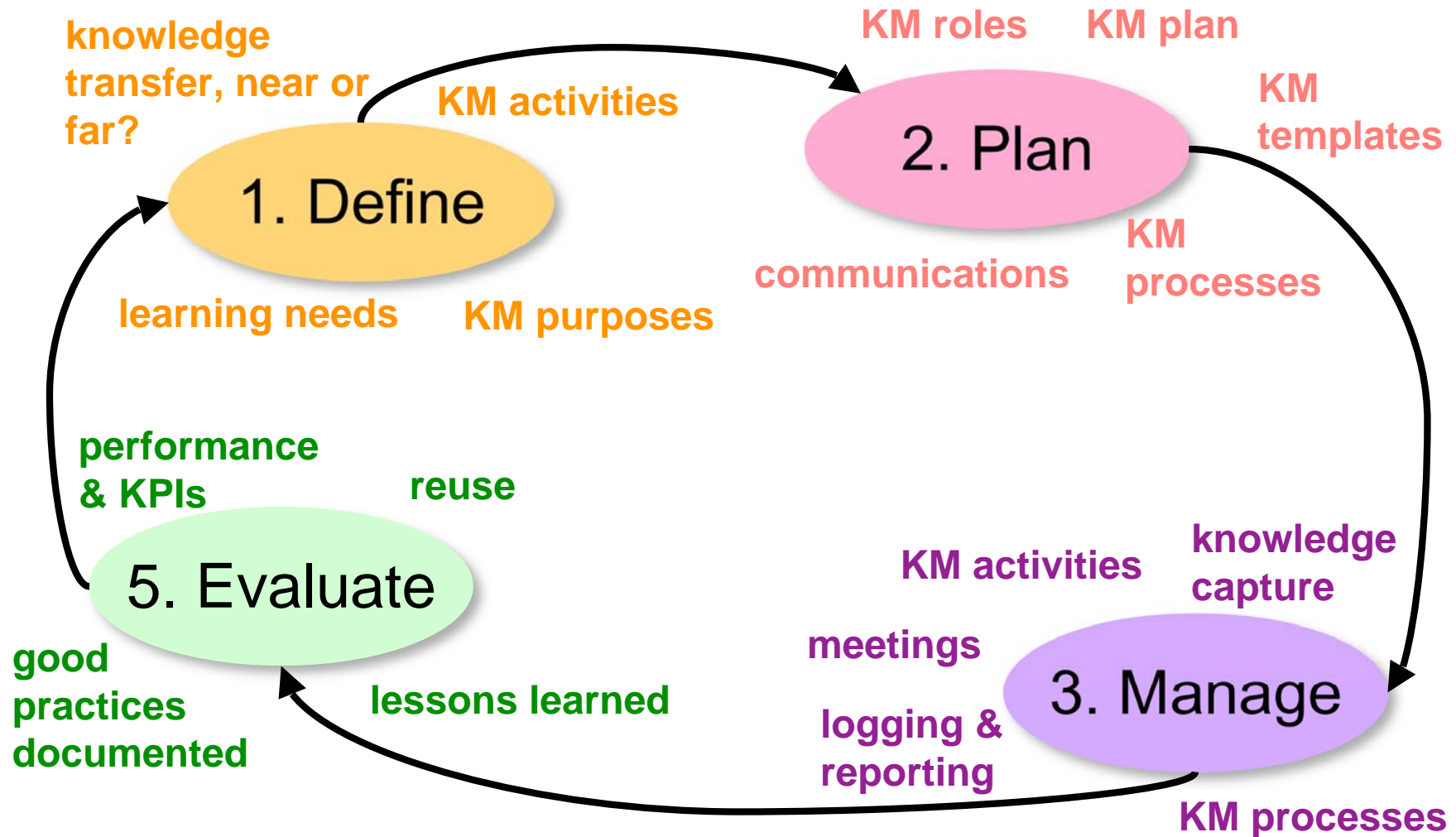
Method

#Straits Knowledge 2007

28



KEPM Framework



Thinking about your Project



Straits Knowledge
Redefining corporate knowledge

What project are you supporting with KM?

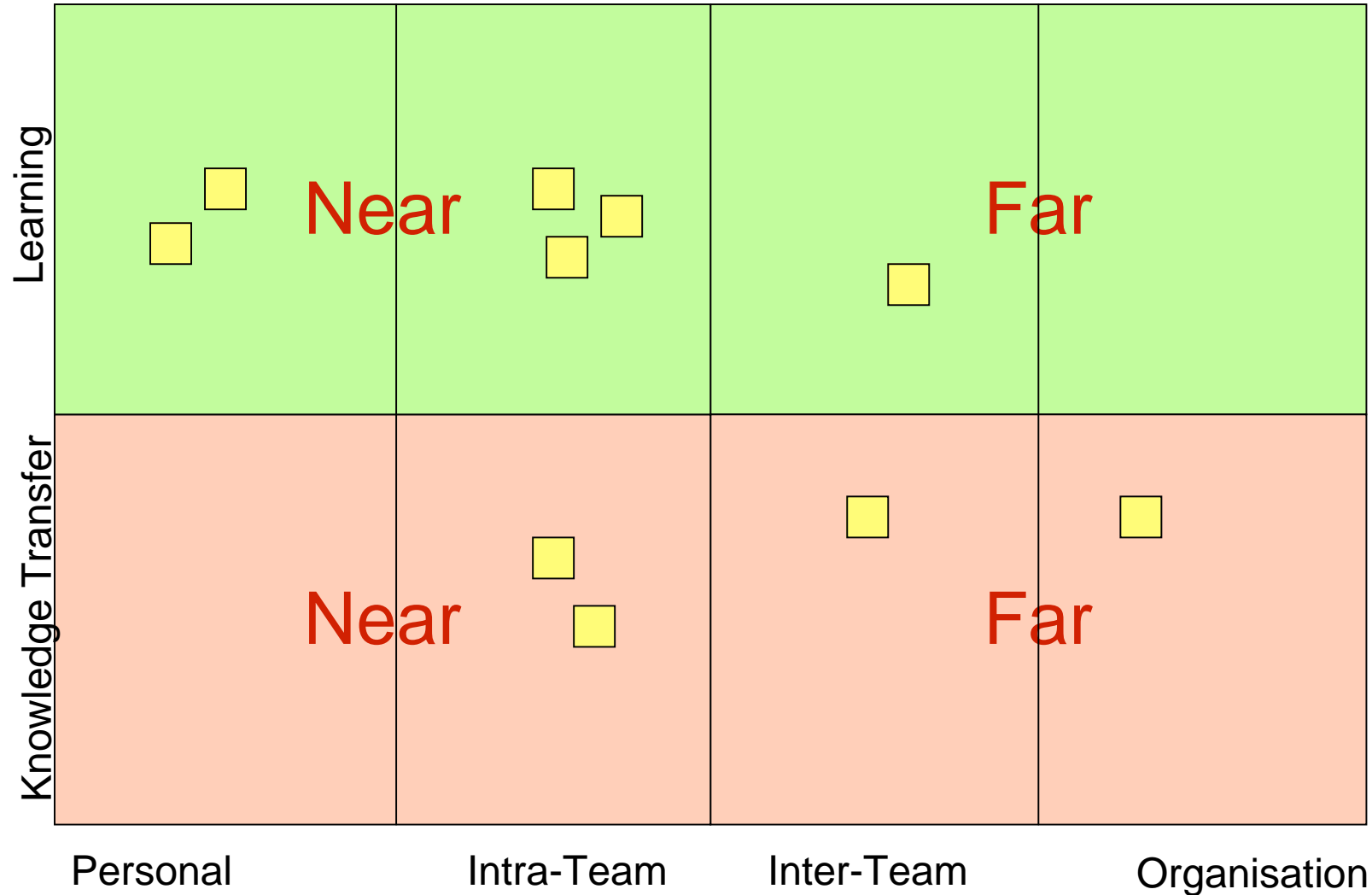
What are the knowledge transfer and learning needs (cover both KM activities and KM purposes)?

What tools, resources, activities would be useful?

The Project Knowledge Plan



Straits Knowledge
Redefining corporate knowledge



The Project Knowledge Plan



Straits Knowledge
Redefining corporate knowledge

KM Objectives	Stage of Project	Project Knowledge Transfer	Extent	Relevant Techniques	Tools & Resources
<p>What are the KM purposes we hope to serve in this project? Eg:</p> <ul style="list-style-type: none"> • Situation awareness • Good practice transfer • Problem-solving, innovation • Learning and development • Alerting to risks and opportunities • Experience-building • Learning (personal, team, org) • Knowledge reuse 	Define	What are the k-transfer activities we will need to engage in? Will they be P2P, P2C, C2P?	How near or far does the k-transfer need to be? Eg. Intra-Team, Inter-Team, Organisation.	How do we achieve the k-transfer? What other KM techniques might be appropriate here?	<p>What tools, platforms and resources will help the personal, intra and inter team sharing, learning and collaboration as well as sharing project learnings on the organization level?</p>
	Plan				
	Manage				
	Evaluate				
KM Deliverables	Project Learning				
<p>What tangible KM outputs will serve as evidence of KM success in this project?</p>	Define	What are the learning activities we will need to engage in? Will they be P2P, P2C, C2P?	How near or far does the learning need to be? Eg. Personal, Intra-Team, Inter-Team, Organisation.	How do we achieve the learning? What other KM techniques might be appropriate here?	
	Plan				
	Manage				
	Evaluate				



Straits Knowledge
Redefining corporate knowledge

Any Questions?

plambe@straitsknowledge.com

etan@straitsknowledge.com

pmartin@straitsknowledge.com