

Ten years old today!!

We hope you will join with us in celebrating our tenth birthday celebration today!

It was June 19th, 1999 when hopeful ex-members of the BP KM team confirmed the registration of a new consulting company, looking to offer to other clients the success that Knowledge Management had brought to BP.

At the time the company was known as Knowledge Transformation International. We started work with our first client, and began our early forays in the KM market-place.



Celebrating our start-up with friends in Boston, 1999

Over time, our business grew, and we began to consolidate. We tested the KM principles and approaches that had been so successful at BP, and found them to be robust for all our clients.

We developed our training courses and our other offerings, and changed our name from the original cumbersome title to the more memorable "Knoco".

As the 00s continued, the Knoco family began to grow through franchise. First Ian joined us in South Africa, then Julian with a training franchise in Spain, Carol in New York, and Siva in India. More franchises are even now being discussed.

Most recently we have partnered with Douglas and Gary to for the Pikoli Partnership, offering private-sector practice to public-sector clients. We have built up [our website](#) to reflect the experience which we have, and the services we offer.

It has been an exciting ten years, and we look forward to new clients, new franchisees, new contracts and new learning opportunities. We hope you will join with us in saying

"Happy Birthday Knoco"!



10-year Highlights

- Aiding three companies to become MAKE award finalists
- Helping BP re-launch KM for major projects
- Working closely with Mars through the early stages of KM
- Gaining exciting contracts in Thailand, Kuwait, South Africa and Argentina
- Introducing the concept of KM plans for De Beers, BP and many others.
- Knowledge Retention from some of the worlds experts in their fields
- Knowledge capture from billion-dollar, world-changing projects
- And many more!!

Knowledge Management Plans & Strategies

A year ago, we featured Knowledge Management Plans in our May Newsletter. Since then we have been giving them a lot of thought, and also working through where KM plans sit in the Strategy/Planning continuum. Here's our latest thinking.

KM strategy

A KM strategy is the framework document that sets the context, direction and principles for KM implementation. The strategy ensures that the Knowledge Management implementation proceeds in a way that is aligned with the current business approaches, is targeted on the right problems, and is coordinated with other existing change initiatives.

One of the key components in the strategy is an analysis of "What Knowledge do we most need to Manage?"

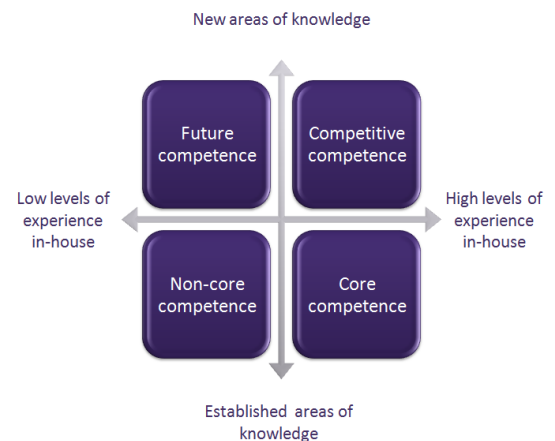
We have made a free KM plan template available online on our website. Visit the downloads page at <http://www.knoco.com>

These strategic knowledge areas are identified through discussion at the highest level (CEO if possible), and plotted onto the matrix shown to the right, as a way of ranking and categorising your key competencies as an organization.

One of our clients had an excellent discussion with their senior management, while preparing their KM strategy, on this topic of key knowledge, and were given a strong steer to

"focus on driving growth in new consumer markets, through knowledge sharing networks".

That decision set their KM strategy, and formed a framework for the next 4



years of KM activity.

KM implementation plan

Once you have your strategy in place, you can start on your implementation planning. This is where you plan your activities and resources, in order to develop and embed an effective KM "system".

The plan will be based on

- the Knowledge Management strategy
- an assessment and benchmarking of your current state of KM
- an outline "desired end state" (KM framework)
- a staged, change management approach

- a full analysis of the risks to Knowledge Management delivery

The KM implementation plan maps out the steps from the current state to the end state, guided by the strategy and the assessment. It defines your timeline, and the resource needs.

Project KM plan

The concept of a project-level Knowledge Management plan is one of the most exciting new ideas to come

out of KM in the past 5 years. It is a device that allows KM to be fully embedded into project controls, at the same level of rigour as risk management, or document management.

It allows the assignment of accountabilities to individual project team members, and allows these accountabilities to be monitored and reviewed. Some organisations also address

the issue of intellectual property, and knowledge protection through patents, in their KM plans.

A KM plan has three main components.

1. A Knowledge Register, which defines the key areas of knowledge needed by the project ("key knowledge inputs"), and the assigned actions to make sure this knowledge is accessed. It also defines the key areas of knowledge which the project will be learning about, and which they need to share with the rest of the organisation ("knowledge

outputs"), and the actions to make sure this sharing happens.

2. A KM Protocol, which defines the system by which knowledge will be managed in the project. It defines the roles and accountabilities, the technologies (such as lessons databases) which will be used, and the processes which will be applied and when they will be applied as part of the project timeline.

3 An implementation plan for the project, to make sure the protocol is ready to use. This will require training of staff in the tools and technologies,

induction of new staff, registration of staff onto the relevant communities of practice, installation of technology onto people's desktops, and so on.

The plan is created at a KM Planning work-shop, early in the project, held as part of the set-up activities; about the same time the team are developing their risk management plan, their document management plan, and other front-end planning activities. See photographs below.



Teams in KM planning workshops

Operational KM plans

Most of our experience for KM plans has been associated with Project plans. However Tom was recently at a conference on Integrated Operations in Aberdeen, and presented some ideas on Operational KM plans.

We believe, that, just as a project KM plan is built into the planning and review framework of a project, an Operational KM plan needs to be built into the operational planning and review framework.

This should be done as follows;

1. During the annual planning cycle, the operation will agree its annual objectives and budget. The next step will be to create the annual KM plan.

2. The KM plan will contain the same components as a project KM, though the key topics in the knowledge register will be set by the new operational objectives. The operational management team will get together for a KM planning workshop, and start with the question – "What do we need to know (or to learn) in order

to deliver our operational objectives"?

3. The main deadline for the operation to capture new knowledge for other operations will be at the end of the year, when they review performance against objectives, and ask "What were the causes of any deviation from planned performance (either a positive or a negative deviation), and what have we learned from these to improve next year's performance"? They will also review the application of the KM plan through the year.

KM culture change

We hear a lot about creating a "knowledge sharing culture" or a "learning culture", but what exactly is the culture shift that comes with KM? Nick argues in his blog that it is a profound shift from the individual to the collective. It is a shift from seeing knowledge as something we own personally, and which belongs to us, to seeing knowledge as something we create and hold within a community.

- From "I know" to "We know"
- From "Knowledge is mine" to "Knowledge is ours"
- From "Knowledge is owned" to "Knowledge is shared"
- From "Knowledge is personal property" to "Knowledge is collective/community property"
- From "Knowledge is personal advantage" to "Knowledge is company advantage"
- From "Knowledge is personal" to "Knowledge is inter-personal"
- From "I defend what I know" to "I am open to better knowledge"
- From "not invented here (i.e. by me)" to "invented in my community"
- From "New knowledge competes with my personal knowledge" to "new knowledge improves my personal knowledge"

- From "other people's knowledge is a threat to me" to "our shared knowledge helps me"
- From "Admitting I don't know is weakness" to "Admitting I don't know is the first step to learning"

That shift from "I know" to "we know" – from "Knowledge is mine" to "Knowledge is ours" is a huge one, and counter-cultural for many of us. People can find it scary, but once it has been achieved, it is like living in a different, and far better, world.

Contact us for a regular subscription to this newsletter

nick.milton@knoco.com
tom.young@knoco.com
ian.corbett@knoco.co.za

Unsubscribe by email to tom.young@knoco.com

Visit our website at www.knoco.com for ideas, resources, publications and free downloads such as newsletters, slidesets, white papers, self-assessment tools, and video

Subscribe to our blogs at www.nickmilton.com
www.tomyoungblog.com

View our youtube video library at <http://www.youtube.com/miltonnick>

Download our latest reprints

Visit the Publications section of [the Knoco Website](http://www.knoco.com) to download our two latest papers

- **(Probably) the Longest Running KM Experiment in the world!**
- **Knowledge Harvesting.**

A free Knowledge Management Plan template is available from the downloads section of [the Knoco Website](http://www.knoco.com)