



# Accountability, Professionalism and Performance in Knowledge Management

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President, iKMS

# About iKMS

Founded 2001

Non-profit voluntary professional society

150-200 members

Activities in Singapore

Affiliations with KM groups in Hong Kong, Japan,  
Philippines, Indonesia, Malaysia

Publishes the Journal of Information and Knowledge  
Management

Founded iCKM

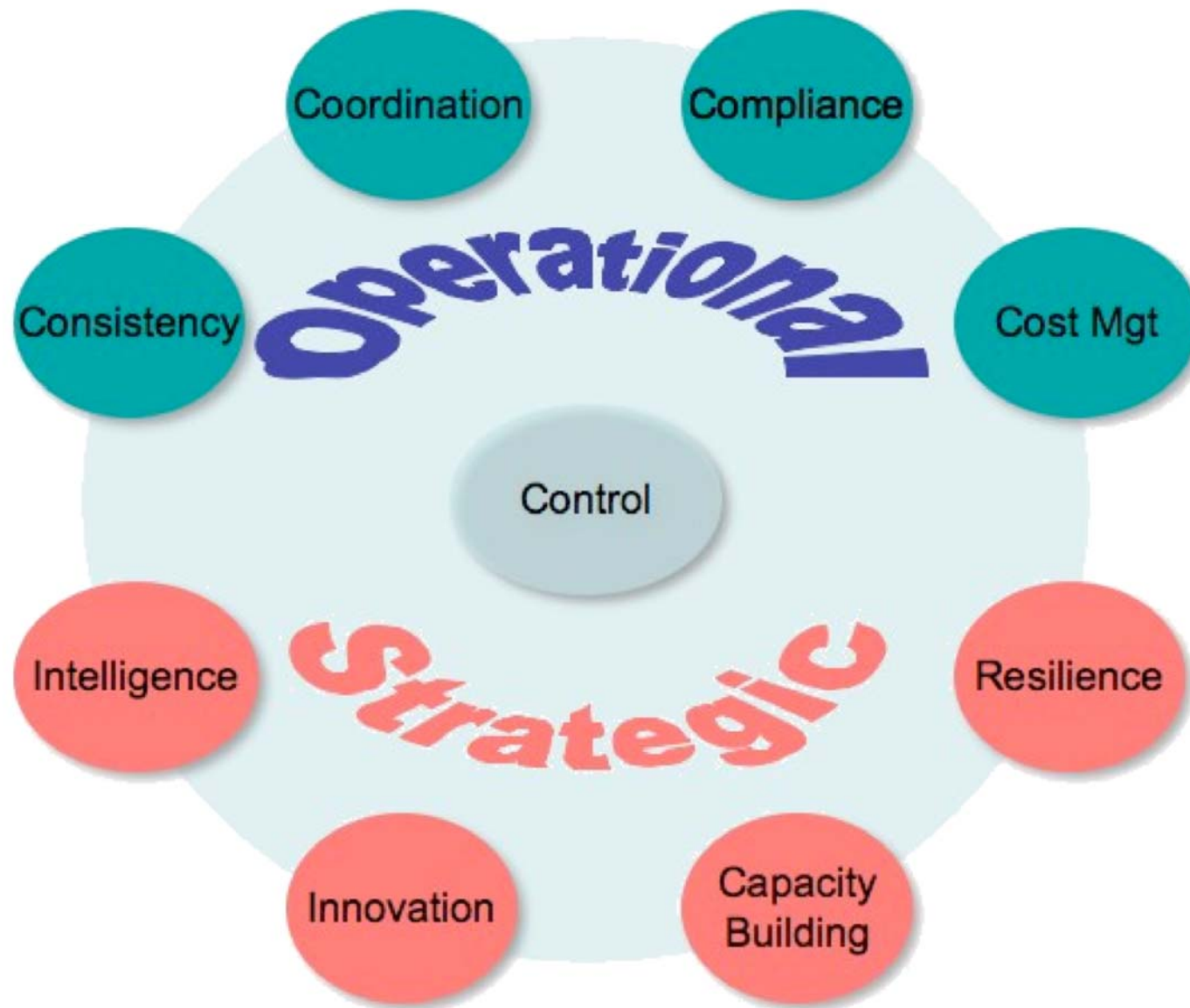
Publishes annual review of KM in Singapore

Conducts research projects to support KM practice

# Is KM Dead?



# Performance



# Professionalism

Is there a coherent practice community?

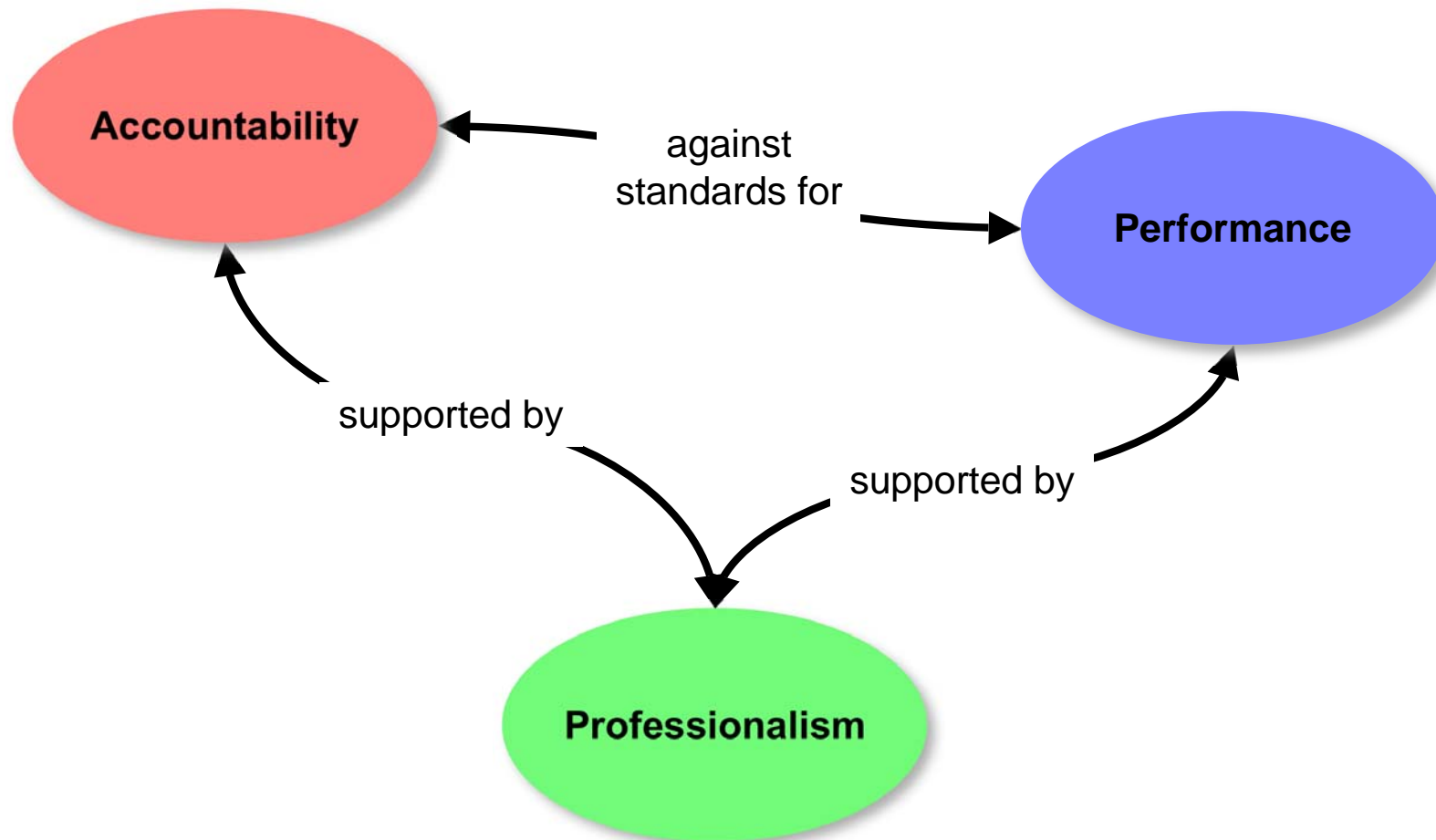
Is there a professional ethic?

Is there a performance standard?

# Accountability



# Reinforcement



# Accountability





# Accountability & Consequences



# Accountability: Ignorantia non excusat

“KM is too complex  
to measure”

“We are  
infrastructure, not  
frontline”

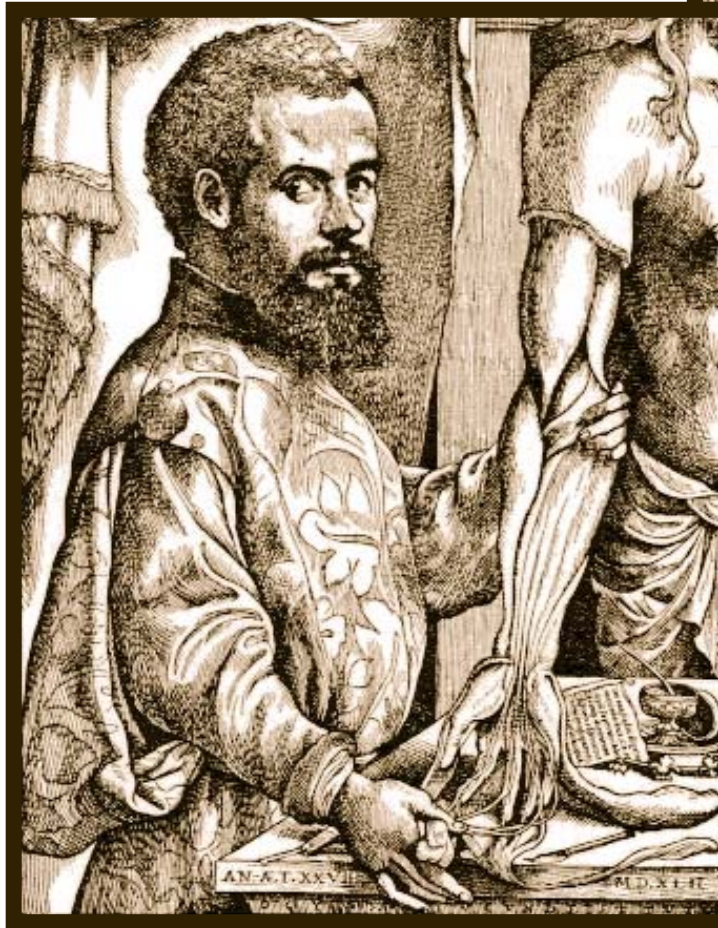


# Accountability: Building Experience

- Perception
- Insight
- Improvisation
  
- Common objectives
- Common ground
- Situational awareness
  
- **Building up an extensive shared (social) pattern memory!**
- **Repeatable situations and feedback loops for learning**



# Accountability: Medicine



**Andreas Vesalius 1514-1564**

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iCKM 2008

[www.ikms.org](http://www.ikms.org)

# Accountability: Public Health

**Ellen Swallow Richards**  
1842-1911



**Col. George Waring 1833-1898**

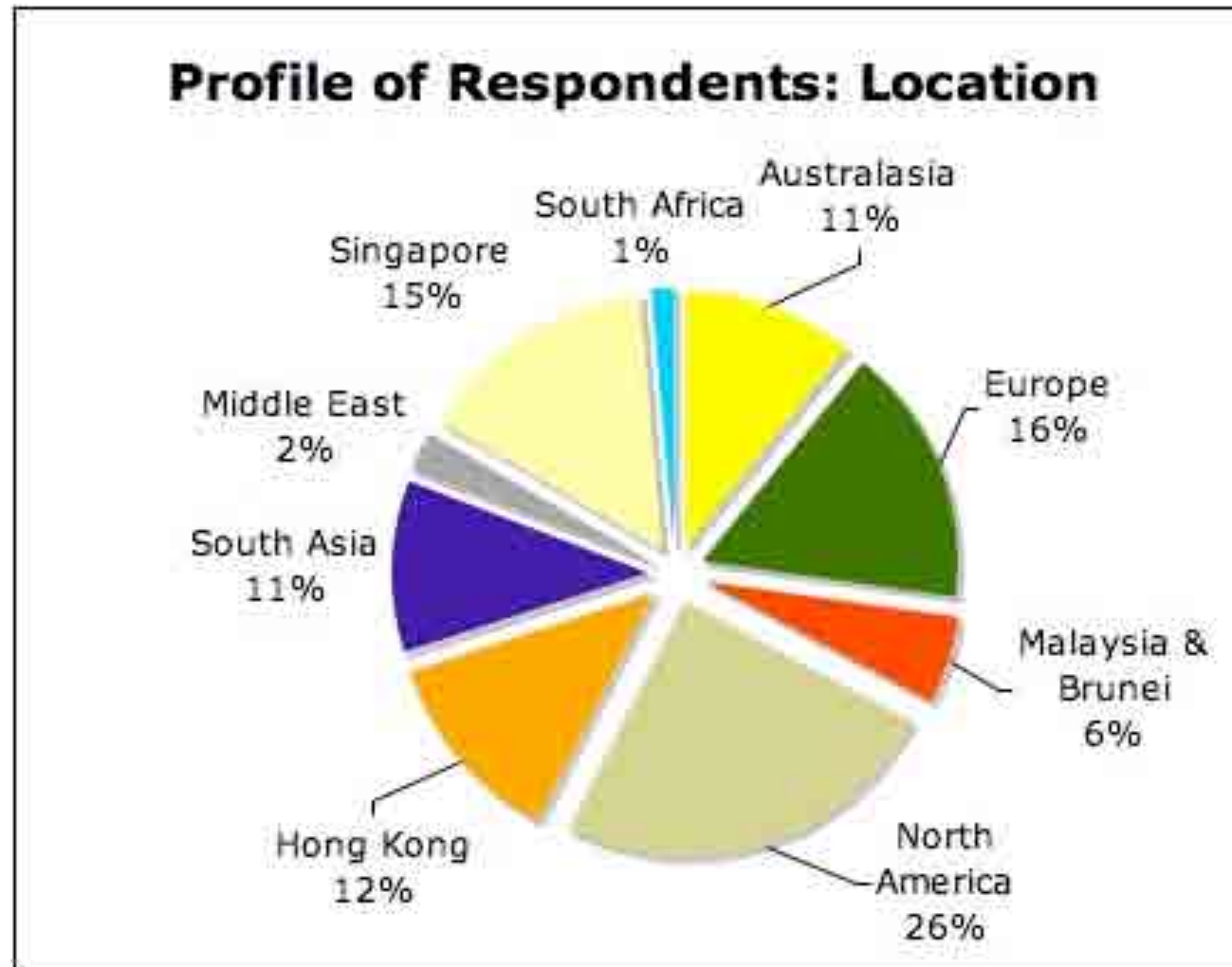
# Professionalism

Is there a coherent practice community?

Is there a professional ethic?

Is there a performance standard?

- 210 responses worldwide, Sept 2007
- 52 responses from North America

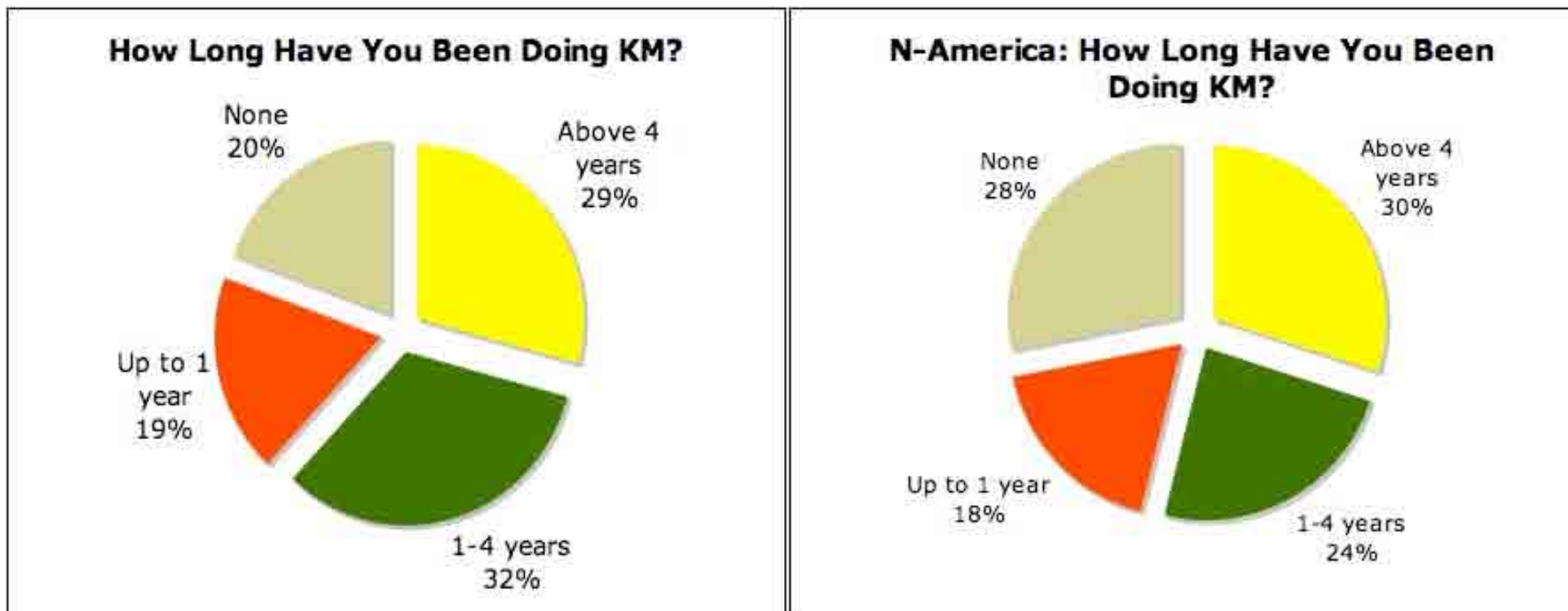


- North American respondents' organisations reporting deep experience in KM is comparable to the rest of the world

- 46% of organisations with less than a year's experience in North America compared to 39% worldwide

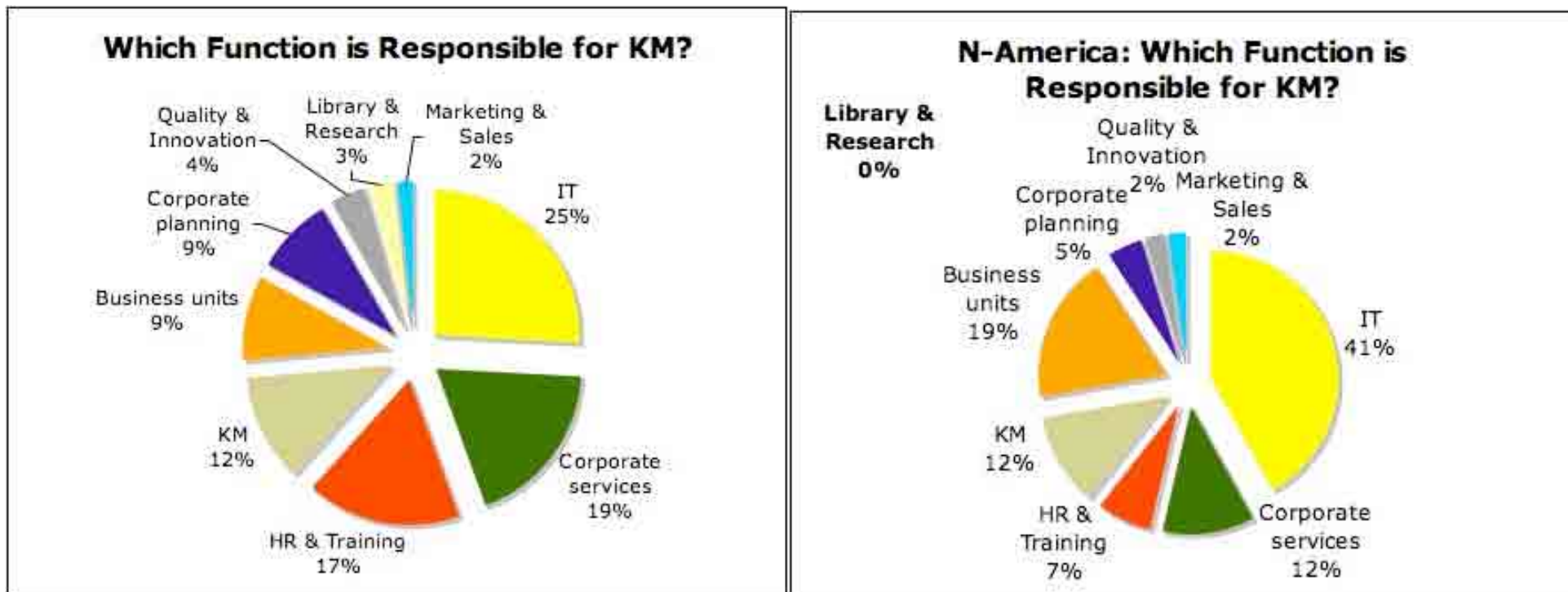
### WORLD

### NORTH AMERICA

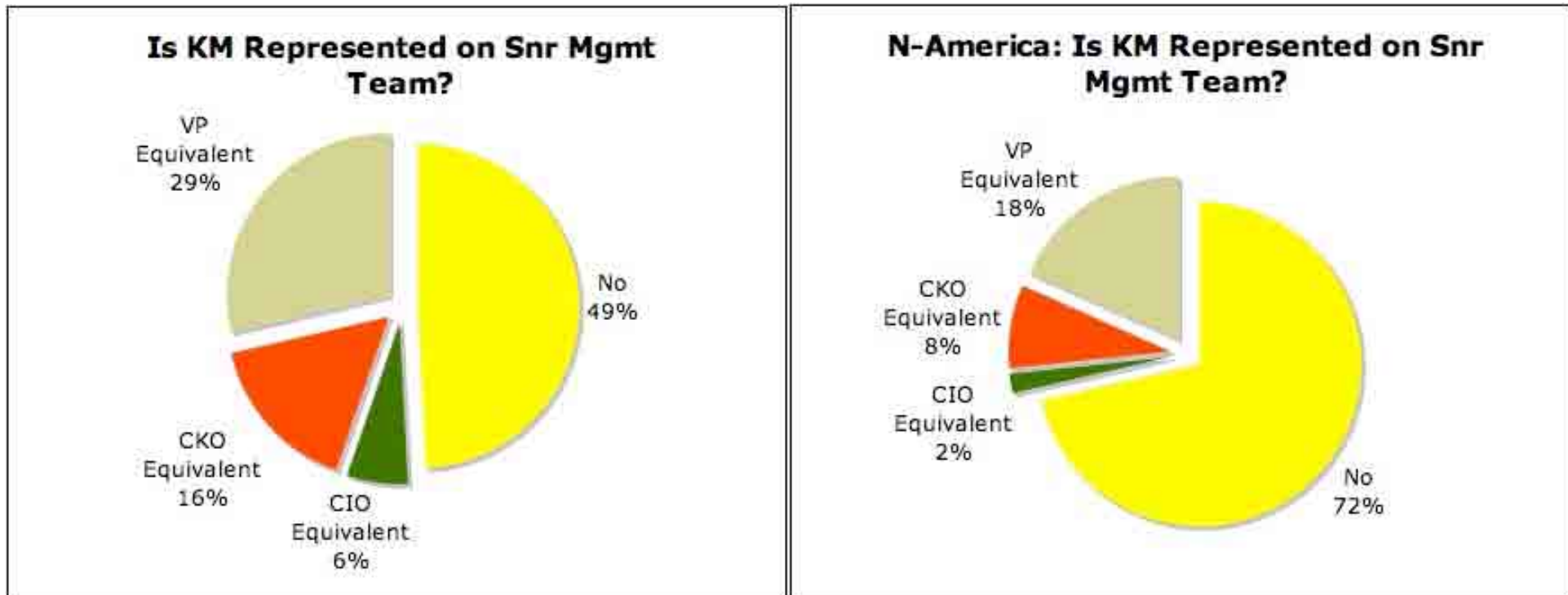




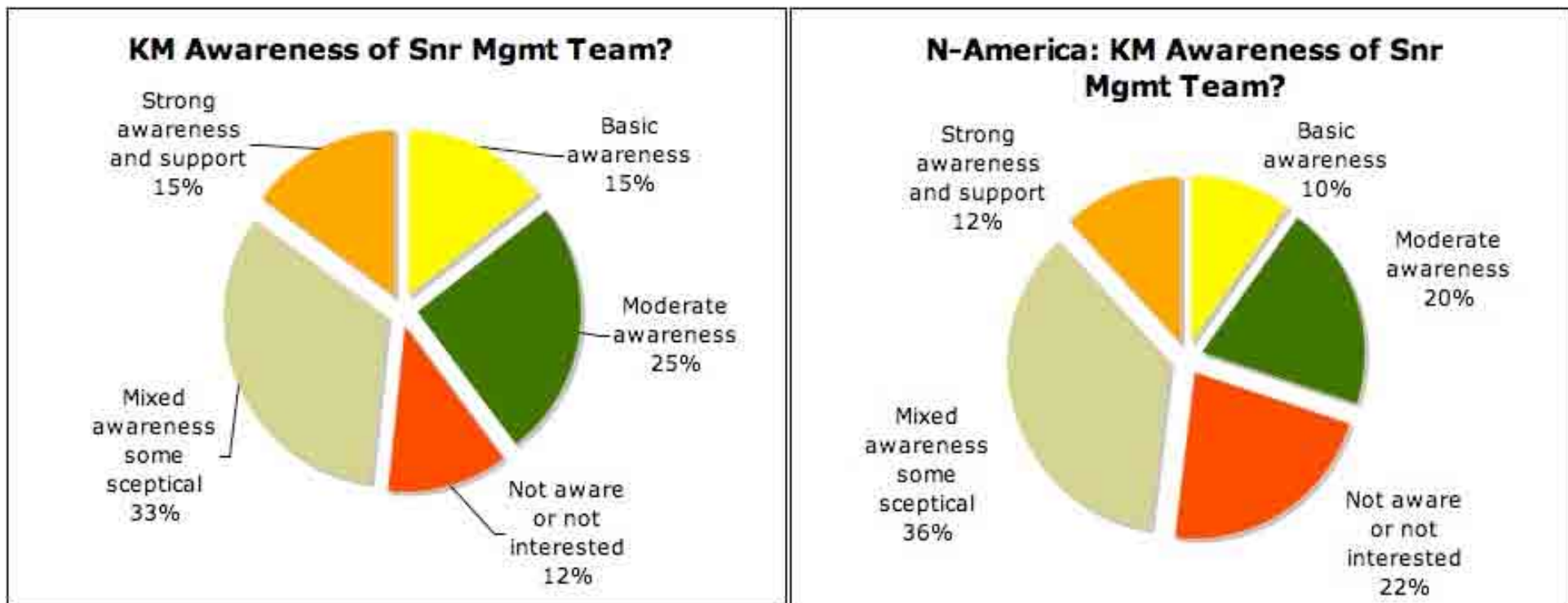
- In North America KM is dominated by the IT function (more than anywhere else in the world)
- Slightly ahead of Europe, North America is the most likely region to have KM owned by the business units



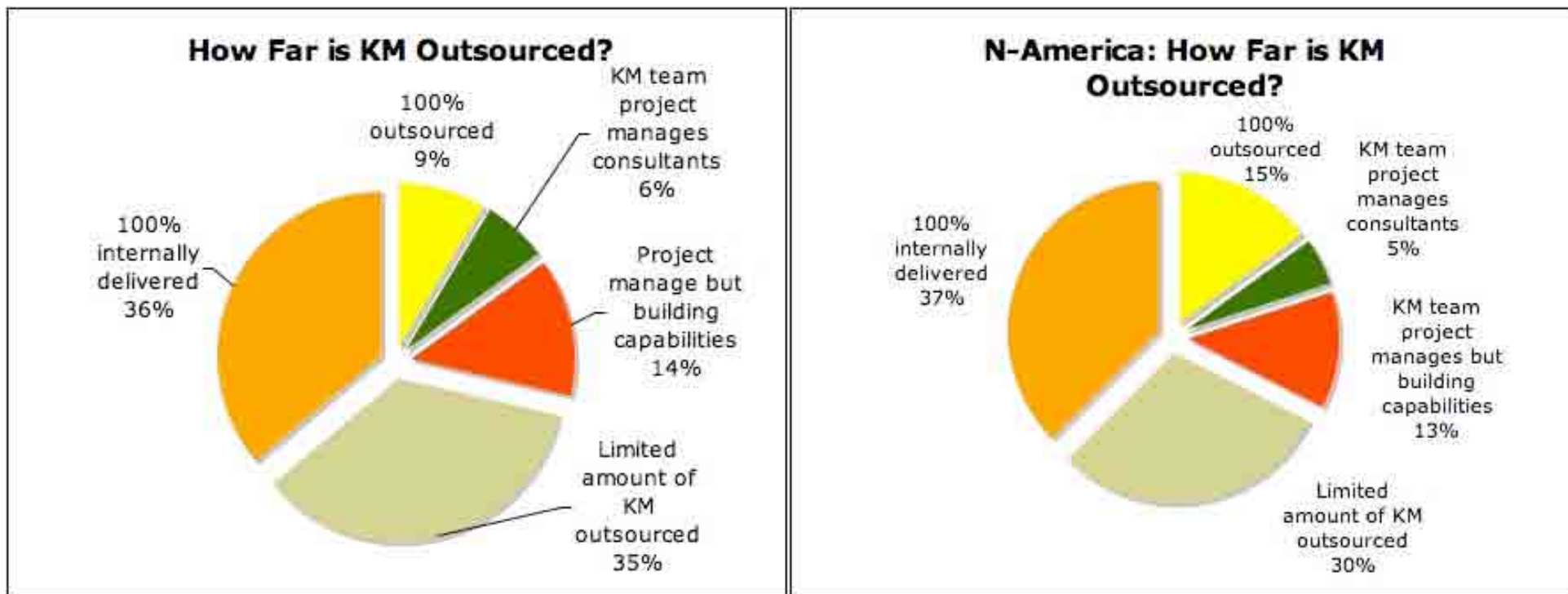
- North America has very poor KM representation on the senior management team (exceeded only by Australia & New Zealand)
- CKO role not a significant feature (very strong in Europe and South Asia).



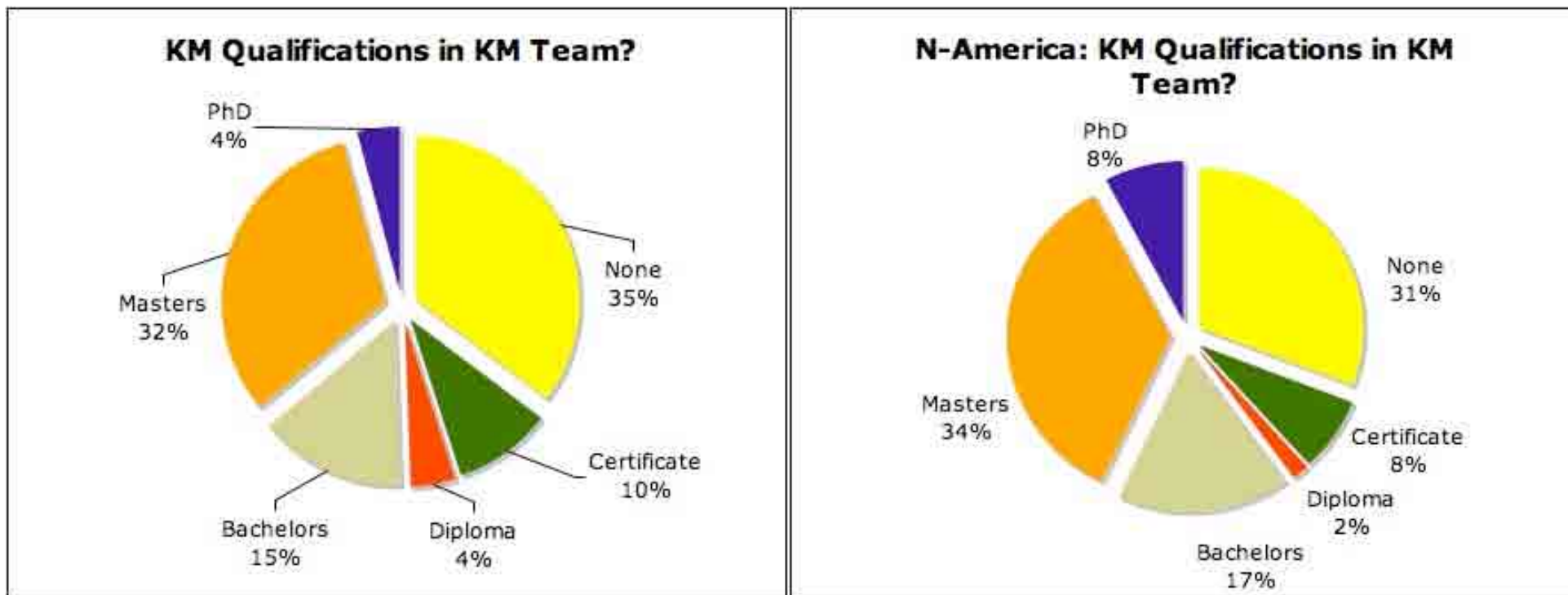
- North America is much more likely than any other region to report senior management teams unaware of KM or not interested in it



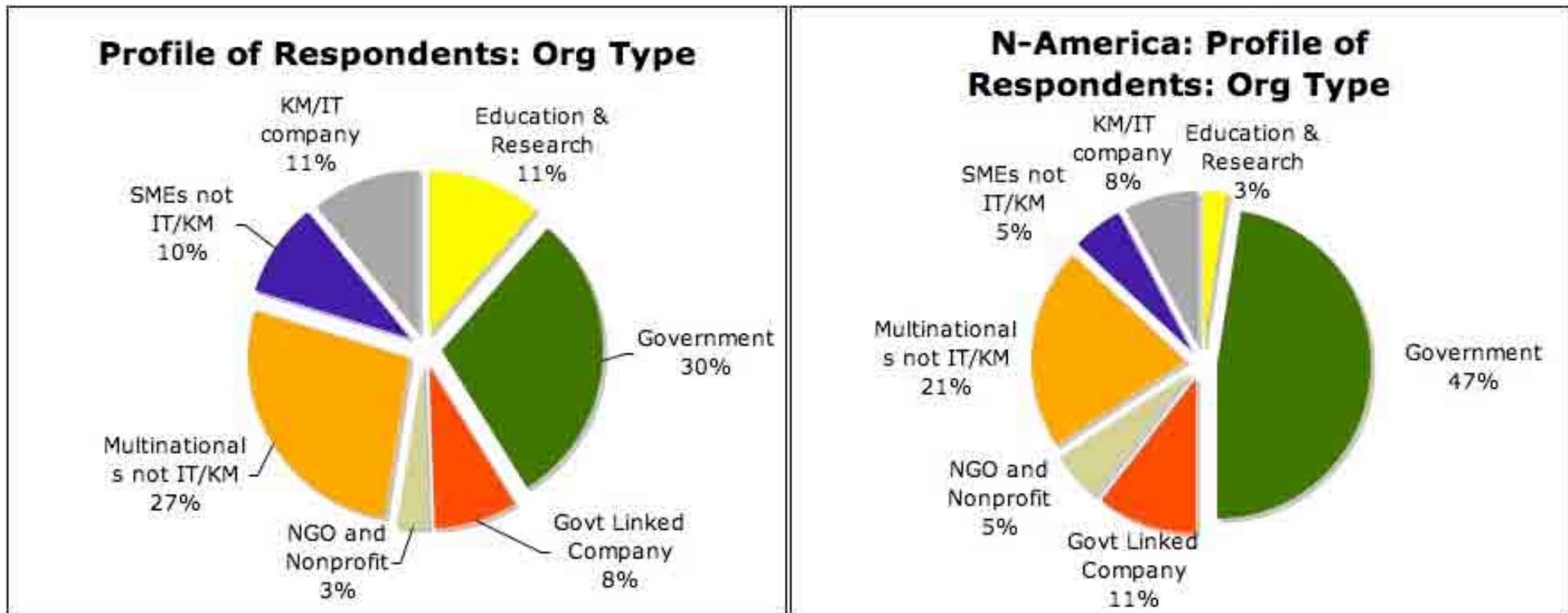
- North American organisations are more likely than the rest of the world to outsource their KM activities completely (as distinct from partial outsourcing)
- North American organisations are about average in delivering their KM completely internally



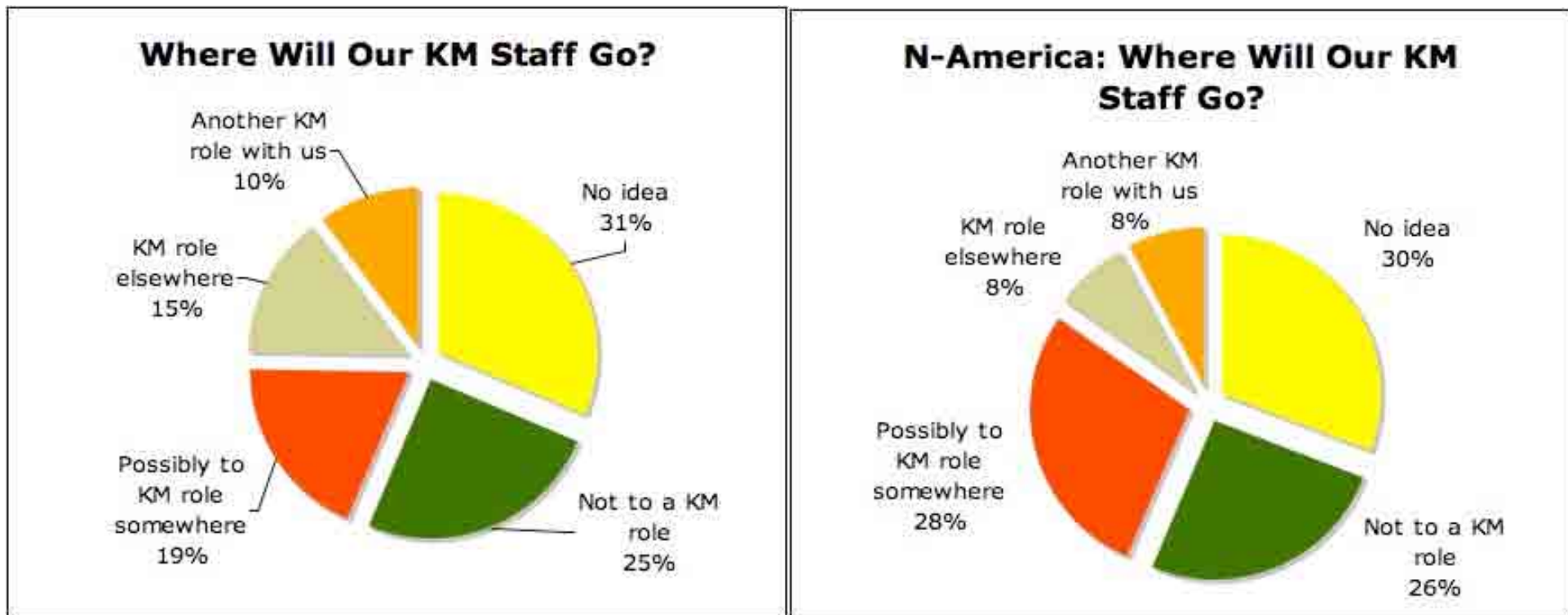
- North American organisations have the most highly qualified KM teams worldwide
- However South Asia is the least likely to have KM teams with no qualifications in KM



- North American respondents were more likely to come from the Government or government-linked sector
- Educational institutions doing KM are represented much less in the North American respondents



- North America reports a roughly average sense of career prospects for their KM staff



- North America has poorer KM staffing levels than other countries
- The depth of experience (and qualifications) in KM staff is slightly better, though it is also more likely to have staff with no experience in KM
- KM staff get less than median amounts of training but are more likely to get some

	World	N-America
<b>How Many Fulltime Employees in KM?</b>		
<i>Median</i>	<b>2</b>	<b>1.5</b>
<i>% with no KM staff</i>	<b>14%</b>	<b>21%</b>
<b>Years of KM Experience of each KM staff</b>		
<i>Median</i>	<b>1</b>	<b>1.5</b>
<i>% with no KM experience</i>	<b>32%</b>	<b>37%</b>
<b>Days p.a. in training &amp; development for KM staff</b>		
<i>Median</i>	<b>3</b>	<b>2</b>
<i>% with none</i>	<b>20%</b>	<b>11%</b>
<b>Years in current KM role</b>		
<i>Median</i>	<b>2</b>	<b>2</b>
<i>% new to the role</i>	<b>12%</b>	<b>13%</b>



	<b>WORLD</b>	<b>NORTH AMERICA</b>
<b><i>Orgs with 4+ years' experience of KM</i></b>	29%	30%
<b><i>KM represented on SMT</i></b>	51%	28%
<b><i>Completely internal delivery</i></b>	36%	37%
<b><i>KM qualified staff - diploma+</i></b>	55%	61%
<b><i>Perceived KM career options</i></b>	44%	44%
<b><i>Years of experience of KM staff</i></b>	<b>1</b> (32% with none)	<b>1.5</b> (37% with none)
<b><i>Training days p.a.</i></b>	<b>3</b> (20% with none)	<b>2</b> (11% with none)
<b><i>Years in current role</i></b>	<b>2</b> (12% new)	<b>2</b> (13% new)

**1/3 of KM programs suffer from “Teleportation Syndrome”**

**Only 28% of respondents worldwide had 4+ years of KM experience**

**The life of a knowledge manager is nasty, brutish and short**

# Performance

Scrutiny of failure  
Sensitivity to detail  
Observability of practice  
Observability of outcomes  
Outcome focus  
Rewards



# Professionalism

Continuity

Progression

Succession

Authority

Integrity

Sanctions

Visibility

Relationships



# Accountability

Authority  
Integrity  
Sanctions  
Visibility  
Relationships  
Scrutiny of failure  
Sensitivity to detail  
Observability of practice  
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Outcome focus  
Rewards



# What We Need to Do

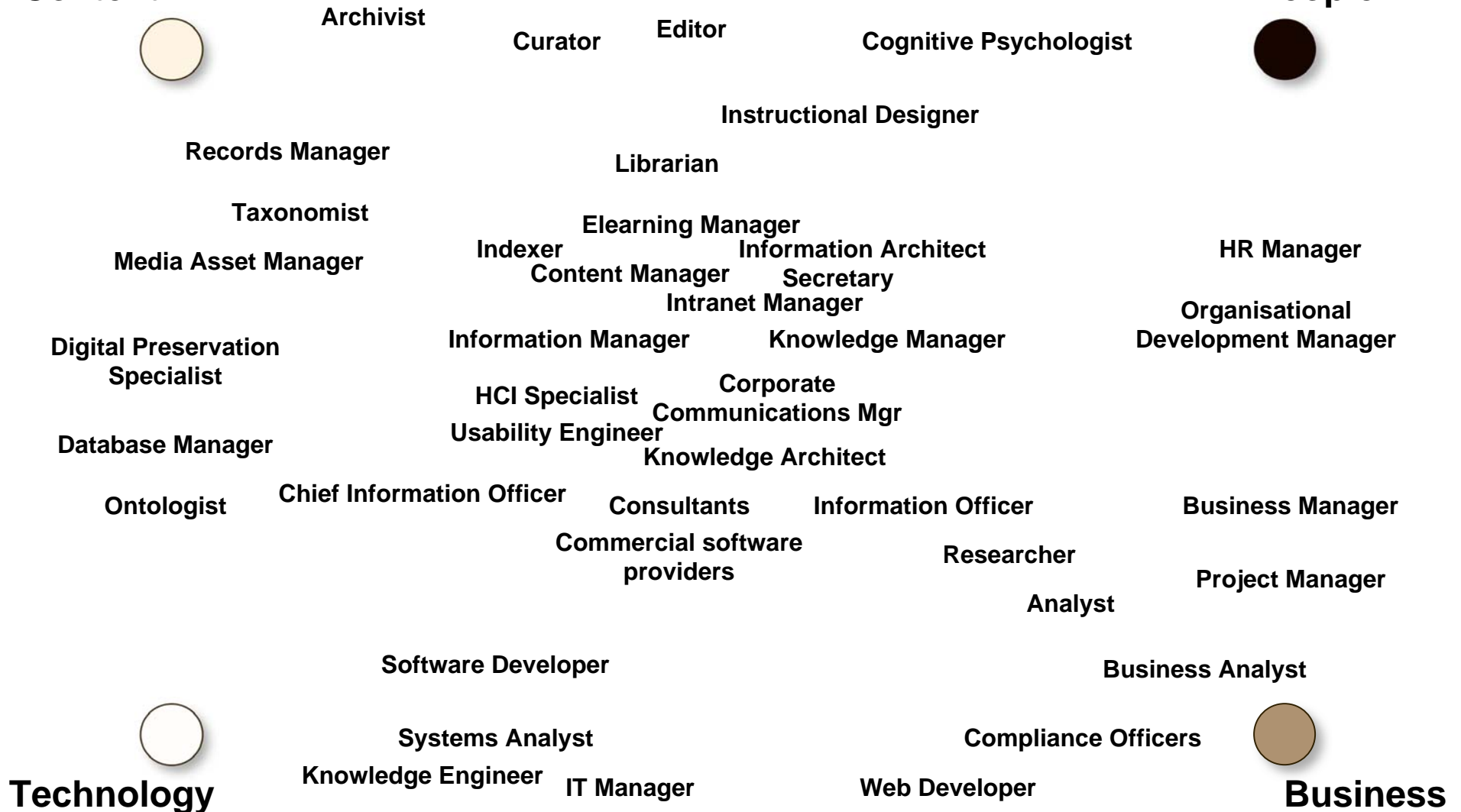
1. Foster career stability and progression, working with associations, practitioners, and organisations (eg a route to “chartered” status)
2. Accelerate the sharing of practice via communities and associations, especially on the scrutiny of failures and challenges
3. Incentivise peer learning and peer practitioner review to build on KM education and training
4. Run the certification cowboys out of town wherever we find them
5. Disincentivise theory-driven research in the universities and pop-frameworks in the business schools - KM lecturers and researchers must work in KM practice to be accredited
6. Recognise - and work with - neighbouring practices and disciplines
7. Engage - and set standards for - KM solution and service providers
8. Engage - and provide standards and frameworks for - employing organisations to ensure they support continuity, professionalism and accountability

# Professional Neighbours

**Content**



**People**



**Technology**



**Business**

# Professional Neighbours

**Research**



**Social Reform**



# What iKMS is Doing

Monthly meetings on KM topics and cases (podcasts)

KM excellence awards (2008)

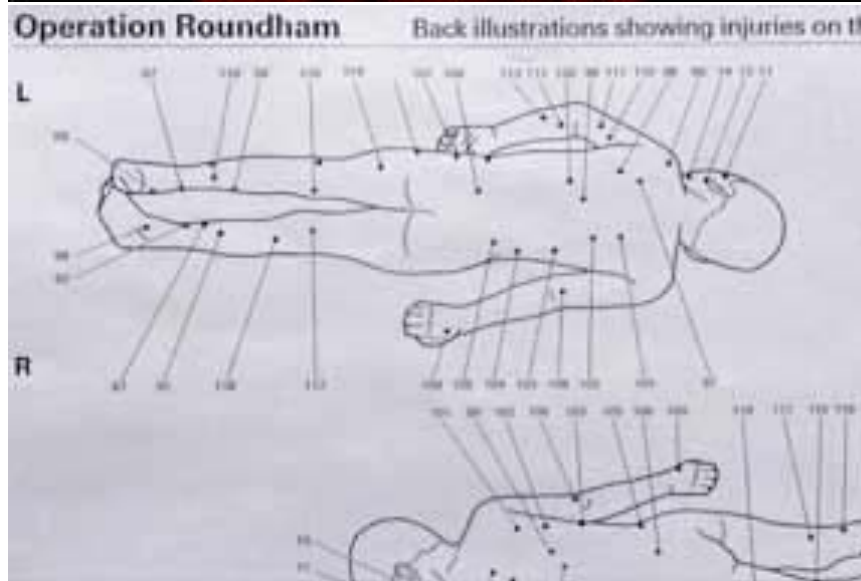
Annual conference with “Case Study Café”

KM Competencies framework contextualised to  
Singaporean KM roles and situations

Alerts on KM employment opportunities

(Redevelopment of website with web 2.0 features to  
encourage the building of a collaborative  
knowledge base)







Questions?

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