

KM Sustainability Framework

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1 Building Internal KM Competencies

1.1 Training interventions

1.2 Learning from KM participation, observation and experience - sharing opportunities are routine

1.3 Communities of practice for KM activists / roles

1.3.1 Ground rules

1.3.2 Collaboration modes (virtual/physical)

1.3.3 Use of technology and communications

1.3.3.1 Dedicated intranet pages

1.3.3.2 Newsletter

1.3.3.3 Weblogs

1.3.3.4 Bulletin board

1.3.3.5 Instant messaging

1.3.3.6 Member directory

1.3.4 Learning and sharing events and routines

1.3.5 Knowledge resource creation and custodianship

1.3.6 Facilitation skills

1.3.7 Awareness of how to get value from being a CoP member

1.3.8 Success stories part of CoP identity

1.3.9 Team building events and activities

1.3.10 CoP activist roles (facilitator, sponsor, knowledge manager)

1.4 Apprenticeship for skilled KM roles

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1.5 Mentorship for KM skills areas**

1.5.1 Guided practice

1.5.2 Guided observation

1.5.3 Guided problem solving

1.5.4 Guided experimentation

**Subtopics drawn from the book Deep Smarts by Dorothy Leonard and Walter Swap ch 8

1.6 KM activities built into job roles and routines

1.7 KM built into performance metrics

1.8 Mix of part-time and full-time KM job roles

1.9 Career maps for full time KM activists

1.10 Active career mentoring for KM activists

1.11 KM built into job descriptions

1.12 Secondment to KM roles

1.13 KM roles incorporated into all new project teams

2 Motivation

2.1 Functional

2.1.1 Compliance

2.1.1.1 Standard operating procedures

2.1.2 Habit

2.1.2.1 Establish routines

2.1.3 By-product of work

2.1.3.1 Redesign workflows

2.2 Social

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2.2.1 Social norms

2.2.1.1 Team based rewards / recognition

2.2.2 Group identity

2.2.2.1 Team-building

2.2.3 Altruism

2.2.3.1 Team value systems

2.3 Individual

2.3.1 Reward

2.3.1.1 Incentive systems

2.3.2 Reputation

2.3.2.1 Acknowledgement, publicity, opportunity

2.3.3 Conditional cooperation

2.3.3.1 Establish reciprocal sharing links

2.3.3.1.1 Mentor-mentee

2.3.3.1.2 Peer assists

2.3.4 Strategic reciprocity

2.3.4.1 Build rich knowledge resource, prioritize access for contributors

3 Relevance at Front Line

3.1 Employees aware of the knowledge dimensions of their work

3.1.1 Competing Deciding Learning Connecting Relating Monitoring

3.1.2 Finding

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3.1.3 Sharing

3.2 Supports operational work

3.3 Easy to use tools

3.4 KM system delivers trusted, reliable information and solutions to problems

3.5 KM initiatives integrate with other activities and initiatives

3.6 KM embedded into workflow

3.7 KM behaviours visible and positively viewed

3.8 KM stories are part of corporate culture

4 KM Governance

4.1 Continued Executive Sponsorship

4.1.1 Leadership KM educated and aware

4.1.2 Real business case

4.1.3 KM system is adaptive to changing business needs

4.1.4 Dedicated budget and human resource

4.1.5 Deliverables and metrics

4.1.6 Tangible results for the business

4.1.7 KM stories are part of corporate culture

4.1.8 Leaders walk the talk - visibly

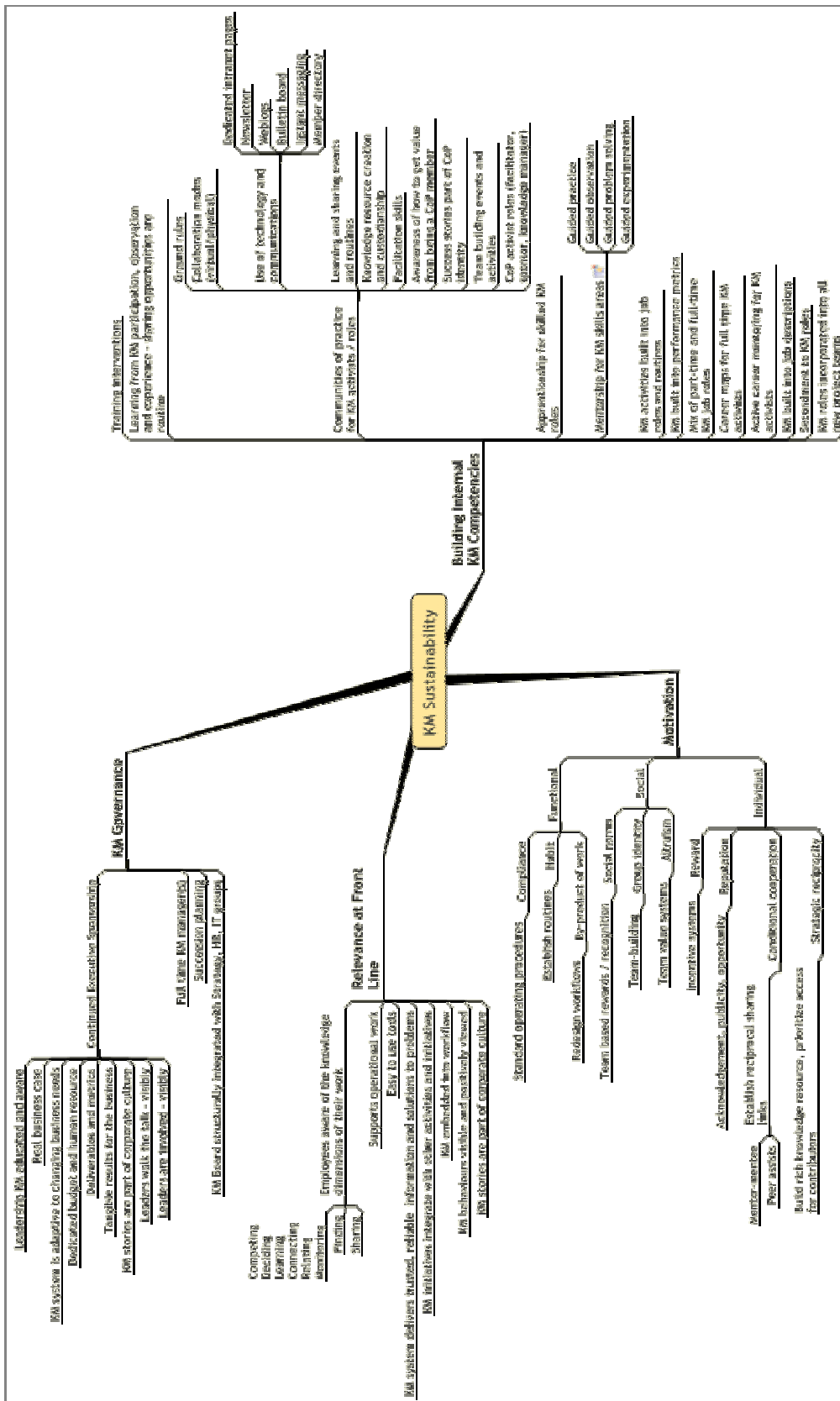
4.1.9 Leaders are involved - visibly

4.2 Full time KM manager(s)

4.3 Succession planning

4.4 KM Board structurally integrated with Strategy, HR, IT groups

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This paper catalogues the elements that need to be in place for sustainable KM practices within organisations. We now use it regularly when building KM Frameworks with our clients, because it forms a checklist of things to put in place, and gives ideas about KM-friendly changes to policies, governance or training support.

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