The changing KM landscape, the future of KM and our role in it as KM professionals

Paul J Corney | 13 July 2016
Agenda

1. Changing Landscapes: KM Drivers
2. How others have responded: a few KM highlights
3. What does the future look like: The Knowledgeur
4. And finally: My takeaways
1| Changing landscapes: KM Drivers

The changing landscape and KM roles
Drivers: macro

‘We connect the supply chain to bring our customers the goods they rely on every day’

- global supply chains
- increased partnering
- downsizing, outsourcing and flexible working
- shorter product lifecycles
- from industrial to knowledge workforce
- smarter customers
- pressure on costs

The changing landscape and KM roles
Drivers: macro

<table>
<thead>
<tr>
<th>Nuclear</th>
<th>Regulatory</th>
<th>Govt.</th>
<th>Industrial</th>
<th>Services</th>
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<tr>
<td>decommissioning</td>
<td>succession planning</td>
<td>flexible working</td>
<td>enhanced manufacturing processes</td>
<td>business efficiency</td>
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<td>downsizing</td>
<td>retirement</td>
<td>improved services</td>
<td>innovation and New Product Development</td>
<td>effective reuse / precedent</td>
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The changing landscape and KM roles
Drivers: macro

Governance & Strategy (Vision)

Compliance:
- Quality
- Standards

Innovation &/or Process Efficiency

Risk

The changing landscape and KM roles
2 | How others have responded: A few KM Highlights
Setting Quality Standards

UAE excellence programs and KM

Excellence programs are drivers for implementing KM to achieve organizational excellence

- All programs consider the presence of effective KM practice as one of the main criteria for winning the award
- Abu Dhabi and the Federal programs have an Award for KM
- Similar programs exist in other emirates
- A shift from “silos mode” of governance to a “competitive mode” to race for excellence
  - Despite positive change but reduced knowledge sharing among competing individuals and institutions (DSG 2009 study)
  - Require culture change to move from competing mode to collaborative mode
Compliance with Quality Standards
Innovation

The changing landscape and KM roles
Process efficiency
Risk of Knowledge loss

Measurement – Individual knowledge risk

- Critical, unique
- Critical
- Important, semi-documented
- Proceduralised, non-mission-critical
- Common knowledge and skills

Critical knowledge screening in each OU as part of succession planning process.

Identify at risk knowledge areas of key occupational roles within each OU.

Capture and transfer knowledge required in key occupational roles.

Effort to retain knowledge:

- 1: Minimal effort
- 2: Moderate effort
- 3: Significant effort
- 4: Extensive effort
- 5: Maximum effort

Impact of knowledge loss:

- KA 1
- KA 2
- KA 3
- KA 4
- KA 5
- KA 6

Source: Sellafield
Looking to the future: Knowledgeur and the 7 ‘ates
Challenges for the KIM worker

“Few companies think explicitly about what knowledge they possess, which parts of it are key to future success, how critical knowledge assets should be managed, and which spheres of knowledge can usefully be combined.”

Source: Harvard Business Review January 2015

“We have this idea in knowledge management that if we simply give people more information it will change the way they make decisions and we’d get better results. In reality, people don’t consciously think about how they’re making the decision, they’re using the mental maps they’ve always used, they’re not even looking for more information.”

Source: Gordon Vala-Webb August 2011
From Sandra Higgison’s Evolving Role of the Knowledge Worker interview
The ‘Knowledgeur’

A definition (derived from Arbitrage/ Arbitrageur):

‘An entrepreneur who makes use of his/her/others’ knowledge in one activity or market and applies it for beneficial use in another.

Originally inward facing the role is becoming more outward facing with the rise of communities and the need to collaborate outside of the firewall.’

Source: Paul J Corney June 16
The 7…ates of a ‘Knowledgeur’

#1 Investagate: Are you putting a burning fire out / solving an immediate business need / addressing a risk (Operational KM) or is this driven by the vision from the top consistent with the organisation's business direction (Strategic KM)?

#2 Navigate: Work out / Map the critical knowledge areas of your organisation and create a directory of the organisation’s knowledge assets.

#3 Negotiate: Agree the scope of your role with your sponsors and be tough negotiating what success will look like and how it’s measured.

#4 Facilitate: So much of what a KM Manager does involves facilitation. You will become a hub knowing who to go to to ask if you don't know yourself. You have to facilitate connections, meetings, interactions, events and communities. This requires resilience, a lot of social skills and a real understanding of cultural nuances.
#1 Investigate: ISO 9001 2015

A.7 Organizational Knowledge
Requirements regarding organizational knowledge were introduced for the purpose of:

a) safeguarding the organization from loss of knowledge
b) encouraging the organization to acquire knowledge.

7.1.6 Organizational knowledge
The organization shall determine the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This knowledge shall be maintained and be made available to the extent necessary. When addressing changing needs and trends, the organization shall consider its current knowledge and determine how to acquire or access any necessary additional knowledge and required updates.

The changing landscape and KM roles
ISO KM Standards timetable?

- UK Committee met* in London on 7th April 2016. Developed and submitted set of comments on ISO draft KM Standards

- Next ISO WG met in Berlin May 2016 to discuss comments on drafts from international committees

- ISO WG publish updated draft and resubmit to international committees who meet in Singapore in September 2016

- ISO Standard (KMS) submitted for public consultation

- ISO Standard published latest 3 years from formation of working group (2015)

*In attendance
Mses: Chaundy, Macfarlane, Payne.
Messrs: Allen, Corney, Fryer, Kelleher, Malone, Marshall, Milton, Shipman, Young

The changing landscape and KM roles
#2 Navigate: Mapping Knowledge

Potential Knowledge Flows

*Example of a gallery viewing exercise*

*Source: Straits Knowledge*
#3 Negotiate

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<thead>
<tr>
<th>Strategic KM</th>
<th>Operational KM</th>
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<tbody>
<tr>
<td>KM Strategy</td>
<td>Analysis of business issues</td>
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<tr>
<td>Implementation Plan</td>
<td>Work plan</td>
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<td>Competency Framework</td>
<td>Task assignments</td>
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<td>Pilot reporting</td>
<td>Milestone reporting</td>
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<td>Stakeholder engagement</td>
<td>Communications Plan</td>
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<td>Knowledge Champions</td>
<td>Work stream leads</td>
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#4 Facilitate: Values in a virtual world

Virtual teams

- Culture
  - National culture
  - Organisational culture
  - Language competence

- Channels
  - Email
  - Audio / Video
  - ‘WebEx’

- Location
  - Office
  - Open plan
  - On the road

- Calendars and time
  - Working week
  - Time zones
  - Public holidays

The 7...ates of a ‘Knowledgeur’ (cont)

#5 Collaborate: You are in alliance with business areas and occasionally external suppliers or partners. You have to be capable of virtual cross border collaboration.

#6 Communicate: Senior KM'er's tell you to devote 30% of your time to communicating what you do and getting feedback - it's not just about broadcasting. Have your KM Elevator pitch always with you. Let all your stakeholders know what you are doing and why.

#7 Celebrate: The role can be a lonely one as reporting lines and sponsors change, yours is a cost not revenue line and the initial burst of enthusiasm fades. Collect stories, be prepared to acknowledge contributions and celebrate successes.
#5 Collaborate: working out loud?

‘Billable hours’
vs.
‘Social engagement’
vs.
Twitter
#5 Collaborate & #6 Communicate: Space

### PAST
- Location-specific
- Owning space or long-term lease
- Highly territorial space
- Strong physical branding
- Formal structured interaction
- Physical space and mobile technology

### FUTURE
- Network of locations
- Short-term lease, pay-as-you-go
- Alliance/shared/hired space
- Varied internal and temporary brand expression
- Flexibility, connections, implementation speed
- Operating across virtual and physical space

Living Workspace: Ove Arup
#6 Communicate: elevator pitch

‘The Keyboard & the Patent’
#7 Celebrate

- Knowvember
- Knowledge Book
- An Audience With
- Dare to Share Fair
- KM Awards

The changing landscape and KM roles
4. And finally

The changing landscape and KM roles
My takeaways

• Tackle live business issues
• Act as a business partner
• Show tangible outputs
• Engage: Think HIPPO
…live business issues / … partner

- Resolve Strategic vs. Operational KM dilemma.
- Do 3 things in 6 months.
- Go where the pain and the gain is.
- Remember what you can measure you can manage!
Engage: Think HIPPO

HIPPO—Highest Paid Person's Opinion - make them interested by telling them:

• in a way they would understand
• in the limited time they have available

source: Phil Hill
We covered

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4. And finally: My takeaways
Paul J Corney…

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<th>Academic &amp; Affiliations</th>
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<td>Saudi International Bank (Senior Manager)</td>
<td>Brighton University Business School (Faculty Member)</td>
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<td>Zurich Financial Services (Vice President)</td>
<td>Member BSI KM Standards Committee</td>
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<td>Sparknow LLP (Managing Partner)</td>
<td>Plan Zheroes Charity (Founding Knowledge Trustee)</td>
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<td>knowledge et al (Managing Partner)</td>
<td>Royal Institute of International Affairs (Member)</td>
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<td>knowledge capture &amp; retention programme</td>
<td>Her Majesty’s Revenue&amp; Customs</td>
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<td>knowledge into StageGate / underwriting process</td>
<td>IranianGroup / Zurich FS</td>
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<td>knowledge &amp; Info roadmap / knowledge space assessment</td>
<td>BMS Group / Clyde &amp; Co</td>
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<td>knowledge &amp; information strategies &amp; implementation</td>
<td>Asian/ Caribbean/ IslamicDevelopment Banks</td>
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<td>knowledge &amp; managerial due diligence</td>
<td>Kleinwort Capital</td>
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<td>knowledge records retention</td>
<td>Transport for London</td>
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<td>global engagement and collaboration</td>
<td>RBS Coutts / Swiss Agency for Co-op &amp; Dev</td>
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The changing landscape and KM roles
knowledge et al
when the journey is as important as the destination

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