Knowledge Mapping:
identifying and mitigating knowledge risks

Patrick Lambe KM World 2016
Types of **Knowledge Risk**

- Knowledge Continuity
- Knowledge Articulation
- Knowledge Outsourcing
- Knowledge Acquisition

*How do we detect, avoid, mitigate these risks?*
Types of Knowledge

Explicit knowledge codified in text, pixels, bytes, etc.

Implicit knowledge, embodied in ways of working, but not completely explicit.

Socially distributed knowledge, when knowledge needed to perform an activity resides in other people.

Natural Talent

Innate knowledge that occurs naturally in some people; cannot be replicated.

Experience

An ability to identify trends and patterns around us, and to respond effectively.

Skills

Knowledge embedded in people’s ability to perform a task, usually acquired through training and practice.

Methods

Documents & Data
Generic Examples

Documents & Data:
- SOP, policies, guidelines, media files, databases

Skills:
- Writing skills, research skills, analytical skills, project management skills

Methods:
- Getting stakeholder buy-in, customer engagement, organising events

Experience:
- Writing to a specific audience, spotting trends, detecting fraud, anticipating issues

Relationships:
- Industry partners, service providers, government ministries, sponsors, donors

Natural Talent:
- Special capabilities, e.g. in fashion design, sports, languages
Knowledge Management Interventions

- **Documents & Data**
  - Document / records / information management
  - Document / data sharing platforms

- **Methods**
  - Sharing through communities of practice, communities of practice
  - Documentation by SOPs

- **Skills**
  - Training provision incl OJT
  - Sharing through communities of practice
  - Mentoring and Coaching

- **Relationships**
  - Sharing through communities of practice
  - Team building
  - Sharing sessions
  - Networking sessions

- **Experience**
  - Sharing through communities of practice
  - Mentoring and Coaching
  - Job placement
  - Expertise interviews, small group sharing, storytelling

- **Natural Talent**
  - Headhunt

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Small teams map their activities and knowledge assets
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Potential knowledge flows: Teams review each others’ maps to identify knowledge assets that would help their activities
Assets are analyzed for knowledge risks, gaps, accessibility improvements
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Teams use the analytics to review and prioritize the risks, gaps and accessibility issues.
Knowledge Continuity

- Relationships
- Natural Talent
- Experience
- Skills
- Methods
- Documents & Data
Knowledge Acquisition

- Methods
- Relationships
- Documents & Data
- Skills
- Experience
- Natural Talent
Knowledge Articulation

- Documents & Data
- Methods
- Skills
- Relationships
- Experience
- Natural Talent

Coordination + Learning + Remembering
Knowledge Risk Mitigation

- Documents & Data
  - Document / records / information management
  - Document / data sharing platforms

- Methods
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  - Sharing through communities of practice
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Thank You!
Any Questions?

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