KM Training and Your Organization

Background

Your organization probably knows by now that enhancing the quality of its decision making depends on enhancing the quality of its knowledge which, in turn, depends on enhancing the quality of its processes for producing and then integrating new knowledge. *Knowledge Management (KM) is the discipline whose purpose is to enhance knowledge production and integration and their knowledge outcomes.*

Your organizations need KM training to get the performance benefits that result from enhanced knowledge, but this leads to a choice. KM is a discipline undergoing rapid change and there are distinct types of KM and KM training in the marketplace. KMCI's previous work shows that there are important distinctions between First Generation KM and Second Generation KM.

First Generation KM refers to KM whose objective is to improve Knowledge Integration, including Knowledge Sharing, Teaching, Searching for and Retrieving existing knowledge, data, and information, and Disseminating Knowledge. It works with existing knowledge, but is not concerned with making new knowledge.

Second Generation KM has two objectives: producing new knowledge for problem solving, and integrating that knowledge so that it may be accessed in every-day decision making. The combination of making new knowledge and delivering it so that it can be used *is innovation*. So, we can also view Second Generation KM as being about enhancing innovation, and the difference between First- and Second Generation KM as the difference between management focused on enhancing Knowledge Sharing and management focused on enhancing Innovation. Of course, since innovation also includes knowledge integration, including knowledge sharing, your organization should be practicing and seeking training in Second Generation, rather than First Generation KM.

Methodology Training and Requirements : The Need

The kind of training you need in Second Generation KM is training in Knowledge Management Strategy and Methodology. You need to know how to develop a strategy for formulating and implementing a program in Second Generation Knowledge Management. You also need to know how to manage such a program and the KM projects that will help you to implement it. Second Generation KM is newer than First Generation KM, however. The first studies that fit this category begin to appear in 1995, and the distinction between the two

generations first appeared only six years ago. Since Second Generation KM is relatively new, there very few alternative methodologies and even fewer training offerings that one can turn to in order to receive training. To help you to evaluate the alternatives and the training opportunities KMCI has developed the following specification of requirements for comprehensive Second Generation KM methodology.

- Must support the specific mission of KM to improve business processing outcomes by enhancing knowledge processing and KM itself
- Must support the logic of the KM decision execution cycle (it plans, acts, monitors, and evaluates its impacts, and then it plans again and repeats the cycle endlessly)
- Must itself be adaptive, since its subject complex system processes (KM, Knowledge Processes, and organizational Business Processes) are themselves always adapting and are moving targets
- Must be internally applicable to KM, itself
- Must address KM programs from "cradle to grave" –from strategy to maintenance
- Must address knowledge production, not just knowledge integration
- Must reflect the Complex Adaptive System, non-deterministic nature of organizational phenomena
- Must reflect the social and organizational aspects of KM issues and solutions in business, not just individual or personal knowledge needs
- Must be suitable for use over long periods of time consistent with the positioning and role of your organization's KM functions
- Must be suitable for use on multiple projects, not just individual or isolated ones
- Must be flexible and scalable, so that
  - the same overarching methodology can be used for projects of all sizes, as well as in conjunction with different tools and techniques for different projects, as needed, and
  - Project Risk in applying the methodology is minimized
- Must address KM strategies and interventions in all of their dimensions, including not just IT solutions, but human resource and social system interventions as well
- Must make explicit provisions for the use of third-party tools and methods as part of the methodological framework
- Must be vendor-, solution-, tool-, and method-independent
- Must support the use of any third-party tool or method, without having to abandon the methodology when changes in preferences occur
- Must provide for the measurement of impacts and benefits, both at the levels of knowledge and business processing outcomes
- Must be compatible with a broad range of existing business performance metrics and measurement schemes, such as the Balanced Scorecard, so

that the impact of KM interventions can be expressed in terms of performance measurement systems already in use in your organization
- Must make it possible to measure and report on "hard" dollar and "soft" benefit impacts of KM interventions in a consistent and compelling way across project- and intervention types using one scheme, not many

We have applied this set of requirements to the available KM Methodologies. Table One lists and evaluates the methodologies reviewed.

Table One: Available KM Methodologies and Evaluations

Methodology	Evaluation
American Productivity & Quality Center "Road Map"	Lacks a specific conceptual framework for Knowledge Processing, is targeted on knowledge sharing, is not explicit about tools
A. Tiwana's KM Toolkit	Requires that KM be driven by business strategy rather than by the objective of enhancing knowledge processing; lacks a specific conceptual framework for knowledge processing; too heavily concentrated on Information Technology as opposed to social process interventions;
CommonKADS Methodology	Lacks a specific conceptual framework for knowledge processing
Methodology for Building Ontologies -- Uschold and King	Has a very narrow focus on creating ontologies, not really a KM Methodology at all
On-To-Knowledge Methodology	Has a very narrow focus on creating ontologies, not really a KM Methodology, oriented mainly toward software design
European KM Forum Standardized KM Implementation	Too generic a methodology lacking specificity to KM, lacks a specific conceptual framework for knowledge processing
CORMA -- An EU KM project intended to support the new product development process in telecommunications companies	The methodology is promising but still incomplete
Vital Knowledge Engineering Methodology -- a methodology and software support for developing	Not a KM methodology in the sense that it is aimed at enhancing knowledge processing through KM interventions

knowledge-based systems	
MOKA -- developing a framework for structuring and representing engineering knowledge, especially *knowledge-based expert* (KBE) systems	Not a methodology aimed at the enhancement of knowledge processing generally
K-STREAM™ -- A methodology developed by the Knowledge Management Consortium International (KMCI) for developing KM Strategy and applying it to KM policy, program, and project formulation and implementation. The Methodology trains students using The New Knowledge Management (TNKM) approach, the most comprehensive Second Generation KM approach	K-STREAM™ is the only available methodology that fulfills all of the requirements specified above

Our evaluation shows that the only available methodology for performing Second Generation KM is K-STREAM™.

K-STREAM™ In-house Training and Public CKIM Workshops

Currently, only one organization, the developer of K-STREAM™, KMCI, offers K-STREAM™ Second Generation KM Strategy and Methodology training in both its periodic public CKIM workshops, and also in-house workshops customized to meet the needs of particular organizations. The best alternative for your organization is in-house K-STREAM™ training since it would both be customized to your organization's needs and more economical on a per seat basis than public classes. But if an in-house workshop is not viable for your organization, then you can still learn K-STREAM™ in one of our periodic CKIM Workshops

Benefits

Here are the benefits of K-STREAM™ in-house or CKIM Training. Trainees will learn:

- the most comprehensive methodology in KM and the only one to meet the exhaustive requirements specification provided above. That is, they will learn procedures for practicing KM including developing KM policies, programs, and projects
- the core tools and techniques that should be used in any KM project to plan KM interventions, monitor them, and measure impact, and benefit
- the most broad-ranging conceptual approach to KM yet developed the TNKM approach, including: KMCI's 'Three-tier New KM Reference Model,' the Organizational Complex Adaptive Systems Framework, the Decision

Execution Cycle/Organizational Learning Framework, the Knowledge Life Cycle Framework, the Knowledge Claim Evaluation Framework, the Knowledge Management Framework, the KM Metrics Framework, The Open Enterprise Framework, and the Enterprise Knowledge Portal (EKP) framework

- a unique strategic vision of what KM practitioners should be shooting for in terms of achieving high-performance knowledge processing systems in business, and how to build, refine, and maintain them. This model is 'The Open Enterprise,' model and every K-STREAM™ licensee receives a customizable specification of it to use in planning and implementing the KM program in their own organization

- about using modeling as a planning technique for devising and testing intervention concepts before actual interventions are made. Every K-STREAM™ class includes training on related tools, adapted to K-STREAM™ for ease of use. Modeling techniques covered include cause and effect, statistical, measurement, system dynamics, prioritization, and others.

- about how a variety of common and popular KM techniques and interventions, such as: Communities of Practice (CoPs), Storytelling, Knowledge Mapping, Knowledge Audits, Knowledge Cafes, Social Network Analysis, Group Decision Process Methods, Cultural Analysis, Value Network Analysis, and Semantic Network Analysis, fit into K-STREAM™

- about how key third-party Information Technology tools such as: Collaboration, Portals, Group Decision Process, Modeling and Simulation, Information Aggregation, Semantic Network Analysis, Taxonomy, e-Learning, Data Mining, and others, are used in K-STREAM™

- to use the K-STREAM™ Ontology Templates. These provide a customizable framework for implementing metrics to measure impact and benefit of KM interventions

- to use the patent-pending Policy Synchronization Method™ from Macroinnovation Associates, LLC for achieving sustainable innovation

In addition to the above learning benefits, all K-STREAM™ attendees from end-user firms receive licenses to use

- K-STREAM™
- The K-STREAM™ Templates
- The Open Enterprise Specification Template, and
- The Policy Synchronization Method ™ from Macroinnovation Associates, LLC

Workshop and Associated Costs

Details and Costs for the public CKIM Workshops are provided at:

http://www.kmci.org/kmci_certificate_programs.html

and related links. A sample syllabus for CKIM is at:

http://www.kmci.org/CKIM_Syllabus.pdf

The precise content of in-house customized K-STREAM™ Workshops and associated costs will be determined by your organization and KMCI jointly. If you're interested in exploring the alternative of an in-house Workshop, please write or call Joseph M. Firestone, Ph.D. at eisai@comcast.net, or 703-461-8823.