

Knowledge Leadership:

Emerging KM Challenges & Strategies
for Complex Business



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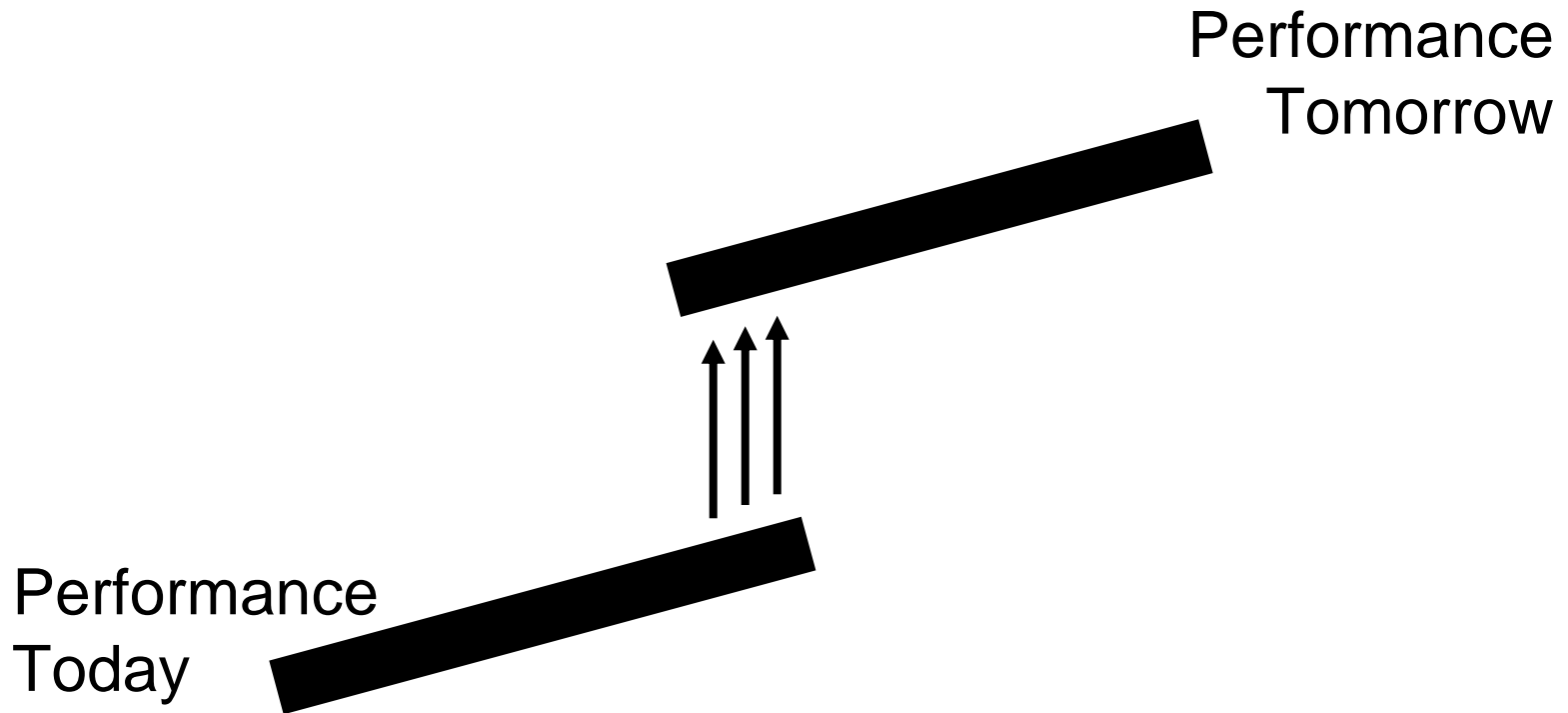
KM Brasil 2009

25 September, 2009

Agenda

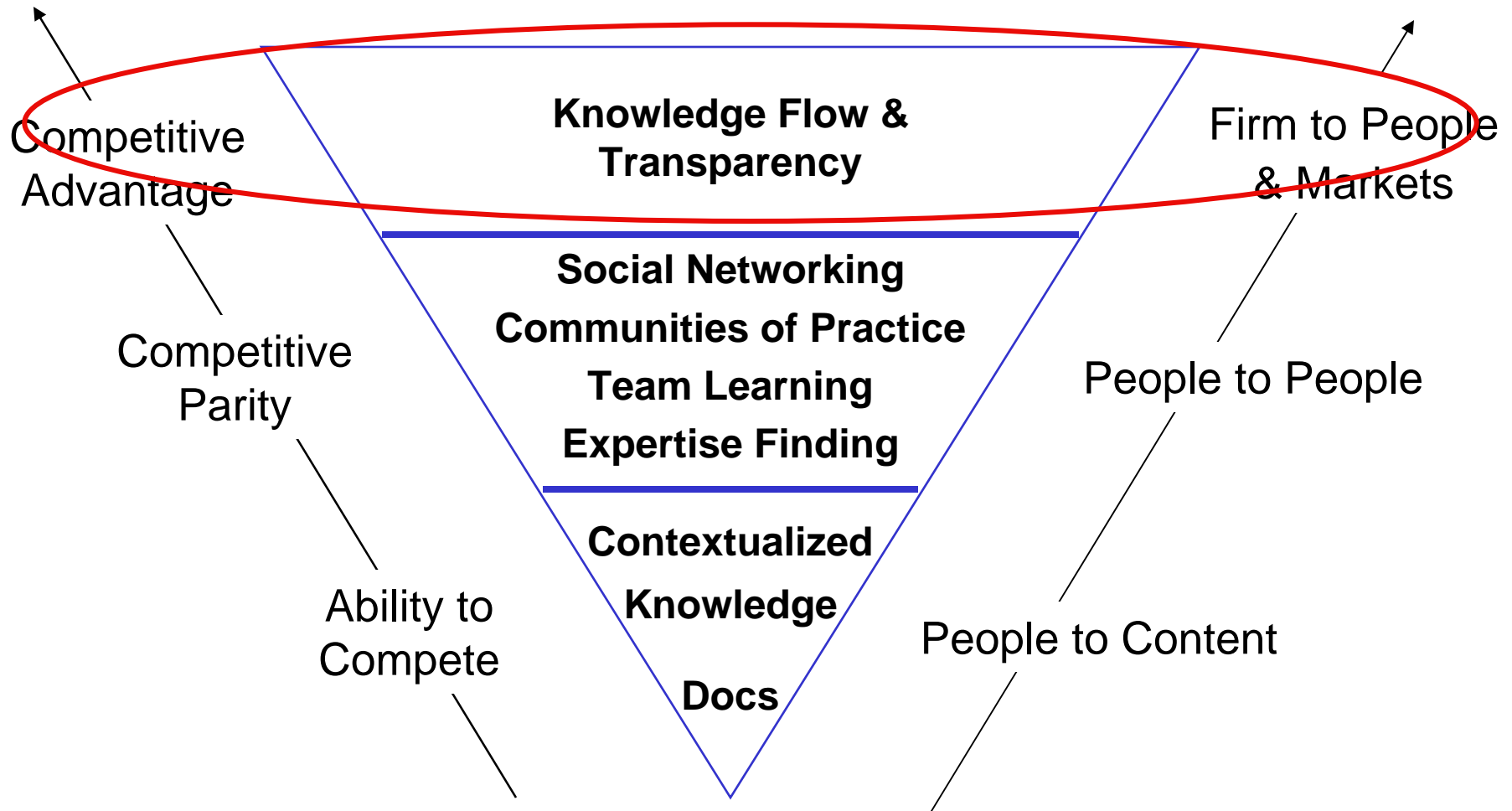
- Context
 - Why KM?
 - Hierarchy of KM Needs
 - Some Insights
- Emerging KM Challenges & Strategies
 - Explicit Knowledge
 - Experiential Knowledge
 - Collective Knowledge

Context: Why KM?



KM 'costs' too much to be just about incremental improvement!

Context: Hierarchy of KM Needs



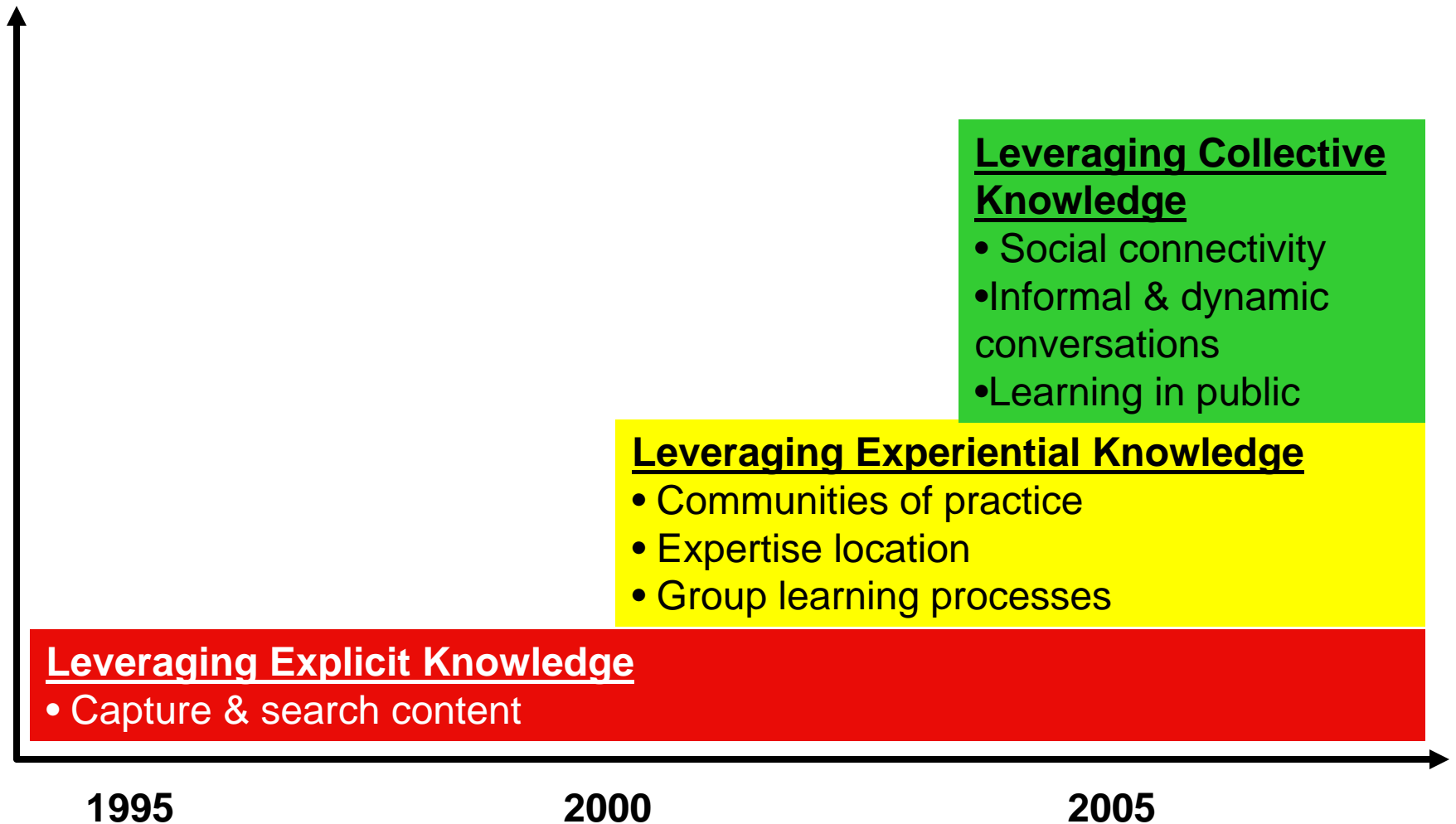
Some Insights

(60 organizations over 16 years)

- KM is everyone's job
- Learning doesn't just happen
- Good ideas & knowledge come from all places
- People need help to change
- Technology & results are insufficient
- Companies no longer (alone) control their destiny

Sustaining KM is all about leadership!

Evolution of KM 'Attention'



Evolution of KM 'Attention'

Emerging Challenge:
Credibility & trustworthiness

Strategy: Use Wikis to collaboratively document & update knowledge from those doing the work

Challenge: Fast & meaningful capture, and contextualization of knowledge

Leveraging Explicit Knowledge

1995

2000

2005

milWiki **Locating Information**
my preferences my watchlist my contributions log out

page discussion edit history delete move unprotect watch

(US)Portal:Army Doctrine

This is a Pilot Wiki. Please see additional pilot guidance below or use the discussion area to discuss changes.

Welcome to the Army Doctrine Web

Doctrine Web is a place for milWikians to help contribute to various wiki projects related to **Army Doctrine**. The mission of this Wiki portal is to act as a secure collaborative publishing site in support of U.S. Army doctrine efforts. This site is available 24x7 worldwide to all U.S. military personnel who have an active AKO/DKO account* authorized to access FOUO level information. This Wiki portal is a Knowledge Management project of the Combined Arms Center (CAC) at Fort Leavenworth. TRADOC is fielding this pilot program to incorporate insights from the field to ensure ATTP remain relevant through Soldier and DA civilian input. Publications on this Wiki are drafts and are not to be disseminated or used as official documents. Proponents will review and consider all input in future official revisions of doctrine. Before editing any ATTP please review our *Army Doctrine Portal Rules of Conduct*. *See *Restricted Account Types*

ATTP
(Mouseover for full ATTP name)

- ATTP 6-01.1
- ATTP 3-90.15
- ATTP 5-19 (100-14)
- ATTP 3-04.155
- ATTP 3-97.11
- ATTP 3-21.9
- ATTP 3-07.20

Click me for a full list of all ATTP

Getting Started edit

New to Wikis? Need Help?

- Army Doctrine Portal Rules of Conduct
- User OPSEC Procedures
- Quick guide on what you Need to Know
- Take our step by step Tutorial
- More visual? Try our help videos
- Anxious? Try our editing Cheatsheet
- Start a new wiki article
- Have questions? Try our FAQs
- Report/Research a Problem
- Questions/Comments? Please send them to oko.support@us.army.mil.
- Checklist for Migrating an FM to a milWiki Based ATTP
- List of Templates you can use on your ATTP Pages
- Methods to protect a portion of a MilWiki article page from editing rather than the entire page

Featured ATTP edit

ATTP 6-01.1 Knowledge Management Section - This document provides tactics, techniques and procedures for the organization and operations of the knowledge management (KM) section. It establishes the principles, tactics, techniques, and procedures necessary to effectively integrate KM into the operations of brigades, divisions, and corps...[Read full article](#)

milWiki Support: Guidelines | Rules of Conduct | Categories | Sandbox | milWikians | Latest Stats

Categories: ATTP | TRADOC | Doctrine | Featured Portals | Community Portal | Wiki Portals

Beginning 2 weeks ago, Soldiers are updating knowledge as they are learning new and better tactics while they are fighting a war

You have no excuse!

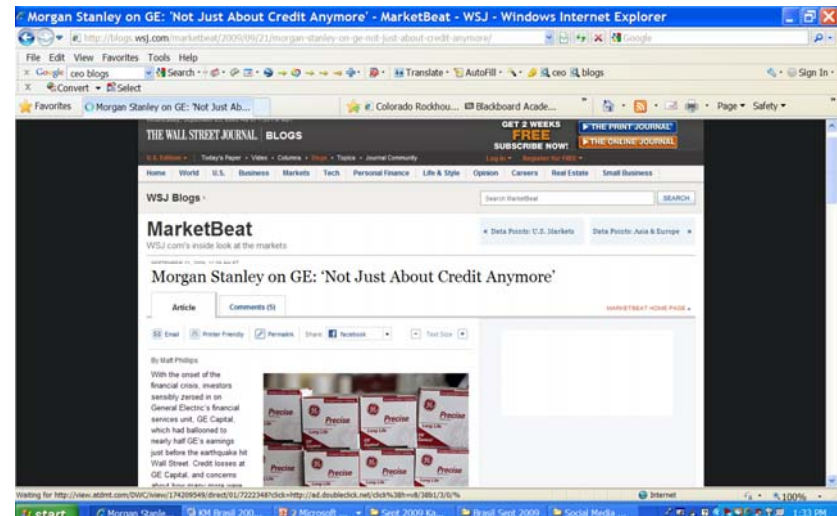


Credibility and Trustworthiness of Others' Knowledge

How does the receiver determine the credibility of another's knowledge?



- What does the receiver have to know about the other?
- About the context?



Evolution of KM 'Attention'

Emerging Challenge: Effective facilitation

Strategy: Make learning fast & routine

Challenge: Time to reflect & learn

Leveraging Experiential Knowledge

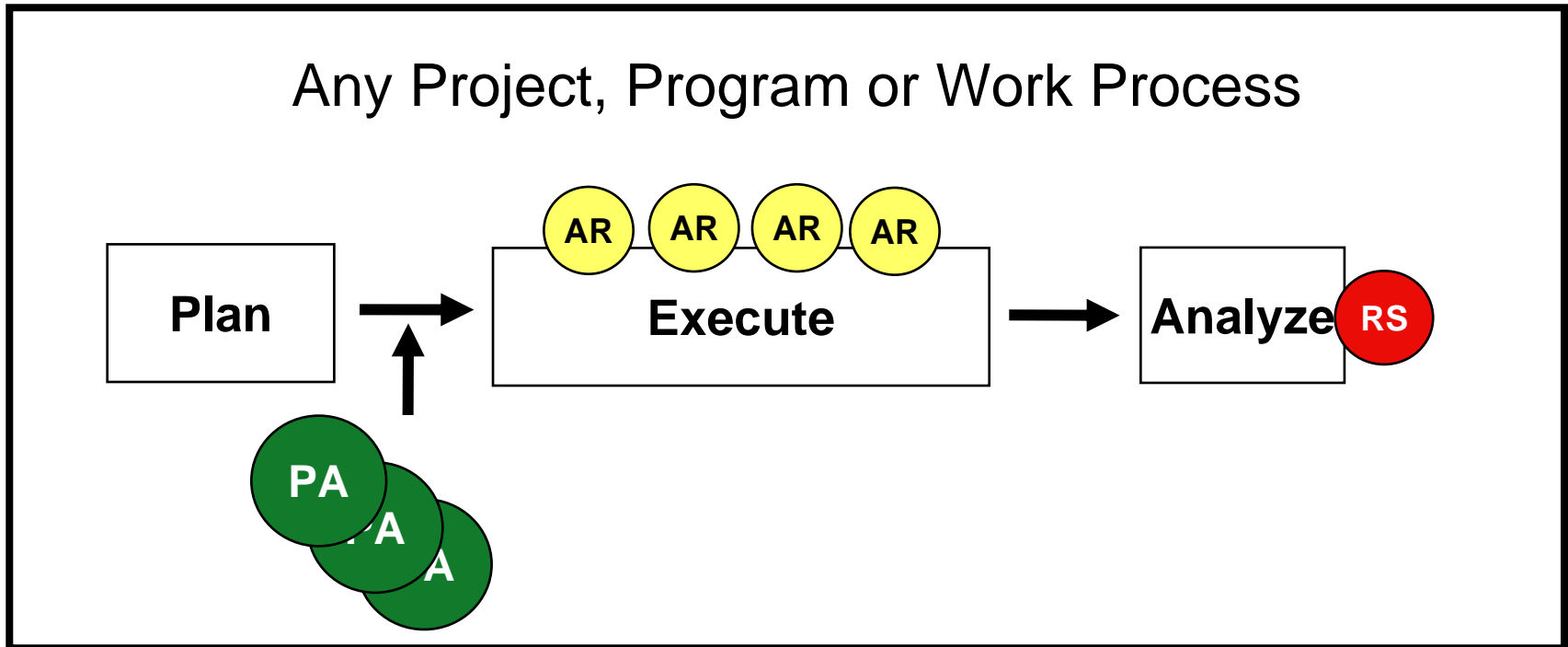
Leveraging Explicit Knowledge

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Making Learning Fast, Explicit & Routine



PA Learn Before Doing:
Peer Assist
(2 hrs to 2 days)

AR Learn While Doing:
Action Review
(15 min)

RS Learn After Doing:
Retrospect
(2 to 4 hrs)

*Highly relevant,
timely knowledge transfer*

*Immediate
improvement*

*Creating &
capturing knowledge*

The Peer Assist: *Learning before doing*

- Targets a specific business challenge
- Seeks insight from peers outside the team
- Identifies new possibilities, options & questions
- Improves plans before they are implemented
- Providers of knowledge often learn something new to take away
- Initiates or renews
Networks/Communities of Practice

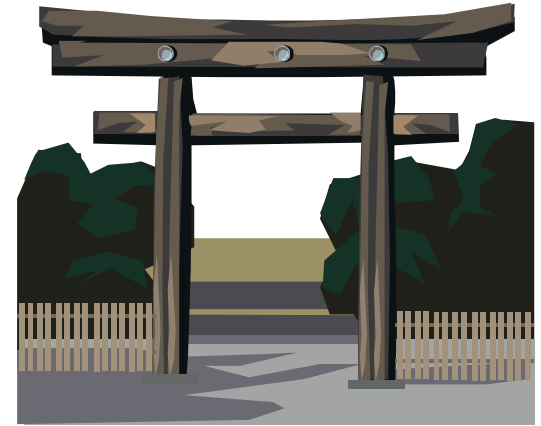


**Facilitated
work-session before the
work is started, lasting
anywhere from 2 hours
to 2 days in duration**

Peer Assist Example

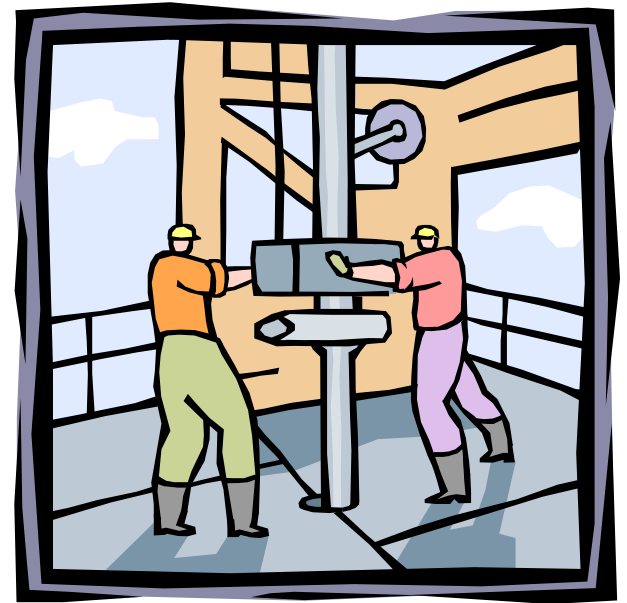
Accelerating Retail Market Entry, or *Getting Naked in Japan!*

- The challenge: BP's first attempt at entering the retail market in Japan, and opening up their first gas station on a highly competitive street corner in Tokyo
- The participants: Highly diverse local team & visiting peers from US, Scotland, England, Japan, Moscow, Venezuela and China & building contractors from the US & UK
- The issue: Participants not speaking up about 'the elephant in the room', which minimized sharing or their good practices
- Message: Sharing social experience builds the relationships and trust needed for open conversation & knowledge sharing



Virtual Peer Assist: *Cement Casing Example*

- Norway drilling team is two months away from setting casing in a deep water, high pressure well off the coast of Norway
- The Business Unit hasn't drilled or cased a well in this environment in 30 years
- Sought drilling engineers (visiting) peers from around the globe that have set casing (cement) in high pressure wells before – found 8 that could participate in a virtual PA
- Didn't know each other
- In 2 hours, visiting peers shared enough cementing knowledge to change the Norway plan
- Reduced their cementing costs by \$2 Million



The Action Review

Learning while doing

4 Simple Questions:

- What was supposed to happen?
- What actually happened?
- Why is there a difference?
- What can we learn from this and do right now?



After any event, sub-task or milestone - just 15 minutes to improve work for tomorrow, while building team relationships, trust and learnings

The Retrospect: *Learning after doing*

- What was the objective of the project?
- What did we achieve?
- What were the successes? Why?
How can we repeat the success?
- What were the disappointments?
Why? How can we avoid them in
future?
- 'Marks out of 10'



Facilitated, forward looking team meeting (half-day), soon after the project has ended

Evolution of KM 'Attention'

Emerging Strategy: Controlled by members,
driven by conversation

Strategy: Peer Assists, Communities of practice

Challenge: Sharing & transfer of highly
relevant experience

Leveraging Experiential Knowledge

Leveraging Explicit Knowledge

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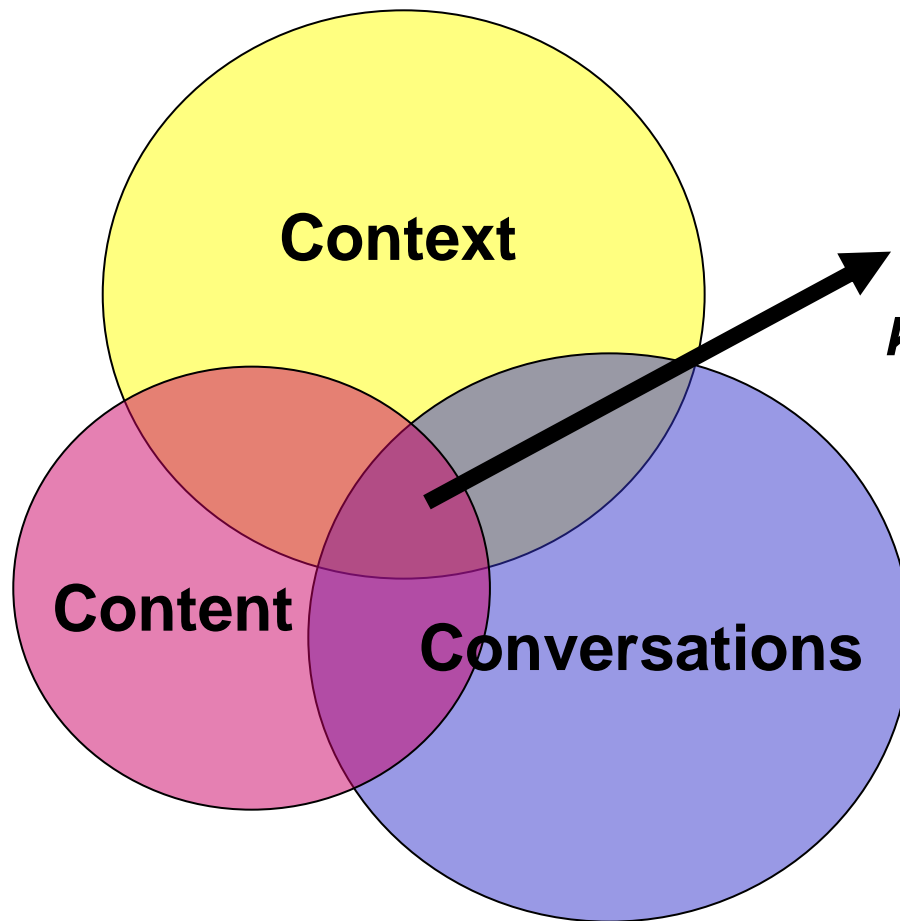
2005

Example: Army Company Commanders

CoP:

Leading missions they can't be trained for

Changes how organizations learn, think & act



**Timely,
trusted,
highly
relevant
knowledge**

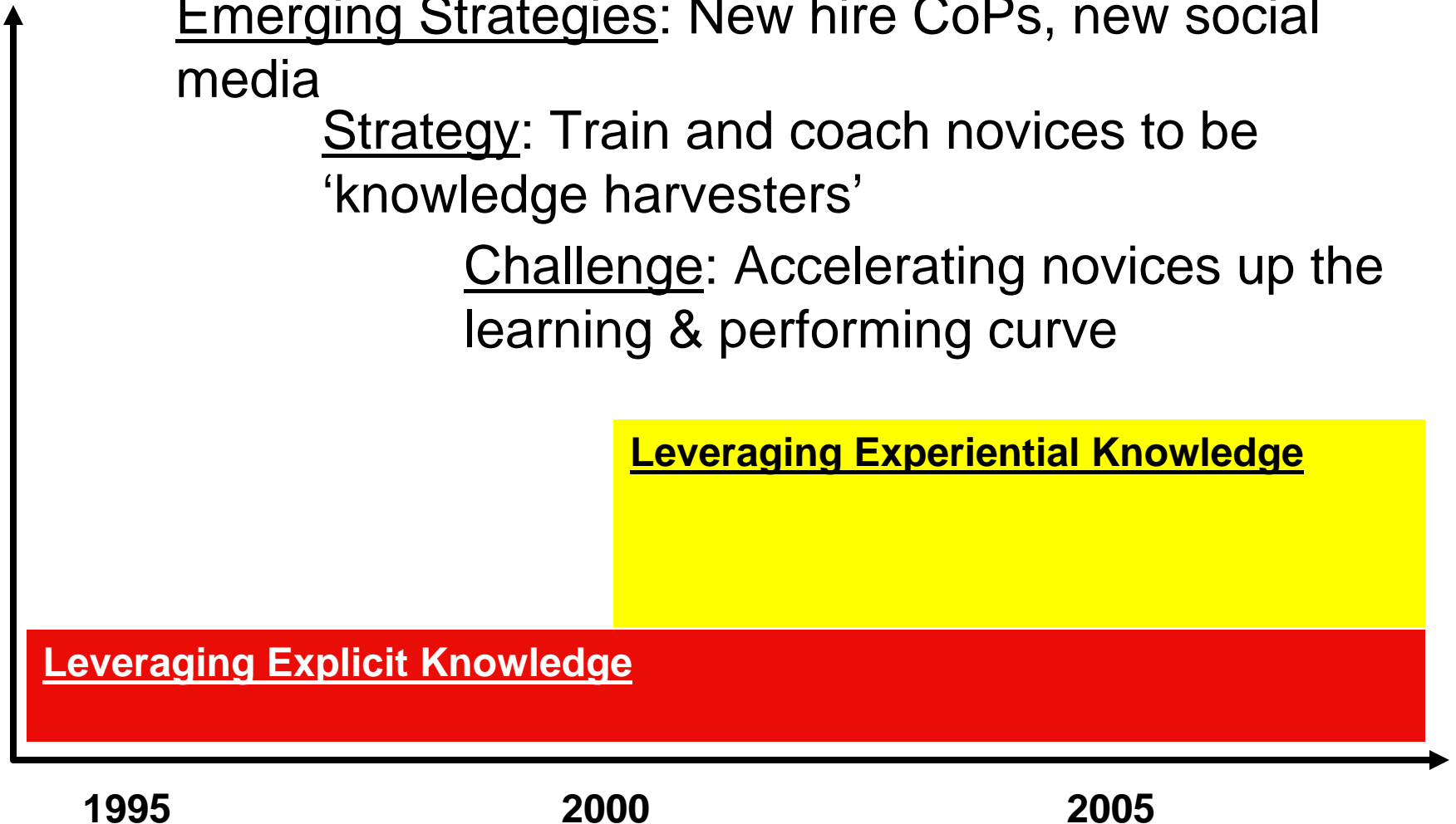


Evolution of KM 'Attention'

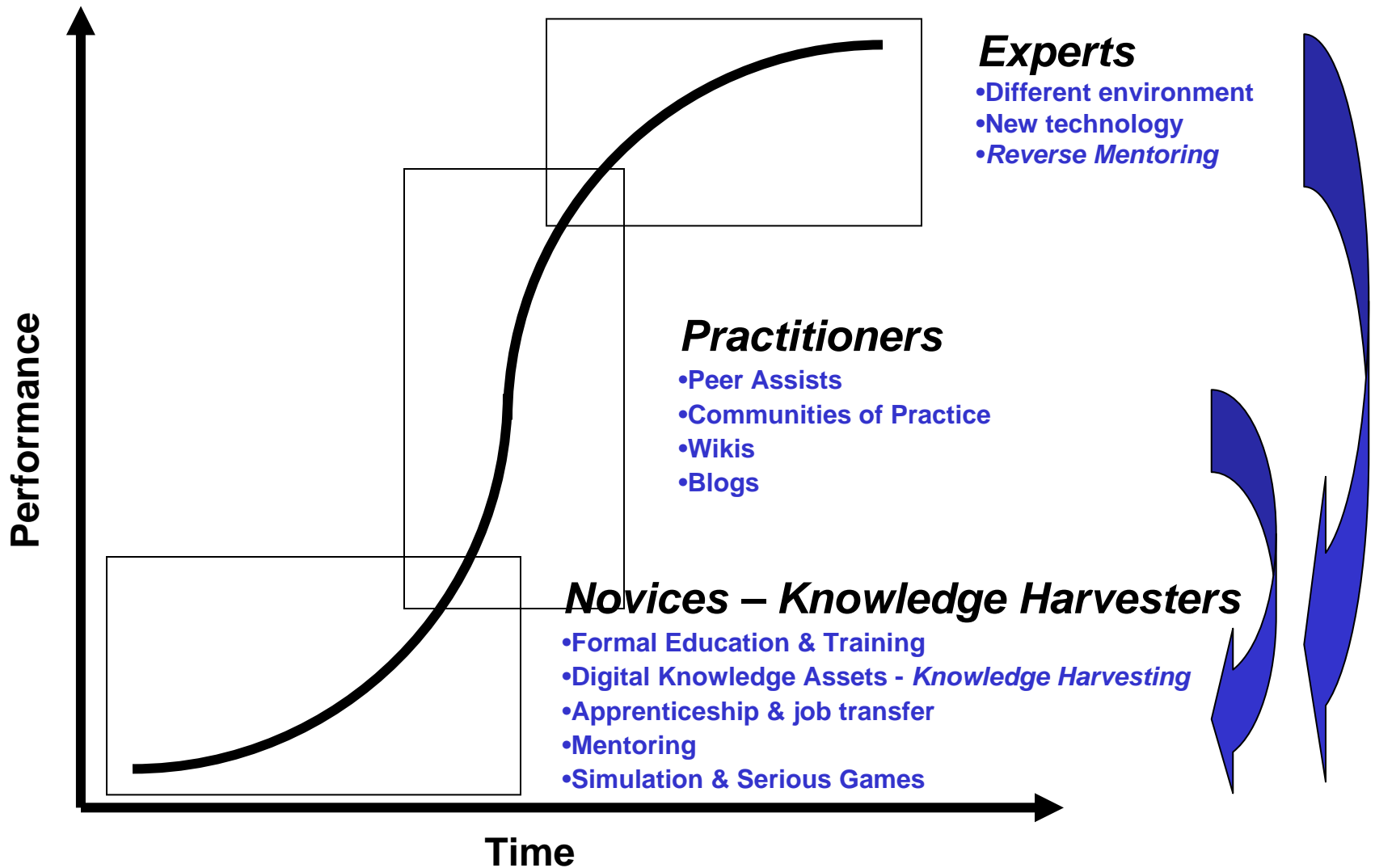
Emerging Strategies: New hire CoPs, new social media

Strategy: Train and coach novices to be 'knowledge harvesters'

Challenge: Accelerating novices up the learning & performing curve



Learning & Performing Curve

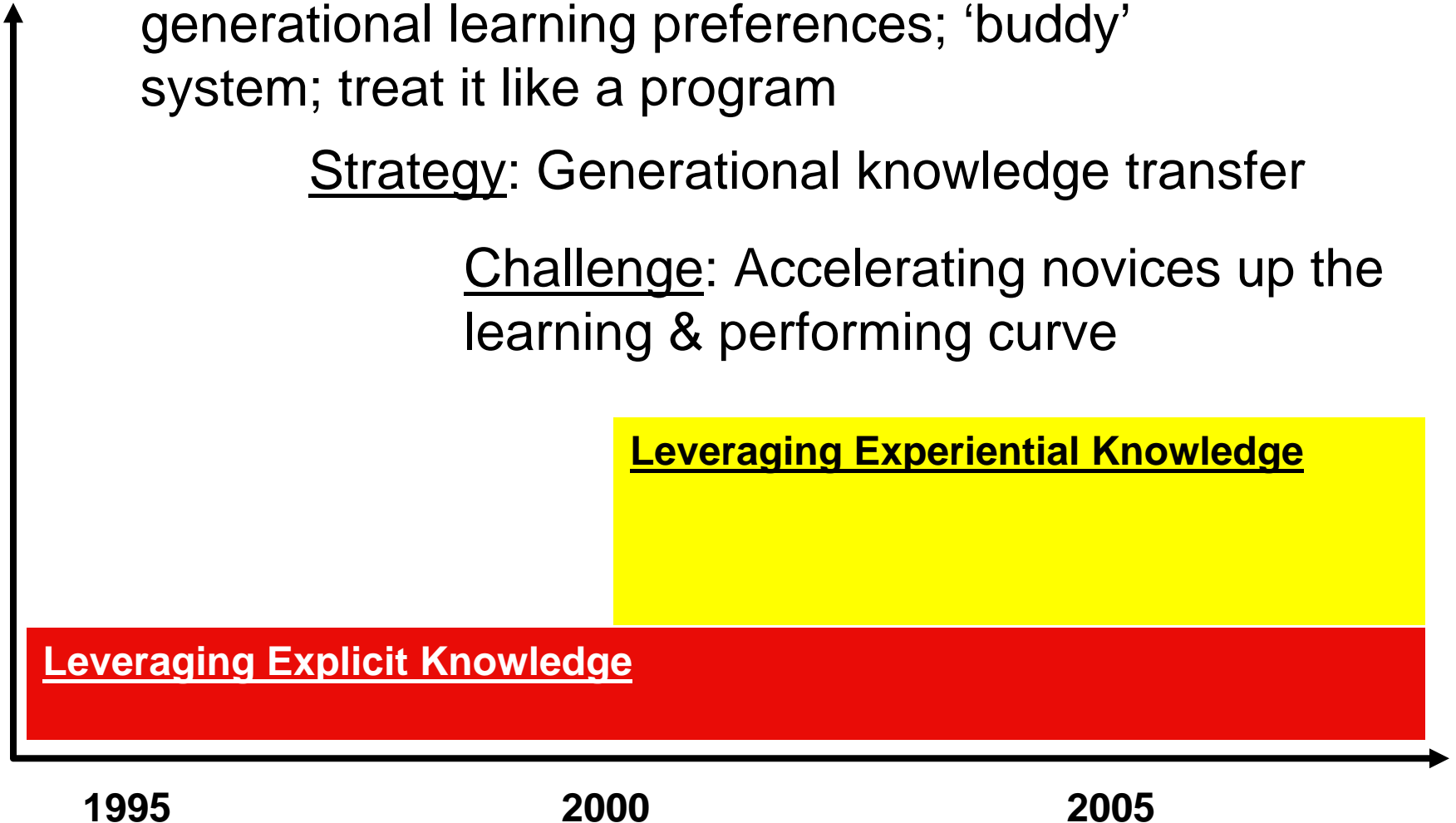


Evolution of KM 'Attention'

Emerging Strategies: Build awareness of generational learning preferences; 'buddy' system; treat it like a program

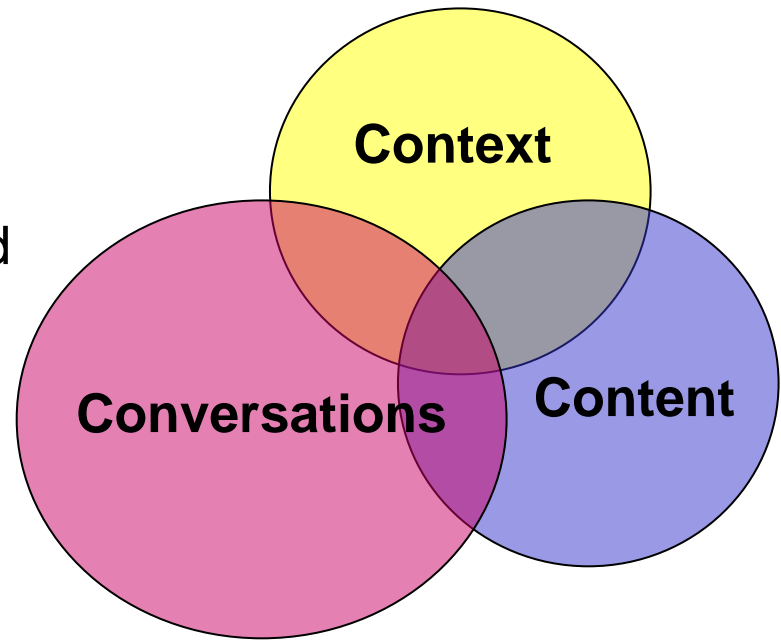
Strategy: Generational knowledge transfer

Challenge: Accelerating novices up the learning & performing curve



Generational Adaptations: Communities of Practice

- Open up your community to practitioners *past, present and future*
- Offer a choice of media with guidance in it's application to support interactions and knowledge exchanges
- Support sub-setting of CoPs to facilitate conversation among generational peers, but ensure relevant 'nuggets' and issues are passed to the broader CoP membership
- Provide an experienced CoP facilitator to observe, coach & promote cross-generational interactions

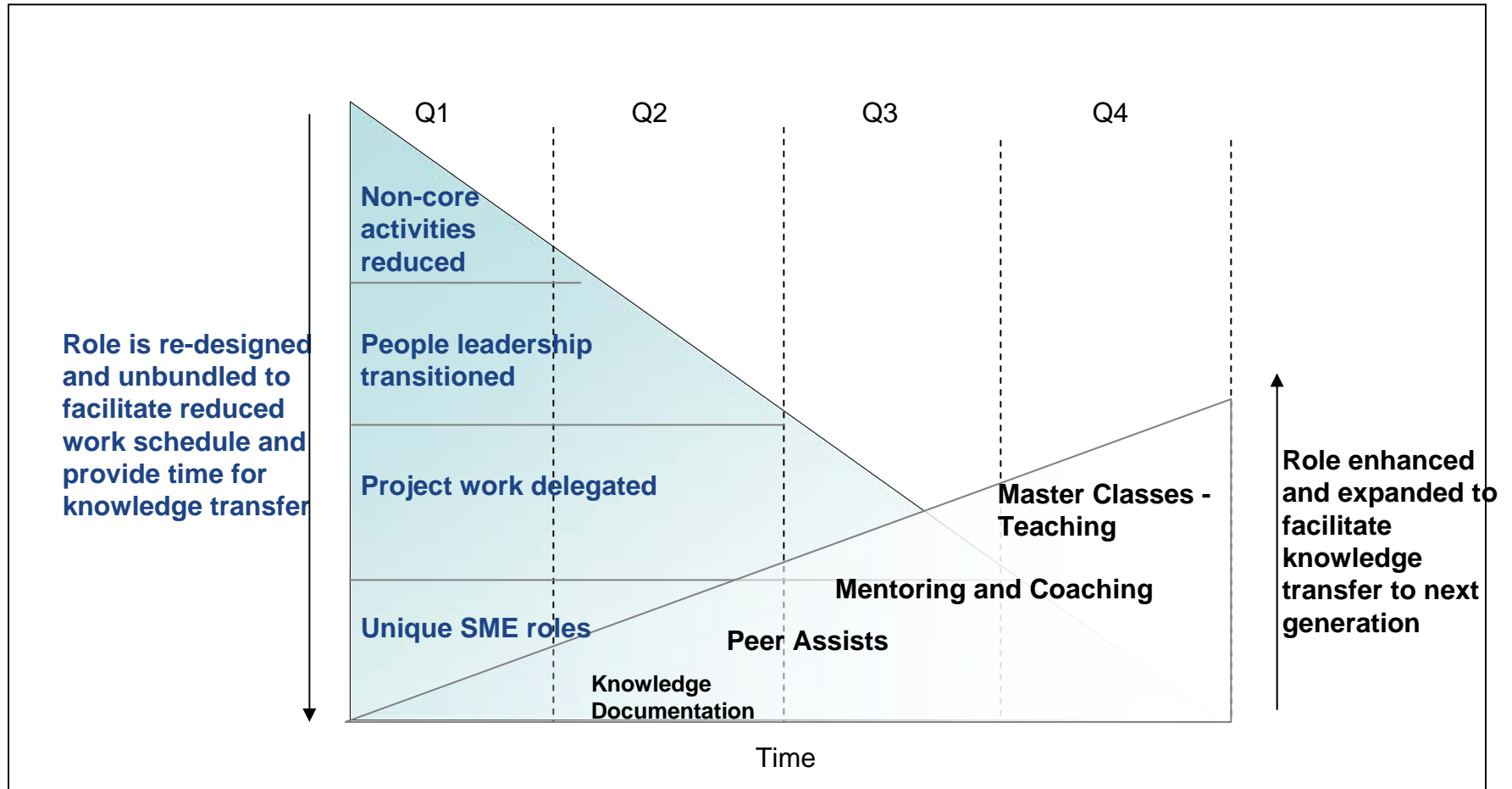


Generational Adaptations: Mentoring

- IM & Micro-Blog on-the-job in real time when the need is greatest or most relevant
- Group mentoring via Discussion Forums or Wikis for different time, different place interactions
- Reverse mentoring to help boomers with new social media, and to engage Gen Yers – *“Generational Buddies” at Hallmark*

“I suppose I could use Instant Messaging to communicate in real time with those I mentor... not just scheduled meetings”
- *Boomer in global energy company*

Programmatic Approach to Generational Knowledge Transfer



Source: American Express & The Conference Board, 2008

Evolution of KM 'Attention'

Emerging Challenge: Develop competency of experimentation

Strategies: Unleash new social media, knowledge transparency

Challenge: Tapping knowledge beyond boundaries

Leveraging Collective Knowledge

Leveraging Experiential Knowledge

Leveraging Explicit Knowledge

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A-Space

- Making use of the cognitive diversity that exists across sixteen US Intelligence Agencies to address adaptive challenges
- A Facebook-like environment in which analysts collaboratively create new meaning out of diverse ideas to break through long held assumptions
- Provides a conversational format to engage in joint sense-making
- Builds networked relationships without the costly time investment required to maintain “strong ties”
- Reinforces the value of asking questions of colleagues
- Non-hierarchical nature results in analysts feeling that it is okay to offer their thinking even if it is not completely formed

Provides a venue for seamlessly incorporating cognitive diversity to address complex issues.

Lockheed Martin 'Unity' Project: *"Express * Discover * Connect"*

- Enabling the business to more effectively compete, win, and perform by providing a social networking platform that lowers the barriers to create, share, and find information
- One major purpose was to meet Retirement and Recruitment challenge
- They wanted to allow each individual to express themselves in their day-to-day activities, and create content to help get the job done
- The value of a 'list of friends' is to be able to watch what people are doing and search network or ask question within group.
- Wikis allow you to capture process and make documentation generation easy.

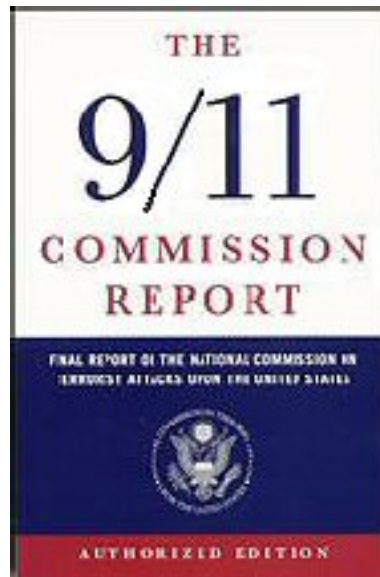
"Think big, start small, move fast."

Transparency

How can an organization learn without the free flow of information vertically as well as laterally?



Watergate



Challenger



Shuttle Columbia

In summary, Knowledge Leadership is about...

- Open collaboration
- Connection
- Experimentation
- Demonstrating it's okay to 'learn in public'
- Shaping performance through learning
- Convening conversations without controlling them



The next great leaders will be those that facilitate the flow of knowledge