



# KM<sup>Agile</sup> – KM Strategy Development “Faster than the Speed of Change”

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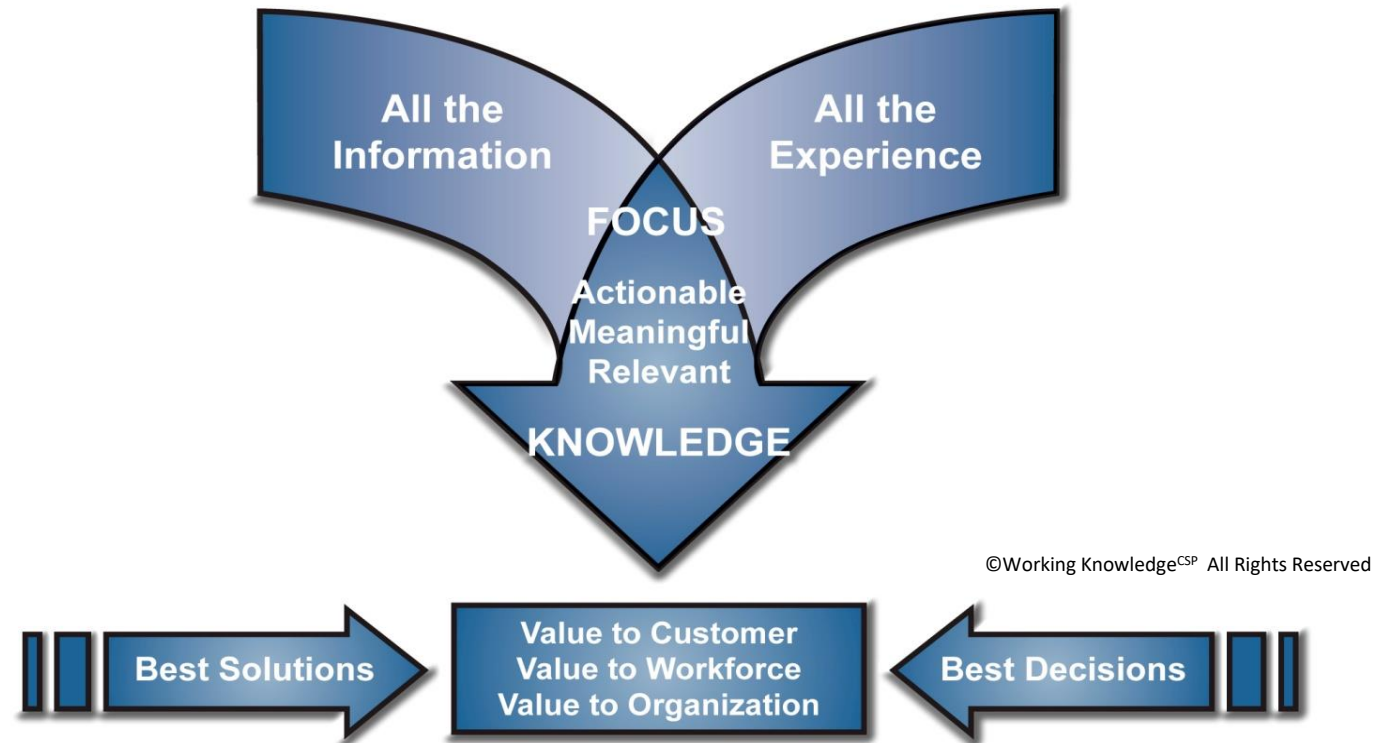


**KM**  
**ADVANCED**  
**METHODOLOGIES**

KMGN - connecting knowledge professionals, globally



# One View of Knowledge



## “Not All” the Common Reasons for Lack of KM Strategy

- Don't have time to slow down and do this
- Been doing it just fine this way for years
- Know what works and what doesn't
- Already did that
- Don't know where to start
- Don't have time, money, or resources
- Leadership lack of appreciation of impact of change to the organization
- Yada, yada, yada



# KM Strategy Phases (Consulting Perspective)

## Successful KM Strategy and Implementation

- Understanding of the business and operational environment and KM environment
- “Fit for purpose” - designed and implemented, driving sustainability in the local context.

## Strategy Focus Areas

People/Culture  
Processes  
Enabling Technology and Tools  
Content and Content Management  
KK Governance



**Kick Off**



**Understand the Business and Operational Environment (BOE)**



**Understand the Knowledge Management Environment (KME)**



**Analyze and Create a KM Baseline (as-is)**



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



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



**Develop KM Strategy to Close Gaps (what)**

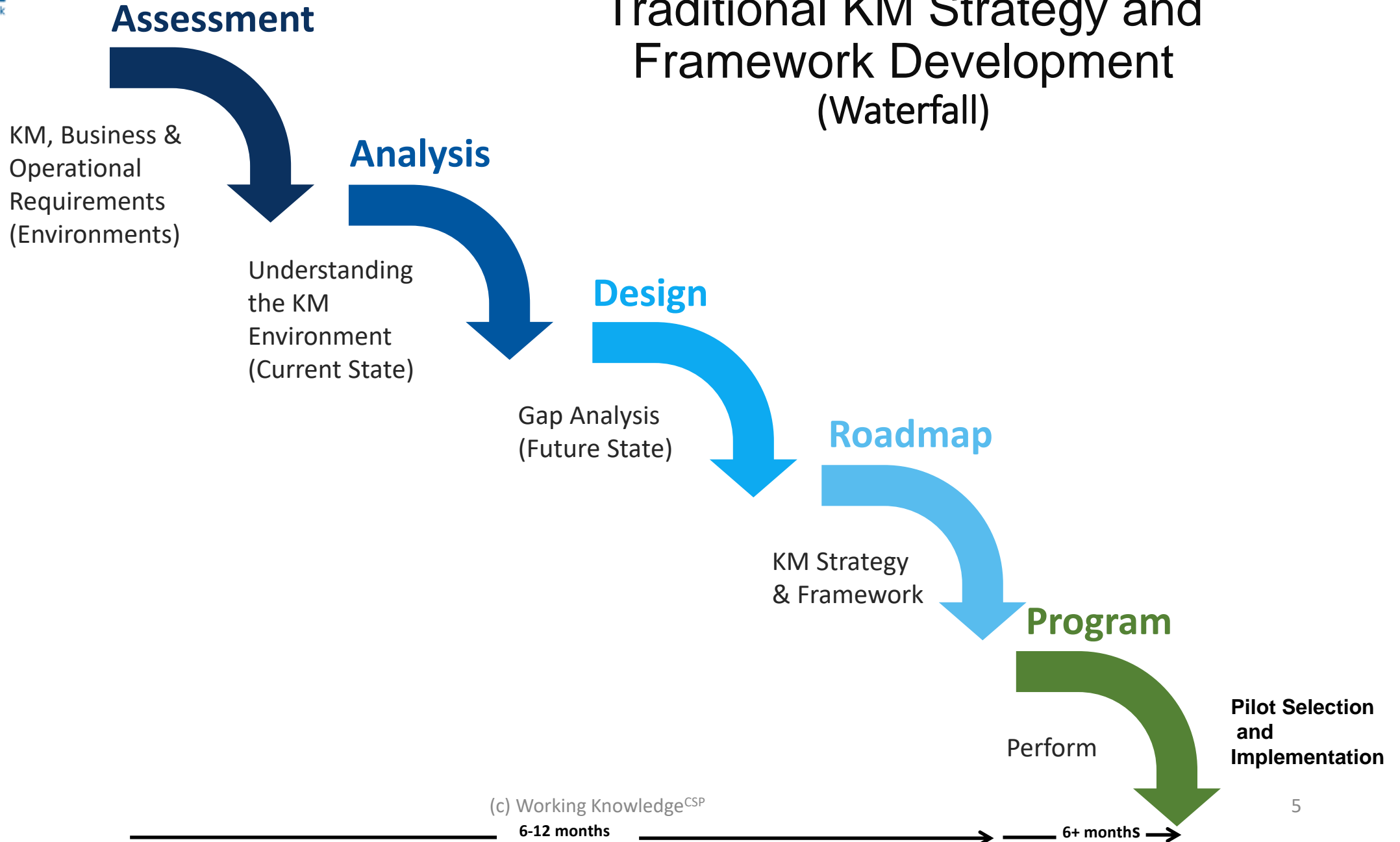


**KM Implementation Plan (how)**



**Pilot Implementation**

# Traditional KM Strategy and Framework Development (Waterfall)



## KM<sup>Agile</sup>

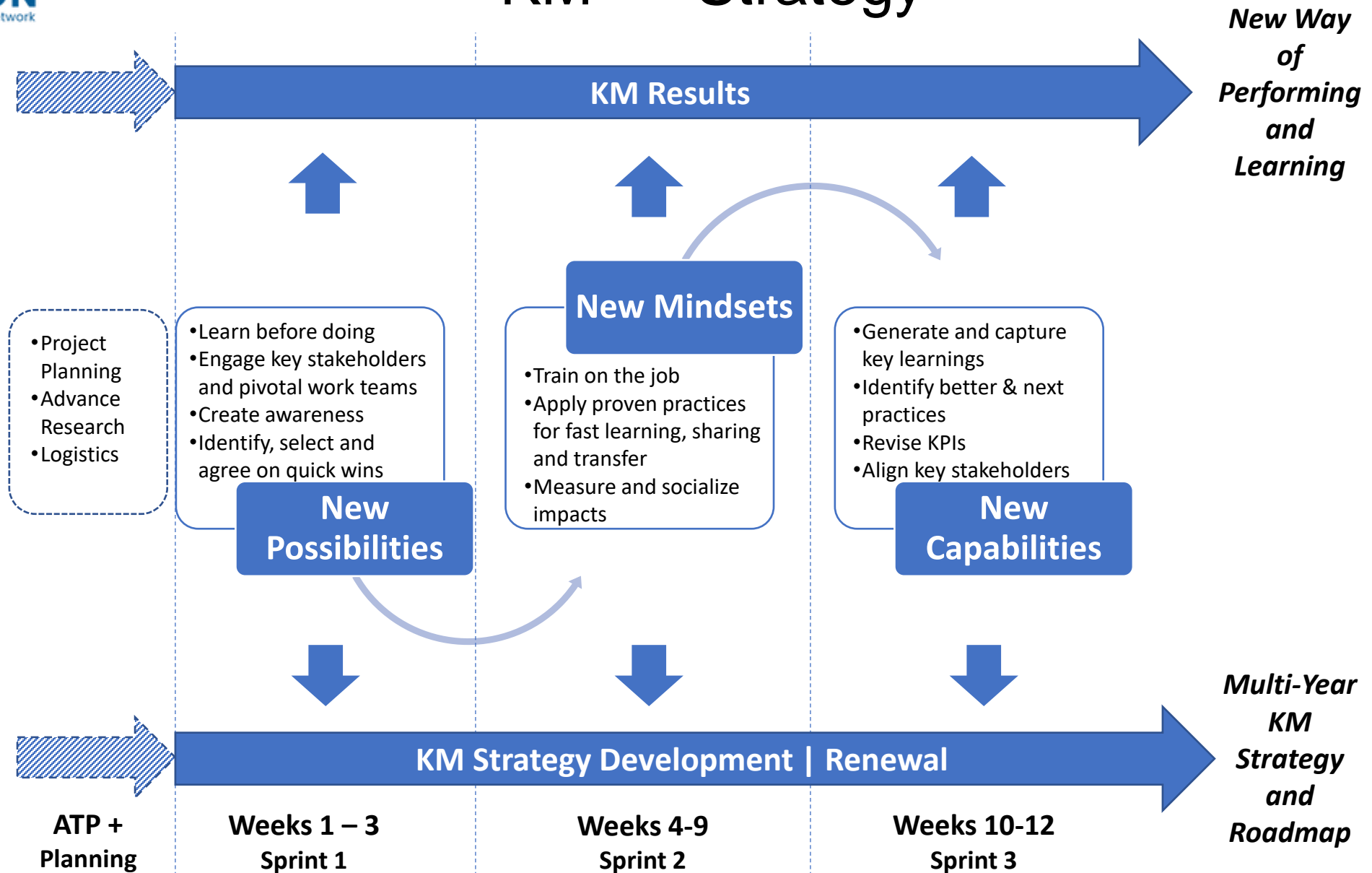
- Plan, develop, and execute an organizational KM framework through the rapid use of carefully selected pilot projects focused on delivering the highest business value in the shortest time
- Rapidly and repeatedly evaluate practically applied KM concepts, strategies, and implementing practices in real time
- Continuously refine a context relevant KM strategy and operating framework as the pilot's progress
- 12 – 14 weeks
- KM Strategy must be part of Business Strategy *and* grounded in organizational strategy



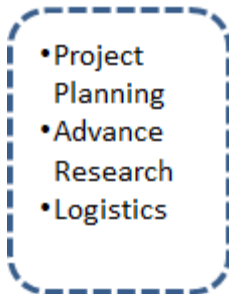
# KM<sup>Agile</sup> Principles

- 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 adopters**
- Ability to quickly leverage knowledge to **solve business or operational challenges** is the primary measure of progress
- **Continuous attention to culture and workforce** dynamics enhances sustainable KM framework success
- **Agile is mindset - Simplicity** is essential
- **Technology** is an enabler, **never the solution**
- Reflect regularly and adjust team behavior and execution accordingly

# KM<sup>Agile</sup> Strategy







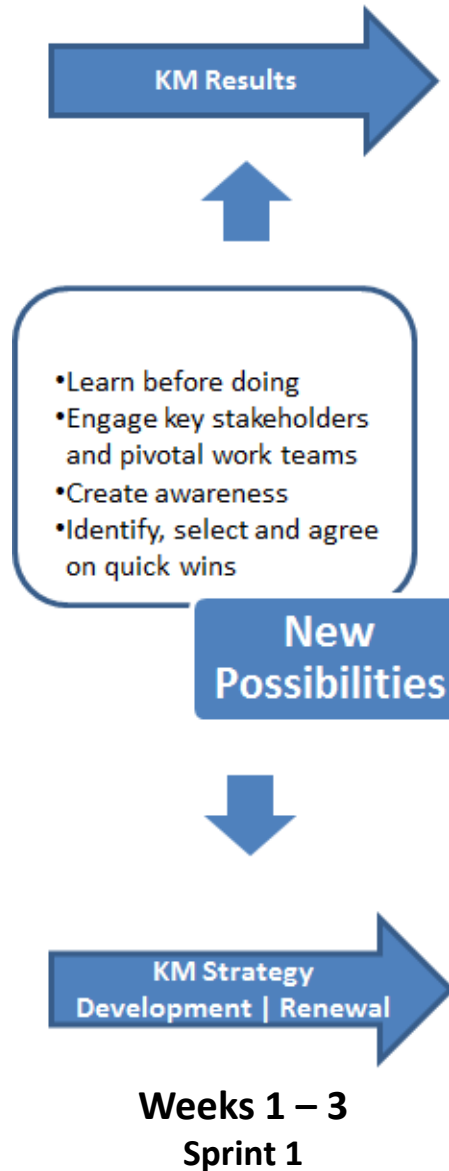
ATP +  
Planning

# Planning

- 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 (KF&U) survey for Sprint 1

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

# Sprint 1



- Engage with key stakeholders and pivotal work teams
- ID and agree on quick wins/pilots and success measures
- 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
- Just in Time (JIT) KM Training
- Daily scrums

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

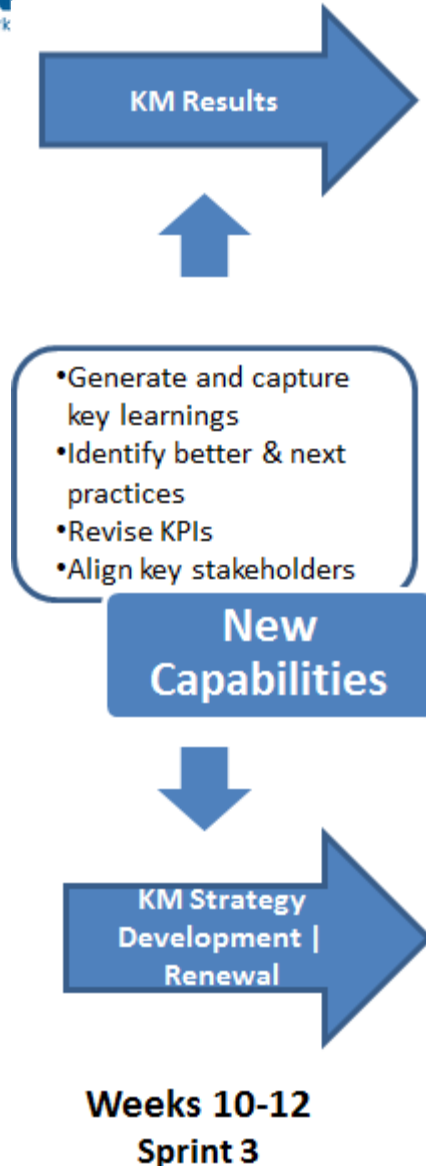
# Sprint 2



- JIT KM Training
- KM practice application as part of work processes (e.g., Peer Assists, Action Reviews)
- Knowledge is shared, transferred and applied
- Changes in practice/process are being made
- 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<sup>Agile</sup> 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



*@billkaplankm : Must be part of way work gets done*

# Discussion:

## Suggest Other Ways of Integrating Agile Concepts into KM activities

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# KM<sup>Agile</sup> 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

# Learn More



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