

An Introduction To PROJECT-BASED KNOWLEDGE MANAGEMENT



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TOPICS

- The Realities
- What is Knowledge?
- What is Knowledge Management?
- What is new about Project-Based Knowledge Management?

Knowledge Management is no longer dismissed as an academic exercise.

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THE REALITIES

- Organizations are facing a growing loss of knowledge
- The loss of knowledge leads to the loss of capabilities
- The loss of capabilities results in the loss of customers
- The need for new knowledge is growing exponentially

Document management products and enterprise-wide efforts often only complicate the issue.

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WHAT IS KNOWLEDGE?

Knowledge is...

"...the fact or condition of knowing something with familiarity gained through experience or association."

Merriam-Webster Online

- **Individual Knowledge**
- **General Knowledge**
- **Organizational Knowledge**

The search to understand knowledge is as old as mankind.

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WHAT IS KNOWLEDGE?

A key concept of KM is understanding and respecting the differences between...

- **Explicit Knowledge** – May be captured in some form of document or record.
- **Tacit Knowledge** – Known, but cannot be easily expressed or explained

Organizational knowledge often remains tacit due to a failure to discover and capture the knowledge.

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WHAT IS KM?

Knowledge Management (KM) is...

"... an interdisciplinary field that deals with all aspects of knowledge processes including knowledge creation, discovery, acquisition, sharing, transfer, retention, and organization. It encompasses technology, people, and organizational practices."

-Dr. Suliman Hawamdeh
Professor and KM Program Coordinator
University of Oklahoma

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WHAT IS KM?

Knowledge Management includes...

- Knowledge Processes...

- Discover
- Capture
- Organize
- Transfer
- Use
- Retain

- Knowledge Practices...

- Communities of practice
- Best practices
- Learning organization
- Knowledge sharing

KM is a formal, deliberate decision to recognize knowledge as a tangible, valuable asset.

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KM BENEFITS

Recognizing organizational knowledge as a valuable asset...

- Prevents the loss of vital knowledge
- Prevents inefficient rework
- Allows employees to share their knowledge
- Enables the organization to respond quickly to changes
- Provides a framework for new knowledge

Knowledge Management recognizes and rewards innovation and creativity.

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KM IMPLICATIONS

Understanding the knowledge assets of an organization provides the basis for...

- Understanding current capabilities
- Recruiting new employees with compatible abilities and ambitions
- Evaluating and rewarding employee performance
- Training programs and career development

Knowledge Management provides a vital element for business planning.

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KM / ECM DIFFERENCES

Enterprise Content Management	Knowledge Management
<ul style="list-style-type: none"> • Documents results of actions • Documents locations • Documents revisions 	<ul style="list-style-type: none"> • Defines processes • Identifies vision for processes
<ul style="list-style-type: none"> • Compliance proof 	<ul style="list-style-type: none"> • Guides behavior change
<ul style="list-style-type: none"> • Technology driven 	<ul style="list-style-type: none"> • Organizational needs driven
<ul style="list-style-type: none"> • Explicit knowledge only 	<ul style="list-style-type: none"> • Tacit and explicit knowledge
<ul style="list-style-type: none"> • How to store content 	<ul style="list-style-type: none"> • What content should be stored? • What can't be stored?
<ul style="list-style-type: none"> • Retains records 	<ul style="list-style-type: none"> • Transfers knowledge

Many early KM projects were actually document management efforts.

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WHO CARES?

ROLE	REASON
Senior Executives	<ul style="list-style-type: none"> • Verify organizational capabilities and identify risks from knowledge and records gaps
Business Unit Management	<ul style="list-style-type: none"> • Certify the ability to deliver services more efficiently
Audit	<ul style="list-style-type: none"> • Verify compliance of processes and documents
Human Relations	<ul style="list-style-type: none"> • Match people succession planning with knowledge succession planning
Information Technology	<ul style="list-style-type: none"> • Are charged with creating the technology needed to create and manage repositories
Project Staffs	<ul style="list-style-type: none"> • Use and create new knowledge as natural elements of their work • Establish the basis for new operational docs

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PROJECT-BASED KNOWLEDGE MANAGEMENT

This new strategy for KM...

- Emphasizes and defines organizational knowledge
- Recognizes organizational knowledge as a tangible asset
- Provides processes, templates and metadata for a knowledge inventory
- Binds knowledge artifacts, processes and project activities into a integrated model

PBKM recognizes naturally occurring projects as a key source of organizational knowledge.

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*"If I have seen further, it is by standing
on the shoulders of giants.*

-Issac Newton

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