



Agile Knowledge Management (KM^{Agile})

KM Singapore
2-4 September 2015



@billkaplankm

Working Knowledge^{CSP}

Concept | Strategy | Practice
Knowledge at the Point of Execution®

GREENES CONSULTING
KNOWLEDGE MANAGEMENT



Challenges in Making the KM Business Case

- Business/Operational Environment (BOE)
- Operational Tempo (Op Tempo)
- Behavior change
- Knowledge use and flow
- Tangible impact to performance
- Doing more with less
- Leadership attention and expectations
- WIIFM?

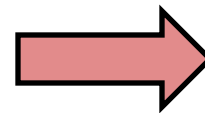


**EVERYDAY
BREAK
THROUGHS**

Making KM “Stick”

Business Case

Build KM Strategy
and Capability
While Delivering
Measurable Results
Quickly



#1 Learning

Results
Change
Behavior

Traditional KM Strategy and Framework Development

Assessment



KM, Business &
Operational
Requirements
(Environments)

Traditional KM Strategy and Framework Development

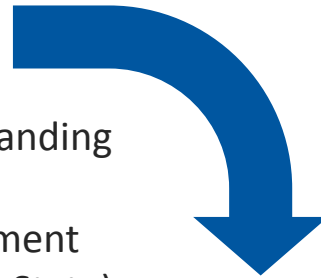
Assessment

KM, Business &
Operational
Requirements
(Environments)



Analysis

Understanding
the KM
Environment
(Current State)



Traditional KM Strategy and Framework Development

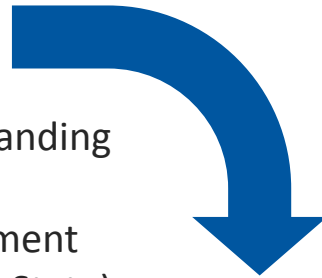
Assessment

KM, Business &
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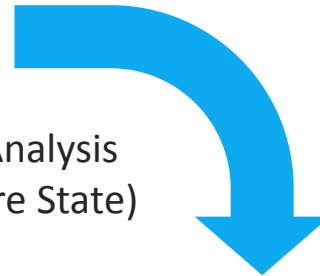
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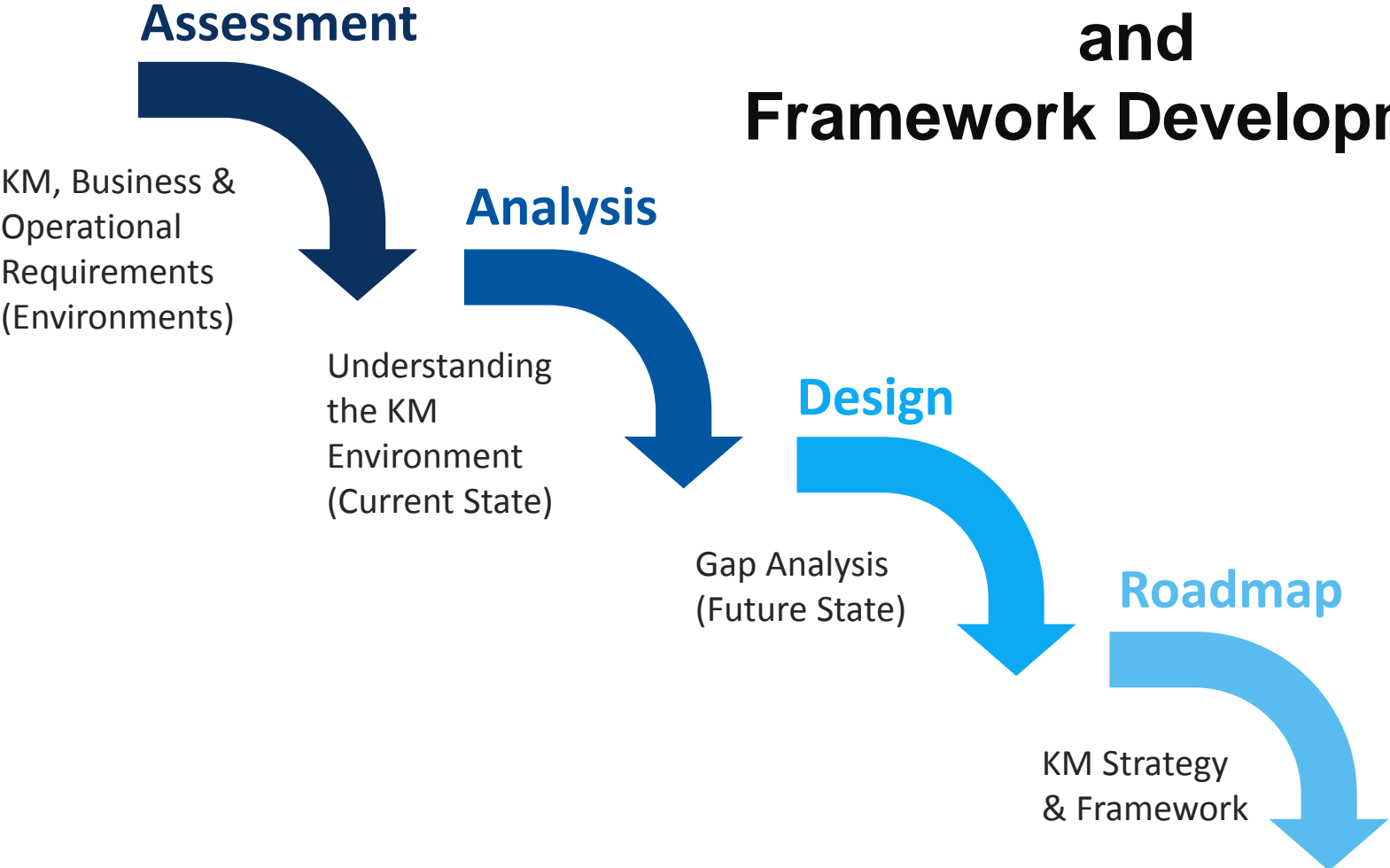


Design

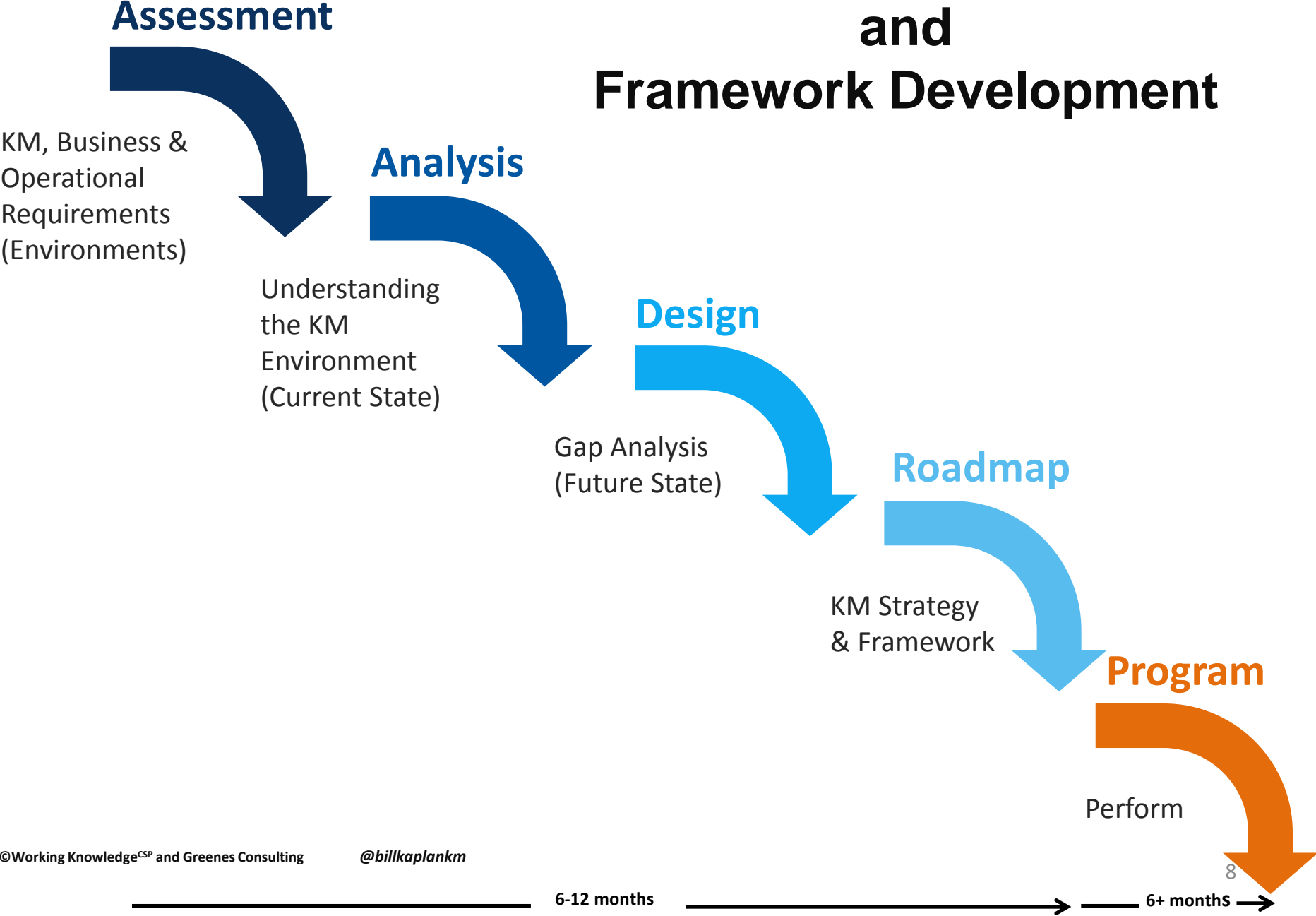
Gap Analysis
(Future State)



Traditional KM Strategy and Framework Development



Traditional KM Strategy and Framework Development



KM^{Agile}

- Plan, develop, and execute an organizational KM framework through the rapid use of carefully selected pilot projects focused on delivering the highest business value in the shortest time
- Rapidly and repeatedly evaluate practically applied KM concepts, strategies, and implementing practices in real time
- Continuously refine a context relevant KM strategy and operating framework as the pilot's progress
- 12 weeks
- KM Strategy should be part of Business Strategy

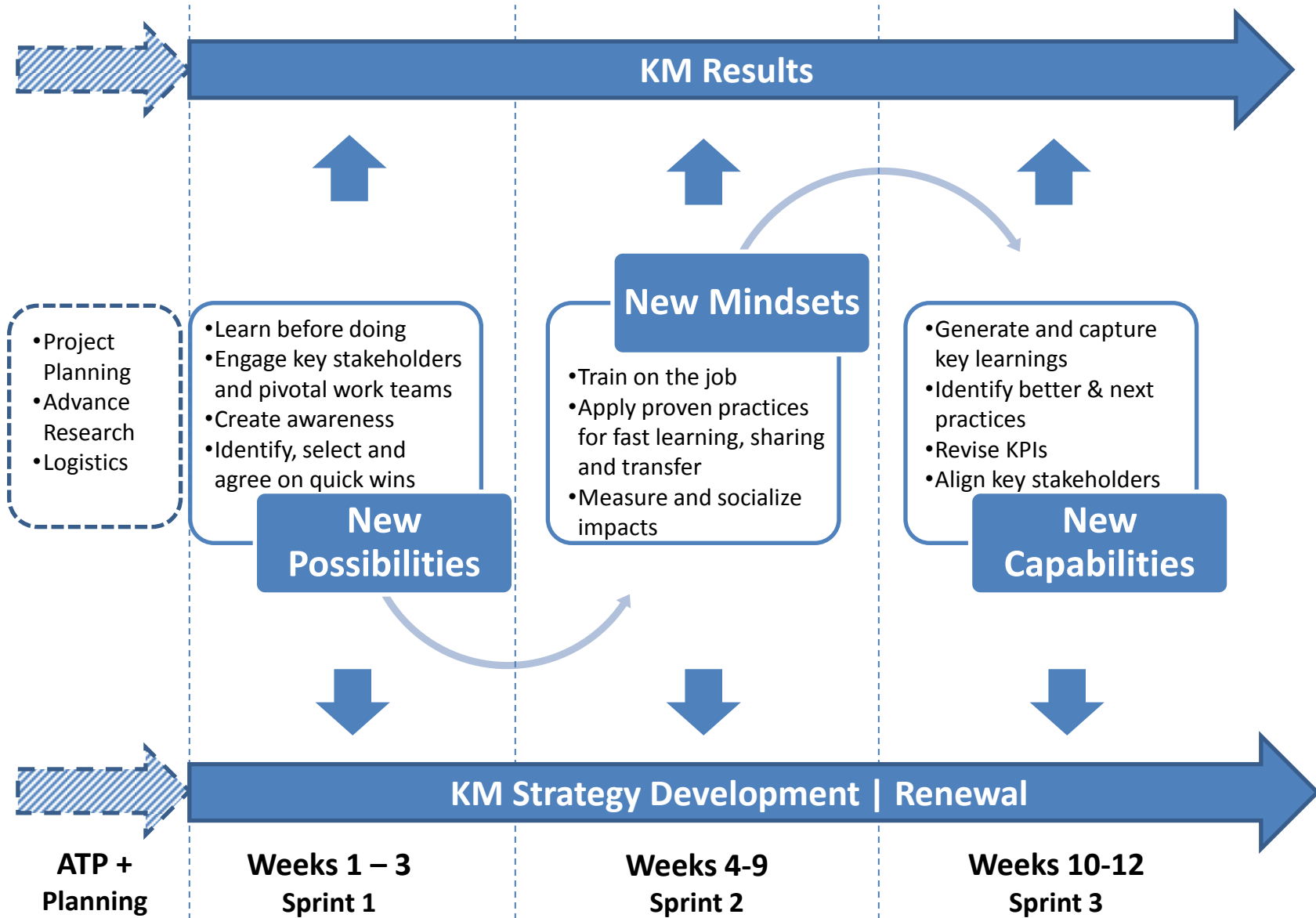
KM^{Agile} Principles

- Satisfy the client through early delivery of a sustainable KM Framework
- Welcome changing requirements at any time
- Co-delivery of the KM project
- Build the KM framework around early adapter organizations
- The primary measure of progress is the ability to quickly leverage knowledge to solve business or operational challenges
- Continuous attention to culture and workforce dynamics enhances sustainable KM framework success
- Simplicity is essential
- Technology is an enabler, never the solution
- Reflect regularly and adjust team behavior and execution accordingly

KM^{Agile}

*New Way
of
Performing
and
Learning*

*Multi-Year
KM
Strategy
and
Roadmap*





Planning Phase

- Project Planning
- Advance Research
- Logistics

- ATP
- Acquire background information
- Identify key stakeholders, thought leaders, pivotal work teams for interviews
- User Stories provide context for problems and challenges that drive pilot selection
- Begin to understand change challenges
- Draft Knowledge Flow and Use survey for Sprint 1



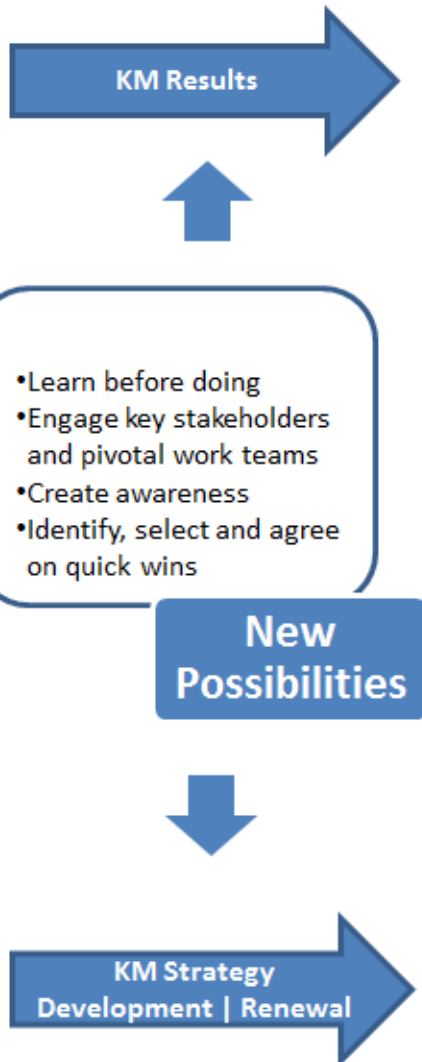
**ATP +
Planning**

Outcome: Quick start; Understand Business Operating Environment (BOE); Understand Knowledge Management Environment (KME)

Sprint 1

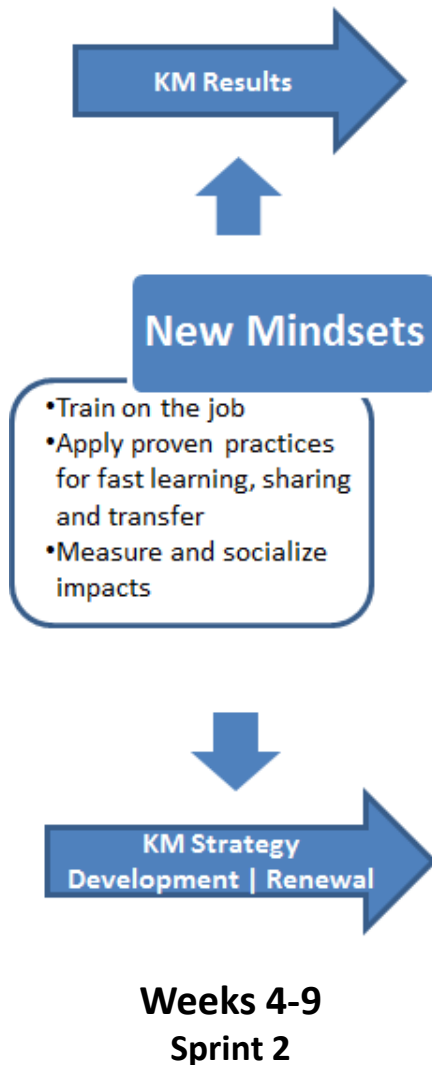
- Engage with key stakeholders and pivotal work teams
- Make case for KM impacts to performance
- Gain commitment (License) up and down
- Leverage KF&U survey
- Conduct targeted interviews
- Integrate Client KM Team/KM POC
- JIT KM Training
- ID quick wins/pilots and success measures
- Daily scrums

Outcome: Clear line of sight between KM, work, and value



Weeks 1 – 3
Sprint 1

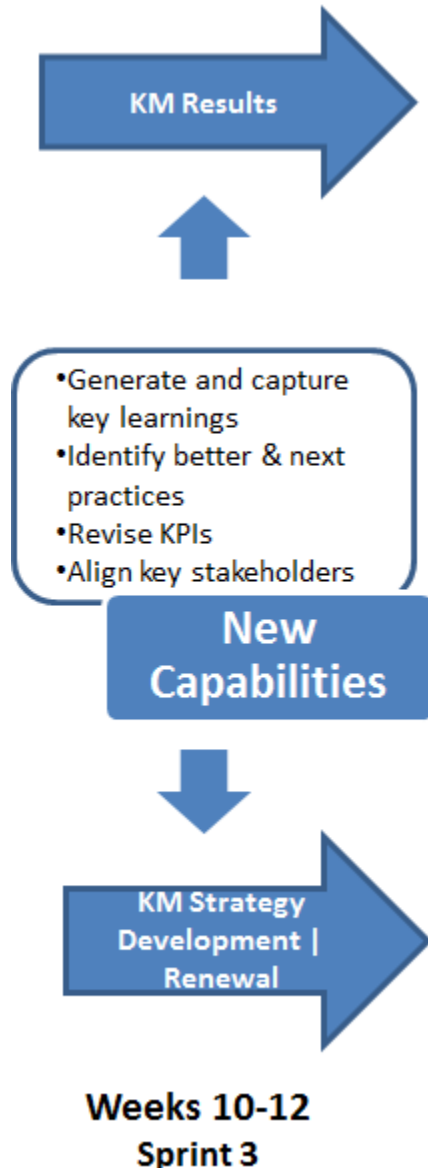
Sprint 2



- JIT KM Training
- KM practice application as part of work processes (e.g. Peer Assists, Action Reviews)
- Knowledge is shared, transferred and applied
- Results are becoming visible; value and trust increase

**Outcome: Changes in performance;
Changes in knowledge sharing behavior**

Sprint 3



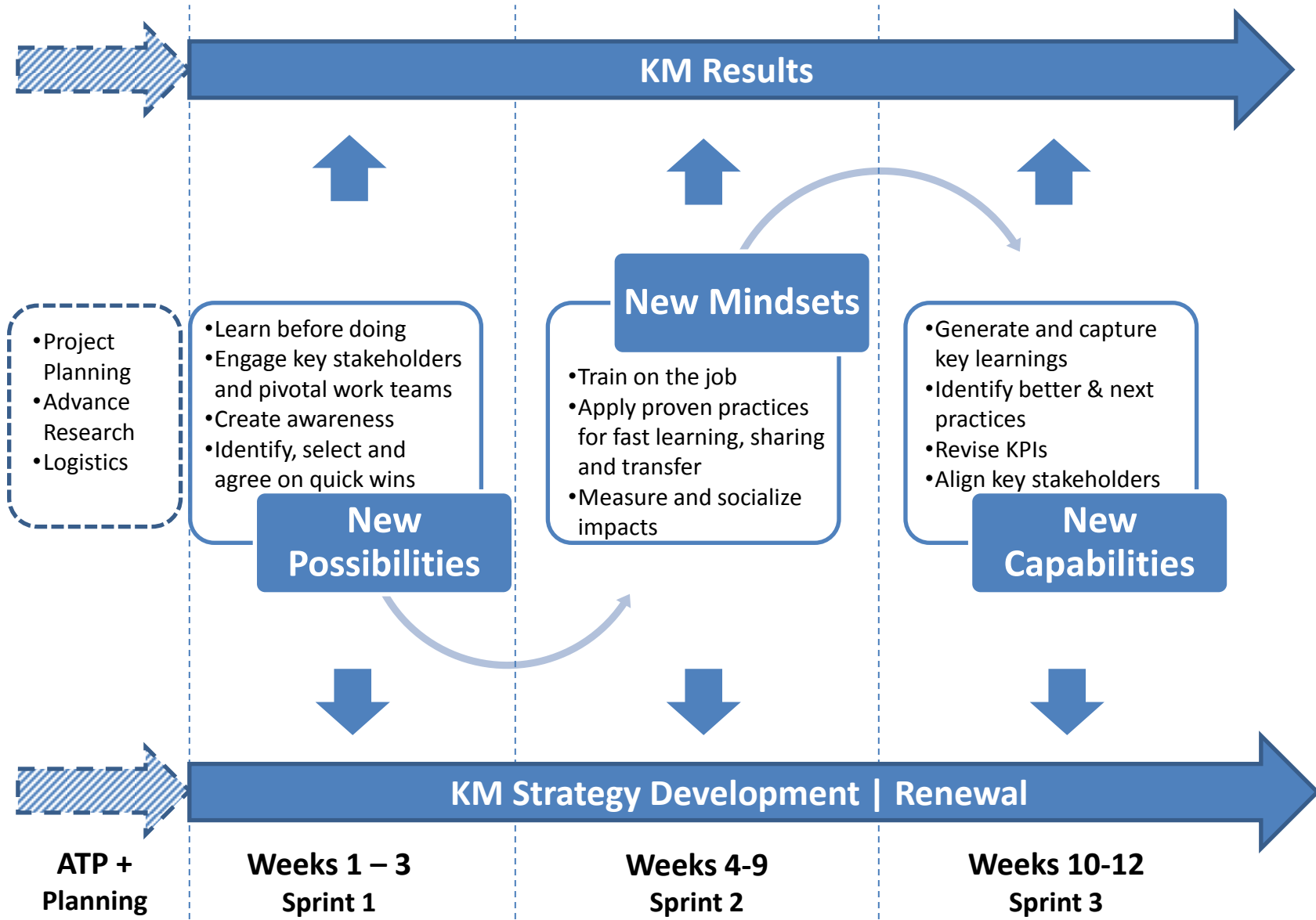
- Generate and capture key learnings from pilots (Retrospects)
- Sense making and characterization
- Shared learnings “in context” integrated with consultant experience and relevant benchmarks
- (Re)Design and development of KM Strategy, Framework, success measures
- Findings and recommendations shared and socialized in form of realistic KM roadmap and timeline

Outcome: Framework -- People/Culture, Processes, Enabling Technology, and Content; New way of working

KM^{Agile}

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KM^{Agile} Tradeoffs

- People and practices over strategy in a vacuum
- Performing and learning over high-level processes and tools
- Collaboration over traditional consulting
- Responding and adapting to change over a perfect plan

KM^{Agile} Advice

- The organization sets the priorities based on culture, workforce dynamics, and the business or operational problem to be addressed where leveraging knowledge will have a measurable difference in business performance or mission outcome.
- KM consultants work side-by-side with the organization's KM practitioners to determine the most effective way to deliver the highest value business outcomes through the evolving KM framework in the shortest amount of time.
- Tie KM strategy to operational needs and op tempo
- Results change mindsets and behaviors

**MEET PEOPLE
WHERE THEY
ARE, NOT
WHERE YOU
WOULD LIKE
THEM TO BE**

KM^{Agile} Advice



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