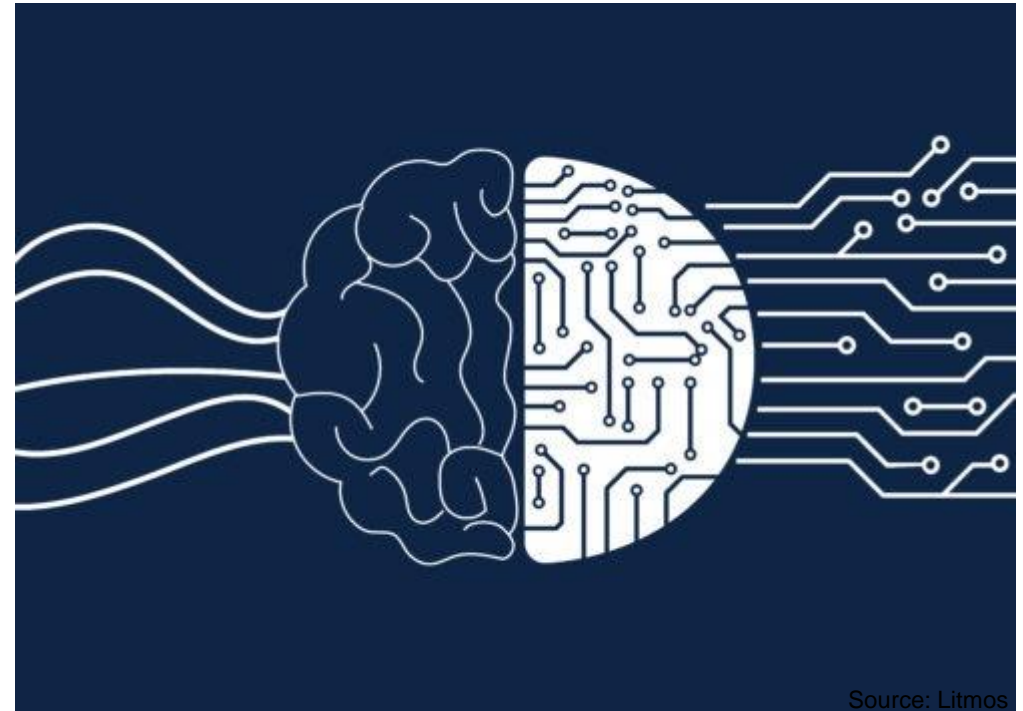




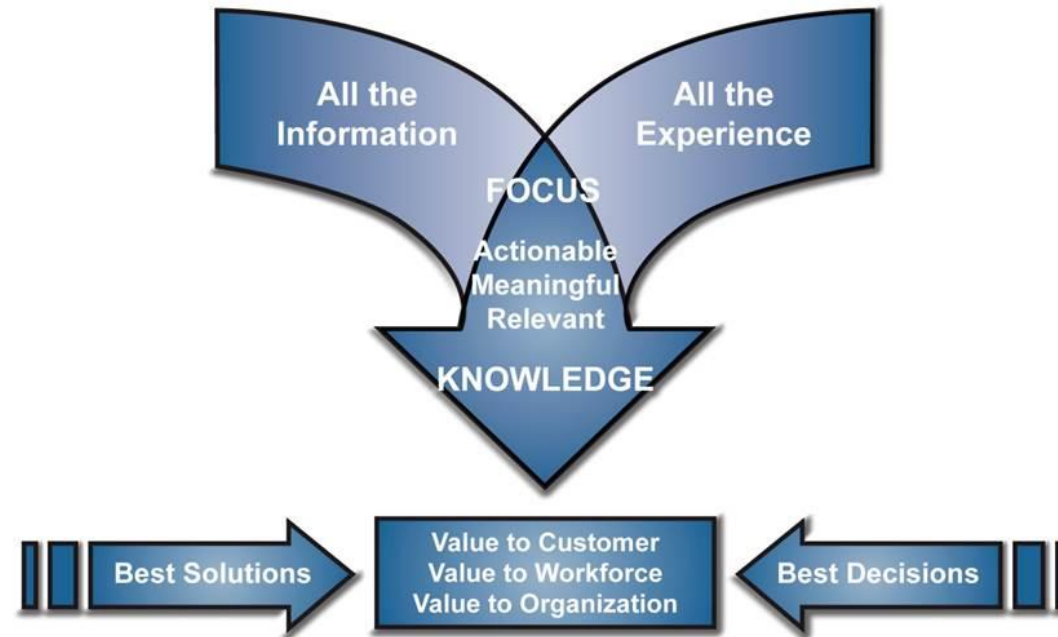
The Key to KM and Digital Transformation is Not Technology

Challenge Statement

When discussing digital transformation and the technology supporting it, the discussion often ignores the source of the content (data-information-knowledge) and the practical application of KM concepts and practices as part of a strategy that must exist to create the content



Concept of Knowledge



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Focused on Business Outcomes

“Danger” *Will Robinson*

- Broad belief that transforming teams and companies into a “knowledge-centric organization” or “high performing, knowledge enabled organization” is about acquiring the latest collaboration tool or search technology
- Technology is only one part of an overall KM Strategy with five focus areas
- People, culture, mindset drive successful KM transformation



Source: Kochar Tech

KM and Digital Transformation (DT)

- **Knowledge Management (KM):** The ability to capture, adapt, transfer, and reuse the “critical and relevant” knowledge of the organization to continuously improve performance at the individual, team, and organization level
- **Digital Transformation (DT):** A work environment in which digital tools – *information, applications, processes* -- create a business or performance advantage and enhance customer and stakeholder value
- **KM Technology:** Technology that assists with the creation, identification, findability, access, use/reuse, transferability and organization of an organization’s knowledge



Platform Vendor View of a Knowledge Management System¹

A **knowledge management system** is a **software based architecture** that applies and utilizes knowledge management principles.

These principles include:

1. business intelligence analysis
2. data-driven objectives around business productivity, and
3. a competitive business model.

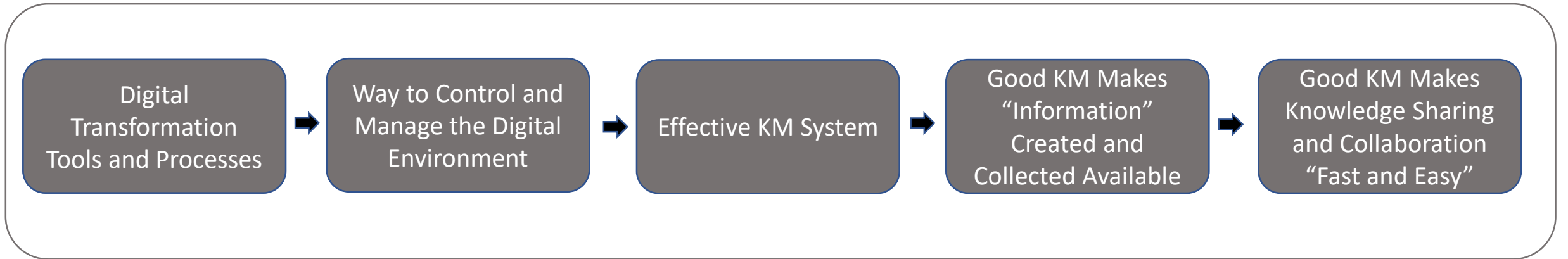
A knowledge management system uses a **user interface**, sometimes in a dashboard, to manage several **different software modules** that make up the system.



Is it about a Solution, or about Sales?

¹From Platform Vendor Marketing Material

KM Technology Marketing Logic Story



“Next Generation Approach to Value.”



Technology?



2 Questions

Q: What is often not discussed when discussing KM technology?

A: Content: From Where? How Created?

Q: How do I know the technology is “fit for purpose” for my organization?

A: You don't unless you have an evidence based KM strategy

Digital Transformation and Supporting Technology is a Subset of KM Strategy and Implementation

- Knowledge Management will not succeed if no one is accountable for:
 - gathering and distilling **knowledge** from those who have it
 - paving the way for the operation of knowledge networks
 - setting up and managing knowledge technology infrastructures

Tom Davenport, 2000

Technology is a Tool, *Part* of a KM Strategy Solution

AI and Machine learning are not fully mainstream yet

Technology can't (yet) take knowledge from your head and put into another person's head

Technology can't capture tacit knowledge (experience and insight) and make sense (context) out of the captured knowledge

Technology focuses on leveraging explicit knowledge, not tacit knowledge

Technology effectiveness = $f(\text{culture}) + \text{requirements}$

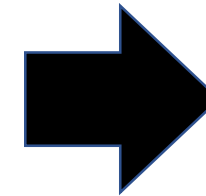
KM solutions are about the most effective “Use and Flow” of Knowledge within and across an organization



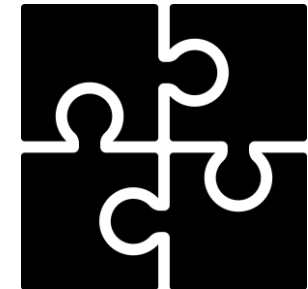
Source: Lingua

KM Strategy → Context for the “Use and Flow of Knowledge”

- Understand Business and Operational Environment (BOE)
- Understand Knowledge Management Environment (KME)
- 5 Focus Areas:
 - People/ Culture
 - Processes
 - **KM Technology and Tools**
 - Content
 - KM Governance Structure



KM Strategy



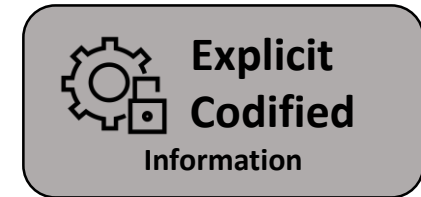
KM Solution Discussion Entry Point



Knowledge = Information + Experience = Content



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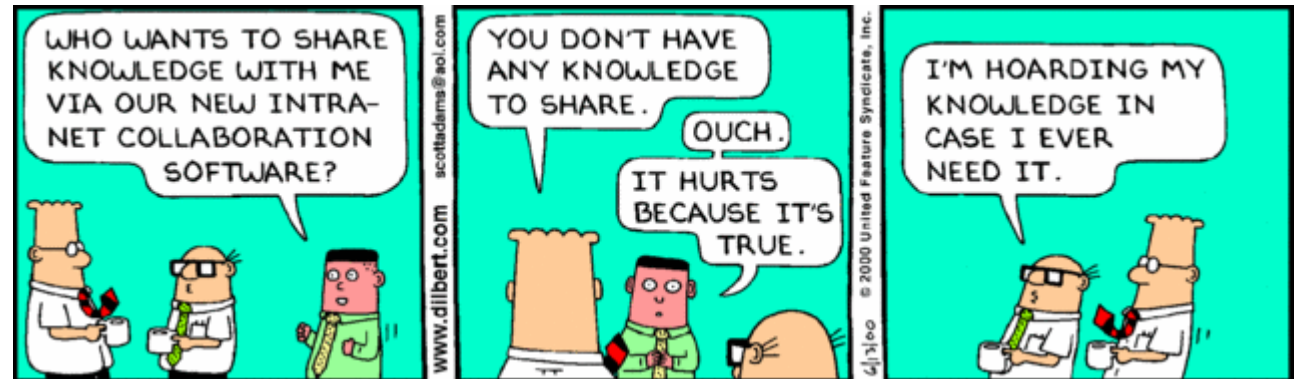


Capture from Individuals and Groups
Sense Making
Characterization For Use in Context
of Knowledge User
Make Explicit

Collect
Store
Search
Find
Access
Download
Use

“KM Technology” as Part of KM Strategy

- Information sharing isn't good enough – people need to make sense of it, adapt it and use it to make the right decision at the right time
- Create a framework for sharing knowledge, supported by appropriate technology, that enables people at all levels in an organization to improve their performance from its use and reuse
- The entry point for the KM Technology solution discussion is after you understand the context for its use and the requirements are defined in that context



Knowledge Management is a mindset, not a product!



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