

7 Categories of KM Practices

1. Leadership Behaviors and Actions

1.1 Senior managers legitimize knowledge management by discussing the importance of knowledge creation, sharing and use in public forums

1.2 Senior managers publicly recognize individuals and/or teams who effectively manage knowledge

2. Linking Knowledge and Business Strategy

2.1 Senior managers articulate the importance of knowledge and its relationship to the department's business strategy and achieving business results

2.2 The department has developed a knowledge management strategy that is linked to the department's business strategy

2.3 The department understands how its knowledge could be used to develop new value-added products and services

2.4 The department has identified how knowledge can be built into the design and execution of core business processes

2.5 The department has developed a set of quantitative proxies and qualitative indicators that measure knowledge outcomes

3. Knowledge of Individuals and Groups

3.1 The department identifies individuals and groups with relevant knowledge and makes that knowledge visible to the rest of the department

3.2 The department understands and exploits the relevant knowledge used by high performing groups and individuals

4. Knowledge About the Outside Environment

4.1 The department identifies and employs customer knowledge across decision making processes

4.2 The department identifies and employs supplier knowledge across decision making processes

4.3 The department identifies knowledge from the competitive environment and incorporates that knowledge into strategic and tactical decisions

4.4 The department identifies and incorporates relevant knowledge regarding its joint venture, alliances and acquisitions

5. Knowledge Transfer, Diffusion and Absorption

5.1 The department collects, disseminates and classifies explicit knowledge to reduce the time and effort to find knowledge artifacts

5.2 The department enables face-to-face conversations and other types of interactions necessary to transfer tacit knowledge

5.3 The department identifies and shares lessons learned

5.4 The department has mentoring/apprenticeship programs designed to transfer tacit knowledge

6. Work Environment

6.1 Individuals and groups are measured and rewarded for knowledge creation, sharing and use

6.2 The department actively promotes an environment that builds trust and "social capital" among individuals

6.3 Knowledge management is an integral part of the work environment

7. Organization and Resource Allocation

7.1 The department has developed formal roles and responsibilities and dedicated resources to facilitate knowledge creation, sharing and reuse

7.2 The department formally allocates money, time and space to enable individuals to create, share and access knowledge

7.3 The department identifies, creates and maintains communities of practice that drive the business strategy

7.4 The department identifies and uses knowledge intermediaries or "brokers" to support its operations