Understanding KM in the Public Service Context

*Knowledge Management in Canada*

The Learning & Knowledge Management Value Proposition

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Agenda

• KM across the Canadian government
  - A Knowledge-Based Public Sector
• Knowledge Management examples
• Other governments and the private sector
• Words of …
We don’t make widgets, we manage knowledge, that’s what government people, public sector people do and when you are managing knowledge your number one tool is learning.

*Clerk of the Privy Council’s Sixth Annual Report, 1998*

The Public Service ... is a place that ... offers the opportunity for personal learning, development and growth. It provides people with the tools and the environment to do their work well. It is enabled by technology... It embraces continuous learning, career and professional development. Employees and managers share responsibility for learning. And it is a learning organization - where people share their experiences and learn from them.

*Clerk of the Privy Council’s Eighth Annual Report, 2001*
[Working horizontally] means being able to work in teams and networks across organizational silos; to think and act corporately…the public service is in a post-structural era; where power is exercised through networks, where influence is derived from cooperation…

_Clerk of the Privy Council, May 2001_

Today we are all knowledge workers, but the Public Service of Canada has not yet become a learning organization. We still struggle with the time to take advantage of learning opportunities while workload is high. And we know that, before our experienced staff retire, we must facilitate the transfer of knowledge to those who will remain…

I call on public service leaders…to do something different, something better, to make today’s Public Service of Canada a little more like the one we aspire to…I challenge public service managers to become better people managers.”

_Clerk of the Privy Council’s Ninth Annual Report, 2002_
Some Signposts

- Knowledge-work confirmed as the essence of public sector work in the annual reports of the Clerk of the Privy Council
- Learning and HR Mgt is a priority of public sector management
- Collaboration essential for the public service
- Importance of innovation and knowledge creation in the Speech from the Throne and in the Innovation Strategy
- Concerns over the impact of management and the modern work environment - 2001 National Work-Life Conflict Study and PS employee surveys
- Modern Comptrollership/Modern Management:
  - Pillars: public service values, stewardship, risk management, results and performance
  - Enablers: leadership, motivated people, clear accountability
- HR Modernization legislation
- Knowledge Management recognized - “People and knowledge management are two essential cornerstones of a new public sector management model” (COSO Learning and Development Committee – Progress Report, July 2002)
A Knowledge-based Public Sector

- A Changing Service Agenda
  - innovation in service delivery, GOL
  - program efficiency and effectiveness – results!

- A Changing Policy Agenda
  - policy re-focussing and rationalization

- A Changing Workforce Management Agenda
  - new legislation
  - learning and professional development
  - recruitment and staffing
  - retention and workplace well-being
Management Accountability Framework

Policy and Programs
- Confidence of the minister and the PCO in the quality of policy options and advice
- Recruitment/development/succession plans for policy community
- Investments in policy capacity/analytic tools

People
- Comprehensive HR development plan in place, including leadership, recruitment, retention, succession, learning, QWL, OL, EE
- Progress against HR targets
- Progress in measuring/improving employee engagement
- Quality of leadership
- Quality of labour relations

Citizen-focused Service
- Service improvement and transformation plans in place for major services/regulatory programs
- Client satisfaction measured annually
- Client satisfaction targets and results
- Progress toward GOL targets
- Collaboration with other governments and partners
- Information for citizens

Risk Management
- Corporate Risk Profile, reviewed regularly
- Tools, training, support for staff
- Evidence of risk considerations in strategic planning
- Engagement of external stakeholders in assessing/communicating risks

Stewardship
- Risk-based audit plans (reviewed regularly) and follow-up
- Progress in integrating corporate information systems and controls
- Audit findings and control failures
- Quality assurance in contracting, financial, knowledge and intellectual property management

Accountability
- Clarity of accountabilities
- Delegations regularly reviewed
- Executive committee oversight of performance management and regular review of performance
- Alignment of individual with corporate commitments

Public Service Values
- Customized public service values statement and ethical guidelines regularly discussed with all staff
- Sound advisory and recourse mechanisms in place
- Orientation, learning and other tools to support staff
- Staff assessment of organizational performance against PS values and ethics

Learning, Innovation and Change Management
- Progress in improving organizational learning and knowledge management practices
- Investments in organizational learning
- Stakeholder/staff perceptions of organizational adaptability, change and innovation
- Performance measurement used to improve organizational results

Governance and Strategic Directions
- Minister’s confidence in departmental support
- Perceived coherence of policy agenda
- Strength of the management team
- Corporate management framework used for priority setting, reallocation, and alignment to government-wide priorities
- Management improvement agenda integrating HR, comptrollership, service, etc.
- Leadership/participation in PS-wide initiatives

Results and Performance
- Quality of RPPs and DRPs
- Staff and client survey results
- Progress in strengthening financial and program results, and performance measurement
- Corporate monitoring and review of performance
- Risk-based evaluation plans (reviewed regularly) and follow-up
- Performance against external benchmarks
The Role of Knowledge in the Public Sector

• A strategic organizational asset inherent in people.
  - e.g. human capital

• A major ingredient in strategy and policy formulation.
  - e.g. insight, expertise, evidence, research, and intelligence

• A critical resource in program development and delivery.
  - e.g. know-how, skills, competencies, capacities, experience

• A high, value-added component of products and services.
  - e.g. information, analysis, guidance, supports to decision-making
Some Common Myths

There’s no problem replacing those departing employees, just hire more consultants

We need to get all the retiring employees to document everything they know and store it in the knowledgebase

We just need everyone to have personal training plans to become a learning organization

We need more technology for us to communicate better

Now that we have a continuous learning policy we will become a learning organization

You can’t “manage” something as ephemeral as knowledge, so Knowledge Management doesn’t exist
Some Common Truths

We need to break down the barriers between silos
We need to function more like a team
We need to improve the decision-making process
We need to be more responsive to changes in public sector drivers and priorities
We need to know how to deal with the HR issues of the future, and start to take action now
We need to be more efficient and effective in times of shrinking budgets
We need to become more innovative
We need to collaborate on horizontal issues
Knowledge in Two Forms
(M. Polanyi)

Explicit knowledge: knowledge that is articulated in formal language and which can be easily transmitted among individuals. It can be expressed in scientific formulae, codified procedures or a variety of other forms. It includes codified information, data, facts, records and documents, text, etc and is held in many different types of media.

Tacit knowledge: knowledge that is embedded in individual experience such as perspective and inferential knowledge. Tacit knowledge includes insights, hunches, intuitions, and skills that are highly personal and hard to formalize, making them difficult to communicate or share with others. It can be ‘learned’ from someone often only by close association with them for a period of time. It represents the cognitive abilities of people.
Its about the Flow of Knowledge

<table>
<thead>
<tr>
<th>Tacit</th>
<th>Explicit</th>
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<tbody>
<tr>
<td>Socialization/</td>
<td>Externalization</td>
</tr>
<tr>
<td>Intermediation</td>
<td>(e.g. codification)</td>
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<tr>
<td>(e.g. conversation)</td>
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<tr>
<td>Tacit</td>
<td>Internalization</td>
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<tr>
<td></td>
<td>(e.g. reflection)</td>
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<tr>
<td>Explicit</td>
<td>Combination/Cognition</td>
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<tr>
<td></td>
<td>(e.g. automatic feedback)</td>
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</tbody>
</table>
Its about Effectiveness and Innovation

Knowledge and Learning

Knowledge Management and Organizational Learning

Effectiveness and Innovation
Knowledge Management Principles
(T. Davenport, L. Prusak)

- Knowledge originates and resides in people's minds
- Knowledge sharing requires trust
- Knowledge sharing must be encouraged and rewarded
- Management support and resources are essential
- Knowledge is creative and should be encouraged to develop in unexpected ways
- Technology enables new knowledge behaviours
Knowledge management refers to the processes of creating, capturing, transferring and using knowledge to enhance organizational performance. Knowledge management is most frequently associated with two particular types of activities:

- Those activities that attempt to document and appropriate knowledge that individuals have (sometimes called the codification of knowledge) and activities to disseminate that knowledge throughout the organization.

- Those activities that facilitate human exchanges in which knowledge that is not codified (tacit knowledge) can be shared.

*Public Service Commission of Canada, 1998*
Knowledge Management, or the management of an environment to facilitate the creation and use of knowledge for increased innovation and value, is a multi-disciplinary field that draws from theories in economics, sociology, philosophy, and psychology. It also engages the applied fields of information technology, information and library science, and business. This matrix gives KM dimensions that other management approaches lack and thus can provide comprehensive and practical management solutions.

S. McIntyre and I. Moen, Vanguard, Issue 4, 2002
Knowledge Management

Knowledge Management is a multi-disciplinary approach to using and managing organizational knowledge that is based on sound Information management practices, focussed on organizational learning, recognizing the contribution and value of employees, and is enabled by technology. It is primarily concerned with the content of knowledge within the organization and how that knowledge can improve organizational performance.

*Interdepartmental Knowledge Management Forum, 1999*
Interdepartmental Knowledge Management Forum

Our Raison d’être:
The Interdepartmental Knowledge Management Forum (IKMF) creates an exploratory environment that stimulates Knowledge Management (KM) practice in the public sector. As a community of practice, the IKMF creates a safe environment for reflection, discovery, dialogue and innovation through the sharing of experiences, practices and insights between practitioners and those interested in KM.

The objectives of the Forum are:
- to encourage dialogue and collaboration between colleagues from knowledge-intensive communities to focus on and share experiences in the implementation of knowledge management in the public sector
- to be a centre of excellence and expertise in the development and use of knowledge management in the public sector

Our Understanding:
Knowledge Management is a multi-disciplinary approach to using and managing organizational knowledge that is based on sound information management practices, focussed on organizational learning, recognizing the contribution and value of employees, and is enabled by technology. It is primarily concerned with the content of knowledge within the organization and how that knowledge can improve organizational performance.
KM and Related Approaches in Canada

- strategic or tactical KM
- communities of practice, learning networks
- organizational learning & knowledge sharing
- knowledge mapping/auditing, Social Network Analysis, etc
- knowledge creation/innovation
- team-based management
- process focus
- “functional communities”, networks and associations
- IT - intranets, group/collaborative software, portals, yellow pages, virtual teams, conferencing, search tools
- T&D - individual-based, team-based; CL policies
- IM/RM/DM – data, information, and records and document management
KM in the Canadian Government
Who is doing it?

• Lots have tried
  - Science-based (Environment, Health, Nat’l Resources, National Research Council, SSHRC)
  - Operational (Public Works)
  - International Development (CIDA, Bellanet)
  - Military (DND, DRDC, RCMP)
  - Central Agencies (OAG, TBS, PSC, PSHRMAC)
  - Financial (Bank of Canada)

• Overall, limited long-term sustainable impact
  - Societal emphasis
  - Political drivers
  - Mobility across the system
  - Myths and misconceptions
  - Turf
  - Costs
  - Technology
Synthesis of Executive Survey Feedback

- Competence:
  • Focus on people-staff training and professional development

- Collaboration and communication:
  • Enhance horizontal working relationships (policy review/development, strategic analysis)
  • Portfolio and task teams

- Capacity:
  • Clear agenda & strong leadership (Governance)
  • Enhance corporate planning and reporting
  • Strengthen key aspects of the environment that will enable our transformation (better information, tools)
The Way Forward

- **Set the Right Direction:**
  - Strengthen strategic planning – corporate priorities and governance
  - Coordinate corporate planning (among Sector-branches and with priority initiatives)
  - Align CSB corporate support plans (HR, Fin, Accommodation, IT, IM)

- **Focus the Change:**
  - Enhance strategic analysis capability (the business process from MC to MAF bilat and Budget Office/Mgt Office role)
  - Leverage collaborative mechanisms (horizontal files, portfolio teams, project/task, networks & communities of practice, technology)
  - Develop staff (ES and others including admins)
  - Use Learning more strategically (see next slide)
  - Continue/strengthen corporate communications (external & internal)

- **Espouse the Key Values:**
  - Climate of cultural change, innovation and engagement
  - Openness and accountability (e.g. Need-to-Share vs Need-to-Know)
# Learning Framework for TBS

<table>
<thead>
<tr>
<th>Competence (individual)</th>
<th>Collaboration (team/group)</th>
<th>Capacity (organization)</th>
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</thead>
<tbody>
<tr>
<td><strong>Functional Orientation</strong></td>
<td><strong>Skills, Knowledge &amp; Competency Development</strong></td>
<td><strong>Organizational Learning</strong></td>
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<tr>
<td>- Intro to the Machinery of Govt</td>
<td>Internal:</td>
<td>- Workload Mgt:</td>
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<tr>
<td>- Orientation to TBS Business</td>
<td>- Specialized workshops:</td>
<td>- Strategic planning and priority setting</td>
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<tr>
<td>- TBS Boot Camp</td>
<td>- Supplementary Estimates</td>
<td>- Environmental scanning and intelligence gathering</td>
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<tr>
<td>- Admin Officer Boot Camp</td>
<td>- ARLU</td>
<td>- Risk Mgt</td>
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<tr>
<td>- Professional orientation</td>
<td>- TB Submissions</td>
<td>- Performance reporting</td>
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<tr>
<td>- PS Orientation</td>
<td>- MCs and briefing notes</td>
<td>- Best practices &amp; learn from mistakes</td>
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<tr>
<td>- MAF</td>
<td>- Project Management</td>
<td>- Mgt retreats</td>
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<tr>
<td>- FAA</td>
<td>- Grants &amp; Contributions</td>
<td>- Continuous improvement</td>
</tr>
<tr>
<td>- User Fee Act</td>
<td>- Assessing Financial Statements - Crown Corps</td>
<td>Workforce Mgt:</td>
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<tr>
<td>- USA Patriot Act</td>
<td>- RMAF</td>
<td>- Workforce analysis and planning</td>
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<td>- New Guidance for RMAFs</td>
<td>- Précis writing</td>
<td>- Succession planning</td>
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<td>- PSMA Strategic Investment Fund</td>
<td>- ES Development Program</td>
<td>Strengthening Public Sector Management</td>
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<td>- Authority to re-spend revenues</td>
<td>- e-learning and SDL</td>
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<tr>
<td>- Procurement ERC</td>
<td>- Work assignments</td>
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<td>- Integrated Mgt Agenda</td>
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<td>- Guest speakers</td>
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<td>- Group/team debriefs</td>
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<td>- Face-to-Face</td>
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<td>- Town Hall</td>
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<tr>
<td>- external information session/conferences</td>
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<td><strong>Information / Awareness</strong></td>
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<td><strong>Skills, Knowledge &amp; Competency Development</strong></td>
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<tr>
<td><strong>Collaborative Work / Experiential Learning</strong></td>
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<tr>
<td><strong>Capacity (organization)</strong></td>
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<tr>
<td><strong>Competence (individual)</strong></td>
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### Collaborative Work / Experiential Learning:
- TB Debrief
- Strategic analysis
- MAF Assessments
- Portfolio teams
- Horizontal files
- Policy development
- Policy suite renewal
- Project planning
- Post-mortems:
  - EMIS Lessons Learned
  - Supps/ARLU Lessons Learned
  - Urban Aboriginal Strategies Lessons Learned
  - PAA workshop
  - MAF Lessons Learned
  - Networks, functional communities and communities of practice
Inukshuk: Defence Knowledge Model

Inukshuk:
• “likeness of a person” (essential component of KM)
• Identify opportunities
• Guide leaders
• Very Canadian
• Every Inukshuk is different
Knowledge Management Framework

Canadian Forestry Service - Natural Resources Canada

Knowledge Management

Capacity Building

Organizational Context

Resources
- Infrastructure

Content
- Governance

People
- Time

Technology
- Systems Management

Acquisition
- Production

Dissemination

Vision
- Direction

Commitment

Change
- Sharing

Controlling

Education
- Skills

Experience
Knowledge in the Service of Canadians
Charter

Preambule
As Environment Canada, we want to see a Canada where people make responsible decisions about the environment and where the environment is thereby maintained for the benefit of present and future generations. This goal can only be achieved if the Department is successful in generating, acquiring and demonstrating our knowledge to deliver effective and responsive services internally and to Canadians. This knowledge to the Service of Canadians Charter is accomplished by deliberately integrating our approach to people, knowledge and service into the daily fabric of our work throughout Environment Canada. It is an important milestone in strengthening our contribution to the environment and to sustainable development.

Goal
Our goal is to manage and share knowledge creatively and efficiently to better serve Canadians now and in the future.

Principles
1. Our people, their knowledge and their collective expertise are essential to the service we provide Canadians.
2. Trust and collaboration at all levels are fundamental to our success.
3. Knowledge, experience and learning are readily shared, officially and formally, for the benefit of Canadians and the global community.
4. Active engagement and dialogue with clients, citizens, partners and stakeholders are key in ensuring our services are responsive to the needs of Canadians and serve the public good.
5. Our workplace is one that attracts and nurtures people and exemplifies a team-based environment.

Our Commitment
We, the members of the Environment Management Board, are committed to this goal and these principles. We will create the capacity to discharge them and will measure our progress. We invite all employees to join us in bringing this Charter to life in our Department and sharing it with our partners and clients.

September 16, 2002

Our Purpose is Service, Our Product is Knowledge,
Our Strength is People

Le savoir au service des Canadiens et Canadiennes
Charter

Préambule
Environnement Canada souhaite voir un Canada dans lequel les gens prennent des décisions responsables au sujet de l'environnement et dans lequel l'Environnement est mis en avant pour le bénéfice des populations présente et futures. Ce but ne peut être réalisé que si l'Environnement est capable de générer, d'acquérir et de démontrer son savoir afin d'agir efficacement et de répondre aux besoins de la population. C'est pourquoi nous avons élaboré ce Centre de l'Environnement afin de faciliter notre engagement à déployer des initiatives pour le bien-être de nos clients, de la population et de la population canadienne. Le but est de servir les Canadiens et les Canadiennes, c'est-à-dire d'utiliser nos compétences, notre engagement et nos efforts pour mieux satisfaire les besoins des Canadiens et servir l'intérêt public.

Principes
1. Notre but est de servir; notre produit, nos connaissances; notre force, notre personnel.

Notre but : vous servir; notre produit : nos connaissances;
notre force : notre personnel.
Trust and collaboration at all levels of our organization are fundamental to our success.

• Our people, their knowledge and their collective wisdom, are essential resources that support the services we provide to individuals, families, businesses, employers, governments, and communities.

• Knowledge, experience and learning are assets to be shared internally and externally in all of our relationships.

• Active engagement of, and dialogue with, citizens, partners and stakeholders are key to ensuring our policies, programs and services respond to the needs of Canadians and serve the public good.

• Our work environment is one that attracts and nurtures people, fosters teamwork, and exemplifies a culture where knowledge is valued, supported and rewarded.

**Vision**

To position HRSD as Canada’s leader in the creation, management, preservation, exchange, and use of knowledge on human resources and social development issues.
What is KM?

Building our knowledge base and relationships.

- Storing, preserving and accessing our stock of knowledge, identifying gaps, and creating new knowledge.
- Engaging, and partnering, with stakeholders to learn from experiences and maximize investments.
- Sharing, exchanging, and disseminating knowledge internally and externally.
- Using knowledge for policy/program development, service delivery, and supporting decision-making.

Developing an organizational culture that values knowledge.

- Champion practices that create, store, preserve, share, and use knowledge.
- Quality standards; governance processes.
- Performance monitoring and reporting.
- Communication, education, and promotion.

Supporting innovation, creativity, involvement, and participation among people.

- Development opportunities.
- Training.
- Assistive and accessible technologies & tools.
- Venues (conferences, forums, seminars, discussion groups, etc.) to promote creating, preserving, sharing, and using knowledge.
A networked approach will enable us to reach out at all levels, and to link, share, and learn from specialists and all functional areas of the department as well as from external experts.

It will also enable staff to shape change, and take ownership in the development of a new organizational knowledge culture.
Seimens AG KM Framework (Maturity Model)

Structure of the KMMM®
The Common PPT Framework

People

Process

Technology
The Knowledge Framework
(TFPL UK CKO Summit 2003)

Knowledge Proposition

Customer Intimacy
Product Leadership
Operational Excellence

What
Expertise, information, ideas
(spectrum of knowledge)

Why
Value disciplines
(sources of income)

Where
Three horizons
(focus of the org’n)

How
People, Process, Tools
(dimensions of intervention)

Knowledge Proposition
Customer Intimacy
Product Leadership
Operational Excellence
Other KM Models

[Diagram of Knowledge Management Models]

[Table showing KM Pillars and their alignment across Technology, Leadership, Culture, Infrastructure, Organization, Process, Measures, Learning, and Content]
Other Governments

OECD The Learning Government: KM survey and symposium 2002

- KM ranks high on the management agenda of a good majority of central government organizations
- Cultural change is taking place
- Not clear if the change is the result of organizational changes
- Some structural changes not yet achieved
- Good KM practices best enhanced by long-term behaviour reflecting trust among civil servants, team spirit and selflessness, and best supported by a relatively stable organizational and cultural environment
- KM policies have to be well designed, taking into account information overload and time spent in consultation, and on the internal governance system
OECD The Learning Government: KM Challenges of a changing environment

- Efficiency and productivity the main motivators
- Improving transparency and outward sharing of information
- Improving working relations and trust
- Increasing horizontality and decentralization of authority
- Promoting life-long learning
- Making organizations more attractive to job seekers
- Improving working relations and sharing across ministries
KPMG European KM survey 2002/2003

Business case for knowledge management

- 80% consider knowledge a strategic asset.
- 78% of respondents believe they are currently missing out on business opportunities by failing to successfully exploit available knowledge.
- Companies estimate that, on average, 6% of revenue as a percentage of annual turnover or budget is being missed from failing to exploit knowledge effectively.
- 51% state that involvement of the board members increased in the past three years.

Investments and returns

- Average KM spending is less than 2% of revenues. ROI is difficult to quantify, but 27% report ROI above required company level, 9% report ROI at required company level, 64% say ROI is unknown.
- Companies use knowledge management to realise synergies among units (83%), accelerate innovation (63%), achieve higher customer added value (74%), reduce costs (67%), improve quality (70%) and reduce exposure to risks (26%).
- 50% report clear financial benefits and returns. Among the non-financial benefits, companies experienced quality improvement (73%), increased teamwork (68%) increased speed and responsiveness (64%) and better decision-making by frontline workers (55%).
Private Sector – KPMG Survey

KPMG European KM survey 2002/2003

Business areas where KM is applied
• KM is being applied in all business and functional areas, with a core in service delivery (53%), marketing and sales (53%), operations (51%), human resources (43%), R&D (43%), strategy (36%), distribution channels (32%) and procurement (26%).

Current and future KM initiatives
• In the last two years, internal communities of practice (45%), competence centres (41%) information centres (41%) and document databases (41%) were started.
• In the next two years, the focus shifts from internal to external knowledge sharing and customer and supplier communities.
Private Sector – Knowledge Proposition

TFPL (UK) CKO Summit 2003
• Customer Intimacy – customer loyalty
• Product Leadership - innovation
• Operational Excellence – cost control
### KM Evolution (European KM Form)

<table>
<thead>
<tr>
<th></th>
<th>KM in 1999</th>
<th>KM in 2002</th>
<th>KM in the Future</th>
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<tbody>
<tr>
<td><strong>KM Mission</strong></td>
<td>Awareness</td>
<td>Project Delivery</td>
<td>Strategy development</td>
</tr>
<tr>
<td><strong>KM Function</strong></td>
<td>Broker</td>
<td>Steward</td>
<td>Integrator</td>
</tr>
<tr>
<td><strong>KM Structure</strong></td>
<td>Distributed</td>
<td>Federal</td>
<td>Centralized</td>
</tr>
<tr>
<td><strong>KM Governance</strong></td>
<td>Informal</td>
<td>Formal</td>
<td>Structured</td>
</tr>
<tr>
<td><strong>KM Scope</strong></td>
<td>Vague</td>
<td>Mixed</td>
<td>Enterprise</td>
</tr>
<tr>
<td><strong>KM Self-image</strong></td>
<td>Evangelist</td>
<td>Service provider</td>
<td>Trusted advisor</td>
</tr>
<tr>
<td><strong>KM Resources</strong></td>
<td>Limited</td>
<td>Committed</td>
<td>Specialized</td>
</tr>
<tr>
<td><strong>KM Culture</strong></td>
<td>Academic</td>
<td>Pragmatic</td>
<td>Institutionalized</td>
</tr>
<tr>
<td><strong>KM Metrics</strong></td>
<td>Stories</td>
<td>Short-term return</td>
<td>Long-term value</td>
</tr>
<tr>
<td><strong>KM Technology</strong></td>
<td>Piecemeal</td>
<td>Leveraged</td>
<td>Continuous improvement</td>
</tr>
</tbody>
</table>
The Knowledge Advantage for Governments

- Competitive advantage
- Co-opetition advantage
- Collaborative advantage
- Creative advantage
- Customer-Citizen-Client advantage
- Cultural and Societal advantage
KM Value chain

Who is involved in the KM Value Chain?
KM Value chain

Who is involved in the KM Value Chain?
- Leaders
- Managers
- Staff
- Support groups
- Clients
- Suppliers
- Stakeholders
Closing Thoughts, Words of …
“Don’ts” for Knowledge Management

• Don’t treat KM as a project, a one-off, an IT “solution”, or a pilot
  - it’s part of the management discipline!

• Don’t focus on KM; focus on the business needs and use KM as a means to help you manage your way there (only if needed)
  - this is organizational change towards maturity as a knowledge-intensive organization
Its about Value Creation
(Hubert Saint-Onge)

...in the knowledge era, value creation comes from the knowledge-based interaction between the three elements:

- **Human Capital**
  - individual capabilities

- **Customer Capital**
  - customer relationships

- **Structural Capital**
  - organizational capabilities

knowledge value creation
Its About Learning Through Experience
(The Kolb Learning Cycle)

1. Experiencing
   Immersing yourself in the task

2. Reflection
   What did you notice?

3. Conceptualization
   What does it mean?

4. Planning
   What will happen next?
   What do you want to change?
Its about Becoming a Learning Organization
(Peter Senge)

L.O. Disciplines:
- Systems thinking
- Shared vision
- Mental models
- Personal mastery
- Team learning

Learning Competencies:
- Reflective conversation (mental models, dialogue-flow of meaning)
- Aspiration (personal mastery/vision and shared vision)
- Understanding complexity (systems thinking)
It Goes Beyond the Learning Organization to Knowledge, Leadership and Community (Peter Senge, Nov 2001)

- Work is defined as – “A process that creates value”
- Learning is defined as – “A process to enhance the capacity to produce results that are needed”
- To accelerate or deepen learning you must collaborate.
- Knowledge is the work, Community is the network
- Leadership is crucial to success but profoundly misunderstood
  - The most important leadership starts with frontline leaders
  - Leadership comes naturally from local innovators
  - Leadership is a community activity
- Knowledge management is defined as – “The processes that facilitate the transfer of knowledge through social networks (which depends upon open dialogue, mutual trust, and a helping attitude)”
Communities of Practice

• What Do you Need Them for?
  Focus: Knowledge, Skill and Practice
  Orientation: Personal, Professional, Organizational
  Typologies: Emergent and Posited
  Attributes: Virtual and Physical
  Scope: Intra-/Inter-organizational

What are They? Gardens of Knowledge

• The Soil: Culture and Environment
• The Seed: People – Knowledge and Creativity
• The Fruit: Improved Practice, relationships
  • and more
• The Gardener: Stewardship
Communities of Practice

Things to consider

**Needs:**
- Communities or Teams

**Readiness:**
- the ‘Aha!’ factor or the ‘Huh?’ factor

**History:**
- excitement & support or cynicism & resistance

**Time:**
- doing the right things or ‘sorry, too busy’

**Technology:**
- enabler & partner or foe & barrier

**Management:**
- stewardship or control

**Motivation:**
- passion or politics

**Architecture:**
- serendipity or orchestration

**Connections:**
- open or closed

**Mechanics:**
- dialogue or tasks
Knowledge Management
Where to Start?

• Set the Right Direction
• Focus the Change
• Espouse the Key values
Knowledge Management

Where to Start?

Factors to Consider (Delphi Group KM Audit Factors):

✓ Strategy
✓ Process
✓ Structure
✓ Innovation
✓ Current initiatives
✓ Culture and relations
✓ Communication
✓ Achieved levels and inclination
Structure of the KMMM®

Analysis

Development

Knowledge Processes
- Strategy, Knowledge Goals
- Environment, Partnerships
- People, Competencies
- Collaboration, Culture
- Leadership, Support
- Knowledge Structures, Knowledge Forms
- Technology, Infrastructure
- Processes, Roles Organization

Holistic KM Systems

KM Projects

Optimizing
Managed
Defined
Repeated
Initial

Knowledge Management & Business Transformation
Corporate Technology – Information & Communications
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4th IC World Congress
Hamilton, Ontario, Canada
January 17 - 19, 2001
Closing Thoughts, Words of …

…no, really this time…
Your Role: Control vs Influence

Direct influence

Indirect influence

Direct control
Your Role: Lessons in Leadership

The Be-attitudes:

• **Be strategic:** Identify your organization’s greatest needs; Identify a holistic vision that captures people’s imagination and engagement

• **Be practical:** Recommend straight-forward solutions to real problems; Build on previous work; Manage the scope of effort and expectations; Deliver what you promise, when you promise it

• **Be inclusive:** Develop and build on personal relationships - yours and others; Build and use the support of natural allies, both internally and externally; Be helpful and flexible

• **Be a champion:** Demonstrate servant-leadership, Keep moving forward; Be constructive; Carpe diem!
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