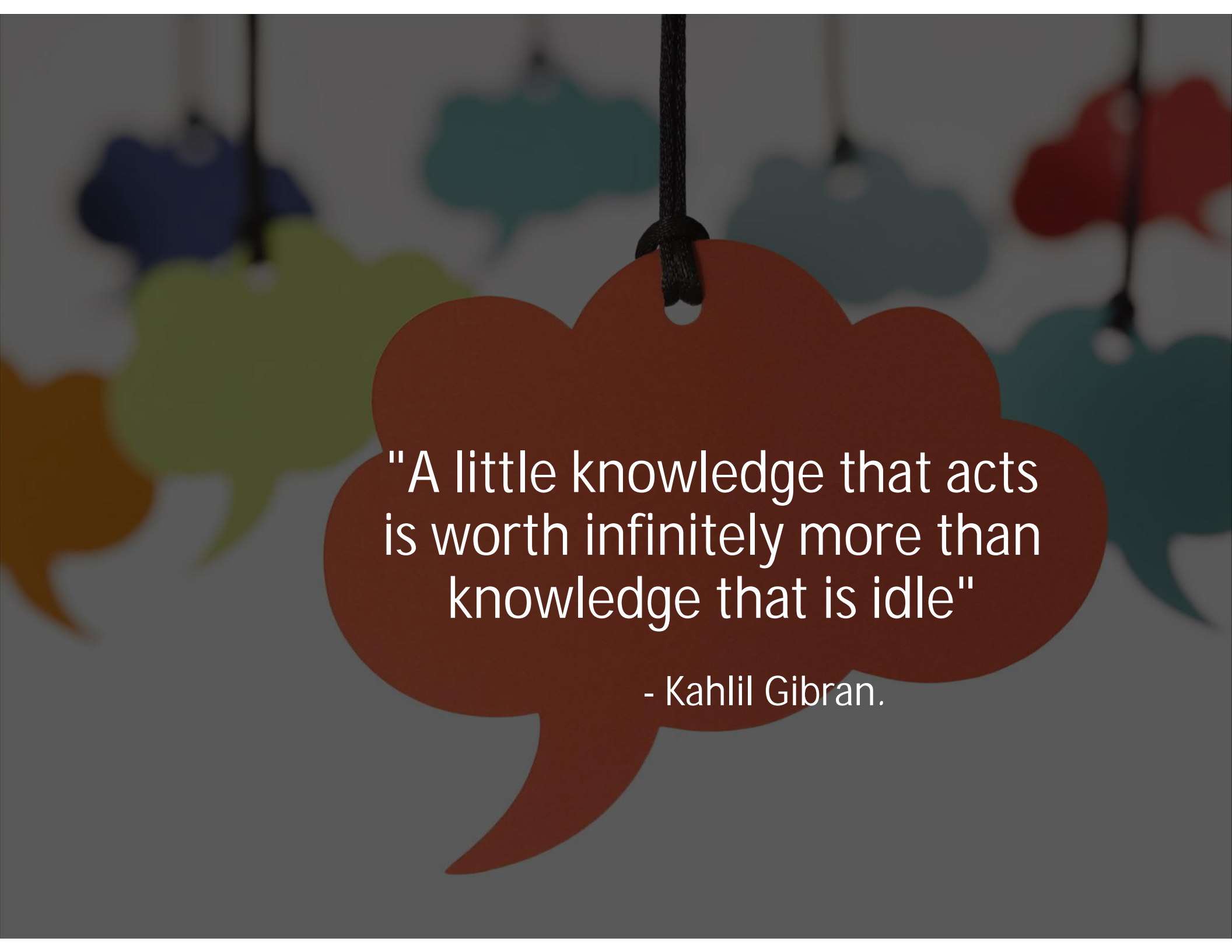


Knowledge - Strategy into Action

Lyn Murnane –
September 2022





"A little knowledge that acts
is worth infinitely more than
knowledge that is idle"

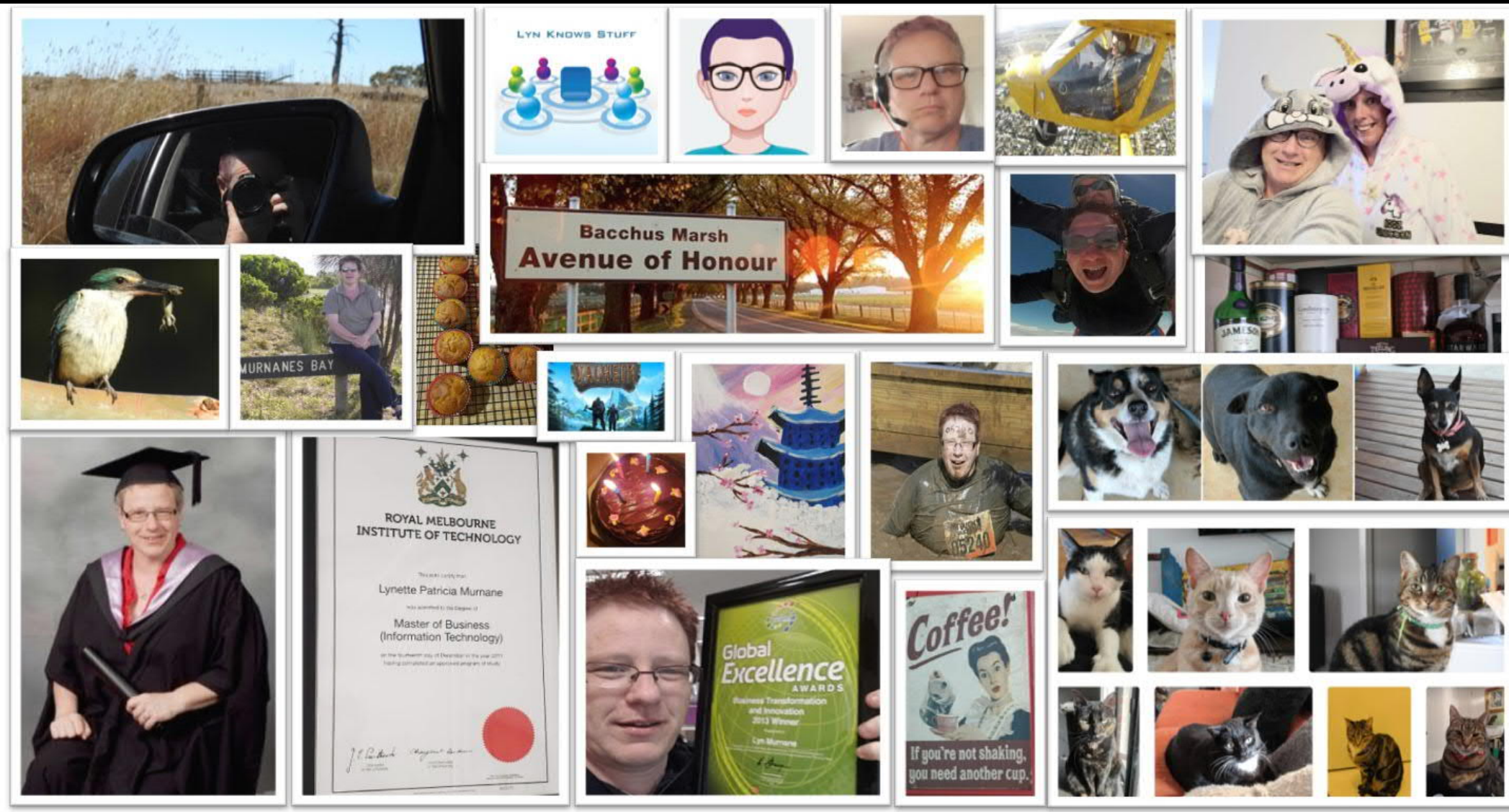
- Kahlil Gibran.

What are we going to chat about?

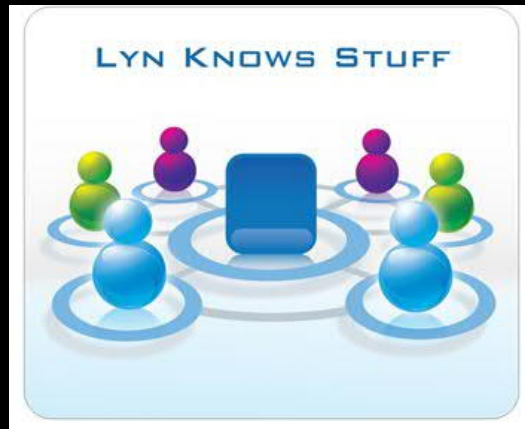
- Some stuff about me
- Some KM stuff
- Workplaces I have known
 - Overview
 - Challenges
 - Outcomes
 - Measures
- Where might you start?



Lyn on a page



A brief history



- * Dept of Health Victoria – May 2021 to December 31. 2022
Knowledge Manager – Contact Centre Performance & Programs
- * Lyn Knows Stuff – June 2018 to May 2021
Knowledge & Learning – LyondellBasell Australia
- * Belong – November 2017 to April 2018
Knowledge & Learning Manager
- * BUPA Australia – December 2016 to November 2017
Knowledge Design Consultant (project)
- * ANZ: March 2014 to August 2016
Manager, Knowledge Management, Analytics & Insights
- * IDP Education: October 2011 – March 2014
Knowledge Manager
- * Telstra: January 2011 - Sept 2011
Manager, Knowledge Management
- * FastTrack Software: July 2010 – Dec 2010
Knowledge Manager
- * Medibank Private: May 2008 – June 2010
KM Business Consultant

Lifelong Learning

KM Advanced Methodologies – Feb to June 2022

Knowledge Centered Services Fundamentals – Feb 2022

Practical application of stories and strategies from the KM Cookbook – July 2021

KM Exchange 2021 (Online KM conference) – July 2021

Introduction to Futures Thinking – Coursera -2020

Introduction to Computer Science – Harvard CS50 – EdX

Intelligent Swarming Insights – July 2020

Digital Transformation Fundamentals – KCS Academy - 2020

Reason and Persuasion: Thinking Through Three Dialogues By Plato - 2020

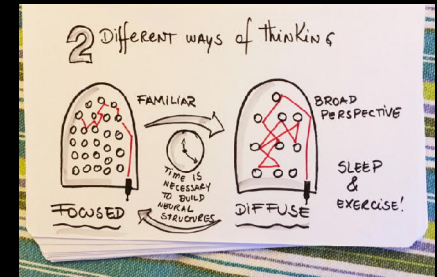
Mindshift: Break Through Obstacles to Learning - 2019

VR Design Bootcamp 2018 – Academy Xi

Articulate 360 – 2018 - Udemy

Learning How to Learn - 2017

Gamification - 2016



<https://medium.com/@luterceiro/learning-how-to-learn-5a5f43d489d8>



KM Advanced Methodologies

SYLLABUS

The KM Project

- **How to focus on critical knowledge** | Rudolph D'souza, Dr. Randhir Pushpa **Feb 1, 2022**
- **Implementing AGILE routines in KM projects** | Bill Kaplan **Feb 8, 2022**
- **Change management smart toolbox** | Dr. Moria Levy **Feb 15, 2022**

Advanced KM Solutions

- **Design Thinking** | Rudolph Desouza **Feb 22, 2022**
- **Drive knowledge Sharing** | David Gurteen **March 1, 2022**
- **Lessons Learned-the day after** | Dr. Moria Levy **March 8, 2022**
- **The document Compass** | Dr. Moria Levy **March 15, 2022**
- **ISO30401 implementation** | Dr. Randhir Pushpa **March 22, 2022**

Stories

- **Storytelling for better sharing** | Madan Rao **March 29, 2022**
- **Business storytelling: transferring a message** | Stuart French **April 5, 2022**
- **Storythinking: thinking, learning and KM acting** | Dr. John Lewis **April 12, 2022**

Engagement

- **User Experience** | Balaji Iyer **April 19, 2022**
- **Gamification** | Rudolph D'souza **April 26, 2022**
- **Radical KM** | Stephanie Barnes **May 3, 2022**

Capabilities of the new knowledge worker

- **Decision making** | Brad Adriaanse **May 10, 2022**
- **Critical thinking** | Salleh Anuar **May 17, 2022**
- **Strategy thinking** | Vadim Shiryayev, Olga Smirnova **May 24, 2022**
- **Creativity** | Dr. Vincent Ribiere **May 31, 2022**
- **Becoming adaptable** | Dr. Arthur Shelley **June 7, 2022**

Excellence

- **Collaboration in the new virtual world** | Olga Smirnova **June 14, 2022**
- **Tomorrow morning** | Dr. Moria Levy **June 21, 2022**

KM Global Network:

Global KM networks partnering to share resources, techniques and connections

Networking & Resources

[KMLF](#) (Meetup) – Melbourne – 4th wed of the month (28/09)

[M365 Adoption User Group](#) (Meetup)

[KM Global Network](#) – next advanced course 14/02/2023

[SIKM Leaders Community](#) (US time)

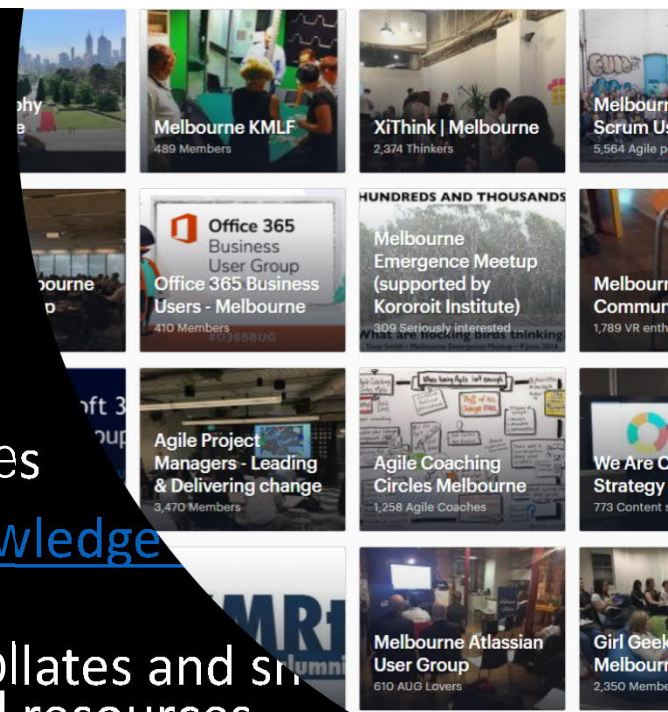
Mentoring (RMIT and Vic IT for Women)

Conferences (some of these will have fees)

- [KM Reborn – Latest Technologies, Strategies & Techniques](#)
 - 21-22 September 2022 (online APAC time)
 - Dave Snowden
 - Stephanie Barnes (Radical KM)
- [Sustainable KM](#) – KM Singapore
 - 12-13 Oct

Other Resources

- [Pioneer Knowledge](#) podcast
- [Real KM](#) – collates and shares research and resources
- [Acies Innovations](#) – weekly news
- [Radical KM](#) – my favourite KM concept
- CJYoung Consulting – [KM Short Guides](#)
- [A Knowledge Mindset: What You Know Comes from Where You Sit](#) – TedTalk
- [Knoco Stories](#) – Nick Milton



Roles and tasks

Some of the activities and jobs I have done

- Knowledge Manager
- KM Business Consultant
 - Operations
 - Lifecycles (SDLC)
 - Stakeholder engagement
 - Collaboration with SMEs
 - Strategic thinking
 - Gap analysis
- Networking
 - Professional Development
- Social networks / reporting
 - Twitter - [@boffin66](#)
- Communities of Practice
 - [KMLF](#)
 - [SIKM Leaders Community](#)
- Training & support
 - Technical Writing
 - Instructional Design
 - E-learning development
 - Organisation development
- People & Culture
 - Leadership programs
 - Rewards & recognition
- Project management
 - KM systems implementations / upgrades
 - Agile frameworks
- Continuous Improvement
 - User feedback
 - Lessons learned



Some of my books, I also use kindle a lot!



Some KM related stuff

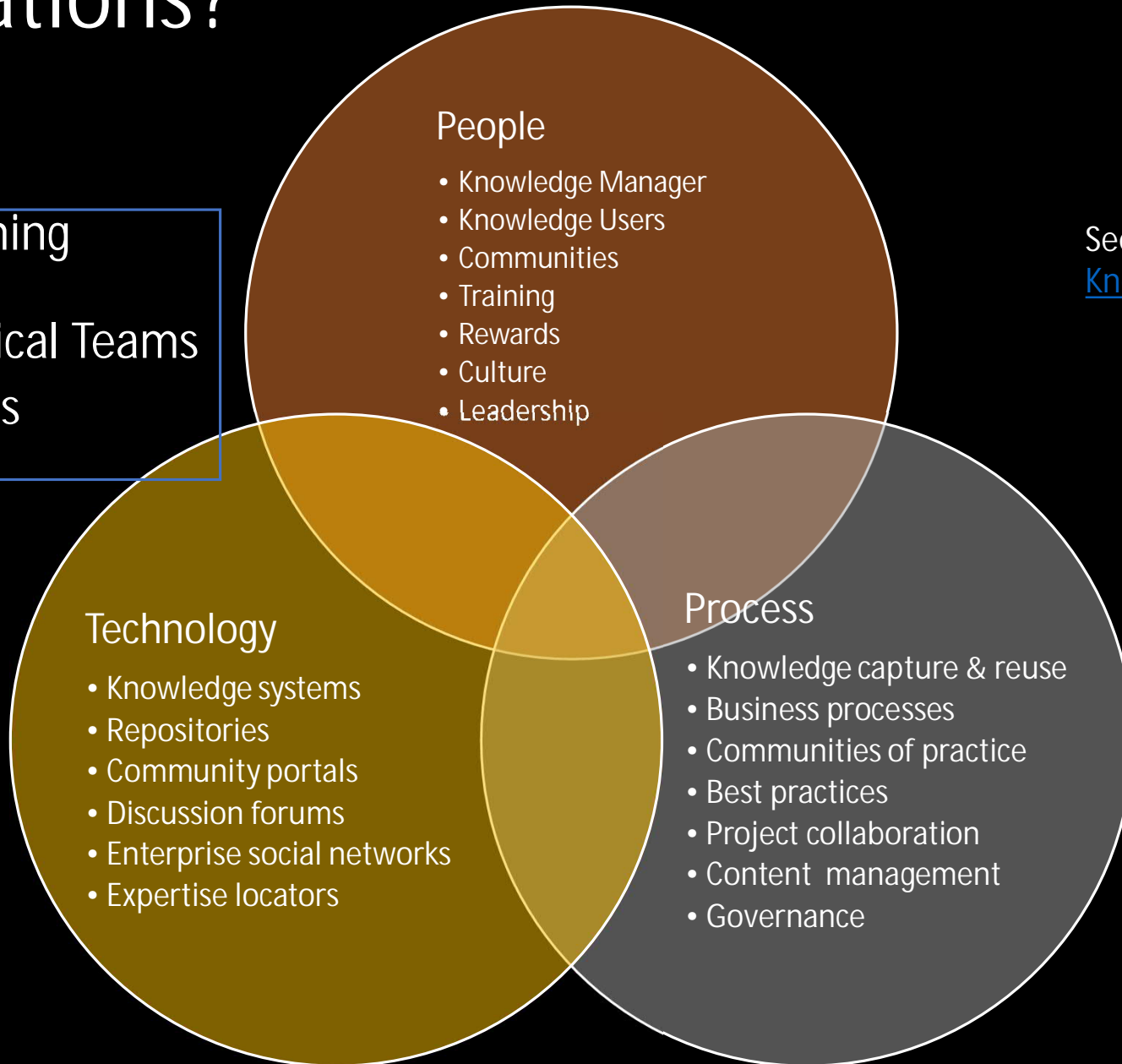
What is knowledge management?

- [According to Gartner](#), “KM is a business process that formalises the management and use of an enterprise’s intellectual assets. KM promotes a collaborative and integrative approach to the creation, capture, organization, access and use of information assets, including the tacit, uncaptured knowledge of people.”
- Knowledge management (KM) is the process of organizing, creating, using, and sharing collective knowledge within an organization. Successful knowledge management includes maintaining information in a place where it is easy to access.
[Getguru](#)
- Preventing knowledge loss – experienced based knowledge
- Having the right access to the right information at the right time

See also - [What Is Knowledge Transfer and Why Does Your Business Need It? - Trainual](#)

Where does Knowledge Management sit in organisations?

- HR / Learning Teams
- IT / Technical Teams
- Operations



See also: [Harness the Knowledge | ATD](#)

Knowledge and Learning

Learning –

Training provides the structure,
data, theory



Knowledge –

KM systems, communities of
practice, social learning, provides
context, aids in internalising /
embedding learning

<https://www.gartner.com/smarterwithgartner/9-future-of-work-trends-post-covid-19>

<https://www.gartner.com/smarterwithgartner/9-work-trends-that-hr-leaders-cant-ignore-in-2021>

[WEF_Future_of_Jobs_2020.pdf \(weforum.org\)](#)

The top skills and skill groups for 2025

1. Analytical thinking and innovation
2. Active learning and learning strategies
3. Complex problem-solving
4. Critical thinking and analysis
5. Resilience, stress tolerance, and flexibility
6. Creativity, originality, and initiative
7. Leadership and social influence
8. Reasoning, problem-solving, and ideation
9. Emotional intelligence
10. Technology design and programming

What do knowledge managers do?

- We make connections...



[This Photo](#) by Unknown Author is licensed under [CC BY-NC-ND](#)

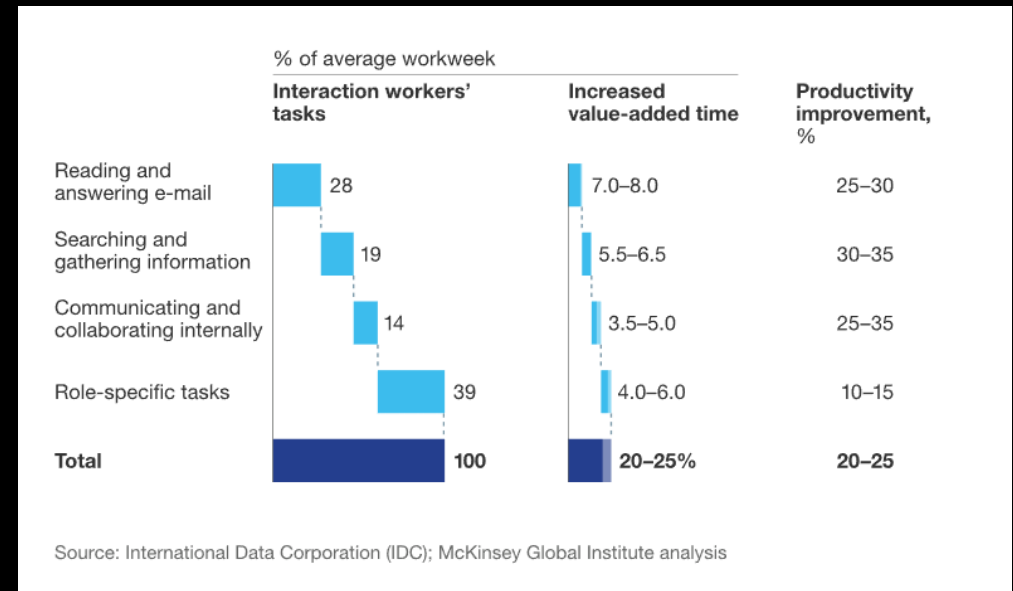


Some data that influences my thinking

- 19.8 per cent of business time – the equivalent of one day per working week – is wasted by employees searching for information to do their job effectively, according to research released today by [Interact](http://www.interact.com).

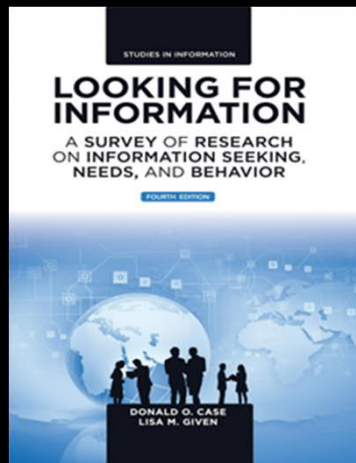
http://www.it-analysis.com/services/outourcing/news_release.php?rel=38149

- Improved communication and collaboration through social technologies could raise the productivity of interaction workers by 20 to 25 percent. - McKinsey



Related research - searching

- In July 2020 Gartner estimated that by 2030, the demand for remote work will increase by 30% as Generation Z fully enters the workforce. (July 2020)
- 64% of today's professionals say they could work anywhere and remote work policies are common (in place at 71% of organizations).
- These maybe no longer reliable estimates but...
- The research is still being done, and
- We still spend a lot of time looking for stuff we need to help with decision making.



<https://www.techrepublic.com/article/more-than-50-of-office-pros-spend-more-time-searching-for-files-than-on-work/> - May 18, 2021

Some more good KM quotes

“knowledge is the only asset that grows when it’s shared” – [Radical KM, a story – Entelechy \(realisation-of-potential.com\)](https://www.entelechy.com/realisation-of-potential.com)

“knowledge management has been shown to have a positive impact on the stock market performance of an organisation” . [Radical KM, a story – Entelechy \(realisation-of-potential.com\)](https://www.entelechy.com/realisation-of-potential.com)

“ReThink Training: The best process of learning is on the job, just-in-time, “nibble-knowledge” to incrementally transform mindsets and skillsets irrevocably.”

—— Tony Dovale - ReThink Your Success Mindset
tonydovalespeaks.com

Knowledge Sharing data

Social Media Participants – a good alignment to measure knowledge sharing

Creators

- The creators are the most active participants on the Internet. They are constantly creating blog(post)s, websites, videos, audio and / or other content.

Conversationalists

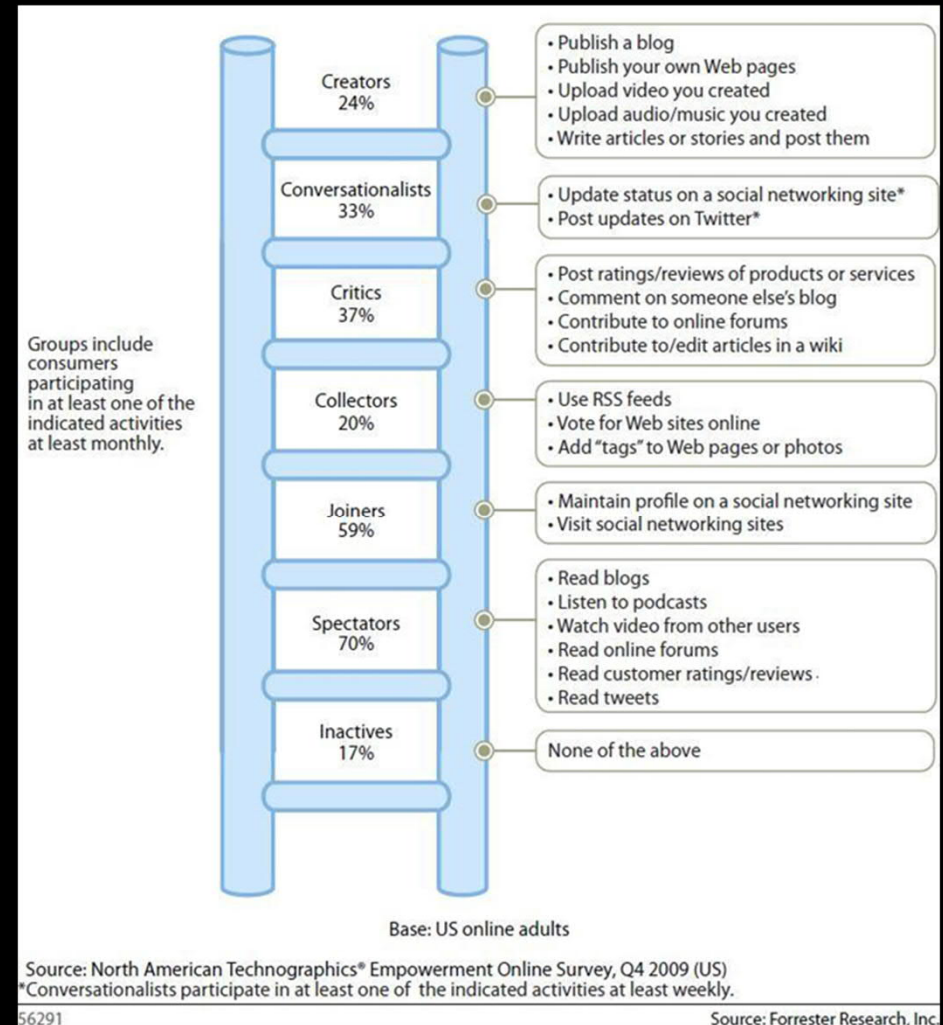
- They want to express themselves through status updates. This relates to recognition or trying to start a conversation or discussion regarding a chosen topic.

Critics

- This group responds to status updates, blogs, websites, news, forums, products and services and is essential to maintain online interaction.

Spectators

- They are getting information, but are using it only for increasing knowledge about topics, friends, celebrities, etc. There is no active participation.

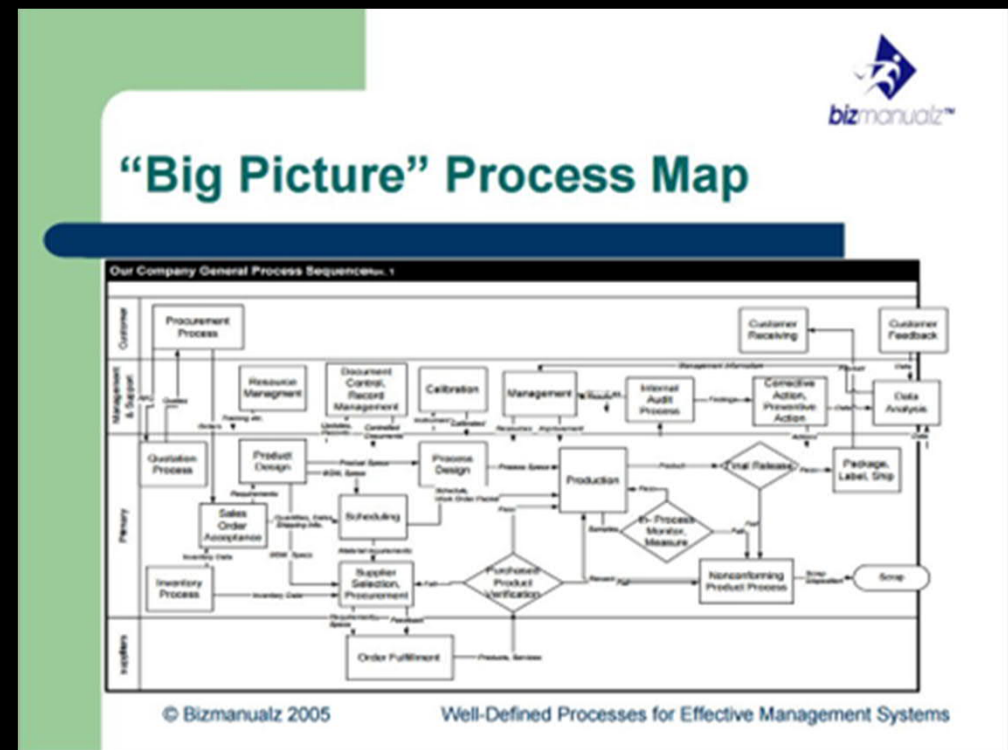


Process Mapping

A process map is a visual diagram that explains how a single recurring work activity is done and by whom.

Can be used to identify

- Existing processes
- Opportunities to reduce complexity / blockages
- Opportunities for improvement in process
- Opportunities to introduce triggers and automation



Design vs user experience

[Design vs UX i Nydalen](#)



Let's talk about:

Successes and failures I have known before

- KM strategy
- Project management
- Gamification



Medibank Private – Overview - 2010



PRIVATE HEALTH INSURANCE:

- Highly government regulated – and the regulations change frequently
- Extremely complicated – for staff as well as customers
- Customers often don't really understand their cover until they claim
- PHI is a high use insurance compared to other insurances

http://www.medibank.com.au/content/documents/Pdfs/MPI_Annual_Report_2013.pdf

2010	
Market share in PHI Australia	29%
Number of people covered	3.8 million
Total Revenue	\$5.9 billion
Total benefits paid	\$4.6 billion (84.8% of contributions)
No of customer transactions inbound	3 million calls

Overview

- Medibank's culture – the approach to change
 - "Empowerment for the Ground crew"
- "We don't need a McKinsey or a Boston Consulting to tell us how to improve the business – we've got over 1200 'ground crew' staff who know exactly where the real gaps are to be addressed in the business," George Savvides – MD, 2005

"We embrace change better when we do it ourselves"

But why change?

Challenges - information

- Intranet – 1400 files, out of date, inconsistent, poor search, slow.
- Many sources of information: Lotus Notes, shared drives (40,000 files), local info, Circulars
- Help desk calls - 20,000 internal staff helpdesk calls per month
- Communication to frontline staff ineffective – Circulars, Manuals, Guides, many emails, 400 page policy documents
- **Customers Unhappy** - Given Inconsistent information
- **Staff Retention** Feedback from exit interviews - staff leaving for reasons that included disjointed knowledge

Access to information was overwhelming, confusing, inaccurate and inconsistent.



Challenges - costs



- Training – new starters
 - \$12.5K each / 30% turnover
- Staff Help Desks
 - 20,000 calls to 2 helpdesks.
- Call Handling Time
- Lack of control
- Staff frustration
- Customer impacts / churn
- Ex Gratia Payments
 - IN FY03 MPL paid out over \$500,000 in payments due to incorrect information being given to its customers.

changes – where to start?

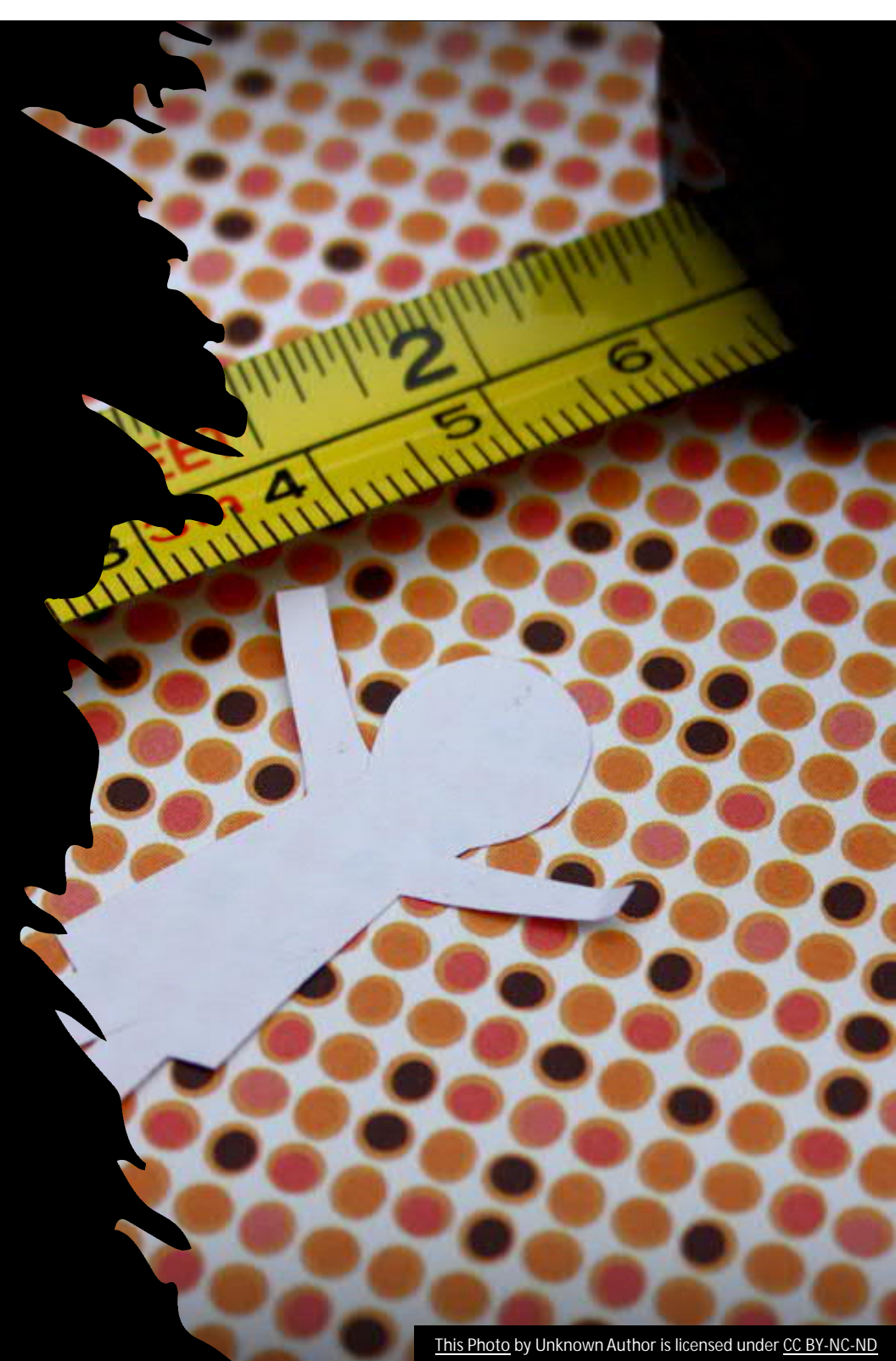
- Assessment
- Assess what are the biggest pain points
- Build processes
- Deliver a pilot / small version of a knowledge base with responses to common pain points
- Include frequently asked questions and used materials
- Assess outcomes



What did we measure

All those costs mentioned above

- Average handling times and other related call centre
- How long did it take to find info (time & motion studies)
- Staff turnover / retention
- Helpdesk calls
- Ex gratia payment savings
- Feedback
- Page visits



Pilot a knowledge base

- Text based system with easy search
- Links to detailed content
- Trialled with a small group who were trained and had assistance from the KM team during pilot
- Great feedback
- Reduction in handling times



lessons learnt

- Ongoing support
 - Feedback mechanism was and still is the most popular feature
- Content
 - Write it for the audience
 - Write it for how they think about it
 - Avoid jargon
- Team
 - Built by staff for staff
 - Frontline engagement
 - focus groups (personas), super user group
- Tool
 - good search, no complexity
 - met requirements
 - easy to use
- Resistance
 - Business experts & Management engagement
- Approval process
 - subject matter experts took three times longer than expected
- Training
 - self-paced workbook didn't work well for call centre / retail environment

benefits

Ongoing savings if change happens ~
Millions

- Ongoing Costs –after pilot
 - On-going costs 6 staff and support.
 - Benefit realisation within three months.
 - All Handling Time - The Pilot Program statistics demonstrated a reduction of 6.3% in Call Handling Time.



Outcomes



- Medibank's Knowledge Bases
 - Max and Molly – 2 different KB instances
 - Max was for customer facing processes
 - Molly for corporate processes and support
 - Both named by staff in a competition
 - Buy-in through user participation in content from previous processes
 - Sold using branded gadgets, stress balls, umbrellas etc

Max 2009

Dental - benefit assessment

Content | Service IDs | Restrictions | Providers | Benefits | Ownership | History

Dental

Use this document to assess when benefits are payable.

Category
Dental Members' Choice: ☒ Non Members' Choice: ☒

Content

Standard assessment criteria	Purpose	Information
Annual limits	Purpose	Go to the relevant product in the Product index .
Benefits payable	Purpose	Go to the Benefits payable - Dental document.
Benefit schedules	Purpose	Go to the following documents: • Dental - benefit schedules • Dental prosthetists - benefit schedules
Definitions	Purpose	For dental definitions , go to the relevant glossary document; Glossary shelf.
Equity build	Purpose	Go to the relevant product in the Product index .
General assessment information	Purpose	Go to the General assessment information document.
Referrals	Purpose	n/a
Restrictions	Purpose	• To check dental item restrictions, go to the Dental - restrictions list document. • For information on replacement rules, go to the Restrictions tab.
Service IDs	Purpose	To see: • dental service IDs, go to the Service IDs tab. Note. • renumbered, deleted and new items, go to the Changed service IDs - Dental document.
Waiting periods	Purpose	Go to the relevant product in the Product index .
Additional assessment criteria		
Preventative dental care package (PDCP)	Purpose	Go to the Preventative dental care package document.
Providers	Purpose	Go to the Providers tab.

Search:

Benefits payable - Dental

Dental

Benefits payable

Marketable covers	Benefits payable		
	General dental	Endo-dontic	Major dental
AdvantagePlus Extras	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Blue Ribbon Extras	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Blue Ribbon Extras Plus	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
First Choice Extras	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
HealthyPlus Extras	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
MyOptions Extras	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
PremierPlus Extras	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Smart Choice Extras	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
SmartPlus Extras	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Non-marketable covers	Benefits payable		
	General dental	Endo-dontic	Major dental
Super Extras 85	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Note.
Special Extras - all states	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Note.
Super Extras - all states	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Note.

Priority covers	Benefits payable		
	General dental	Endo-dontic	Major dental
Priority Gold Extras	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Priority Silver Extras	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Priority Bronze Extras	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

VIP covers	Benefits payable		
	General dental	Endo-dontic	Major dental
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

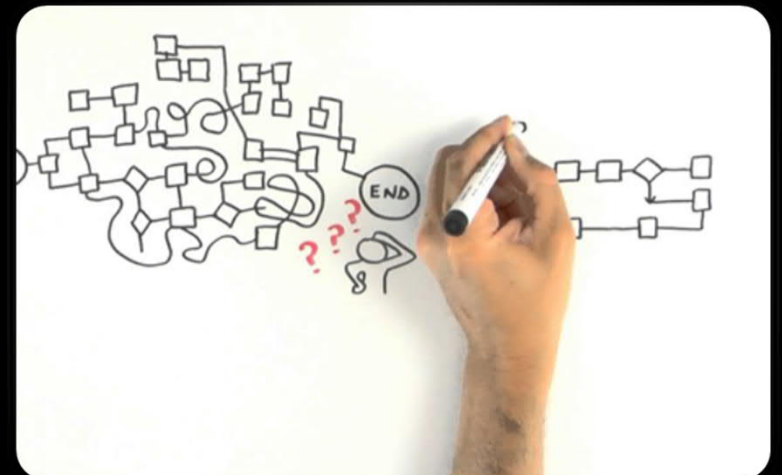
2009 – new challenges

Ambivalence

Transparency

Concern about efficacy

Complexity



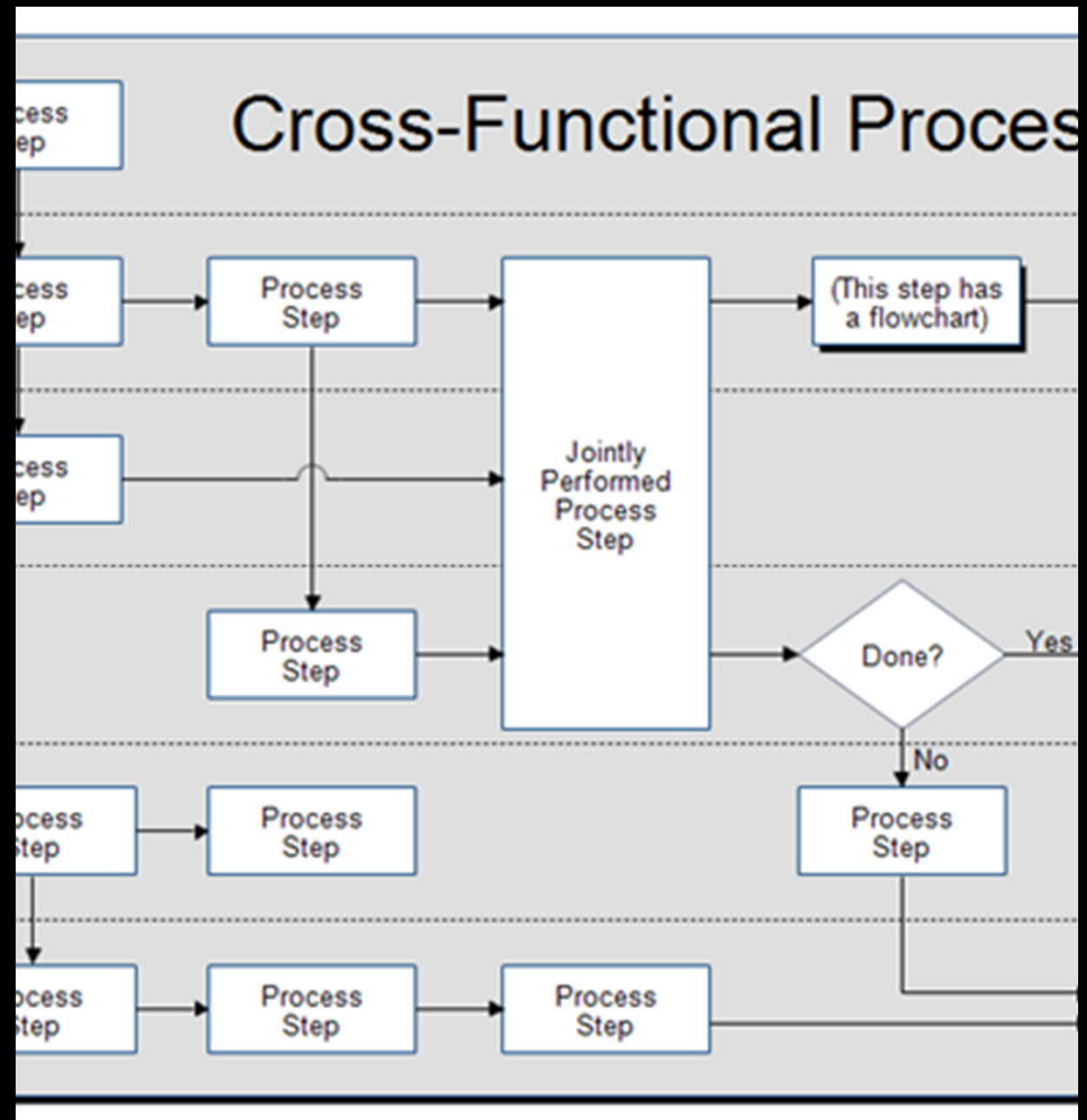
RESEARCH AROUND WHY EMPLOYEES DON'T LIKE SHARING
KNOWLEDGE - 2019 [HTTPS://HBR.ORG/2019/07/WHY-EMPLOYEES-
DONT-SHARE-KNOWLEDGE-WITH-EACH-OTHER](https://hbr.org/2019/07/why-employees-dont-share-knowledge-with-each-other)

Process maps

Process mapping is used to demonstrate all the steps and decisions in a particular process.

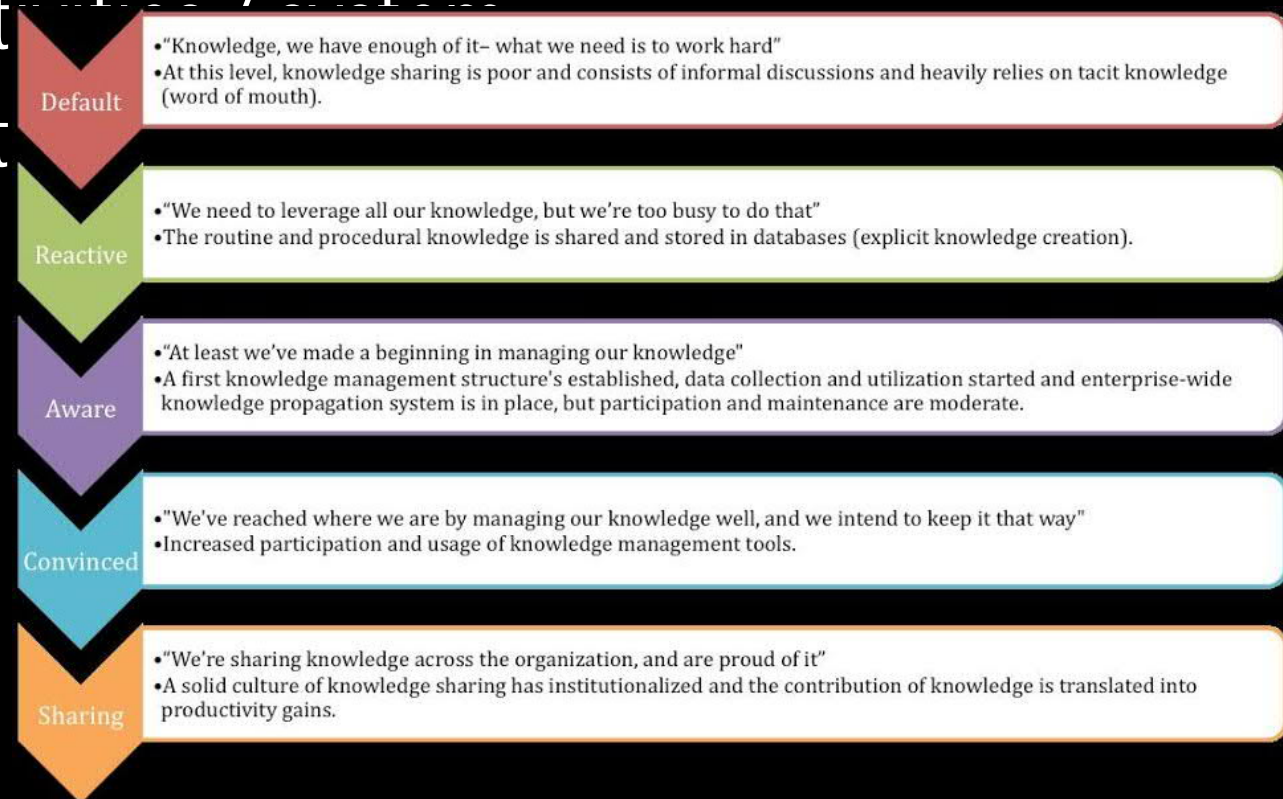
A process map or flowchart describes the flow of materials and information, displays the tasks associated with a process, shows the decisions that need to be made along the chain and shows the essential relationships between the process steps.

Added high level maps to KB and enabled them to be linked to detailed processes



Maturity model

- One way to measure is to do a 'comparison' to other like organisations
- We did a self assessment to help assess where we were and what other activities we could do to improve (make more mature) our knowledge activities
- We were most



KMM Maturity Model examples

<http://www.rinkmilton.com/2014/10/km-change-model-vs-km-maturity-model.html>

DIAGNOSTIC TOOL

KNOWLEDGE MANAGEMENT MATURITY ASSESSMENT

① Knowledge-Centric Culture

Attribute	Standard	Progressive	World Class	Maturity Score (M) (1-5)	Importance Score (I) (1-5)	Leverage Score (L) (1-5) (M x I)
Accountability	We have low knowledge-related metrics to hold individuals accountable for general participation in knowledge management efforts. Also, those metrics in place are not formally defined.	Accountability measures are in place primarily for knowledge managers and key knowledge contributors, not necessarily for all staff who consume knowledge.	We hold all staff accountable for knowledge-related activities. Performance metrics incorporate the fullest extent of any individual's expected involvement in the knowledge management process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learning and Development	Teaching knowledge base functionality is part of our onboarding and ongoing training curriculum, but product and/or policy information is traditionally taught separately from the knowledge base.	Our onboarding training program on knowledge-intensive information is built around and taught in conjunction with the knowledge base. However, we lack the ongoing reinforcement of the advanced skills.	The knowledge base is used as a development platform, not simply a tool, for onboarding; experiential learning with the knowledge base promotes just-in-time knowledge use.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation	Our frontline staff rarely participates in knowledge improvement efforts (i.e., contribution and feedback). Rather, knowledge managers and subject matter experts exclusively own contribution and development of the knowledge base.	We encourage frontline staff to participate in the knowledge base, but few formal requirements and feedback channels exist.	Full staff participation in knowledge improvement is fundamental to overall knowledge management efforts; formal feedback channels and protocols encourage high-quality contribution from the entire customer service organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Usage and Adherence	Frontline staff use frequent evaluation to resolve most customer issues as knowledge systems are only partially reliable and not well mapped to end-user workflow.	Knowledge systems partially incorporate end-user workflow; usage of systems occurs regularly but is not necessarily the norm for issue resolution.	Knowledge base usage is the norm for resolving customer issues; our knowledge systems are built from frontline staff workflow patterns creating an ongoing "flow" to use the knowledge base.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Average Leverage Score?				<input type="checkbox"/>		

② Knowledge Transfer

Attribute	Standard	Progressive	World Class	Maturity Score (M) (1-5)	Importance Score (I) (1-5)	Leverage Score (L) (1-5) (M x I)
Capture and Creation	While knowledge capture and creation is encouraged across the entire customer service organization, we neither enforce it nor measure it for quality.	Knowledge capture and creation is inconsistently enforced throughout the entire customer service organization and is not measured for quality.	A culture of collaboration is instilled in our organization enabling "quality" knowledge generation. Knowledge capture and creation is fully embedded in the natural workflow of the entire organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Externalized Expertise	Customers and external partners do not contribute substantively to our knowledge management efforts.	Customers and external partners contribute to our knowledge efforts as an ad hoc fashion.	Customers and external partners directly participate in our knowledge efforts (via formal contribution and feedback channels) in the fullest extent possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partnership	Cross-functional sharing of knowledge is a constant struggle and a strictly reactive; frontline staff sometimes learn about new business initiatives directly from the customer.	Although the customer service organization has established relationships with some business line partners, few formalized (e.g., performance objectives) exist to promote seamless cross-functional knowledge flow.	Cross-functional flow of knowledge is enabled by strongly forged partnerships and occurs in a highly proactive fashion, which fully prepares the customer service organization to support new business initiatives and processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Task Knowledge Extraction	Our frontline staff suffer from "tender syndrome" and heavily rely on rudimentary tools (e.g., chat sheets, print PDF) in the course of performing their daily activities; knowledge learning is indirectly rewarded by the organization.	While we do not proactively "extract" task knowledge from our experienced frontline staff, we do encourage the sharing of such information.	We actively incorporate the expertise of our experienced frontline staff, including their operating procedures, check-sheets, and other personal knowledge, into the knowledge base; we actively encourage knowledge learning and reward collaboration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Validation	While knowledge is validated prior to posting, validation is neither timely, efficient, nor consistently applied.	We have an established workflow for knowledge validation; however, the validation process is inefficient and/or labor intensive.	We have an established and efficient workflow for the validation of any voluntarily created content.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Average Leverage Score?				<input type="checkbox"/>		

③ Knowledge Maintenance

Attribute	Standard	Progressive	World Class	Maturity Score (M) (1-5)	Importance Score (I) (1-5)	Leverage Score (L) (1-5) (M x I)
Feedback	We do not encourage knowledge-related feedback because we are ill-equipped to act on incoming feedback from our frontline staff and other knowledge users.	We encourage and acknowledge knowledge-related feedback, but only informal protocols exist around compiling and acting on it.	We encourage, acknowledge, and provide transparency into all knowledge-related feedback. Our frontline staff is kept informed of any resulting actions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prioritization	Our knowledge management efforts are relatively unfocused and lack direction; improvement efforts are prioritized in an ad hoc fashion, usually in response to business events.	General business trends and anecdotal input guide our knowledge maintenance efforts to focus on pressing knowledge improvement issues.	We use a discrete set of variables (i.e., knowledge metrics, usage patterns, and/or business trends) to ensure that our knowledge maintenance efforts focus on the most urgent knowledge needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitoring	We do not track knowledge metrics within our systems. Rather, we rely on QA team leads, trainers, or anecdotal indicators to help focus our knowledge maintenance efforts.	In addition to anecdotal indicators from QA, team leads, and trainers, we track high-level usage patterns but have not established other metrics more directly tied to improving knowledge.	We track metrics related to knowledge creation, maintenance, and usage, and we always leverage this information to improve the knowledge base.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workflow	While knowledge is ultimately maintained, the maintenance process is inefficient and/or labor intensive.	Although we have a knowledge maintenance workflow in place, individual roles are poorly defined and accountability is lacking.	We have a clearly established and formalized workflow enabling timely and efficient knowledge maintenance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Average Leverage Score?				<input type="checkbox"/>		

④ Knowledge Usability

Attribute	Standard	Progressive	World Class	Maturity Score (M) (1-5)	Importance Score (I) (1-5)	Leverage Score (L) (1-5) (M x I)
Accessibility	Our frontline staff often fail to locate knowledge because it is unreliable or poorly organized.	While knowledge is available, it is not structured in a way that meets frontline staff needs or usage patterns, which may lead to confusion and usage inefficiency.	We make relevant knowledge readily available to the frontline staff with minimal effort. Accessibility is based on frontline staff needs, preferences, and usage patterns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistency	In the absence of any writing guidelines, knowledge tends to be verbose and hard to consume.	Although we have some guidelines in place to ensure knowledge consistency and consistency, they are not regularly adhered to by knowledge authors.	We compile knowledge in a concise and consistent format; this is achieved through the use of tools (i.e., templates, writing rules, and/or easy-to-read layouts) to enable highly consumable information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Navigation	Our knowledge base is difficult to navigate because it grew organically and did not account for the frontline staff usage patterns.	Our knowledge base is relatively easy to navigate, but does not incorporate actual frontline usage/workflow patterns into the layout.	The knowledge base layout is built to actual frontline staff usage/workflow patterns, thereby creating highly efficient navigation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Searchability	Our search functionality does not lead and users to the most precise information and is unable to learn from and user search patterns over time.	Our search staff and customers use search as the primary method to find needed information; our search solution provides relevant search outcomes but does not guide more relevant search results over time.	Our search functionality is state-of-the-art, but inside the customer service organization we do emphasize search because our knowledge base is highly navigable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology	Our knowledge management technology and infrastructure do not meet our organization's current needs.	Our knowledge management technology generally supports current knowledge needs; however, it will not scale well to future demands.	Our knowledge management technology is customized to our needs and will scale according to our future knowledge needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Average Leverage Score?				<input type="checkbox"/>		

Scoring Guide					
Maturity Score (M)	Assess company maturity level across 18 knowledge management attributes based on the following scale:				
	1 = Standard	2 = Beyond Standard and Progressive	3 = Progressive	4 = Between Progressive and World Class	5 = World Class
Importance Score (I)	Assess the importance of each attribute in the context of knowledge management in your customer organization based on the following scale:				
	1 = Not important	2 = Low	3 = Medium	4 = High	5 = Vital
Leverage Score (L)	Identify knowledge management opportunity areas by calculating leverage scores using the following formula: Leverage Score = (M - Maturity Score) x Importance Score				
	Average Leverage Score				





Score Interpretation Guide	
Average Leverage Scores	Opportunities Arise
12-28 Standard	Your organization struggles with knowledge management due to lack of clarity in the areas of most importance to your organization, ultimately leading to inefficient investment of its financial resources, and human capital.
5-12 Progressive	Your organization understands the most important components of knowledge management, yet modifications knowledge management resources for lack of clear prioritization.
6-7 World Class	Your organization allocates the appropriate efforts to knowledge management initiatives, focusing on the opportunities areas with the greatest impact on organization.

* Refer to Scoring Guide.
* Refer to Scoring Interpretation Guide.

Table 2. List of CMM-based KMMs [19]

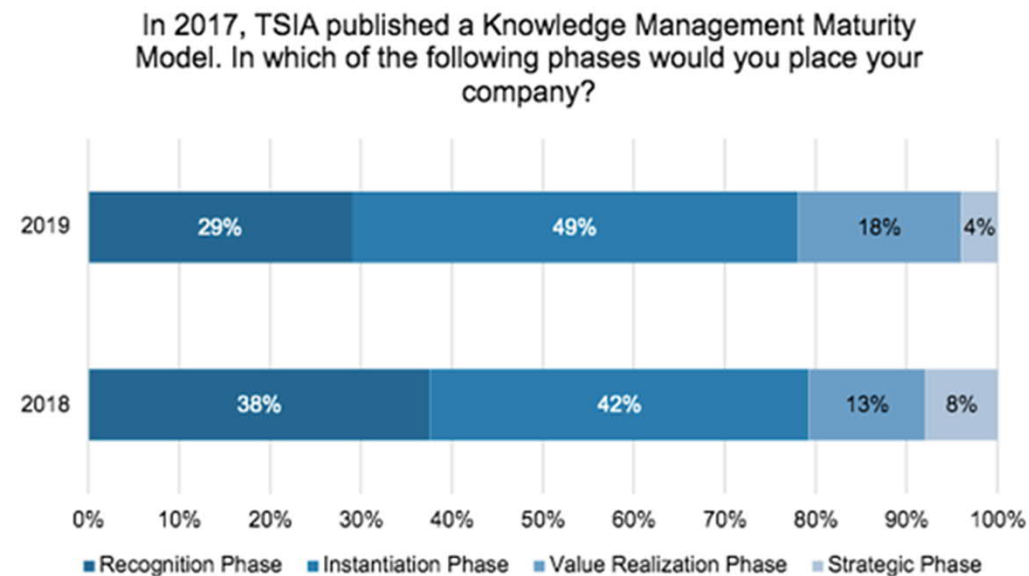
	Name	Characteristics
1	Infosys KM Maturity Model [25]	- Based on staged representation, but includes different elements from CMM
2	KMMM Intel [18]	- Based on CMM - Describes two types of assessment: Perceptual and Infrastructure
3	KMMM Siemens [24]	- Based directly on staged representation - The assessment methodology described is objective
4	Knowledge Management Capability Assessment Model (KMCA) [23]	- Specifies Maturity Level 0 - Based on staged representation - Specifies the subjective assessment methodology with questions
5	Knowledge Process Quality Model (KPQM) [17]	- Integrates aspects of Quality management and Process Reengineering - Based on staged representation

TSIA Knowledge Management Maturity Model

	Recognition Phase	Instantiation Phase	Value Realization Phase	Strategic Phase
 Corporate Culture	<ul style="list-style-type: none"> Share knowledge and others take credit. Employees recognized and rewarded for knowledge hoarding. 	<ul style="list-style-type: none"> Executives realize potential to boost productivity and cut costs through enhanced knowledge sharing. 	<ul style="list-style-type: none"> Executives see ROI for KM programs. Program expands beyond support. 	<ul style="list-style-type: none"> Executives lead by example and reward knowledge sharing. Executives receive regular updates on KM programs. Cross-enterprise knowledge czar appointed.
 People	<ul style="list-style-type: none"> Informal collaboration. Experts identified by topic. No goals or incentives for knowledge sharing. 	<ul style="list-style-type: none"> Knowledge management training provided. Goal/incentives introduced for KM outcomes. Dedicated editing and maintenance resources. 	<ul style="list-style-type: none"> Employee impacts to core productivity metrics, such as FCR, talk/resolve time, cost per incident, and ESAT. Customer: rise in assisted and unassisted support CSAT, self-service success, and deflection. 	<ul style="list-style-type: none"> Customers involved in knowledge creation/maintenance. Improved collaboration enables "swarming" support. Long-term funding committed for dedicated KM resources.
 Process	<ul style="list-style-type: none"> No formal processes. Knowledge tracked in support cases and by Post-it notes. 	<ul style="list-style-type: none"> Processes established for knowledge capture, publishing, and maintenance. 	<ul style="list-style-type: none"> Publishing process optimized. Knowledge-sharing processes expand across service to involve PS, ES, and MS. 	<ul style="list-style-type: none"> KM processes expand across enterprise (development, QA, product management, product marketing, marketing, billing, etc.). Development priorities tied to root causes identified by support KM.
 Technology	<ul style="list-style-type: none"> Knowledge collected in multiple applications and repositories. No unified search index or strategy. 	<ul style="list-style-type: none"> Employee/customer knowledge repository identified. Unified search strategy in place. 	<ul style="list-style-type: none"> Knowledge maintenance automated. Analytics identify content gaps, top/least-used content, relevancy. Concept-based trend analysis. 	<ul style="list-style-type: none"> Infrastructure to further enable knowledge consumption, including search paradigms (chat bots) and formats (video, mobile). Long-term funding committed for KM infrastructure improvements.

Maturity model results

Figure 1: Member Self-Assessment of KM Maturity



Source: TSIA The State of Knowledge Management 2019

- 2019 results included with 44% of responses coming from outside of technical support, including 15% from customer success and 13% from professional services.
- <https://www.tsia.com/resources/the-state-of-knowledge-management-2019>

Measures - reporting

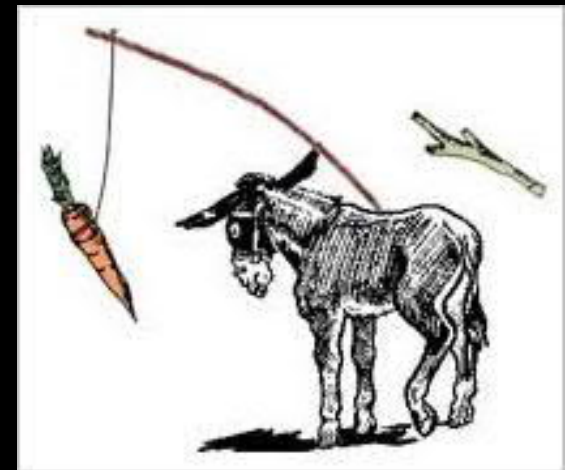
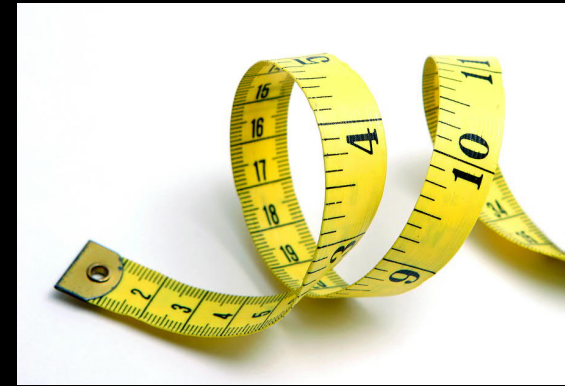
Users

Measure no. of times users access certain items in KB

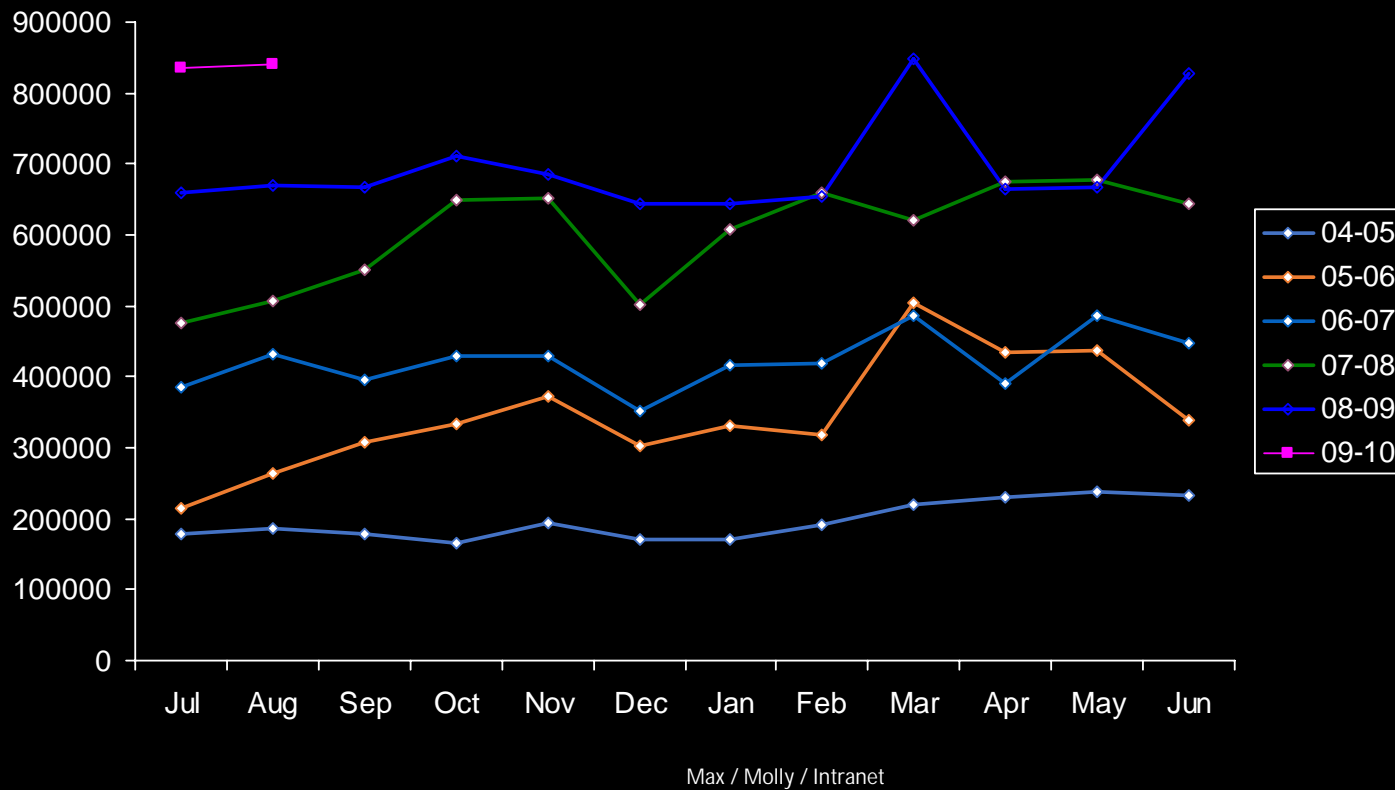
Ensure participation by enforcing access to news items

Content Audit

Review 6 monthly with SMEs



outcomes - measures



Storytime



questions



2. IDP Education



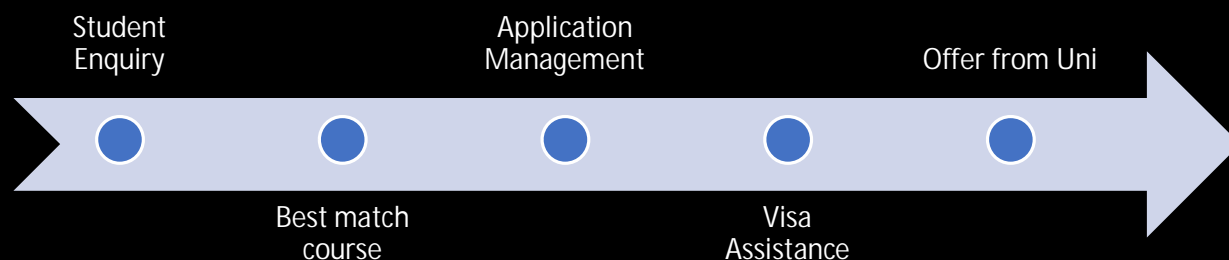
IDP Education - overview

- Education placements – market leader.
 - Placements in AU, US, CA, UK & NZ
- IDP Education manages and part-owns the IELTS test
 - the leading test of English language proficiency for study and migration.
- IDP was 50% owned by IDP Education Limited, a company owned by 38 Australian universities, and now 50% publicly owned (2015).
 - <https://www.idp.com/global/aboutus>
- Operates in 30 countries – 93 offices



Overview - OSCAR - 2010

- Overseas Student Central Advice Resource
- CRM implemented to manage the end to end student application process

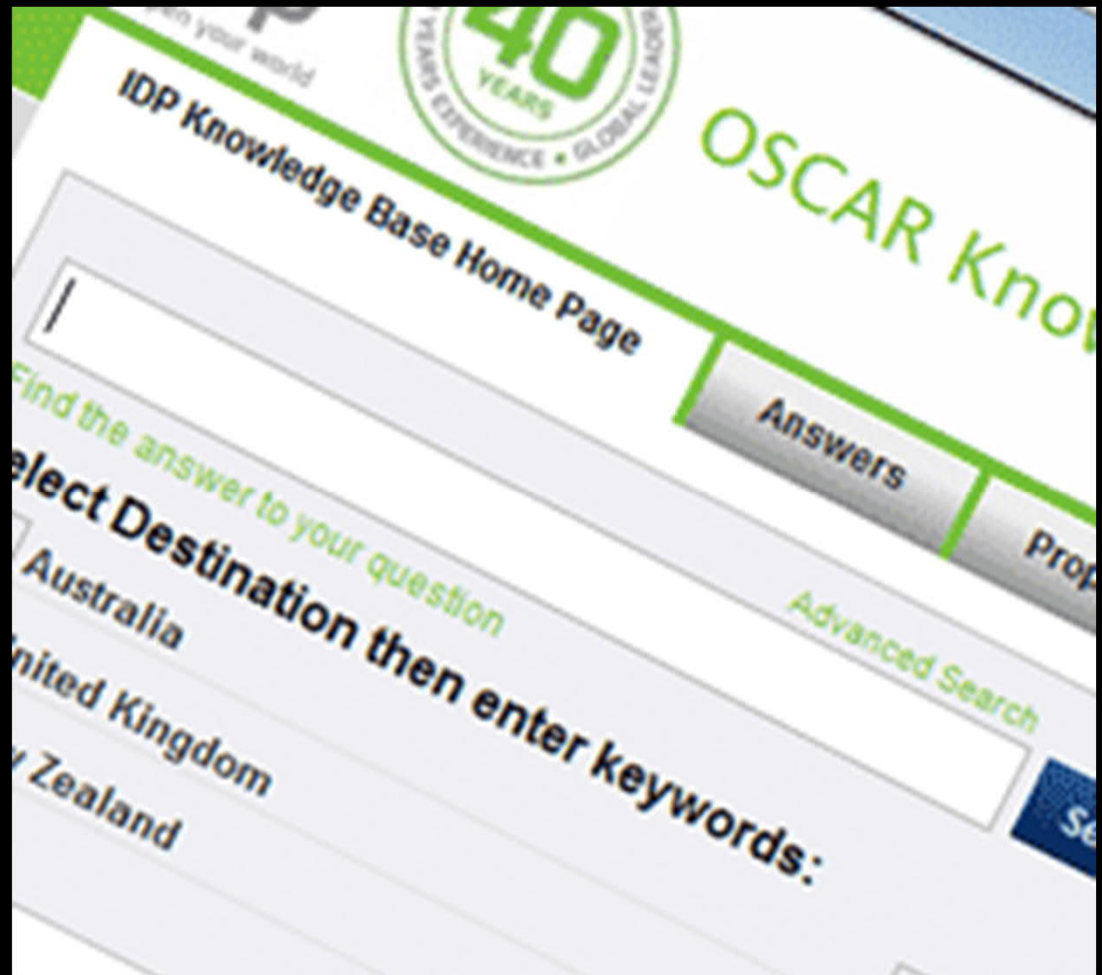


Needed data about all providers (unis) and their courses

Challenges

IDP Knowledge - OSCAR

- 136,000 knowledge base pages
 - 99% data collected about universities and their programs from publicly available information
- 1600 manual knowledge articles
- Provided by local staff, or from Uni
- Location based Visa information
- Presentations from universities
- Links to Uni sites & videos
- Info about scholarships & application requirements



challenges

- KB sold as matching tool
 - Confused about how / why
- Visibility of content
 - Issues with accessibility & control of information
- Search
 - How to return relevant results from so much content
- Navigation
 - Where to find the content



changes



- 2nd project to add more functions and fix issues
- Support desk produced a tag line
- We needed to give OSCAR some life (a persona)
- Character and tagline born



changes

- Changes to search functions
- Geographical searching
- Category types
- Better text search
- Search by article id



  IDP Knowledge Base

IDP Knowledge Base Home Page Answers Propose Answer Your Account

Advanced Search

Find the answer to your question

Select Destination then enter keywords:

☐ Australia ☐ United States
☐ United Kingdom ☐ Canada
☐ New Zealand

Featured Support Products

Institution	Program
Visa	IELTS
Other Test Information	IDP
IDP Training	Academic Credential Evaluation
Education Information	Pre-Departure Information
Lifestyle	Accommodation
Qualification Accreditation Bodies	Career Information

IDP Knowledge Base Home Page Answers Propose Answer Your Account

RMIT University
Published 23/05/2011 12:14 AM | Updated 29/03/2012 04:50 PM

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- [Client Status](#)
- [Institution Profile](#)
- [Policies & Forms](#)
- [General Institution Information](#)
- [Facilities & Support Services](#)
- [Student Profile](#)



Campus Information


City Campus (show/hide)	▼
Bundoora Campus (show/hide)	▼
Hamilton Campus (show/hide)	▼
Point Cook Campus (show/hide)	▼
Brunswick Campus (show/hide)	▼

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Find Answers

IDP Message Board

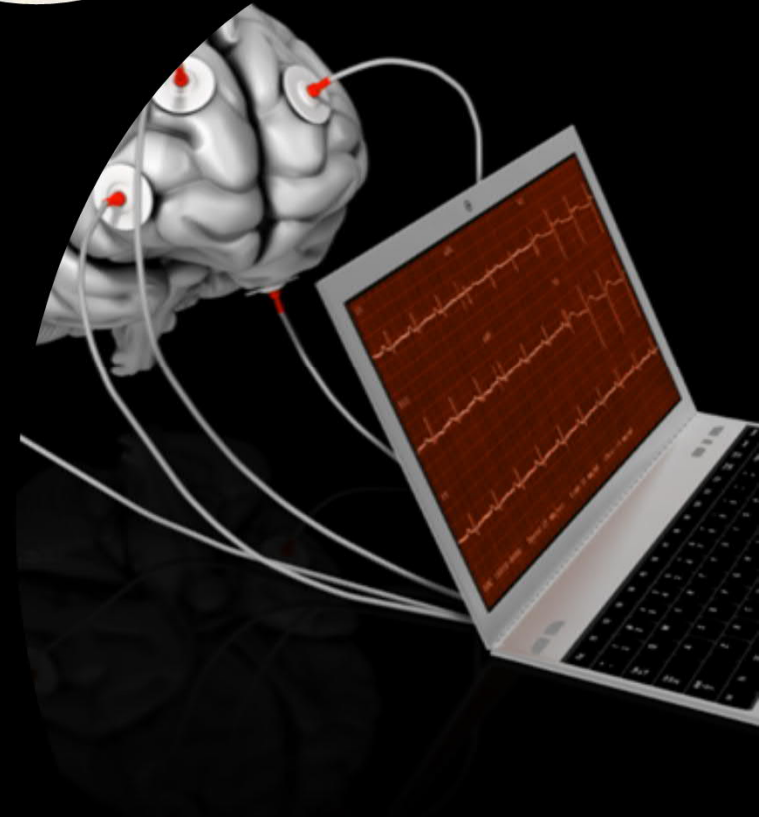
 

 IDP's Self Help Page

Changes add a Community site

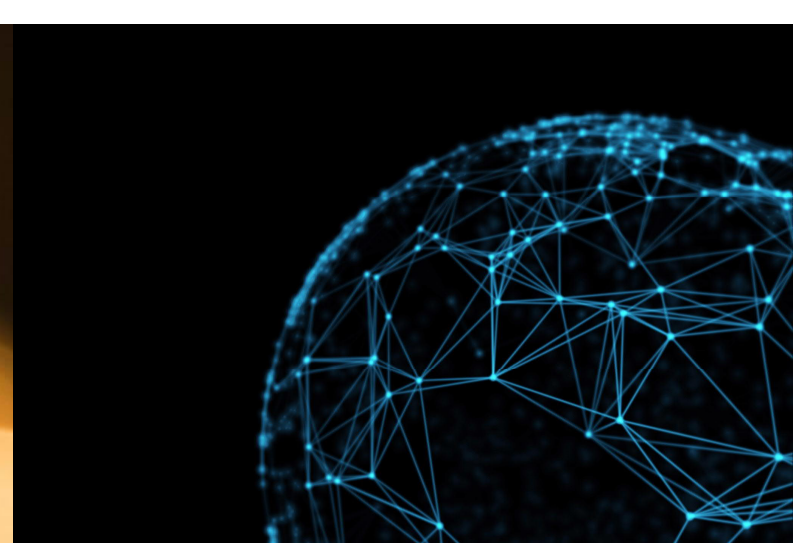
OSCAR Community

- More engagement
- Ideas for improvements / additions
- Discussion of issues
- Share info

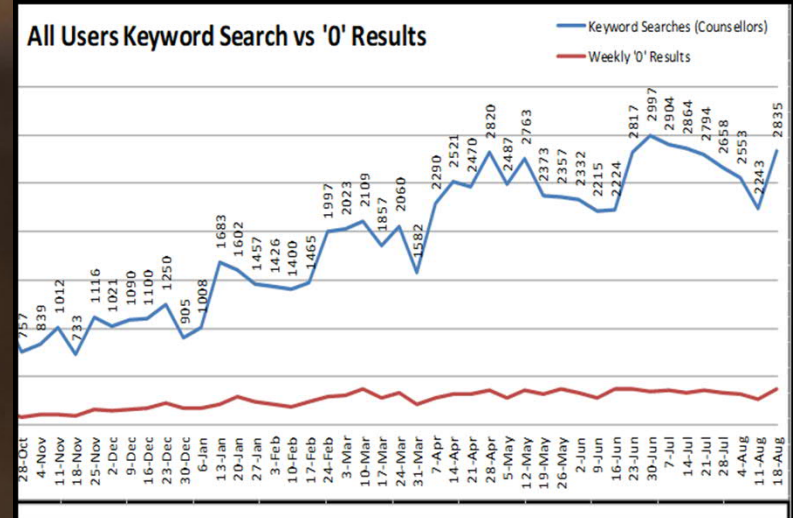




But how do I encourage more engagement?



		used default keyword re to cover all		
Current Measures	24-Jun	1-Jul	8-Jul	15-Jul
KB Logins (Adoption Report)	6038	5532	6239	8201
Keyword Searches (Counsellors)		899	978	1401
Weekly 'O' Results		128	101	111
Answers Viewed (Counsellors)	1644	1396	1573	1848
Matching Sessions	1453	1566	1714	1307
OSCAR Connect Views	511	364	136	143
OSCAR Connect Posts	44	33	16	6
OSCAR Connect Comments	216	97	35	28



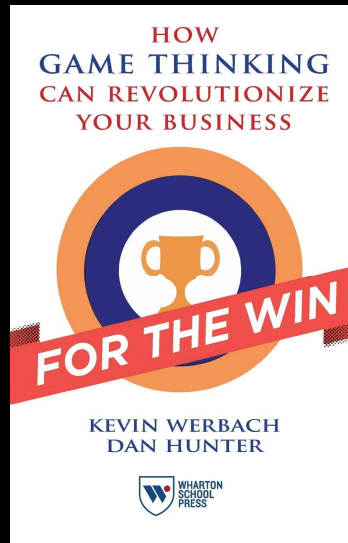
New concept alert 1...

Gamification

The use of game elements and game-design techniques in non-game contexts – Kevin Werback

"The use of game design and game mechanics to engage a target audience to change behaviours, learn new skills or engage in innovation."

- Definition by Gartner



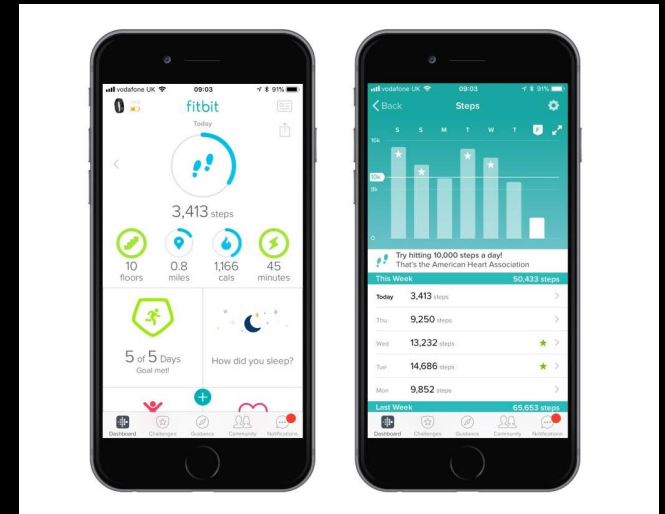
Some gamification examples you may recognise

PBL

- Points
- Badges
- Leader boards

These are examples of extrinsic motivators.

Not intrinsic so may well prove to be unsustainable.

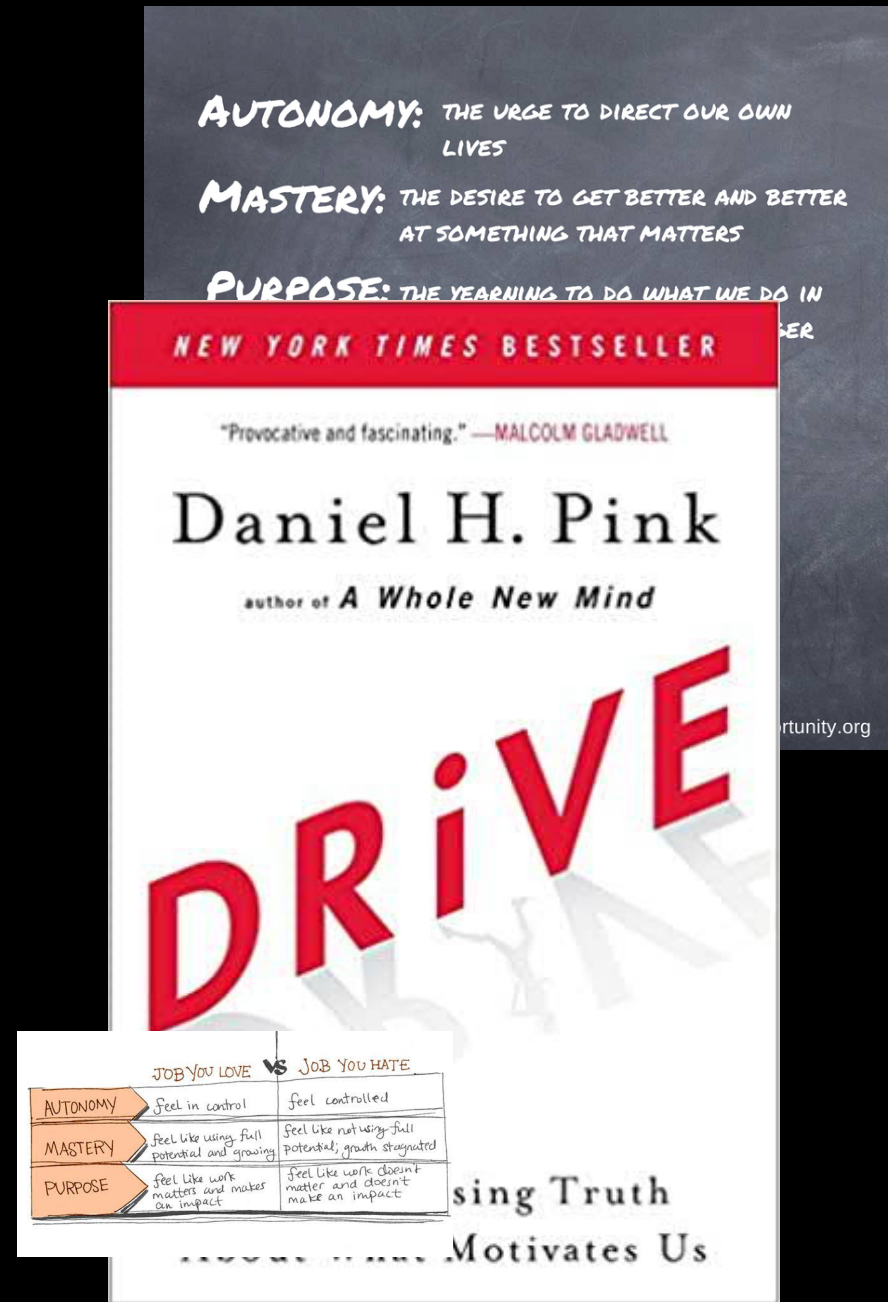


"For the Win" Kevin Werbach, Dan Hunter
Wharton Digital Press – 2012

Coursera

New concept alert 2... Motivation

- RSA ANIMATE: Drive: The surprising truth about what motivates us
- <https://www.youtube.com/watch?v=u6XAPnuFjJc>



Gamification and
motivation becomes...

The OSCAR Treasure hunt

Treasure Hunt

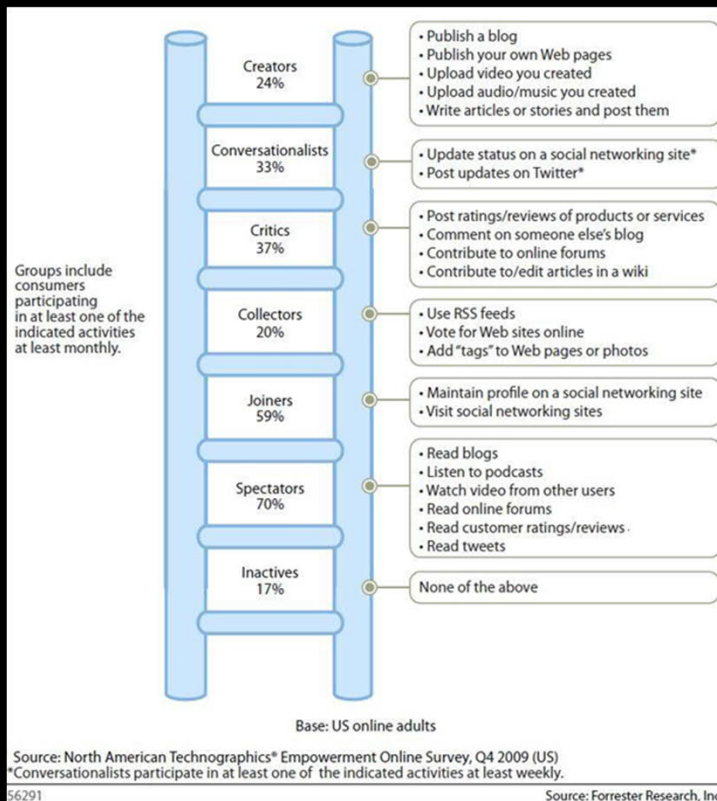
- Ask a question in community site
- Users search in KB
- Answer via KB feedback (v1)
- Answer via community site (v2)
- Impact is increased visibility ongoing



Find OSCAR



Remember the social ladder?



OSCAR Connect	Measures - last 90 days	Result	% Result	Target	Total	Last week
a. Decrease number of staff not yet participating in OSCAR Connect	Active Users	208	38%	70% of licences	550	210
b. increase adoption	Creators (have posted)	48	23%	24% of active users		50
	Commentors	74	36%	33% of active users		77
	Inactive	342	62%	30% of licences		340

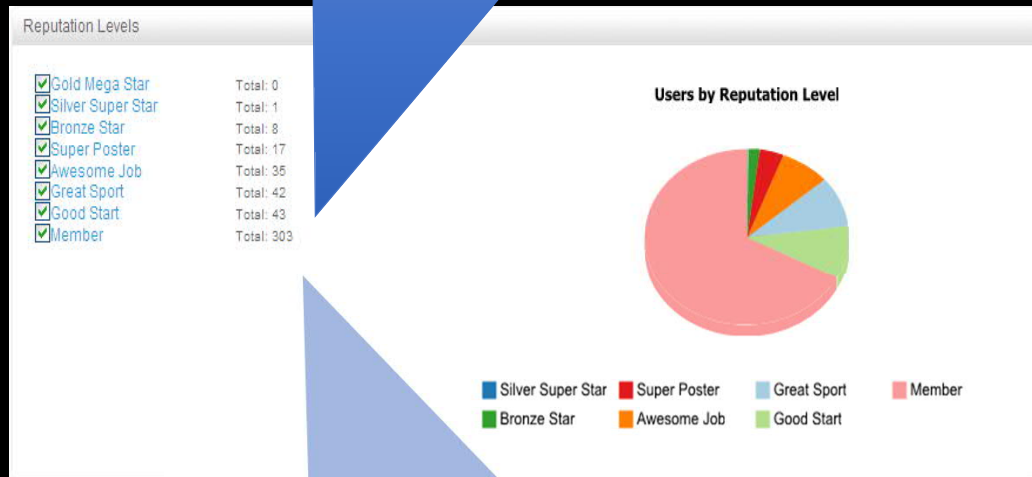
A random picture of Dave



Community Reputation

- Depending on points accumulated, a different 'bling' icon is displayed next to a user's name

By viewing the change in Member numbers, I could see who had changed from 'lurker' to participant.



Last week, I had 310 Members and only 1 new user so 7 people felt 'moved' enough to comment this week.

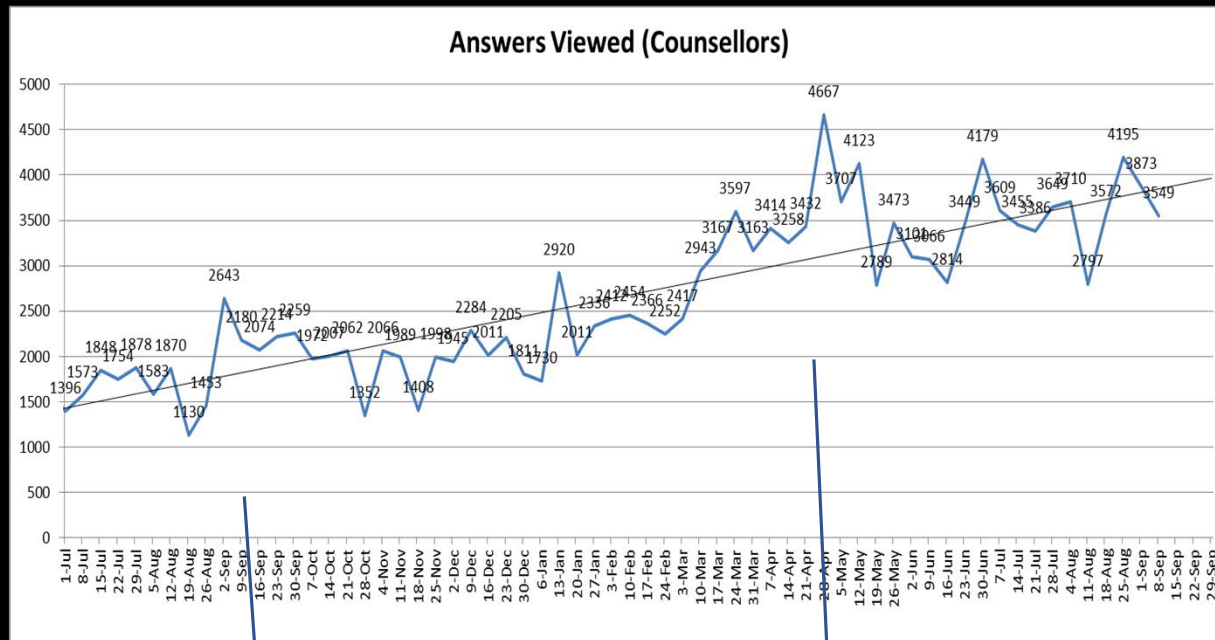
Reputation Actions

action	points
Create Post	<input type="text" value="25"/>
Create Comment	<input type="text" value="5"/>
Rate Post	<input type="text" value="20"/>
Rate Comment	<input type="text" value="10"/>
Invite Member	<input type="text" value="0"/>
Comment Selected as Best	<input type="text" value="2"/>
Comment on My Post	<input type="text" value="2"/>
Rating on My Post	<input type="text" value="10"/>
Rating on My Comment	<input type="text" value="5"/>

Reputation Levels

name	points	image
Gold Mega Star	<input type="text" value="20000"/>	edit 🏆
Silver Super Star	<input type="text" value="10000"/>	edit 🥈
Bronze Star	<input type="text" value="2500"/>	edit 🥉
Super Poster	<input type="text" value="500"/>	edit 😎
Awesome Job	<input type="text" value="100"/>	edit 👍
Great Sport	<input type="text" value="25"/>	edit ⚽
Good Start	<input type="text" value="5"/>	edit 🌱
Member	default	edit

Game results



TH 1

TH 2

Questions



3. IDP IELTS

- IDP PART 2



Idp ielts overview



IELTS test is jointly owned by IDP Australia, Cambridge and British Council globally.
IELTS in Australia is wholly owned by IDP


IELTS - 2013

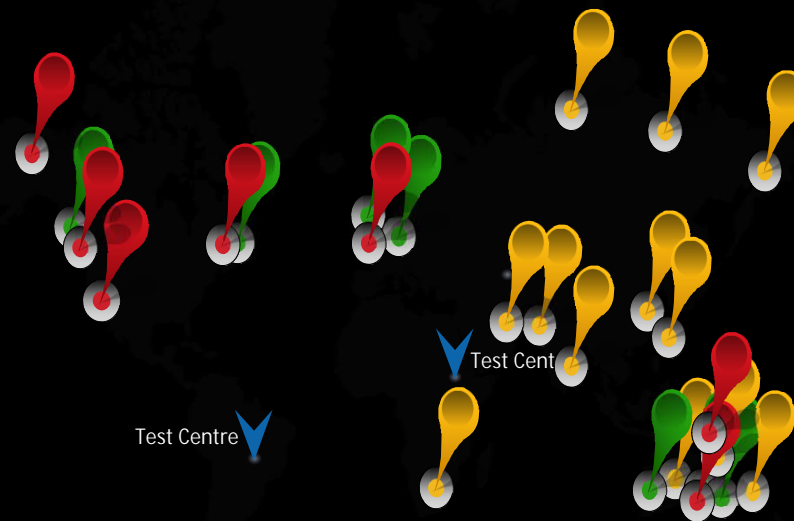
IELTS results are accepted by more than 8000 organisations in more than 135 countries.

IELTS results are accepted by more than 3000 institutions and programs in the US.

The IDP IELTS test centre network offers IELTS in more than 200 locations globally.

Example Sites

-  University accepts results
-  Employer accepts results
-  IELTS Test Centre



More than two million IELTS tests were taken in 2013.
IELTS is available in more than 130 countries.
There are more than 900 IELTS test locations worldwide.
The IDP IELTS test centre network offers IELTS in more than 200 locations globally.

Overview - Project IELTS

- CRM (Client Relationship Management)
 - Disparate record management
 - Centralise
 - Agile project
 - High level Reqs – Week 1 December 2012
 - Build – Week 2 -3 December 2012
 - Showcase – January 2013
 - Pilot launched February 2013



challenge -
A
knowledge
base?

Support and queries
managed by central
team via email

How to give test
centres the power to
help themselves

Why should some wait
overnight or over
weekend for response?

changes



Assess Issues / pain points

- Assess FAQs from enquiry inbox
- Assess common issues and requests from Regional Managers
- Assess common audit issues
- Build content around these main pain points

Ask network what they need?

- Ask them if they wish to participate in testing, feedback and naming
- 'iKnow' is born

outcomes

- KB launched 27 June 2013
 - Feedback positive
 - 400 answers and growing
- Participation from all sites not just head office
- And hey, I won an award!

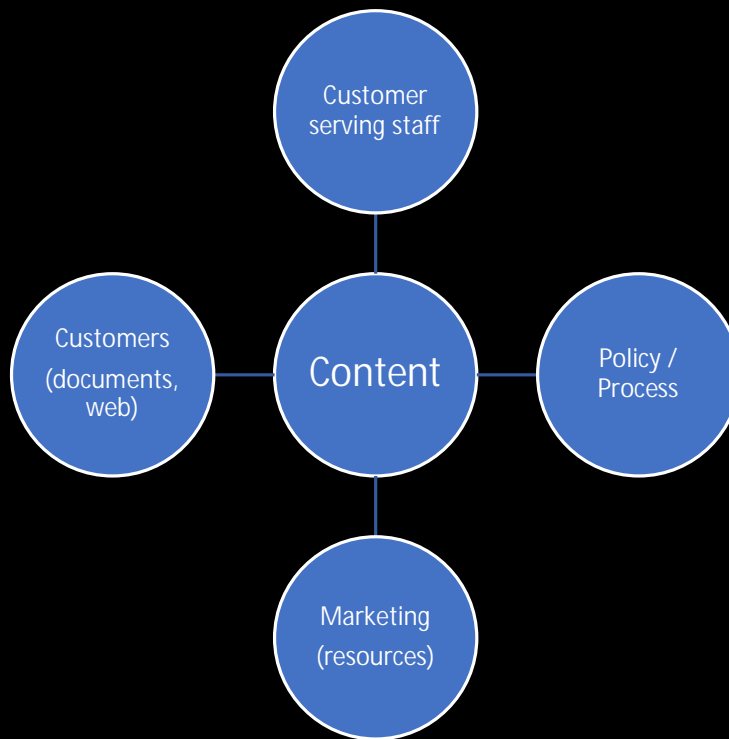


Transformation Project



KM at BUPA

- Program started back in 2012 and I have watched with interest it's maturation
- Intent was to build 'nuggets' of content that could be reused in multiple locations by different user groups
- Customer facing staff content has been built
- Now CMS is dated and no longer supported – Was a desktop-based application



Transformation @ BUPA



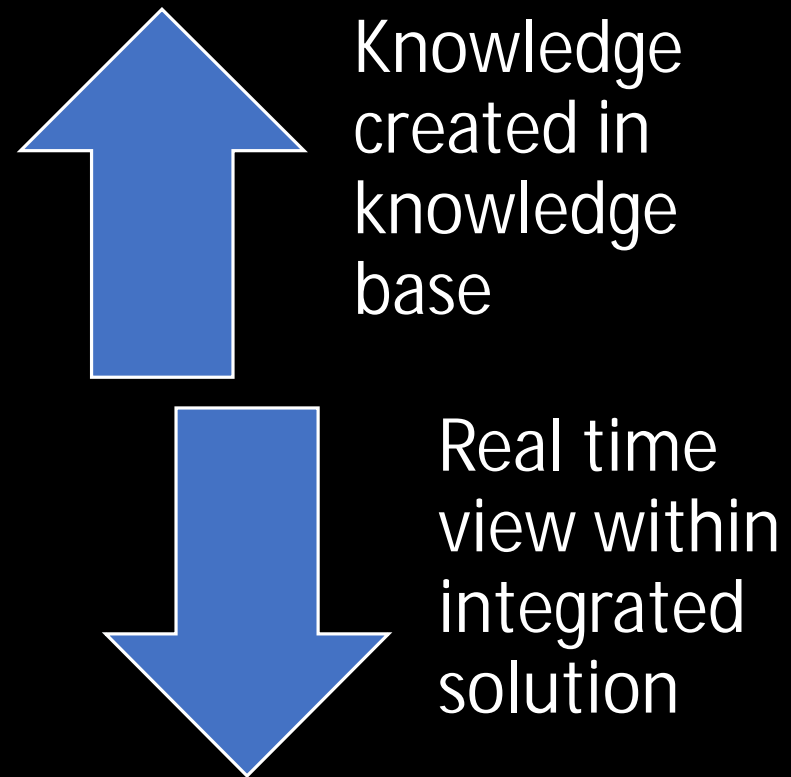
IMAGE SOURCED: [HTTP://17026-PRESSCDN-0-98.PAGELY.NETDNA-CDN.COM/WP-CONTENT/UPLOADS/SITES/9/2016/11/DIGITAL-TRANSFORMATION-634X0-C-DEFAULT.JPG](http://17026-PRESSCDN-0-98.PAGELY.NETDNA-CDN.COM/WP-CONTENT/UPLOADS/SITES/9/2016/11/DIGITAL-TRANSFORMATION-634X0-C-DEFAULT.JPG)

- A program of 9 streams bringing together the different applications that sources customer, policy, claims & process data
- To build an integrated solution which will better understand and serve customers

My role?

Identify which nuggets of knowledge could come out of the knowledge base and be fed into the integrated solution.

But first...





Know-it

What are you looking for today?

Search term goes here...

Search

What does your customer need?

Policies, procedures, resources and references to help you do your job



ell



Join



Pay



nage



Retain



Health Partner

Syst

KM at BUPA 2017

- The knowledge base needed to be upgraded to enable integration
- From desktop app to cloud based CMS
- User designed & tested
- Tool has better capability for reuse of content
- Customer focussed

New concept alert 3... agile ways of working

Traditionally, IT projects were run in A-Z style: gathering requirements, building, delivering.

Sometimes this meant that the solution no longer met the business needs.

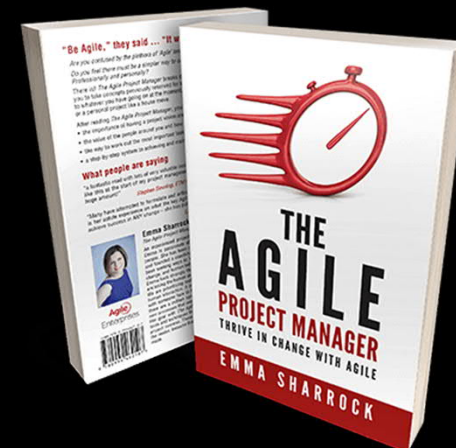
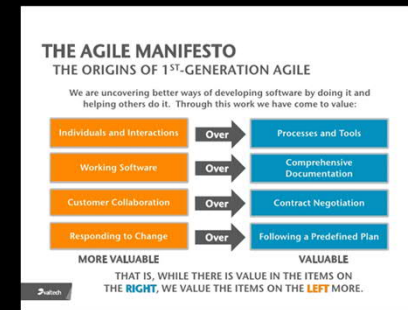
Many IT projects are opting to work in an Agile way rather.

Build pieces of the solution in small chunks, dividing time into iterations and each fortnight providing the business with a regular update.

This is often referred to as delivering a minimum viable product.

[The Agile Manifesto](#)

Lots of books &
coaches out there.



Organisations need to be agile

- But so do we, as employees
- The role I was contracted for could not continue so I pivoted into another role

Agile & Flexible



A change in roles...

Chief Hugger

In an agile environment

- IT builds the application & new features
 - IT tested
- Users test functionality
- Feedback to developers
- Updates to change, training & knowledge systems



...knowingly (n)
knowledge (n)
known by a pe
knowing. 3. aw
experience inf



Lyn Knows Stuff

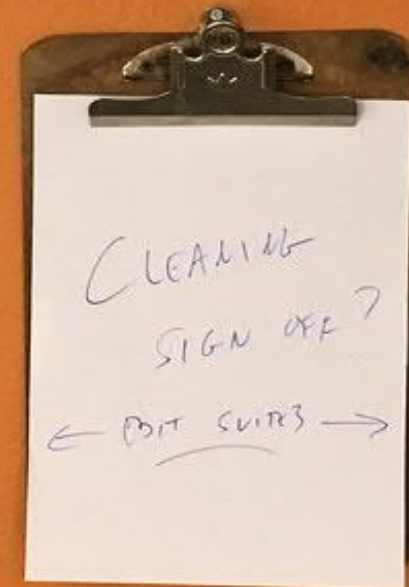
The location: a refinery

- Working on a site that sits within a refinery that creates polypropylene from LPG waste
- The waste comes from the 3 LPG manufacturers in Australia
- This is only PPL site in Australia
- PPL is manufactured into 'nibs'
- Nibs shipped to other factories who create... stuff



Role: Knowledge Management Services Coordinator

- Update the Learning framework
 - Incorporate knowledge sharing activities if I can
- Mandatory training requirements
- Classroom and paper based
- Operators work 12 hour shifts
 - 6am – 6pm or 6pm – 6am
 - 4 days on , 4 days off, 2 days, 2 nights
- Operators have a scheduled training day per quarter to undertake training
- 5 shifts, many operators do not see other operators from different shift teams.
- How do they share knowledge?



Knowledge Management and Manufacturing

Major Hazard
Facility

Chemicals

Factory / Plant
setting

lyondellbasell

Safety / PPE

Plant
Operators

Process
Engineers

Electrical
Engineers

Project
development
/ manager

External
Partners

What impacts the project

- Goal Zero
 - Commitment to safety
- Major Hazard Facility
 - No phones or any potential ignition devices on site
- Work Safe
 - Confined Spaces
 - Permit to Work

- System guided Houston
- IT Security
- Developing AU based structures / curriculum



The Plan



Currently focusing on building a curriculum for roles inside the organisation.

Whilst at the same time, how to deliver some critical training needs online rather than face to face due to inability to be in a training classroom together.





Business impacts

- 1 refinery announced it closing
- LYB needs to look at cost reductions
- Traditional training process methods built into existing workplace agreements
- I'm a cost!



The best laid schemes o' Mice an' Men, Gang aft
agley, An' lea'e us nought but grief an' pain, For
promis'd joy! (The best laid schemes of Mice and
Men oft go awry, And leave us nothing but grief
and pain, For promised joy!)

(Robert Burns)

izquotes.com



2021

The best laid plans of
mice and Lyn...

A call centre environment



- Dealing with a very current major health issue
- Started as an advice line on safe practices for staying at home, going to work, retail businesses, travelling etc.
- Utilised other organisations (3rd parties acting on authority) to help deal with increasing demand
- Demand increased dramatically in 2021 included calls for appointments to be vaccinated for this health issue

The role and the challenge

- The ad →
- Advertised in March 2021
- Advertised as contract until June 30, 2021

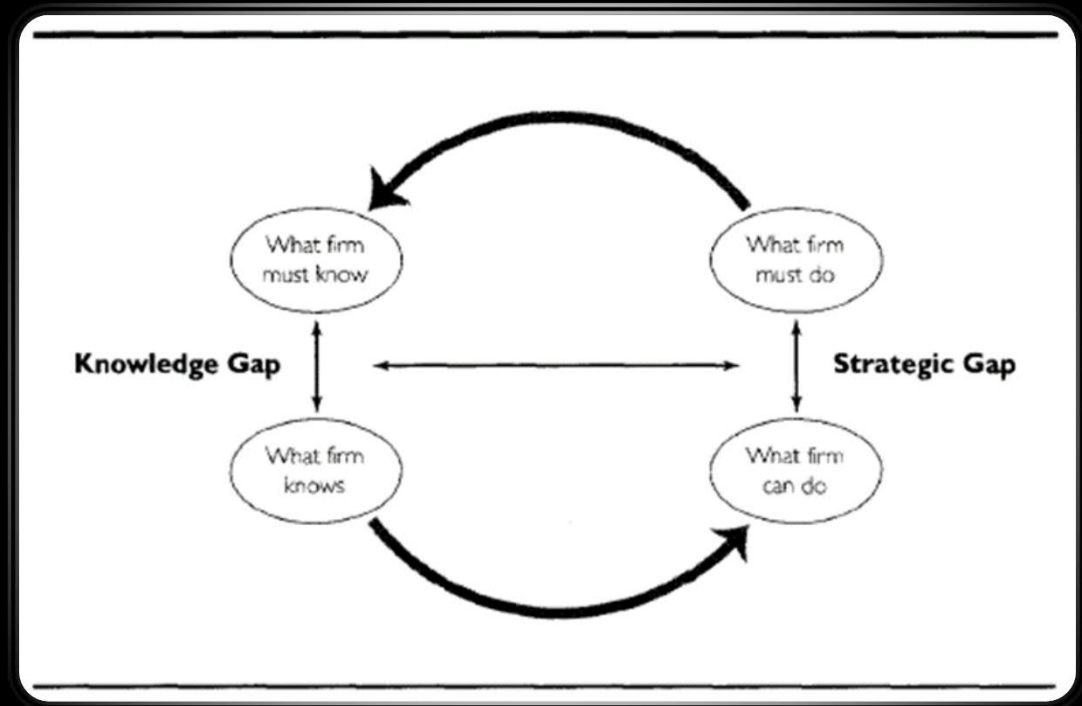
ROLE & RESPONSIBILITIES

- Understand the business needs and requirements for a knowledge management system
- Define in agreement with stakeholders needs business rules on how knowledge management system returns accurate and relevant content
- Lead the procurement, benchmarking and selection process of knowledge management platform to improve citizen experience
- Project manage the delivery of the knowledge management platform for the department
- Coordinate the capturing, authoring, refining and publishing of knowledge items to ensure content is current, fit-for-purpose, accessible and relevant, and meets policy and legislative compliance requirements.
- Work collaboratively with operational teams and front-line staff to develop and promote accurate easy-to-use high-quality knowledge content and to support the development of a supportive and collaborative knowledge sharing culture
- Lead the prioritisation, development and implementation of new content & content changes within the department
- Facilitate compliance reviews and audits to maintain and improve quality of knowledge content and drive improvements
- Define and drive rapid testing plans for continuous site optimisation and usability improvements, including reporting results, learning's & next step
- Exhibit a passion for innovation, as well as a tenacity for owning the end-to-end citizen and frontline teams experience, collaborating across multiple functions and driving business results for both the short and long term.



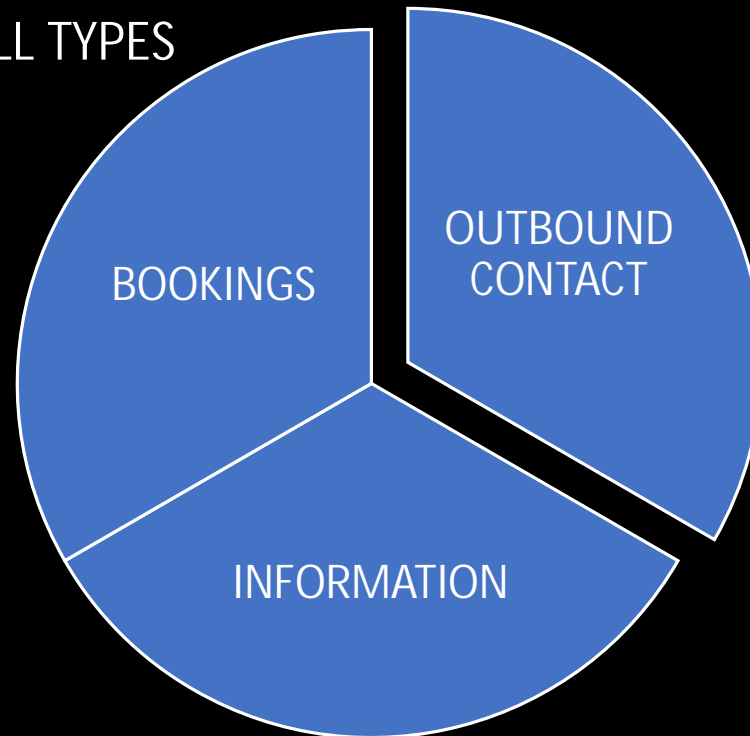
Now I'm
always going
to start HERE

- BUT...
- IN 2-3 MONTHS,
YOU ARE GOING
TO GET:
 - A plan for the
longer term AND
 - Something quick
& dirty as a quick
win



OVERVIEW – the lay of the land

CALL TYPES



- 200-page processes pack
- Used as call guide & training guide
- Converted to pdf
- Agents search pack for help during call
- Frequent (often daily) changes



- 10-page user guide
- 10-page script
- Used as call guide & training guide
- Agents search packs for help
- Frequent changes



- 200-page processes pack
- Used as call guide & training guide
- Supported by emailed updates
- Agents search pack for help during call
- Frequent (mostly weekly) changes

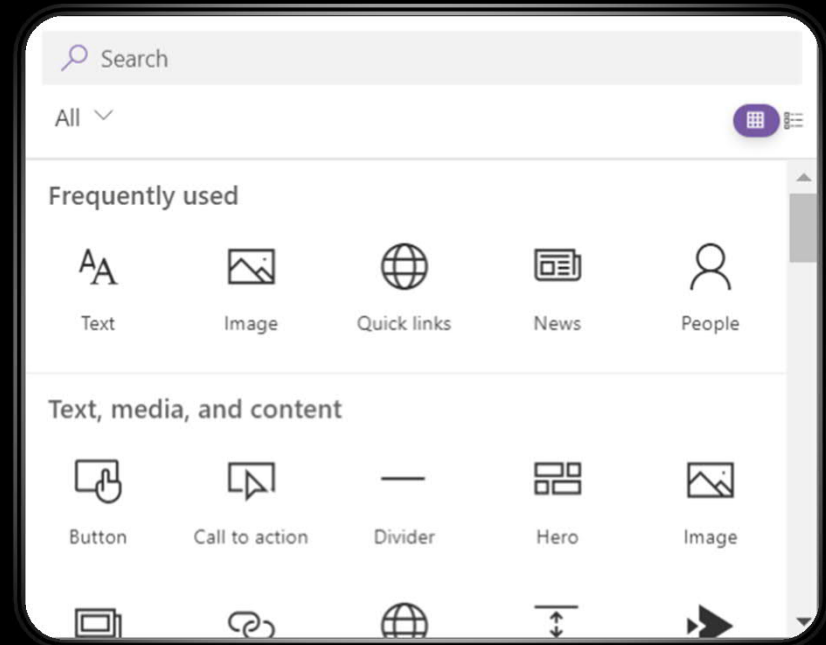
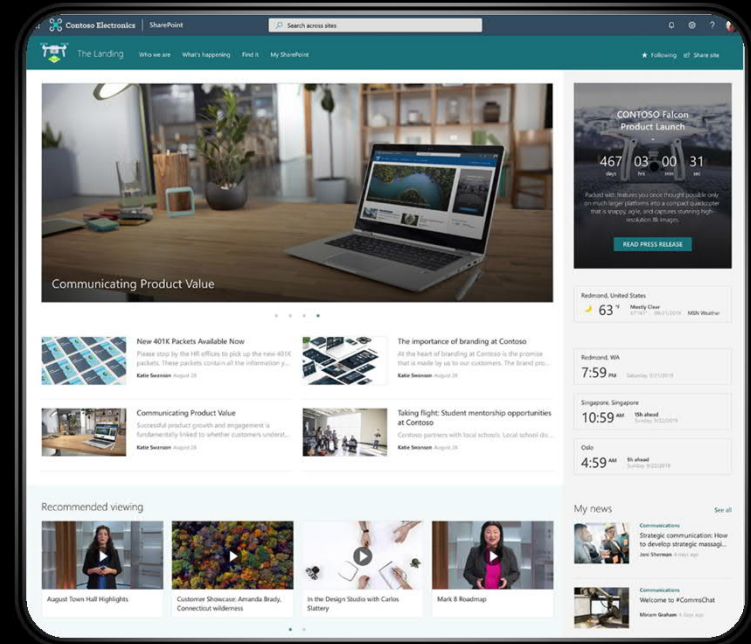
challenge

- The call guides are managed by different teams
- Management are considering a formal KMS
- Big and urgent and crazy
- How do I support something quick until decision is made re KMS?
- Maybe - 1 x call guide into SharePoint Online



outcomes

- Demo to executive leaders after approx. 30 odd pages created
- They liked it
- So, building content in SharePoint Online 😞
- Have a trained content writer from the call centre so understands challenges of needing 'right information at the right time'



but



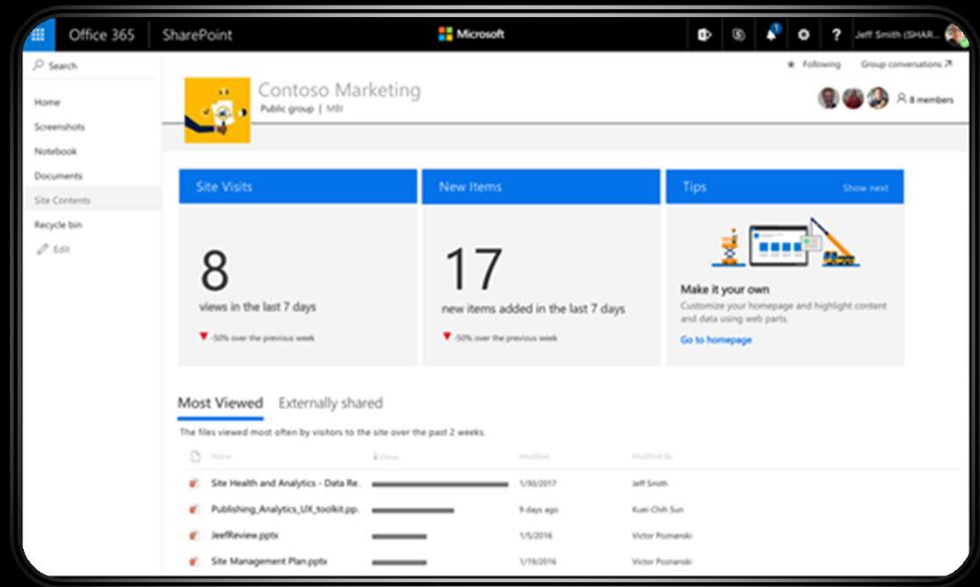
- Converting info packs to SharePoint pages
- Whilst thinking about governance and process and capturing that along the way
- Start small, show value
- Good feedback so far

Challenges

- Split focus – I was also supporting another manager so 2 days per week have been focussed on
 - reporting daily call outcomes to the executive,
 - inputting data lists into the Genesys telephony system
 - Advising Workforce Management team and Real time analysts on expected call loads
 - Updates to call scripts.

measures

- SharePoint Online communications site reporting is rudimentary (how kind of me!) 😞
- Looking for detailed reports that are available in teams sites
- We have embedded feedback mechanism
- Pages have 'like' buttons 👍
- We are a sub-site of the larger tenant so have to get extracts of audit logs.



At the same time

- I'm excited
 - I will deliver something / a solution
 - It will be better than what they currently use
 - It's not far away
 - Initial feedback is already positive

VUCA	<u>V</u> olatile	The environment demands you react quickly to ongoing changes that are unpredictable and out of your control
	<u>U</u> ncertain	The environment requires you to take action without certainty
	<u>C</u> omplex	The environment is dynamic, with many interdependencies
	<u>A</u> mbiguous	The environment is unfamiliar, outside of your expertise

The image shows several sheets of architectural blueprints spread out on a light-colored wooden surface. The blueprints are technical drawings with various lines, dimensions, and labels. Some visible dimensions include 2380, 3510, 2650, 5940, 4630, 740, 970, 1385, 990, 810, 820, 2180, 150, 330, 150, 900, 150, 1030, 1480, 890, 150, 380, 155, 155, 270, 425, 155, 1780, 880, 270, 1010, 1010, 1125, 250, 1185, 2560, 2810, 830, 40, 1030, 890, 150, 3175, 2500, 3100, 1125, 250, 1185, 2560, 2810, 830, 40, 1030, 890, 150, 3175, 2500, 3100. The blueprints are partially unrolled, showing different sections of a plan.

Go Live – 15 Nov 2021

- Project Plan and timeline
- Test plan
- Change Plan
- Comms Plan
- Plan to have a retrospective
- Training plan especially for SMEs and Content Owners

Guide for your strategy

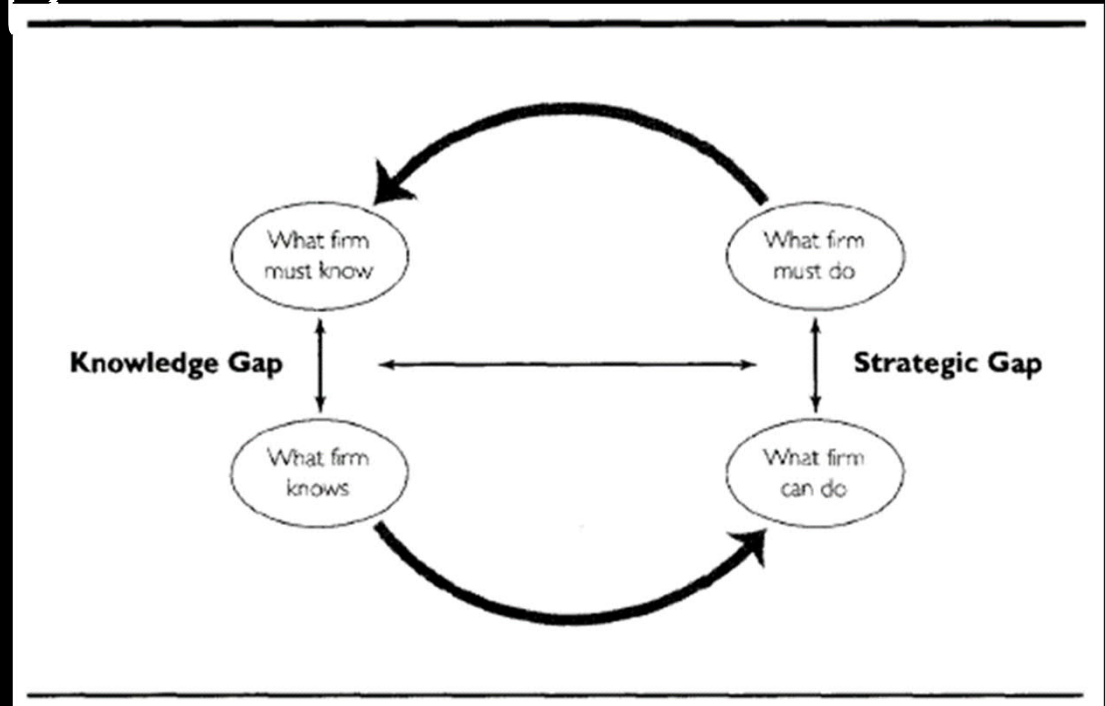
Some tips

Looking at KM in your organisation.

- Where should you start?

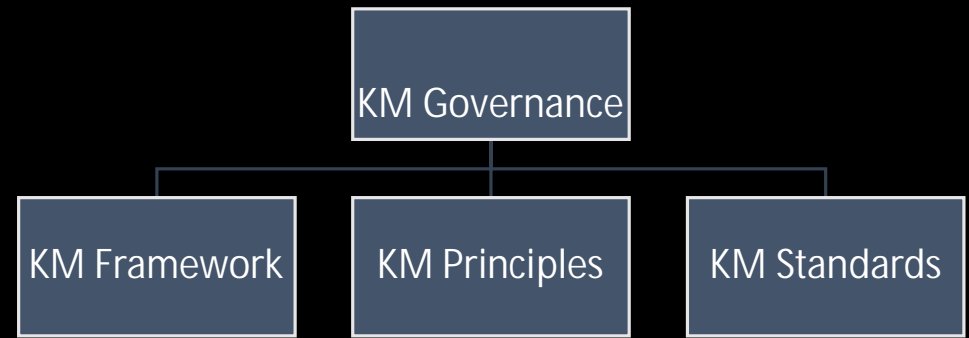
- 1st time?

- Start small
- Pilot
- User interaction
 - Understanding gaps and pain points



Important things to consider

- Provide a common understanding of knowledge and knowledge management
- Employ best practices that will improve usability & transparency and delivers relevant knowledge to its users in an effective way
- Can you enable more reliable and relevant search
- Provide transparent mechanisms for risk management, evaluation and measurement (building trust)
- Slows the proliferation of alternate knowledge solutions and increases the relevance of available knowledge through consistent review, modification and archiving of knowledge
- Lowers total cost of knowledge development and management through increased efficiencies throughout the KM lifecycle



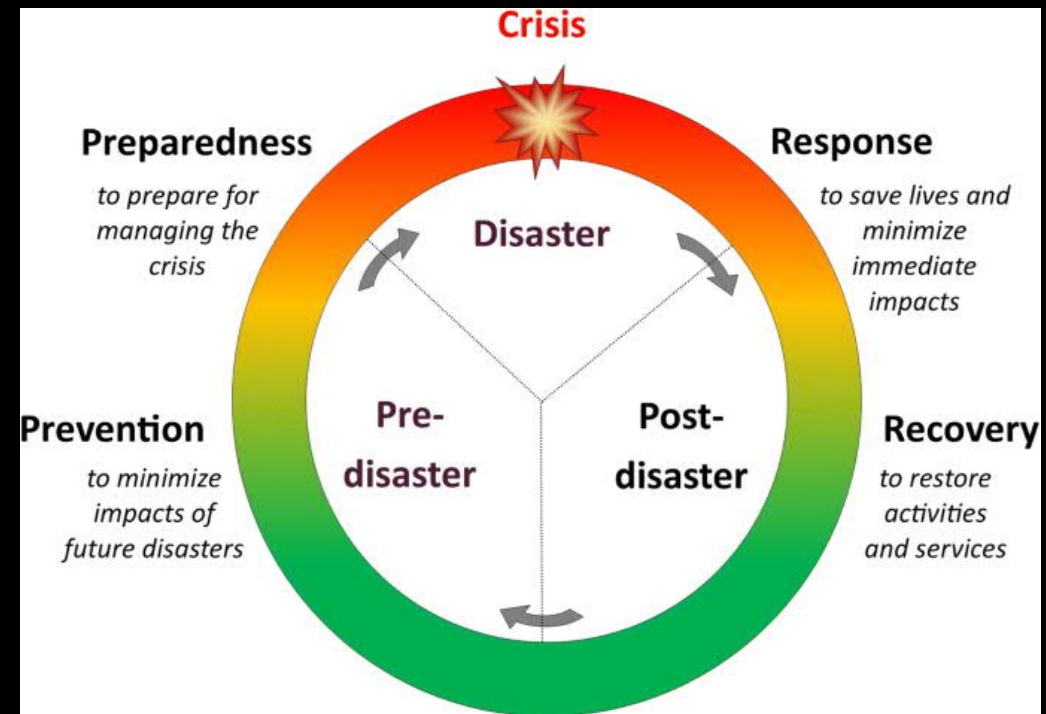
Rapid change – Crisis management



How KM helps during a crisis

The best time to decide is before a crisis

Before	During	After
<ul style="list-style-type: none">• Prepared• Captured lessons learned• Lessons shared / available• New activities are based around what is known	<ul style="list-style-type: none">• Leverage what we know• Ability to transfer and share knowledge• Improve connectivity• Trust / credibility / knowledge transfer / new knowledge creation	<ul style="list-style-type: none">• After Action Reviews• Analysis• Update processes and lessons learned• New training activities



Crisis Survival

–some anecdotes from KM practitioners (July/August 2020)

I'm finding that organizations that had almost any real experience with Lean (Thinking/ Manufacturing/ Startup) are generally in far better shape than others.

I'm finding that discussions on what's needed most to enable remote workers to work efficiently, effectively or just to work as their normal pace is impacted by ease of access to knowledge assets and the ability to create them in the context of their work/discussions.

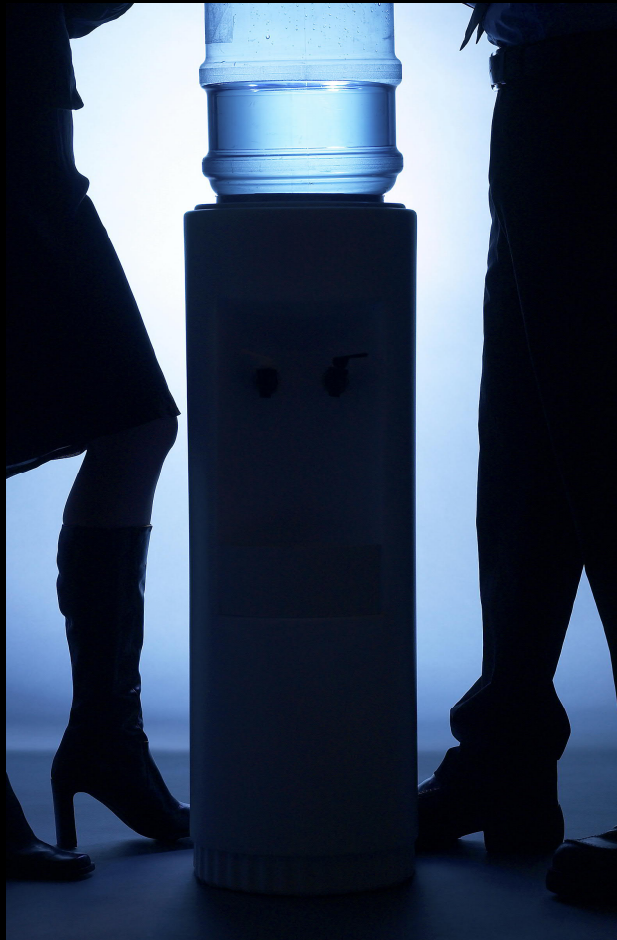
we had spent a year experimenting with MS Teams, so they were prepared to start using it "for real" when they suddenly all had to work remotely.

In startups all the things that are supposedly so hard about "working from home" or more accurately, "working remote," were mostly second nature.

What have we lost?

Social Value Network Analysis

- The value of chatting to colleagues, 'working out loud', and triggering new ideas and insights during social activities around the water cooler has been lost. (Research supports the value of the social chat to organisations)
- Furthermore, years of knowledge has been lost due to immediate layoffs and shutdowns, Some of this knowledge may never return.
- Organisations need to put in place ideas, activities, processes to try and find, capture and store the knowledge they have lost.



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- Ideas??
- Interviews
- Scheduled online meetings to undertake 'working out loud' / check-in type activities.
- Encourage use of online portals and chat – rewards – gamify
- What else can we do?

Working Out Loud is a way to build relationships that help you achieve a goal, develop a skill, or explore a new topic.

<https://workingoutloud.com/en/about>

Working at home / hybrid environments

Research:

Greater autonomy, proven to lead to greater job satisfaction, lower absenteeism and turnover,

But perception of 'out of sight/out of mind' though research suggests this is not so and possible feelings of isolation and often work longer hours

<https://www.smartcompany.com.au/people-human-resources/human-resources/coronavirus-australia-working-from-home/>

<https://blog.getguru.com/why-knowledge-management-is-critical-for-remote-teams>



Ensure regular communication to ensure tasks communicated and knowledge shared



Establish boundaries between work and home – important for both physical and mental health



Let go of traditional ideas of work and learn to focus on outputs

What's next for me?

- Knowledge audit and business process mapping in a NFP organisation
- Early conversations about update to strategy at an emergency services organisation

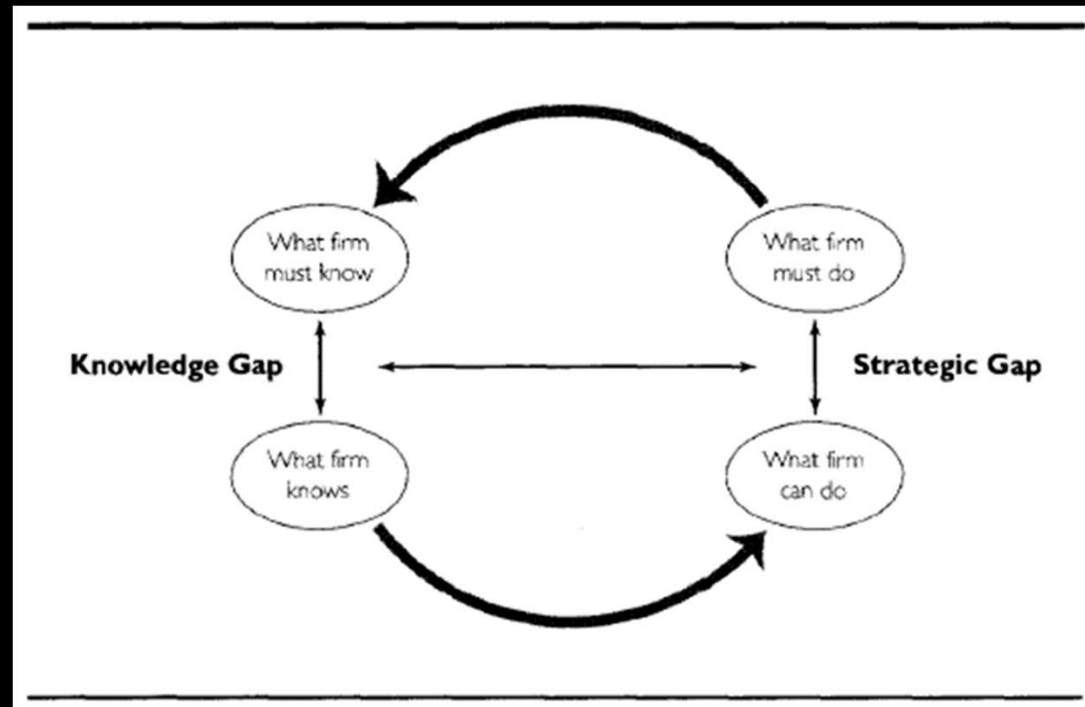


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Where do you start the km journey?



But sometimes the reality of KM is...

- like trying to herd cats



Video from EDS 2001

Questions?

