Governance and Knowledge Management: Theory and Practice

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Agenda

• What do I mean by knowledge management?
• Delegation of authorities (and decision making power) through formal roles and responsibilities
• Direction through strategies, policies and procedures
• Measurement and accountability for results
• Mitigation of risk (to strategic outcomes) through steps and protocols
• Summary
What do I mean by knowledge management?

“a transdisciplinary approach to improving organisational outcomes through maximizing the use of knowledge. It involves the design, implementation & review of social & technological activities & processes to improve the creating, sharing & applying or using of knowledge.” – Australian Knowledge Management Standard AS 5037-2005

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Delegation of authorities (and decision making power) through formal roles and responsibilities

RACI matrix

• Responsible – Do the work.
• Accountable – Answerable for the correct delivery of the task (there can be only one).
• Consulted – opinions sought via 2-way communication.
• Informed – kept up-to-date on progress via 1-way communication.
Delegation of authorities (and decision making power) through formal roles and responsibilities

**RACI matrix**
- Responsible
- Accountable
- Consulted
- Informed

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<tr>
<th>Task</th>
<th>Worker</th>
<th>General Manager</th>
<th>SharePoint Developer</th>
<th>Knowledge Manager</th>
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<tr>
<td>Obtain budget approval</td>
<td>-</td>
<td>R/A</td>
<td>C</td>
<td>R</td>
</tr>
<tr>
<td>Design interface</td>
<td>C</td>
<td>I</td>
<td>R</td>
<td>R/A</td>
</tr>
<tr>
<td>Implement technology</td>
<td>I</td>
<td>I</td>
<td>R</td>
<td>A</td>
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Delegation of authorities (and decision making power) through formal roles and responsibilities

Knowledge management projects are “messy”:

• Different business units have to talk to each other.
• People, process and technology get caught up in unexpected ways.

Authority / Responsibilities = Power = Politics
Direction through strategies, policies and procedures

THEORY

Strategy

Policies

Procedures
Direction through strategies, policies and procedures

**THEORY**
- Strategy
  - Policies
    - Procedures

**PRACTICE**
- A Strategy
  - A Policy
    - Some More Policies
  - Some Procedures
    - Random Procedure
  - Shadow Strategy
  - Ignored Policies
Measurement and accountability for results

Mitigation of risk (to strategic outcomes) through steps and protocols

• The risk of risk management – having a risk management process that is ritualistic rather than identifying the big risks.

• Pre-mortems are a useful tool.

• Risk management should productively engage with our psychology of fear and loss.
Mitigation of risk (to strategic outcomes) through steps and protocols
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<th>Governance</th>
<th>Knowledge Management</th>
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| Delegation of authorities (and decision making power) through formal roles and responsibilities | • Distributed programs with multiple stakeholders  
• Authority is often unclear and contested  
• Formalisation may only partially succeed |
| Direction through strategies, policies and procedures | • In Theory: Strategy -> Policy -> Procedure  
• In Practice: Not so much |
| Measurement and accountability for results | • Measures can take different forms depending on audience and purpose |
| Mitigation of risk (to strategic outcomes) through steps and protocols | • Risk management process vs actual management of risks  
• Risks can escalate quickly so measuring and monitoring is critical |