



April 2016
The Implementation issue:
5 steps to introduce and embed
Knowledge Management into your organisation



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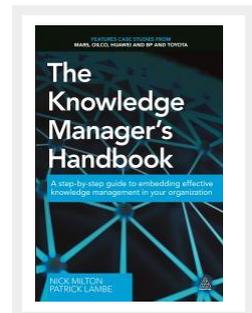
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Other News 

This newsletter is timed to coincide with the publishing date for "The Knowledge Manager's Handbook: A Step-by-Step Guide to Embedding Effective Knowledge Management in your Organization", by Nick Milton and Patrick Lambe.

Save 20% by quoting the code KMHKNOCO when you order the book from [here](#).

This newsletter and the book both describe the stages of KM implementation; in summary form here, and in full detail in the book.



KM implementation and Change

[KM Starter Offers](#)

We have introduced a range of low-investment starter offers, for companies wishing to get started in KM.

These include quick and easy ways to

[Assess KM in your organisation](#)

[Build a KM Strategy](#)

[Scan knowledge topics, to find those most in need of attention](#)

[Gain engagement through a workshop](#)

[Understand your org. learning culture](#)

[Create a KM "proof of concept"](#)



Introducing Knowledge Management to an organisation is a process of culture change, and needs to be treated as such. You are asking people to change the way they see knowledge:

- From seeing it as personal property, to seeing it as communally owned;
- From seeing it as something to hoarded, to something to be shared;
- From seeing it as additional to real work, to being part of real work;
- From knowledge being power, to knowledge sharing being empowerment.

Changing the culture of an organisation can be done and has been done, but it needs to be done in stages, and it needs time. You cannot change the whole culture of a company at one single event or intervention, you need to change the culture piece by piece, person by person, step by step starting where it's easy and building momentum as you go. It may take at least a year, possibly two or more before you see progress, and it may take a decade for the culture shift to be complete..

Our experience with [KM implementation](#) over the past 20 years, is that a **pilot-based implementation** is the most robust approach. This is an approach where the elements of the Knowledge Management system are tested in small-scale trials, and the complete system is piloted on small business areas, before final commitment to a standard KM framework which will be applied across the organisation. Piloting is not the only implementation strategy, and there are alternative approaches, such as Bottom-up change, KM by stealth, KM by Management Diktat, Big-bang roll-out, Modular roll-out, and Opportunistic KM. However none of these is as robust as a piloting-based change management approach.

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This approach has 5 steps:

1. Assessing the current state and defining a Strategy;
2. Designing a potential Knowledge Management Framework;
3. Testing and Piloting the Framework;
4. Scaling up and rolling out the framework;
5. Embedding and operating the KM framework.

Step 1 - Assessment and strategy

Begin your KM journey with an assessment of the current state. This allows you to understand the scope of the problem which you need to tackle.

- What is your current state of Knowledge Management? (Every organisation does some KM without labelling it as such; few have a complete system).
- What is working? What is not working?
- How much Knowledge Management do you really need?

A [Knowledge Management Assessment](#) will lead to an understanding of current reality, identification of the gaps that exist, and definition of the scope and scale of the implementation. This is a stage which you really must not skip or skimp, and it is a stage where external help, and an objective overview, is really important.



Once you have the results from the Assessment, you know your current situation, and you have a clear vision for what you want to attain, then you need to understand the constraints, principles and drivers that will shape your implementation. These will be documented in a [Knowledge Management Strategy](#). You need to work with your senior management team to develop the business vision, discuss the business value and the critical areas of focus, the scope of your exercise, and the main principles that you will follow. The strategy should be business-led, so that Knowledge Management

can be put to work supporting the business, and providing the knowledge that the business needs in order to succeed.

Step 2 - Framework design



The end point of your KM implementation should be that a [Knowledge Management Framework](#) is embedded in the management structures of the company. Just as you have a management framework for financial management, quality management and project management, so you need one for knowledge management.

The framework will include

- A set of KM roles and accountabilities, embedded in the organisation
- A set of KM processes embedded in the work flow
- A set of KM technologies integrated into the technology worksuite
- A set of governance elements, such as a KM policy, KM metrics and reporting, KM support, and a knowledge-based taxonomic structure.

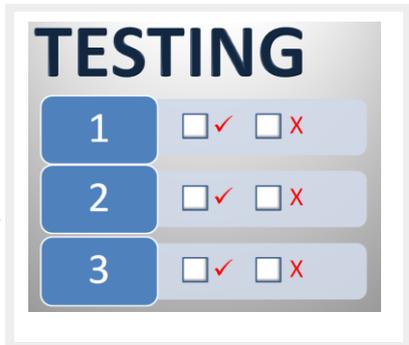
Start to plan this framework in the early stages, and then begin to test each element in small proof-of-concept exercises. This testing stage will also provide some early success stories, some vital "proofs of concept" and some early wins. The whole framework will be piloted and refined later.

At this stage, you also need to have developed, and started to apply, a communications plan. This is vital to delivering culture change. In parallel with the communication plan, do some stakeholder analysis. Develop a clear idea of the supporters and cynics, the champions, and those you need to win over. Use this analysis to drive your

communications, and help identify stakeholders to target. Early stories of success from the proof-of-concept stage should be built into your communications plan as soon as possible.

Step 3 - Testing and piloting the framework

Testing the framework elements started in the previous stage, and should continue until all elements have been road-tested in your own organisational context. Once each element of the framework has been tested, the next step is to pilot the entire framework as a way to address



and solve one or more significant business issues. Here you find some areas of the business which are facing knowledge issues, and try Knowledge Management as a complete system. This piloting will allow you to make any adjustments to the system before rollout, and it will give you some very useful learnings, success stories and case histories which you can use in later roll-out.

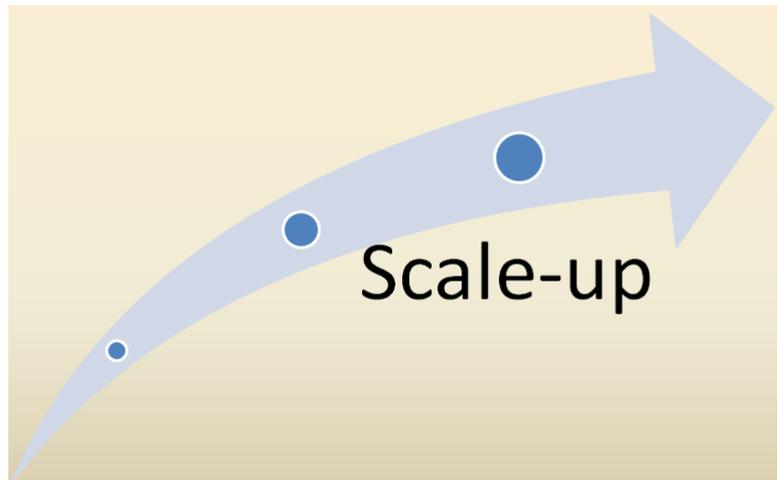
Suitable [Knowledge Management pilot projects](#) might include:

- A business critical activity which is new to the organization, where rapid learning will deliver business benefits. If the activity is new to only one part of the organization, then transferring learning from where it has been done before may give huge benefits;
- Repetitive activity business activity where continuous improvement is needed, where KM can help accelerate the learning curve;
- Activity which is carried out in several locations, and where performance level varies, in which case KM can help transfer knowledge from the good performers to improve the poor performers;
- A business area which is subject to rapid change, where innovation and rapid learning are critical to survival, in which case KM can help by providing team sharing and learning processes. as well as access to relevant knowledae hases:

- An area of rapid business growth where deep experience and skills need to be scaled up to deliver on projects and services, in which case KM can help by facilitating knowledge capture and transfer and faster learning curves for mid-level staff;
- A business area where people are stuck due to lack of knowledge.

Pilots require a complete framework - a mix of roles, processes, technology and governance - and are a vital step in your KM programme. Contact us for help in identifying and ranking KM pilot opportunities.

Step 4 - Framework scale-up and roll-out



Once the pilots have delivered success, and the KM framework has been perfected, the next stage is to scale up from the pilot level implementations, and to roll out the Knowledge Management Framework, across the organization.

This will be a very busy period of training, coaching, and community launches. During this stage you would hope to get to almost all of the organization's knowledge workers through a training course or KM workshop. You will need separate training courses for the knowledge workers, for the managers, and for those who have a specific KM role.

The scale-up and roll-out stage is when you build and empower your

network of KM champions within the business. These champions may be individuals who will take a longer-term KM role, or they may be short-term change agents and advocates for KM in their local areas. Build them into a community of practice, train them, and give them access to the KM communication material.

Your communication programme should now be in top gear. Communication now is less about "selling" KM than setting the expectations for KM, and describing the new way of working. The case studies from the piloting phase will be very useful in explaining how KM works, and the value it can bring. At the same time, the implementation team will be preparing to "hand over the reins" of KM to those who will operate KM as a standard discipline.

Step 5 - Embedding and operating the KM framework

Once roll-out and deployment of the framework is complete, it is time to stand down the implementation team and hand over KM activities to people within the business. This is the end of the implementation program, and KM should now be solidly embedded in the organigram, the processes and procedures, and the management structures of the organisation.



You sometimes hear people suggest that the KM implementation team should look to "do themselves out of a job", and that the final aim of KM implementation should be that there is no longer a need for a KM team. This is not the case. Even after implementation is over and the KM framework is rolled out and embedded, you need a person, or a small group, to keep up the momentum. Their main tasks will be:

- keeping the system maintained (updating technology, training people in the processes, coaching individuals with KM roles):

- running the monitoring and measurement activities;
- crafting the longer term KM strategy; and
- making any interventions needed to sustain and improve the KM framework.

The successful longevity of KM within the leading KM companies is at least partly due to the presence of long-term KM support roles.

News from Knoco



[Sanath, Knoco Malaysia](#)

New affiliate in Malaysia

We welcome Sanath Sukumaran to the Knoco family as the lead for Knoco Malaysia. Sanath has the distinction of having already conducted KM consultancy and training over a broad spectrum of industries namely, automobile, legal, higher education, training, media and entertainment, software development and banking.



[Aryan, Knoco Iran](#)

New affiliate in Iran

The relaxing of EU sanctions means that Knoco can now appoint an affiliate in Iran; a country where there is already a lot of interest in KM.

Knoco will be represented in the Islamic Republic of Iran by Season Training and Development Institute (aka SeasonTD); under its CEO, Aryan Aghili. Aryan has been offering outstanding solutions to organization during last decade through his insight into business management and a network of experienced nationally-recognized consultants focused on knowledge management in addition to project management, information technology, legal management and financial management. Welcome to the Knoco family, Aryan.



[Knoco USA](#)

New face in the USA

We welcome a new face to the Knoco team; Don Dressler, who represents Knoco from Houston Texas.

Don began his career with ExxonMobil, where he held a variety of technical and operations management positions. Since then Don has successfully delivered a variety of consulting solutions to organizations ranging in size from small to Fortune 50, while engaging a broad spectrum of clients including C level, middle management, and frontline personnel. Don is a co-author of the book 'Organizational Learning – The 24 Keys to High Performance'.



[Nick Milton,](#)
[Knoco UK](#)

Open KM masterclass

Nick Milton will be running a three-day KM masterclass later this year, for general sign-up. The course, advertised [here](#), is administered by Nautilus, and will run from November 21 to 23 in central London.

If you are interested please book via [the Nautilus website](#). Click on the "View" button on the Nautilus website to see booking details

Knoco activity; recent and planned

Rupert ([UK](#)) has just completed a major KM toolkit exercise for the Aerospace industry.

Ian ([S Africa](#)) has run a country-wide survey of the state of KM in South Africa. There is a session planned at the SA KM Summit on 11 May for feedback on the survey, which will also provide info for the SABS technical committee for KM to consider in drafting a standard.

During April, Javier ([Chile](#)) will be delivering a Solar Energy Knowledge Map Platform for the International Development Bank and the center of innovation and promotion of sustainable energy. He is also starting a

project consisting of a benchmark of best practices on maintenance for a mining group.

Javier and Ronald ([Venezuela](#)) will soon begin helping the drilling team at Carabobo Division of PDVSA with several KM initiatives.

Sapta and Iqbal ([Indonesia](#)) will deliver Lesson Learning Training in April for one of big tobacco companies in Indonesia. They are also on final appointment process with one construction state-owned company to deliver end to end KM consulting

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