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The following steps outline the Working Knowledge^{CSP} approach to developing a client KM Strategy and Implementation Framework:



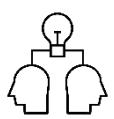
0. Kick Off

Immediately after award, we work with you to schedule a kick off meeting with all key project people. We use this time to introduce the teams and ensure there is shared understanding of the project requirements, our proposed solution, and the expectations/outcomes. We also refine and confirm the timelines for workflow and delivery and address any questions that may arise.



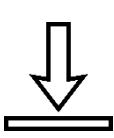
1. Understand the Business and Operational Environment (BOE)

We conduct research, including interviews, to understand your mission and how you execute it.



2. Understand the Knowledge Management Environment (KME)

We research, interview, and use surveys, when it makes sense to do so, to understand how you use knowledge and how knowledge is used and how it flows across your organizational boundaries from a collaborative and a technology capability perspective.



3. Analyze and Create a KM Baseline (as-is)

We develop and coordinate an as-is baseline of your KME based on this research in each of five focus areas: People/Culture, Process, Enabling Technology and Tools, Content, and KM Structure/Governance. You confirm our understanding of the KME baseline including the user requirements baseline for the KM technology platform.



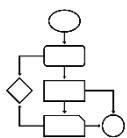
4. Develop a Shared KM Vision and Outcomes (to-be)

We facilitate an organization leadership workshop, based on this KME baseline, to develop a shared understanding of what KM looks like when the KM system solution is implemented.



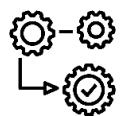
5. Gap Analysis (to be vs. as-is)

We compare the as-is and to-be and identify the gaps to close in all five focus areas.



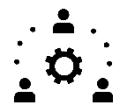
6. Develop KM Strategy to Close Gaps (what)

We co-develop with you a KM Strategy, based on the five focus areas, to close the gaps. As part of this strategy and based on our research when part of the requirements, we develop an Analysis of Alternatives (AoA) of the technology solutions that we believe are a fit for your requirements and make a recommendation. You approve the KM Strategy including the recommended technology solution.



7. KM Implementation Plan (how)

We co-develop with you, based on the five focus areas, a KM framework to implement your KM Strategy and achieve your desired KM and mission outcomes. We work with you, based on our research and understanding of your BOE, to carefully select KM pilot projects focused on solving real and current business or operational challenges to demonstrate that the KM strategy and implementation recommendations work in your business and operational environment. You approve the KM implementation plan.



8. Execute Project Tasks and Provide Training

We work with you to identify meaningful pilot projects to demonstrate to the organization that the recommended KM Strategy and implementing framework are a fit for your organization. The KM pilot project(s) will demonstrate “proof of concept” not only for the use of the KM technology supporting the “use and flow” of knowledge across your organization, but also will provide the “just-in-time training” to the pilot project team(s) so they can learn the KM implementing practices necessary for “ongoing knowledge capture and management” as part of workflow. Upon completion of the effort, we capture lessons learned from the pilot projects and modify the strategy and its implementation as needed. We will then also update, if part of the requirements, the technology training and supporting training guides based on what the pilot teams shared about using the technology for general use across the organization.

Example Deliverables:

1. Knowledge Management Environment (KME) Baseline
2. KM Visioning Workshop Summary
3. Gap Analysis
4. Documented KM Solution:
 - a. Validated KM Technology Requirements Baseline
 - b. Analysis of Alternatives and Recommendation Supporting KM Technology Requirements Baseline
 - c. KM Strategy
 - d. Implementation Plan
5. Change Management Plan
6. Communication Plan for the KM Project