

Knowledge Management

Budapest - April 2013

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Chairman itSMF UK

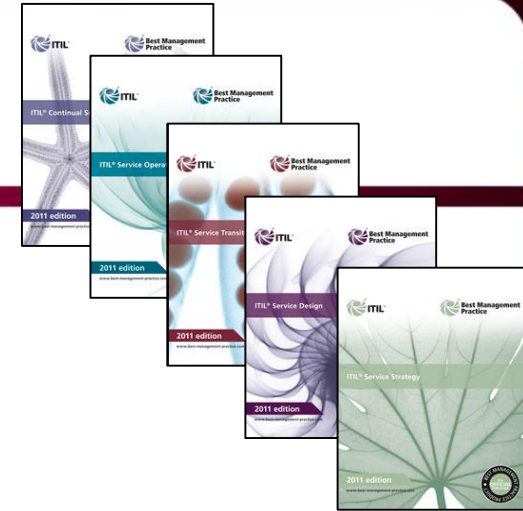
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Agenda

- Definitions
- The issues and opportunities
- Services and value
- Why knowledge management is so important
- Utilizing and exploiting knowledge management

Knowledge management

“Attitude is a little thing that makes a big difference”

Winston Churchill

“Knowledge is of two kinds. We know a subject ourselves, or we know where we can find information upon it”

Samuel Johnson

Knowledge – the definition

Definitions:

1. Information and skills acquired through experience or education; the theoretical or practical understanding of a subject.
2. What is known in a particular field or in total; facts and information.

Knowledge management

Knowledge management (KM):

comprises a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of insights and experiences. Such insights and experiences comprise knowledge, either embodied in individuals or embedded in organizations as processes or practices.

Knowledge management

Purpose:

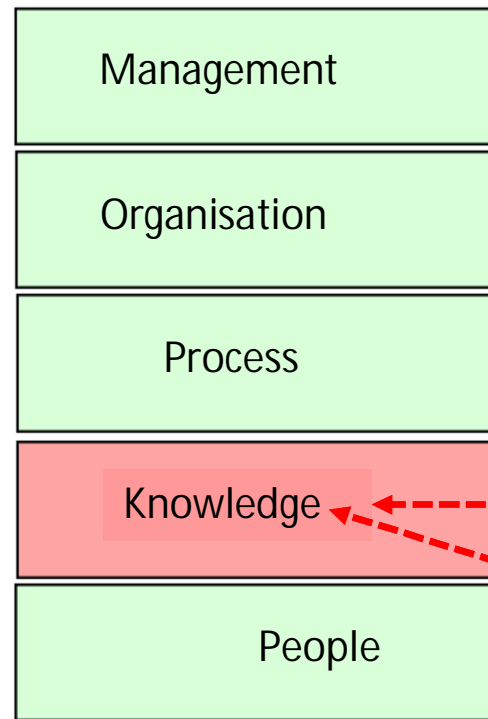
to share perspectives, ideas, experiences and information; to ensure that these are available in the right place at the right time to enable informed decisions; and to improve efficiency by reducing the time to rediscover knowledge.

Definition of service

A 'service' is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks

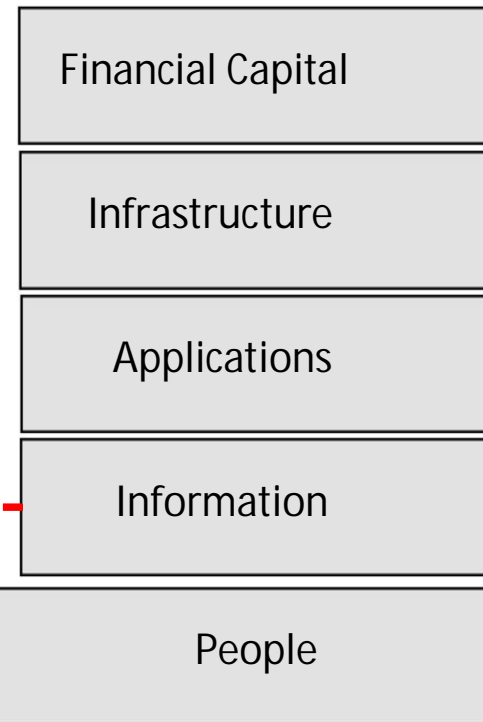
Service assets

Capabilities



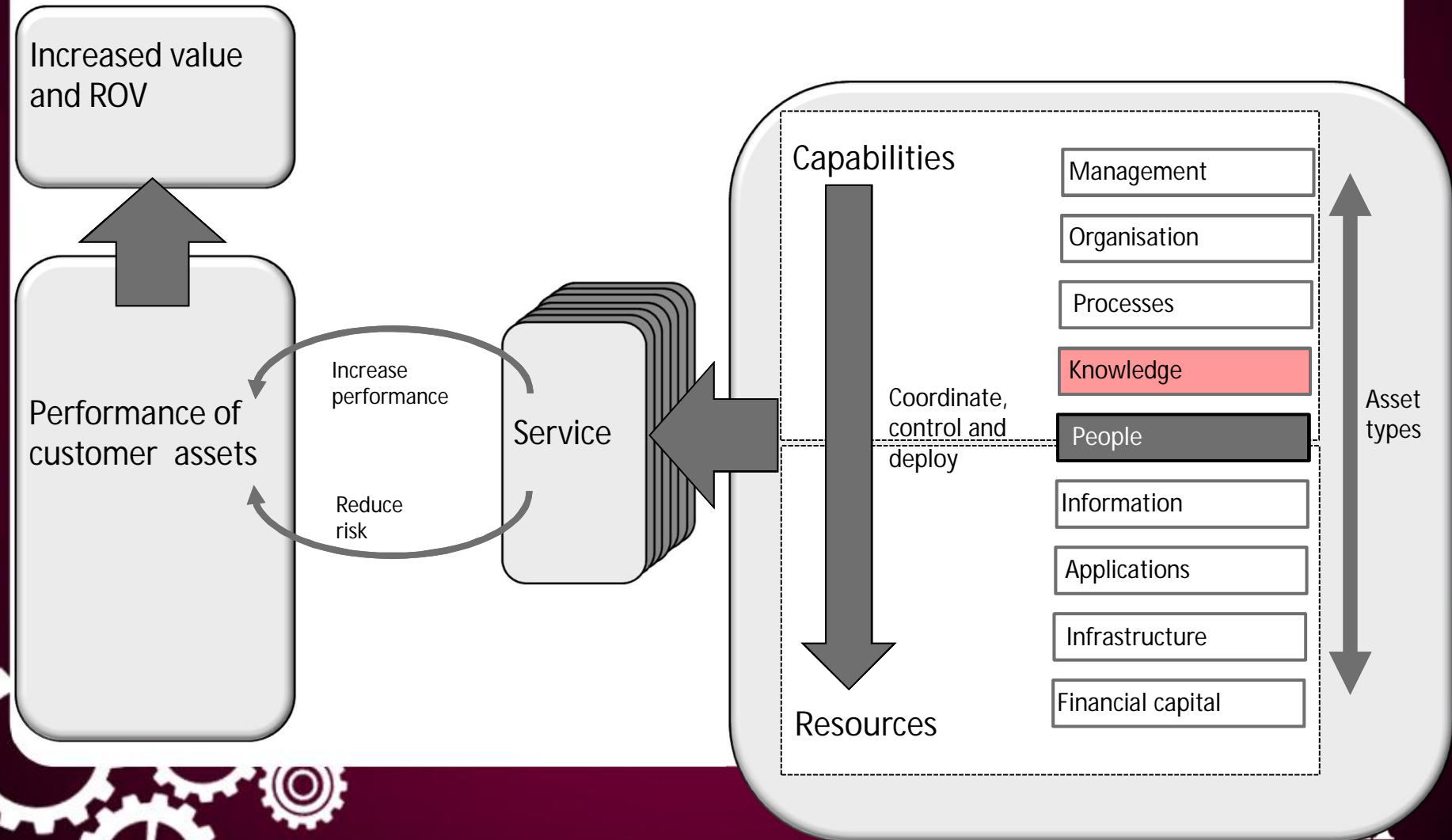
*(Experience, skills,
and relationships)*

Resources



(Numbers of employees)

Service value



What are the benefits?

Enable people to work faster, smarter and more efficiently:

- *Greater productivity through rapid access to relevant information, knowledge and learning*
- *Savings gained through shared knowledge and best practice*
- *More informed and effective decision making*
- *Rapid access to experts and expertise*
- *Innovate solutions by linking professionals together*

Why?

- Huge savings – from not reinventing the wheel
- Everybody can learn from other people's experience
- Example:
 - *A global oil company built well engineering and drilling knowledge into a learning cycle which resulted in a 10% decrease in drilling costs, equating to millions of dollars of savings over the course of the programme*

How?

<i>Learning from other professionals</i>	<i>Forums for sharing improvements</i>
<ul style="list-style-type: none">✓ <i>Coaching</i>✓ <i>Mentoring</i>✓ <i>Expertise / knowledge database</i>	<ul style="list-style-type: none">✓ <i>Communities of practices</i>✓ <i>Enable social computing</i>✓ <i>Linking knowledge to business processes</i>
<i>Training in new skills / approaches</i>	<i>Documenting best practice</i>
<ul style="list-style-type: none">✓ <i>Accreditation & Certification schemes</i>✓ <i>Training and development</i>	<ul style="list-style-type: none">✓ <i>Centres of expertise</i>✓ <i>Best practice libraries</i>

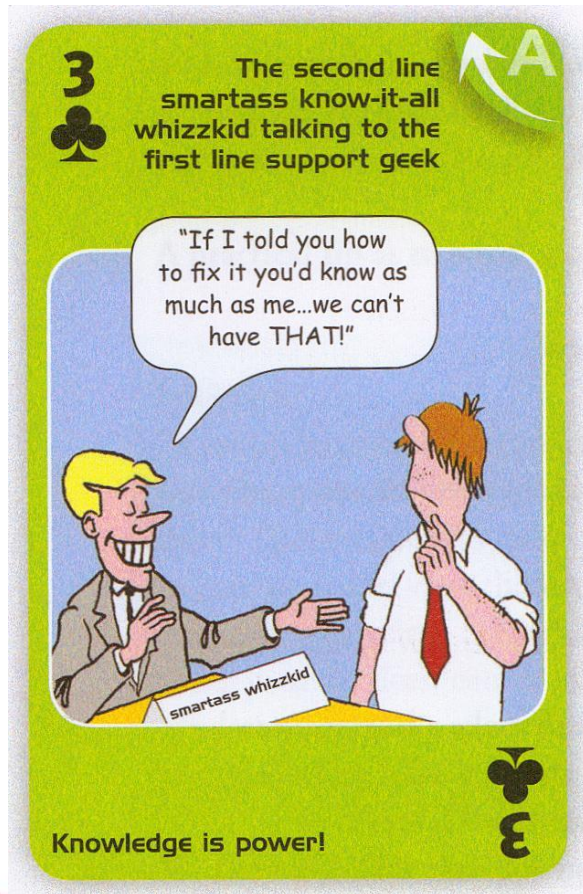
Note: Adapted from Nonaka and Takeuchi's Knowledge Creating Company

Issues and challenges

- Lack of preparation and planning
- Lack of a clear set of requirements
- Tools and technology
- Lack of expertise, experience and knowledge
- Culture and environment
- Access to information and knowledge
- Culture and

Issues and challenges - culture

UK



Scandinavia

Janteloven (The law of Jante):

Don't think you're anything special.

Don't think you're as good as us.

Don't think you're smarter than us.

Don't convince yourself that you're better than us.

Don't think you know more than us.

Don't think you are more important than us.

Don't think you are good at anything.

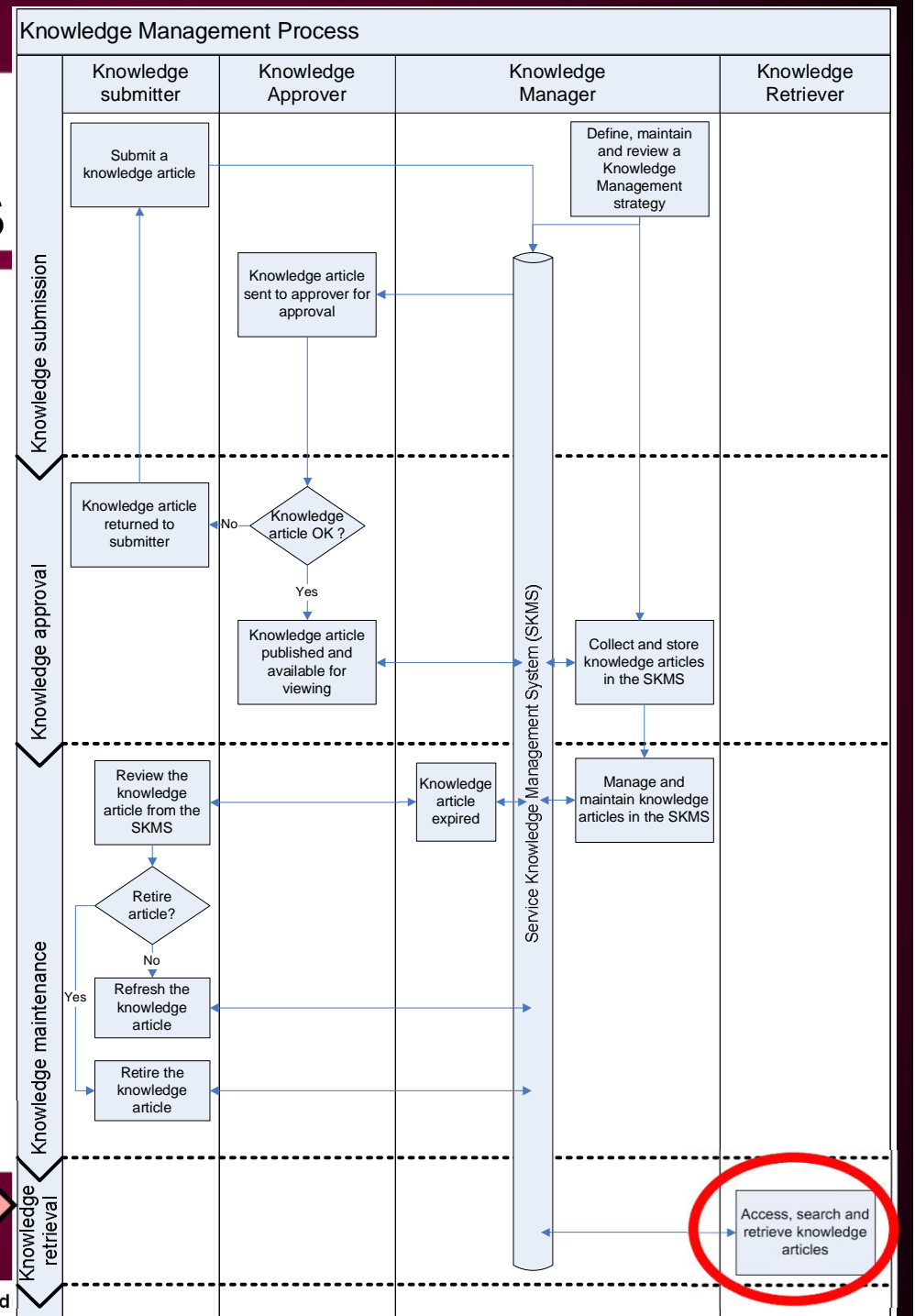
Don't laugh at us.

Don't think anyone cares about you.

Don't think you can teach us anything.

Issues and challenges

The process



Embed knowledge sharing

- Embedding into the organisation and in all processes:
 - *Review, feedback and improvement*
 - *Lessons learnt database*
 - *Expertise searching*
 - *Behavioural training and codes of practice*
 - *Cross domain communities*
 - *Culture: establish a learning environment, with continual improvement, based on skills and competences*

Personal capabilities to deliver

Depends upon their:

- Skill
- Experience and expertise
- Knowledge
- Attitude

Plus:

- Accessible information
- Empowerment and accountability

Personal attributes - needs

- Leaders and achievers
- Managers and decision makers
- Good listeners and communicators
- Problem solvers
- Technology focussed
- Customer and service oriented
- Business focussed

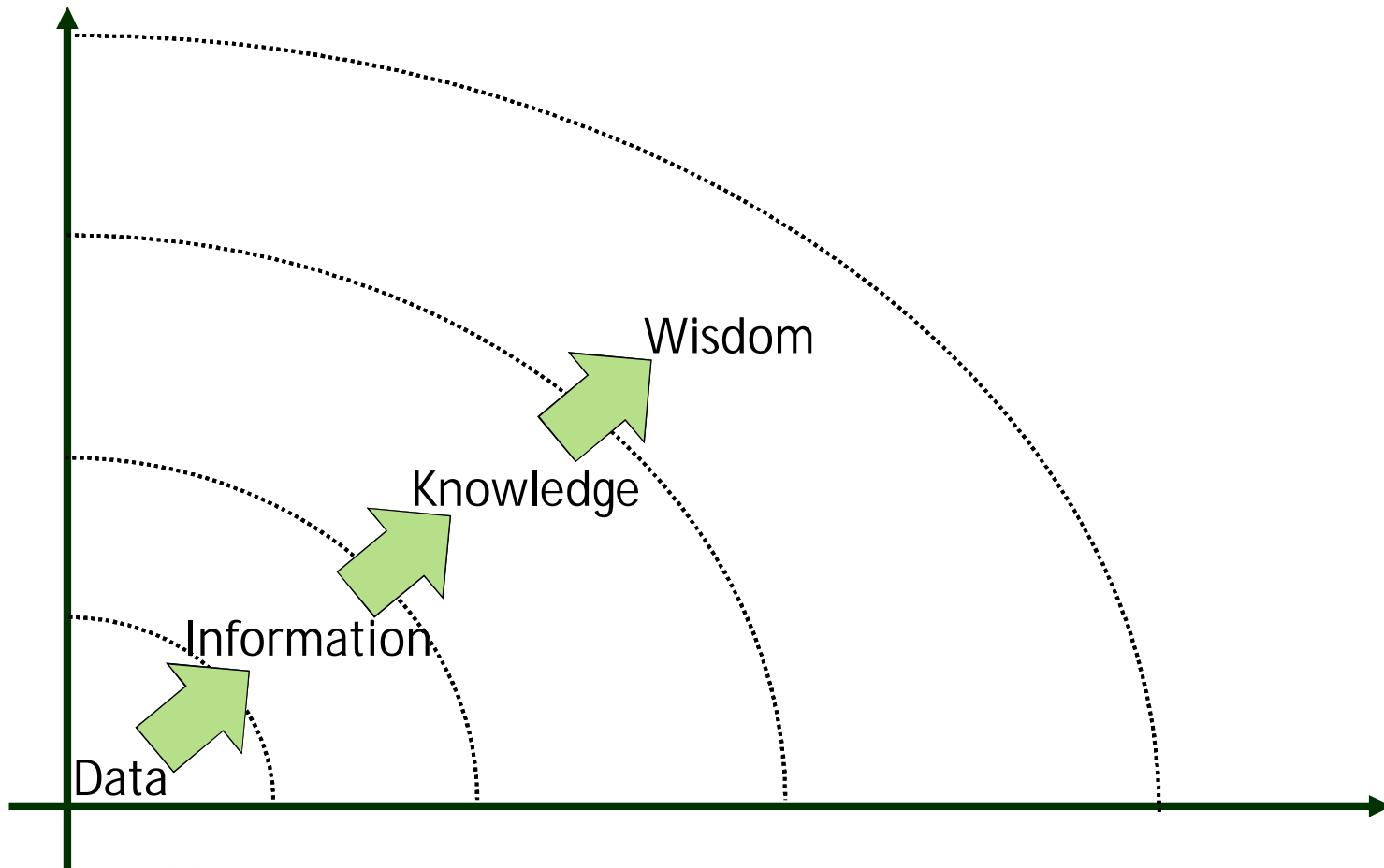
The four R's

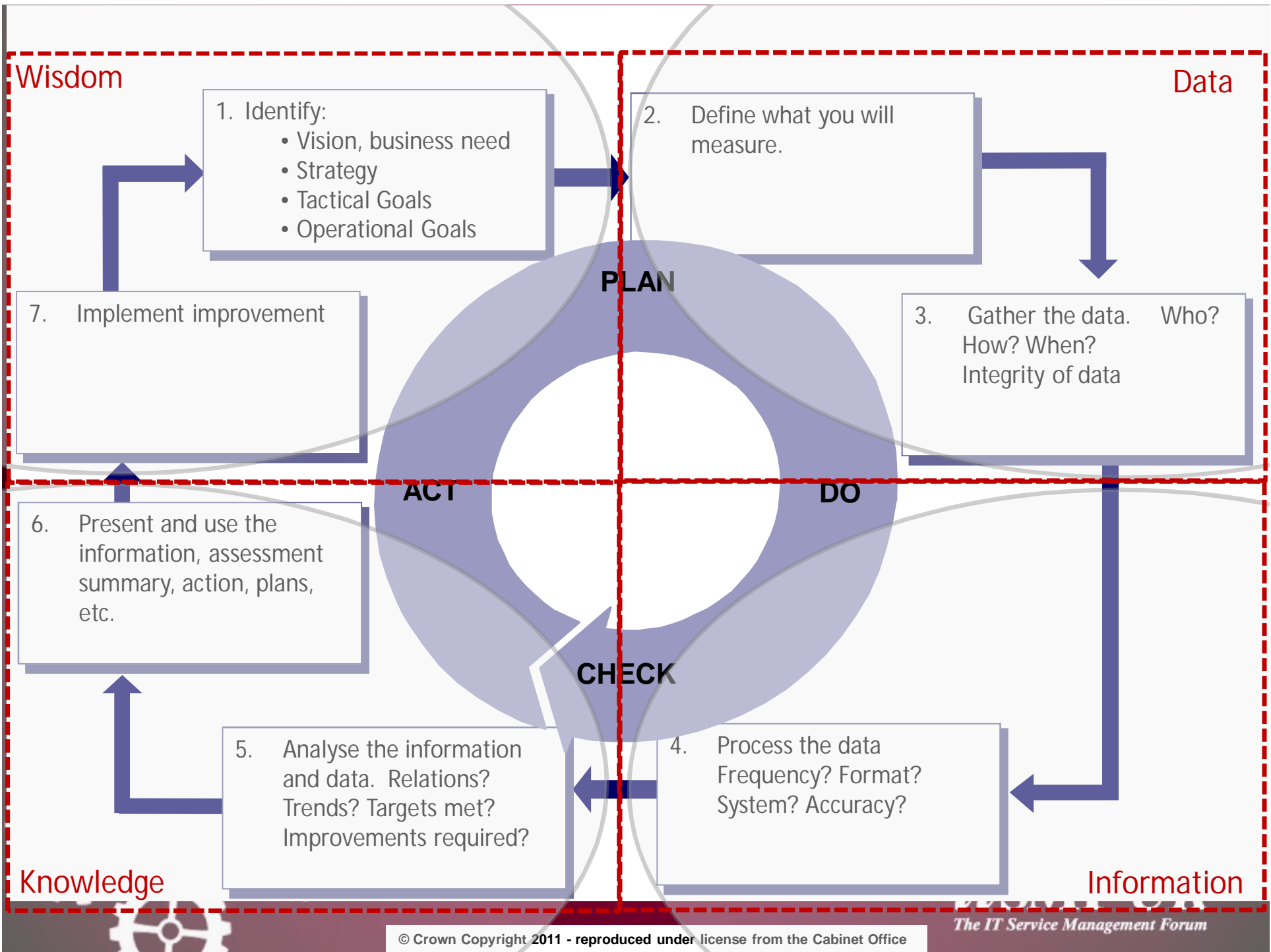
Need to get:

- the RIGHT information and knowledge
- in the RIGHT place
- in the RIGHT format
- at the RIGHT time

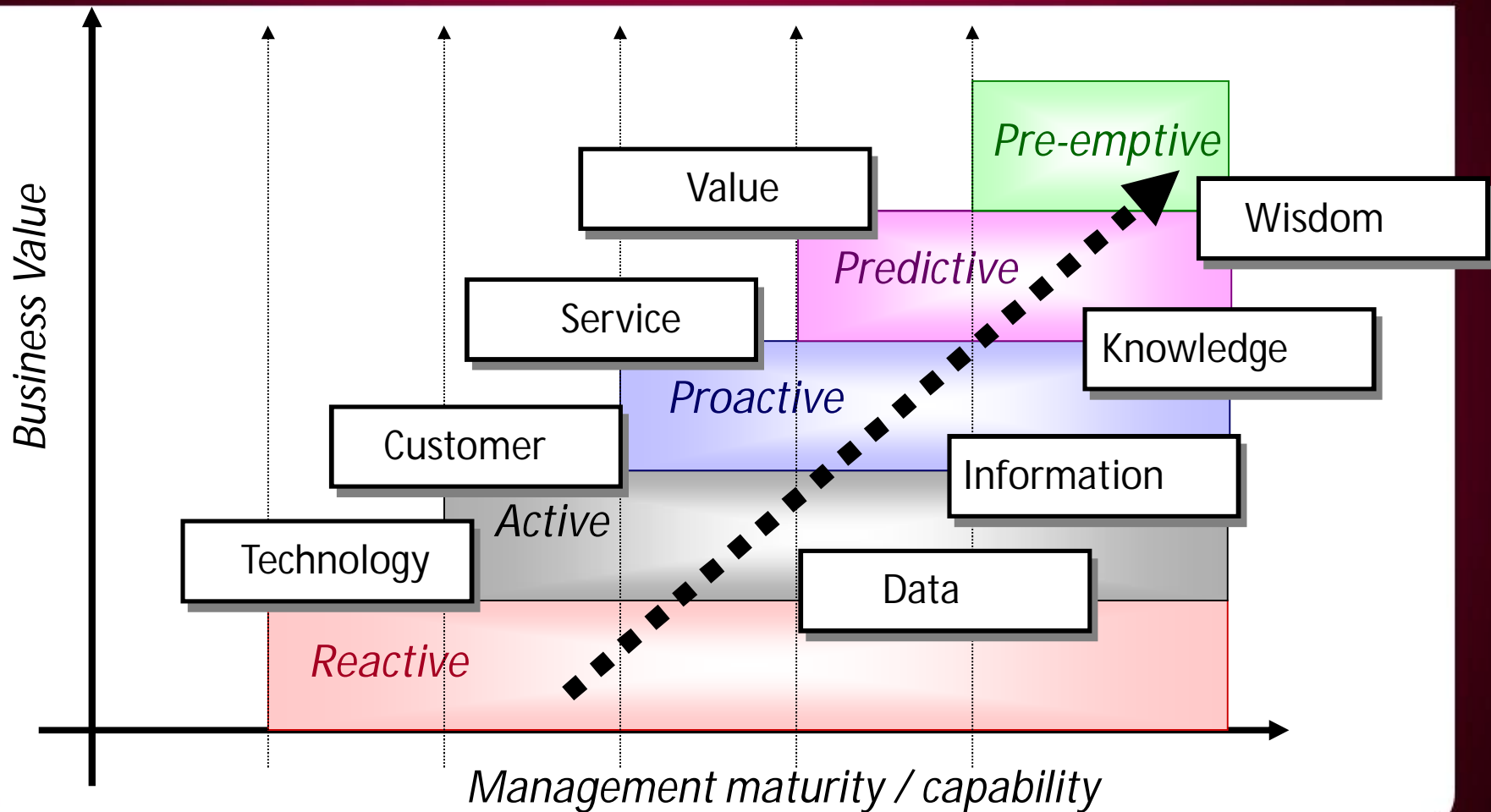
Ensuring that each person has the right knowledge they need, where and when they need it

The flow from data to wisdom



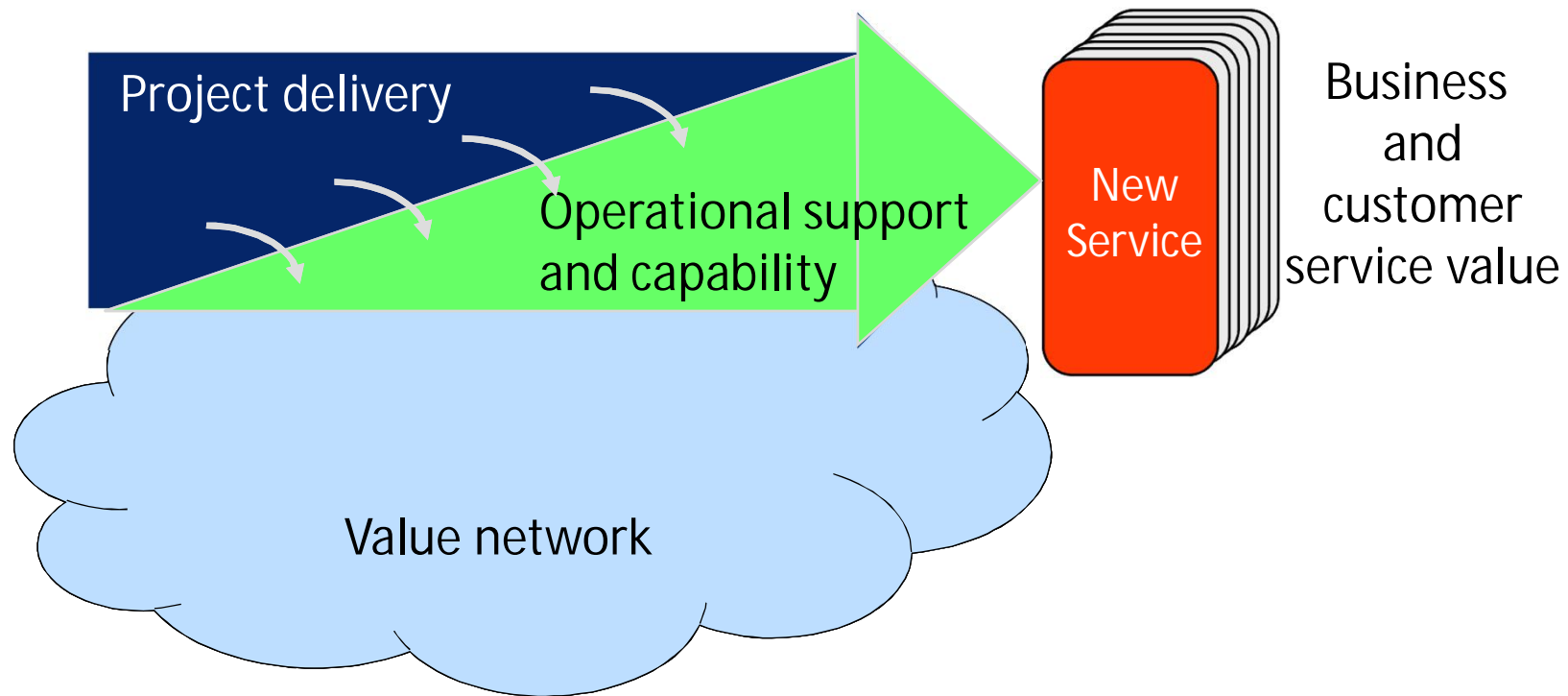


Building, capability and knowledge

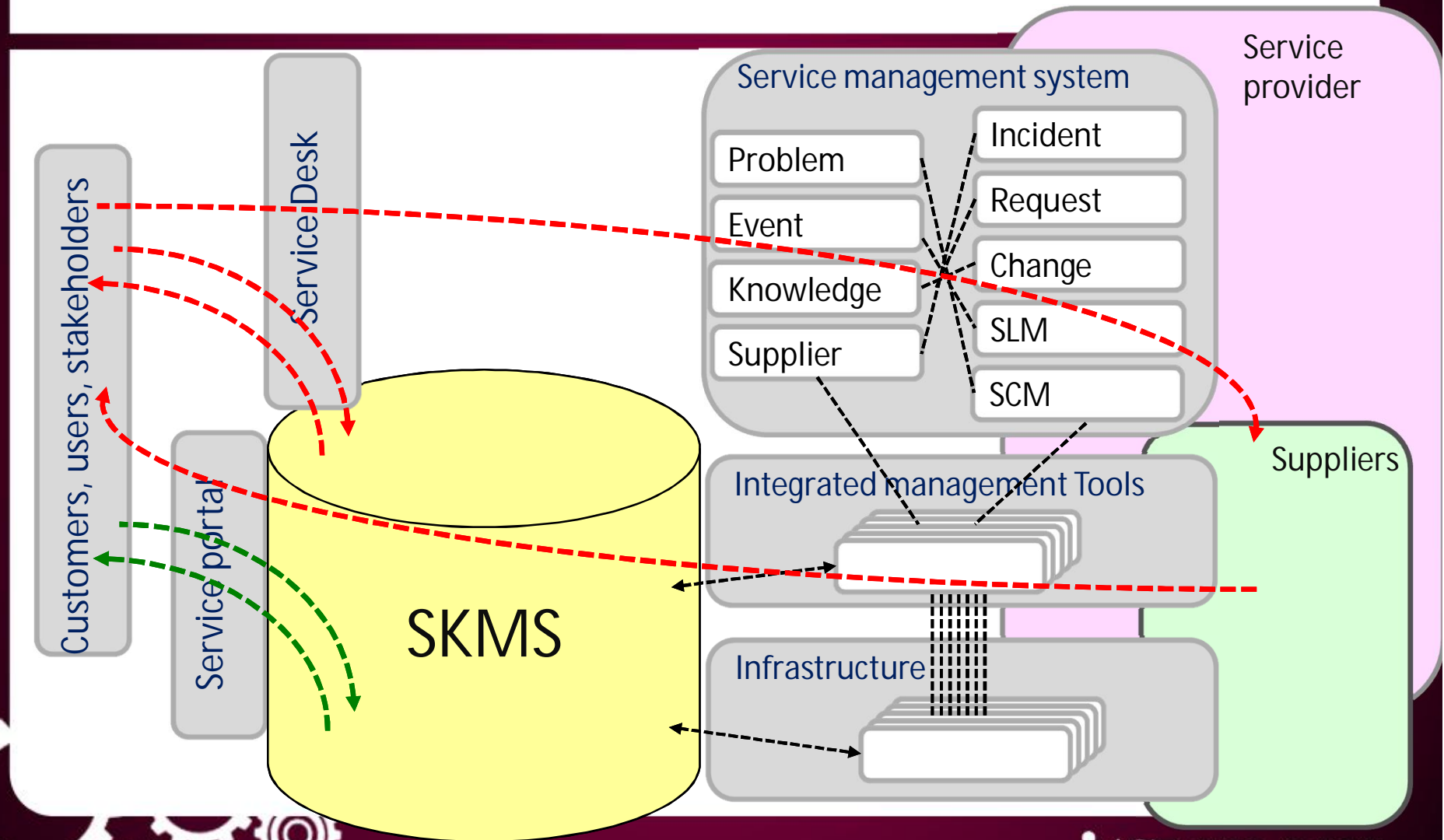


Building knowledge and capability

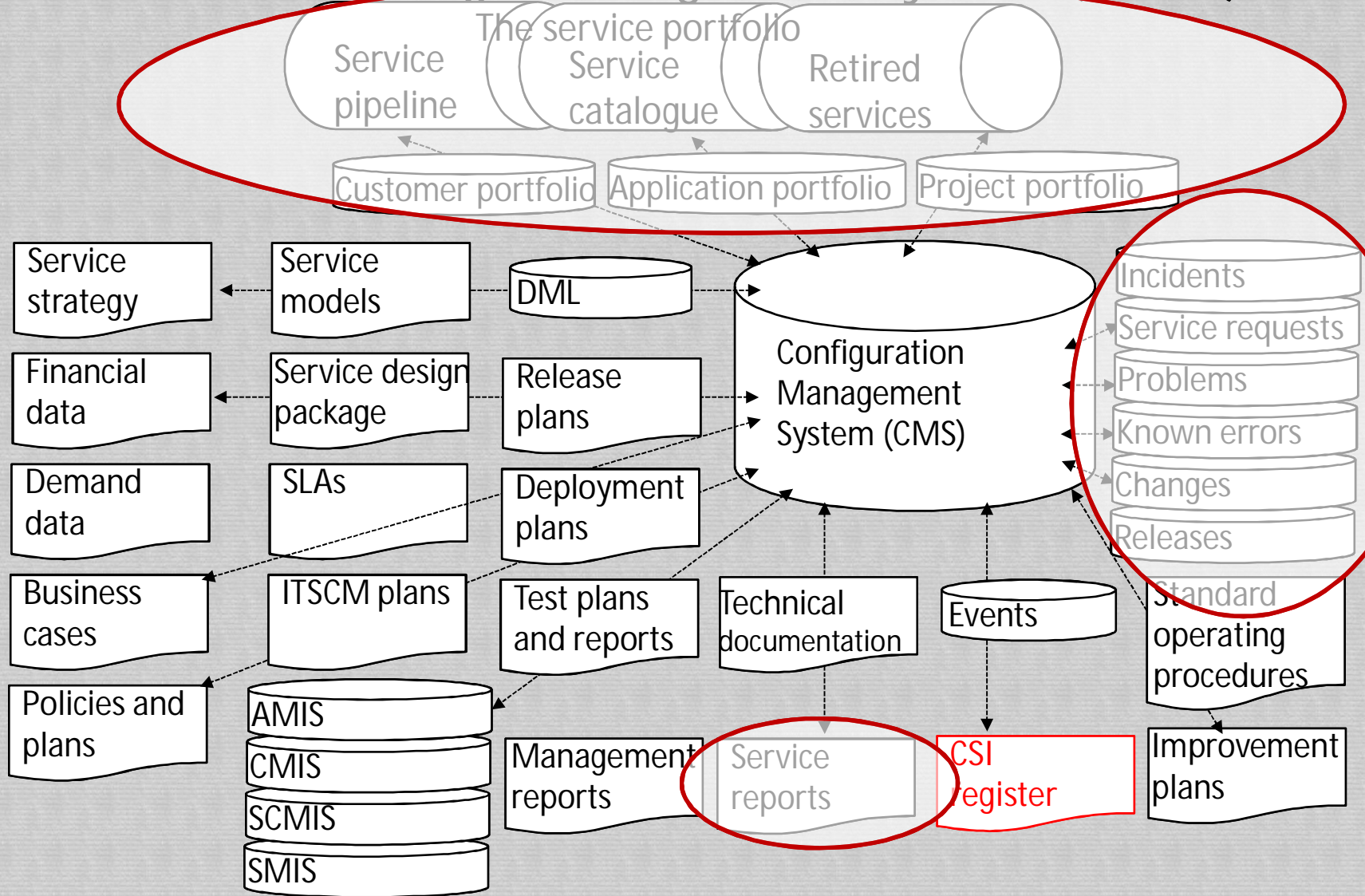
Knowledge transfer, part of service acceptance



Service management Information



Service Knowledge Management System (SKMS)



Other techniques

- Continual improvement linked to continual learning and development
- Establish communities for information and knowledge exchange (super user, service, business process, business unit, project managers, support teams, etc.)
- Use social media Facebook, Twitter, etc.
- Coaching and mentoring schemes
- Use of the Internet - '*crowd sourcing*' or '*cloud sourcing*'

Establishing knowledge management

- Identify and document the need (Who needs it and what will they use it for?)
- Identify the key activities / processes that will use it and the information and formats needed
- Establish a learning and knowledge sharing culture
- Agree the SKMS, make it active and manage the knowledge

Knowledge Management

“Every time we do something again we should do it better than the last time”

“The key to reaping a big return is to leverage knowledge by replicating it throughout the company”

John Browne (CEO)

Summary knowledge management

- Establish a continual learning and knowledge sharing culture and environment
- Implement a simple user interface
- Make the information and knowledge as accessible as possible

“Every time someone learns something of value within an organization, everyone should have the ability to learn it too”

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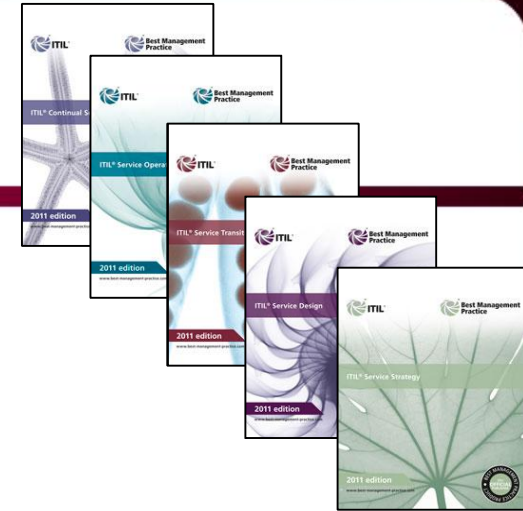
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