

# 20 Years of Knowledge Management and Learning Organizations

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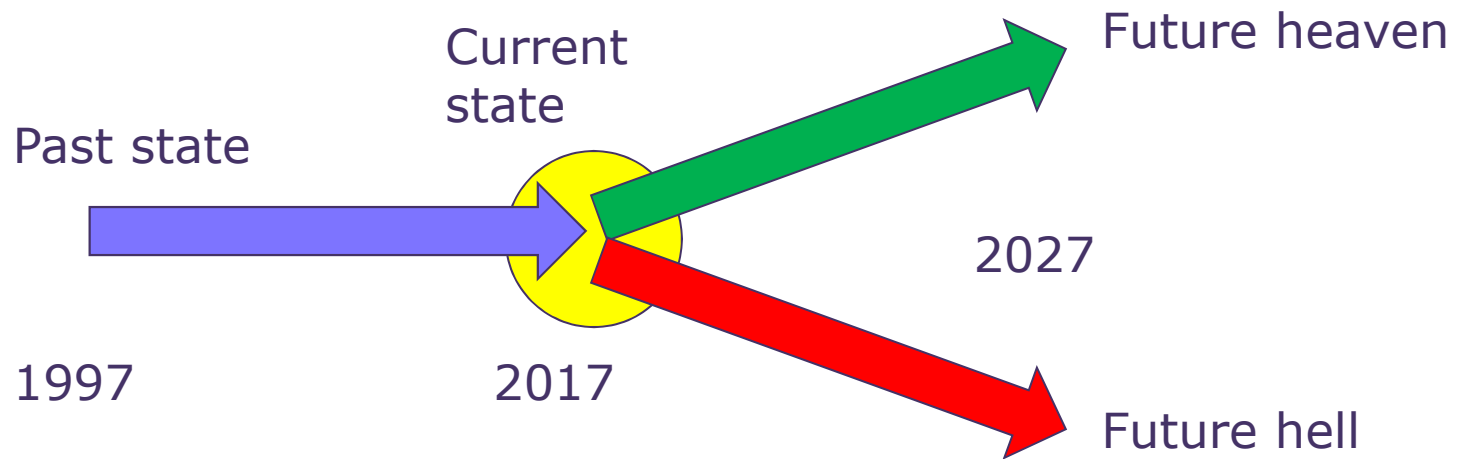
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# Future backwards



# What's the current state Knowledge Management?



- Confused
  - Is it information management?
  - Is it all about technology?
- Prone to falling into the same mistakes
  
- KM focused on 6 main disciplines
- Linked with a small set of skills

# Word-use in definitions

	Knowledge	Experience	Intellectual	Wisdom	Innovation	Information	Data
Knowledge	98	5	3			11	2
Experience		5			1	7	
Intellectual			19			2	
Wisdom				1	1		
Innovation					2	1	
Information						32	5
Data							1

The process used by organizations to get, show and put to work information within the organization.

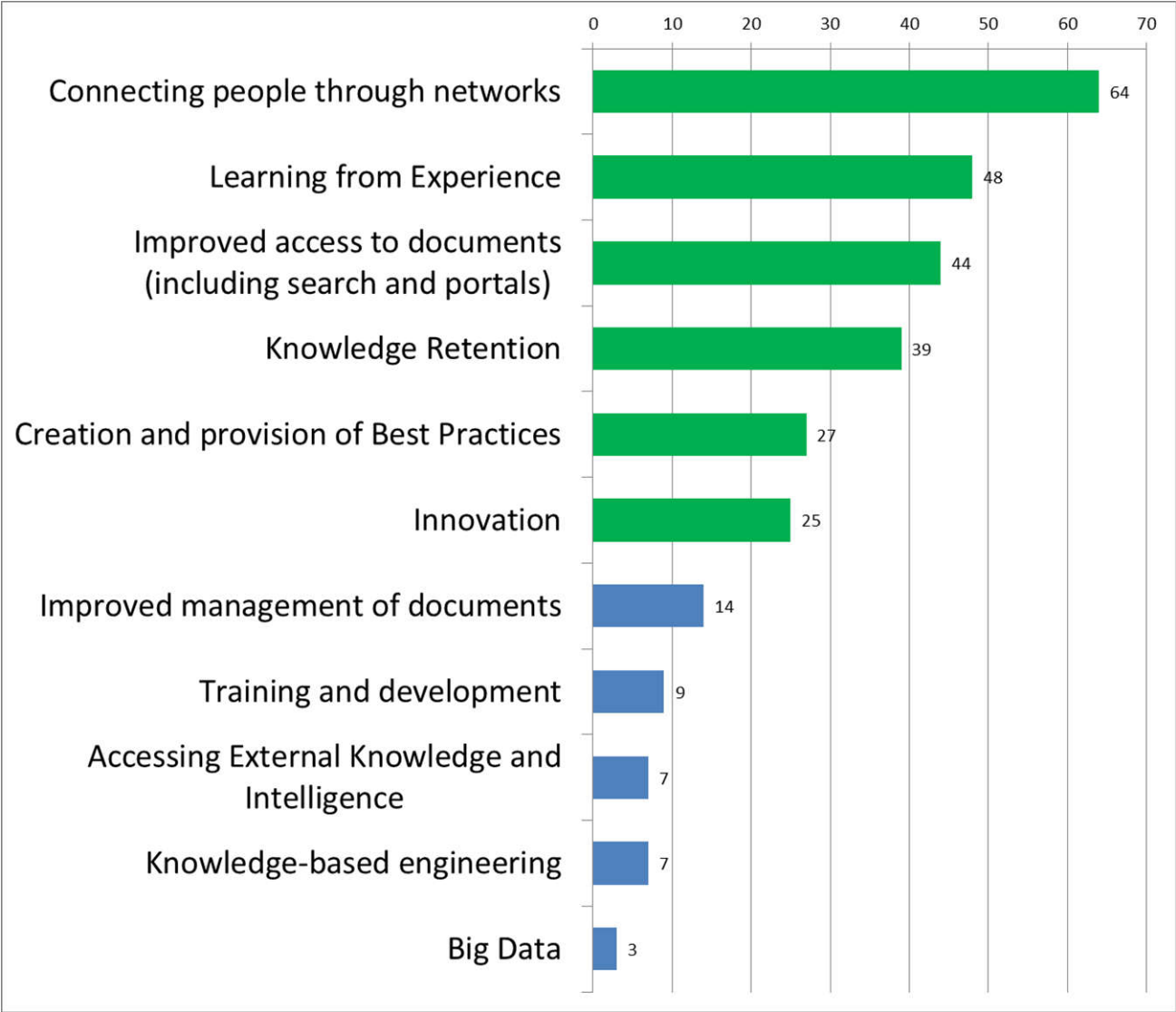
# KMWorld “100 Companies that matter in KM”

- A2iA—Natural handwriting recognition, intelligent word and character recognition technologies. ABBYY—Optical character recognition, document capture and language software. Accellion—Enterprise-class, secure file sharing solutions for mobile enabled organizations. Access Transitions—Access-Data—Access-Data—Document content and imaging



content management features. eGain—On-premise or cloud software for knowledge-powered, multichannel sales and service. EMC—Information infrastructure technology and solutions that enable organizations to transform the way they create value from. Emplis—Creation, management, analysis and intelligent processing of all relevant information for a

# KM elements and their popularity





# KM Benefits

Strategic focus area	Votes for value delivered so far			
	Large	Med	Small	Zero
Connecting people through communities or networks	87	85	54	7
Improved access to documents (including search and portals)	79	118	49	9
Creation and provision of Best Practices	74	94	67	4
Learning from Experience	69	96	65	7
Improved management of documents	74	89	67	14
Knowledge Retention	69	83	71	11
Training and Development	51	103	66	8
Innovation	39	74	79	20
Knowledge-based engineering	28	47	62	17
Big Data	14	17	38	15

# Knowledge Management

Articles, experts, jobs, and more: get all the professional insights you need on LinkedIn

✓ On your profile

## Knowledge Management at a glance: 379,223 LinkedIn members have this skill

### Where they work

IBM (2,143 members)

Accenture (1,755 members)

EY (1,465 members)

Hewlett Packard Enterprise (1,380 members)

Deloitte (1,255 members)

PwC (894 members)

US Army (890 members)

Oracle (882 members)

### What they are skilled at

Project Management (84,606 members)

Management (68,355 members)

Change Management (52,635 members)

Leadership (44,222 members)

Research (42,841 members)

Program Management (42,131 members)

Business Process Improvement (41,254 members)

Strategic Planning (40,830 members)

### Where they went to university

University of Phoenix (1,365 members)

The Open University (1,351 members)

University of South Africa/Universiteit van Suid-Afrika (1,128 members)

Copenhagen Business School (1,121 members)

RMIT University (1,030 members)

University of Toronto (1,024 members)

University of Amsterdam (956 members)

University of Pretoria/Universiteit van Pretoria (947 members)





# KM is linked with ...

- Project management
- Management
- Change management
- Leadership
- Research
- Program management
- Strategic planning
- Business process improvement
- Strategy
- MS Office



# Top 12 implementation pitfalls



- KM not introduced with a business focus
- KM never embedded
- No senior management support
- No focus on high value knowledge
- Fail to show measurable benefit
- Not equal weight to the 4 enablers (PPTG)
- Not equal focus on supply and demand
- Only parts of the KM solution implemented
- We make KM too difficult
- KM not implemented as a change program
- KM team doesn't engage with all stakeholder
- KM team are the wrong people



## 20 years ago

- 1980 - employed as a geologist
- 1992 - knowledge manager BP Norway
- 1997 - member of BP corporate KM team
- 1999 - formed Knoco Ltd



# 11 deadliest sins of KM in 1998 (Prusak and others)



1. Reluctance to distinguish between data or information on the one hand and knowledge on the other
2. Emphasising documented stocks of knowledge to the detriment of knowledge flow
3. Viewing knowledge as existing predominantly outside the heads of individuals
4. Not understanding that a shared context is fundamental to knowledge management
5. Paying too little heed to the role and importance of tacit knowledge

# 11 deadliest sins continues



6. **Disentangling knowledge from its business use**
7. Downplaying thinking and reasoning
8. Focusing on the past and the present but not the future
9. Failing to recognise the importance of experimentation
10. **Substituting technology for human interface**
11. Seeking to develop direct measures of knowledge



# Technology then and now

## 1997

- Groupware
- Lotus Notes
- Email
- Expert Systems
- Search

“Technology will save  
KM”

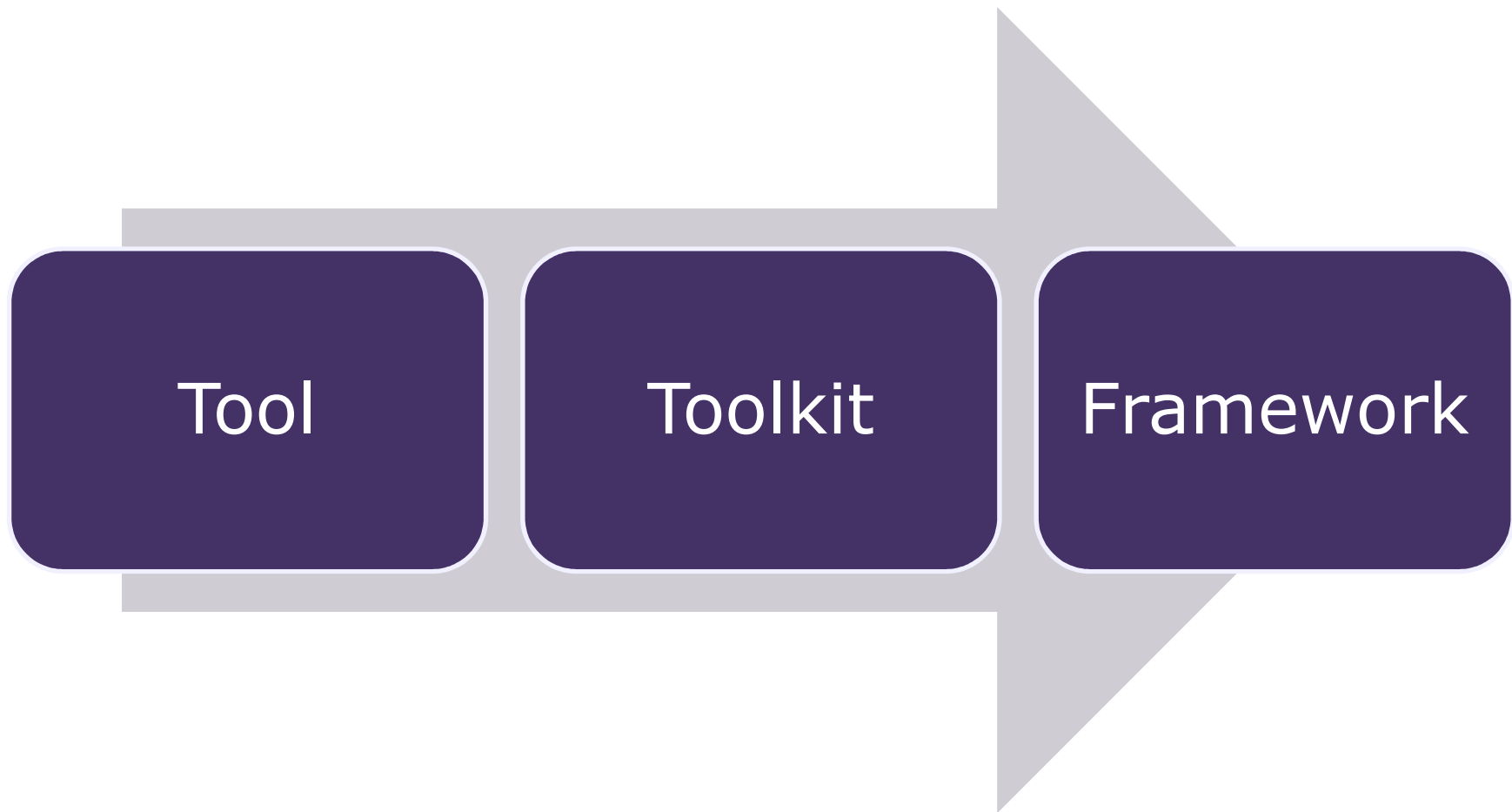
## 2016

- Social
- SharePoint
- Microblogs
- AI
- Semantic search

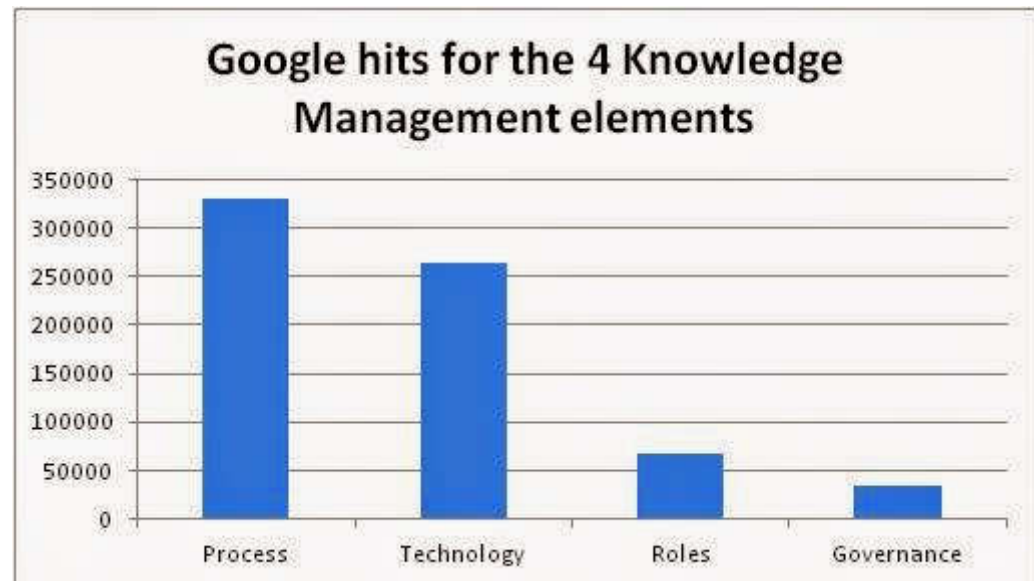
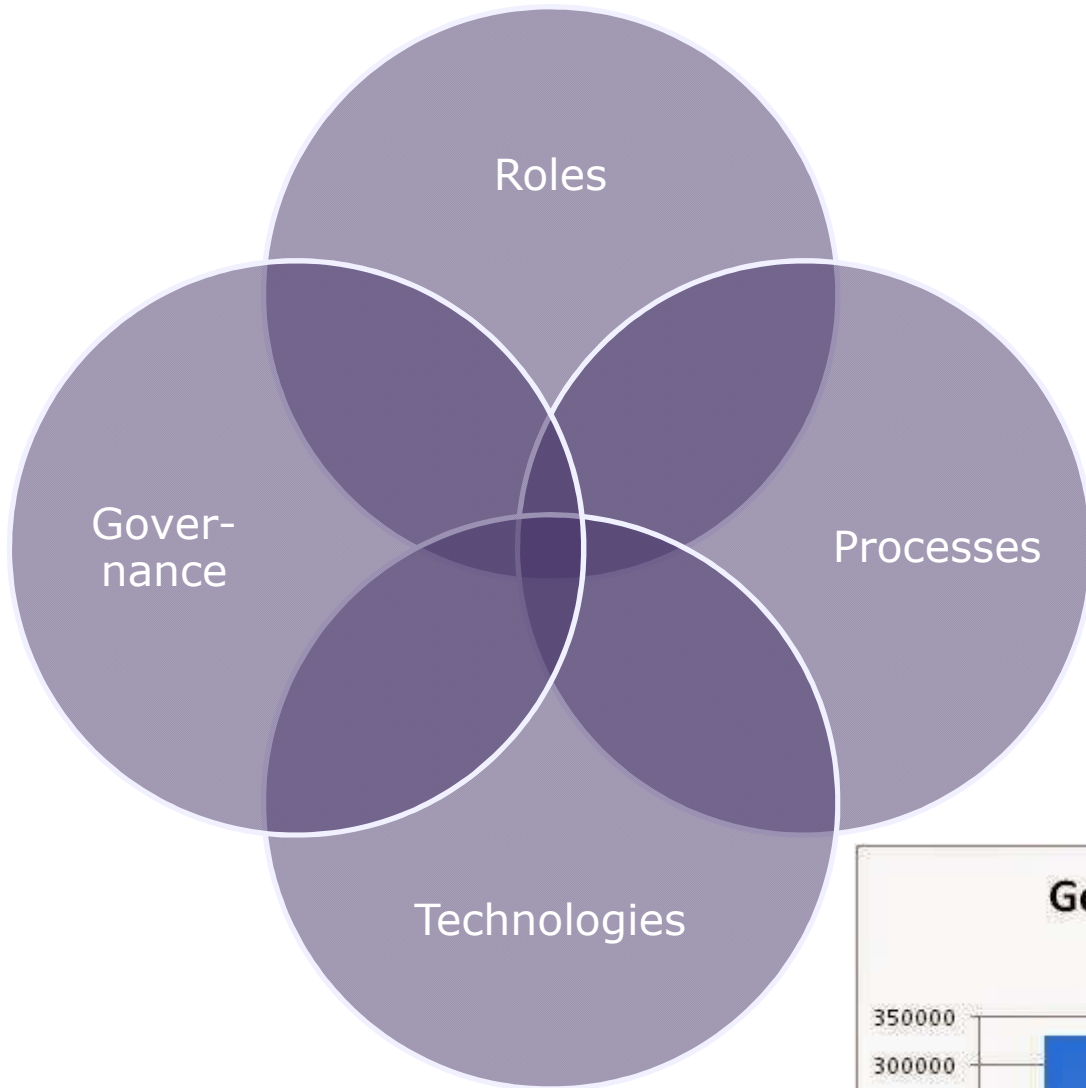
“Technology will save  
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# My own journey









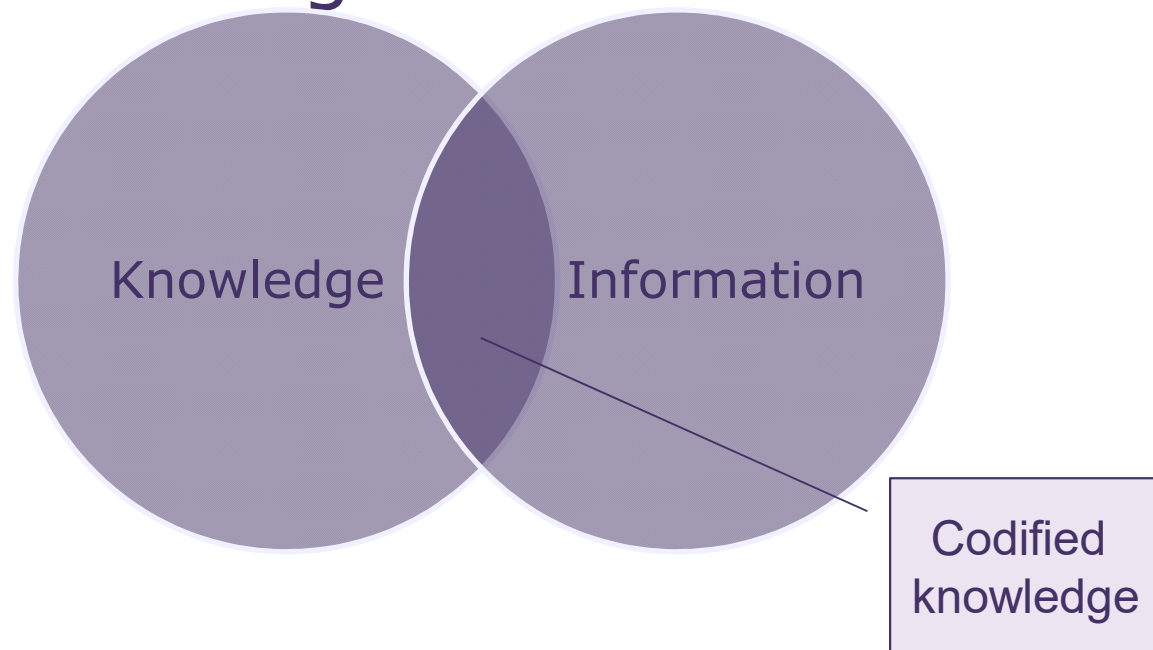
# Future hell

- The confusion continues
- Nobody knows what KM is
  - Content management? IM? Big data? CRM?
- The next technology is always “the answer to KM”
- The same pitfalls recur, the same sins are committed
- 70% of KM initiatives fail

# Future Heaven

We know what KM is.

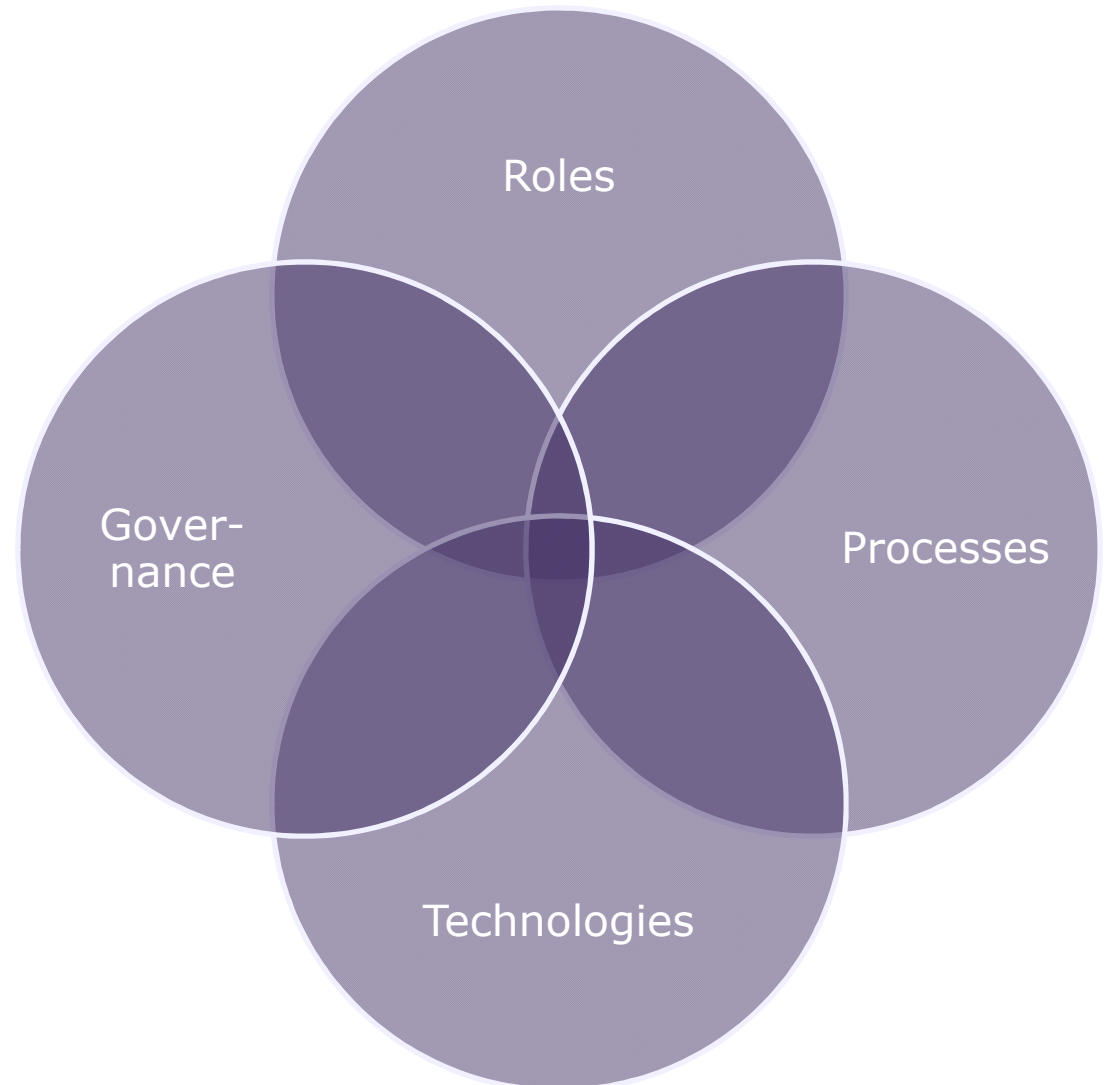
- A discrete management discipline, focused on knowledge separate from IM, content management etc.



# Future Heaven

We know that

- KM is a framework
- with 4 enablers
- Technology is part, and not all, of the solution



# Future Heaven

- We avoid the implementation pitfalls
- 70% of KM initiatives succeed



# The route through the minefield



**N-XX Aug30,2016**

**ISO/AWI 30401**

ISO/TC 260/WG 6

Secretariat: **SII**

**Knowledge management systems — Requirements**

# ISO Knowledge management standard



- Started a year ago
- Committee Draft completed
- Each country's national standards body coordinating a response
- Draft updated in light of comments
- Release for general comment
- Review of comments and redraft
- Release 2017? 2018?

# The sort of things the committee draft covers



- Introduction examining KM and its relationship with other disciplines already covered by ISO
  - IM, RM, DM, CRM, BI, L&D, OL and Innovation management
- Scope and Definitions
- Principles for a Knowledge Management “management system” (aka framework) including
  - context, stakeholders, the framework itself, culture, leadership, governance
- Maintenance of the framework, including planning, support, monitoring and evaluation, and improvement.
- Appendix illustrating a number of ways in which KM is expressed in organizations
  - service-focused, product-focused, process-focused, retention-focused, customer-focused and others





# My vision

- That the ISO Management System standard for KM, by presenting a principles-led approach to KM, will
  - Remove (some of) the confusion
  - Provide a central definition
  - Warn of the pitfalls and deadly sins, and
  - Allow any organisation, regardless of size, sector and scope, to build a secure KM approach based on the lessons of the past

# Questions?

