













Practice-Based Knowledge Management Maturity Model

Practice-Based KM Maturity Model^{v1}

Assessment Focus		Level I Awareness	Level II Evolving	Level III Operational	Level IV Sustaining
People /Culture		<ul style="list-style-type: none"> Limited interest in K-sharing or collaboration at leadership and workforce level Physical/Geographic boundaries limit K-transfer Stove piped organization K protectionism Absence of trust Organizational engagement is low No change management plan exists to address K behavior 	<ul style="list-style-type: none"> Growing interest in K-sharing and collaborating driven by business challenges at leadership and workforce level; CoPs forming K-sharing within units and personal networks is evident and increasing, but less so across boundaries K-sharing is not part of work flow and project planning Trust limited to people one knows Organizational Learning is viewed as necessary for improved performance Behavior change and engagement is focused on WIIFM 	<ul style="list-style-type: none"> K-sharing is viewed as part of work flow and processes, not extra work Flow of knowledge across organization/geographic boundaries is routine People know "who knows what" and can find those "who know" Trust extends beyond one's personal network; people are not afraid to say "I don't know" and ask for help K is viewed as a shared resource Recognition that People loss= K loss CoPs are valued as part of work flow by members/organization Behavior change and engagement is "value based," focused at the organization and environment level, and embedded in the communication strategy 	<ul style="list-style-type: none"> People routinely share what they think others need to know High trust throughout the organization; new staff are a fit for the "learning and performing" culture CoPs provide value in moving K across boundaries, contribute to professional development of the members, add value to the organization mission and are appreciated for doing so Ongoing focus on conversations and F2F or direct online contact Leadership demands collaboration as a characteristic of ops Behavior change is embedded in KM "shared value"
Process		<ul style="list-style-type: none"> None or limited, codified business/op processes KM is not viewed as a distinct and explicit business process No or limited formal KM processes for capture, sense making, retention, reuse; Learning before, during, after work (LBDA) is accomplished does not exist Lack of awareness or understanding about what is critical and relevant K "At risk" knowledge is not defined or identified 	<ul style="list-style-type: none"> Some high level business/op processes are codified Value of and understanding of KM as a business process to support continuous perf improvement increasing K-capture and sense making as part of workflow used to improve processes (LBDA techniques are being implemented) K-mapping may be accomplished Recognition of value of K and impact of "at risk" K-loss to operations from workforce turnover is a growing concern High friction of K-transfer 	<ul style="list-style-type: none"> Hi-level business/operational processes are codified; used as baseline for performance improvement and for training LBDA is part of project planning and operations K-mapping is part of understanding the "use and flow" of knowledge Active review and risk assessment of workforce turnover/K-loss impacts KM guides and templates exist and are easily accessible Process execution, learning from the process, and training on the process are aligned -- "Operationalizing Learning" Relationship between knowledge processes and innovation is clear Low friction of K-transfer 	<ul style="list-style-type: none"> The latest know-how, know-why, and experience is routinely embedded in strategy development, management, and processes/operations LBDA is part of routine ops (practice and process); part of work flow AND viewed as a "risk mitigator" Process, execution of process and learning, and training on the process are aligned Organization possesses clearly defined standard business and KM processes across the organization Friction of K-transfer is minimal
Enabling Technology & Tools		<ul style="list-style-type: none"> Organization does not possess KM technology/tools or possesses low-functioning/low use KM technology and tools No central collaboration or content management platform Existing enabling technology/tools have evolved and do not align with user requirements or use cases Search/browse neither intuitive nor easy unless you know where to look/whom to ask; access may not be available Many databases/repositories are unlinked or hard to search and connect to 	<ul style="list-style-type: none"> Organization possesses incomplete or disconnected tech/tools for K capture, content management, and access/findability Central collaboration or content management platform may exist but is poorly used due to functionality challenge or incomplete/no training Search/browse is a challenge; IT is working on solutions but is incomplete Ad hoc work arounds are developed as needs and complaints increase Systems view of IT and KM is evolving KM is visible on the intranet with evolving, supporting content 	<ul style="list-style-type: none"> Organization uses effective tech/tools for K capture, content management, and K access/findability Central collaboration or content management platform exists; people are trained on use Feedback process enables evolving requirements development aligned with organization change Search/browse is sufficient to support K activities IT and KM are seen as two sides of a KM "system" or implementing framework KM "center of focus" on the internet provides KM "in one place" for tools, templates, policy, et al 	<ul style="list-style-type: none"> Central collaboration or content management platform provides 24/7 support for the "use and flow" of knowledge within/across the organization KM tool set design evolves based on user feedback and evolving KM practices People and their collective knowledge are secure, K is highly visible, and easily accessible and reusable Tool set includes but is not limited to expertise location Search is optimized
Content		<ul style="list-style-type: none"> No standard structure for content identification, storing, sharing, or contribution Content integrity: version control is poor, duplicative content Content is often stored on HDDs, desktops, or limited access shared drives Content is "not owned" Expertise location/mapping does not exist K generation in form Knowledge Products & Services (KPS) is not a critical component of organization objectives or a response to special needs and requirements Contribution to the K-base is limited or ad hoc Taxonomy is non-existent or poorly maintained leading to an inability to find needed K effectively Tacit knowledge remains "tacit" 	<ul style="list-style-type: none"> Some content storing, sharing, or contribution mechanisms exist that are segmented across lines of business. However, some content is considered to be outdated and/or duplicative Some K-generation and KPS development is evident as value of K increases Value of making K "visible" within/across the organization is driving policy changes on content ID and storing/sharing K Limited or "local" unit taxonomies may exist, developed as an ad hoc approach to content management during organization evolution Explicit K is better managed (validated), but tacit remains "tacit" shared only F2F upon request K-mapping IDs community or high level K by subject; minimal people location 	<ul style="list-style-type: none"> Clearly defined, integrated suite of enterprise tools for storing and sharing knowledge exists Clearly defined and implemented taxonomy/metadata scheme and publishing workflows exist Content is curated and duplication is minimal; version control is relatively consistent Captured (tacit) knowledge is distilled and characterized for reuse in context of reusers KPS are being developed to support internal and external clients and stakeholders Expertise location (mapping) is supported by detailed profiles and contact info 	<ul style="list-style-type: none"> Content is searchable, findable, accessible, downloadable and reusable from anywhere/anytime Organization possesses a clearly defined suite of enterprise tools for storing and managing content with consistently defined and implemented tagging/metadata scheme, publishing, workflows, and security model. Content is consistently maintained up-to-date.
Structure/ Governance		<ul style="list-style-type: none"> Mission success does not recognize the value of applying K to operations No formal accountability or responsibility (A&R) for leveraging the K of the organization at the individual, team, or organization level. KM is not recognized as a strategic asset; The organization strategic plan, if one exists, does not include KM as an objective or a goal No KM Strategy/value proposition exists KM implementation resources (S, people, time) are limited or non-existent Organizational Learning is ad hoc, unfocused, and/or has limited support. KM and IT planning is not/may not be linked KM is not part of the organization communication plan 	<ul style="list-style-type: none"> There is an evolving understanding of the "shared value" of KM across the organization KM strategy is evident at the unit level with some recognition that strategy has value at the organization level A&R/KM policy is ad hoc, evolving, reflecting the maturity of the organization's KM efforts, but fragmented K-Leadership (role, not a position)/early adapters are promoting KM value and outcomes Organizational learning as value-added is evolving; recognition that LBDA can improve performance at individual, unit, organization level KM and IT are recognizing the value of requirements driven KM enabling technology and tools to support "connect-collect-collaborate" Working to understand opportunities and limitations of KM and the problems that it can solve Communication is supporting KM efforts KM training is beginning 	<ul style="list-style-type: none"> The "shared value" of KM is defined, understood, and is part of the organization's strategic direction KM Strategy exists and is used to guide KM implementation and sustainment Accountability for leveraging organization knowledge resides at leadership level Leadership demand collaboration LBDA is embedded into workflow and process KM and IT are closely linked in supporting KM efforts; requirements reflect dependencies There is a defined communication strategy as part of the KM Strategic Plan K-sharing and collaboration is part of unit score cards and individual performance evaluations KM socialization begins with on boarding Clearly identified, high-level roles and responsibilities for content and taxonomy management exist across all lines of business; clear policies and procedures exist and are followed 	<ul style="list-style-type: none"> "Shared Value" of KM continues to be part of the strategic plan KM Strategy is grounded in the Strategic plan/direction of the organization Context relevant KM support structure provides internal consulting to individuals, teams, and the organization; user centered KM training Clearly identified high-level roles and responsibilities for content and taxonomy management exist across all lines of business; clear policies and procedures exist and are revised based on practical application K-sharing and collaboration is part of department score cards and individual performance evaluations At risk knowledge is viewed as a strategic risk that is continually assessed and targeted for capture and retention based on this risk assessment KM is part of the complete "talent management" cycle

Assessment Definitions v1

Assessment	Definitions
People/Culture	 An integrated pattern of shared beliefs, behaviors, and attitudes (e.g. level of engagement, adaptability to behavior change) that determines or influences how knowledge is used and moves (use and flow of knowledge) across the organization. Almost the organization's "way of life" when it comes to KM.
Process	 Actions, steps, practices, a course of action that reflects how business is accomplished; relevant to KM its about how knowledge is found, captured, distilled (sense making), adapted (characterized for reuse), transferred, and reused to create organizational value.
Enabling Technology/ Tools	 Applications, platforms, products that support the organization's ability to store and retain knowledge (content); search for, find, access, download, and reuse organization knowledge (content); and collaborate to move knowledge across the organization.
Content	 Codified or explicit knowledge (documents, images, video, audio, etc.)
Structure/Governance	 The organizational structure and leadership approach to developing, implementing, and sustaining KM within an organization (processes, rules, training, dependencies)