

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*

After action reviews	Intranets / digital workplaces
Lessons learned	Document management
Community of practice	Records management
Best practice	Content management
Storytelling / narrative	Enterprise social networks
Facilitation	Artificial intelligence / machine learning
Knowledge broking	Text analytics
Information learning	Search



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

<i>Task</i>	Worker	General Manager	SharePoint Developer	Knowledge Manager
Obtain budget approval	-	R/A	C	R
Design interface	C	I	R	R/A
Implement technology	I	I	R	A



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

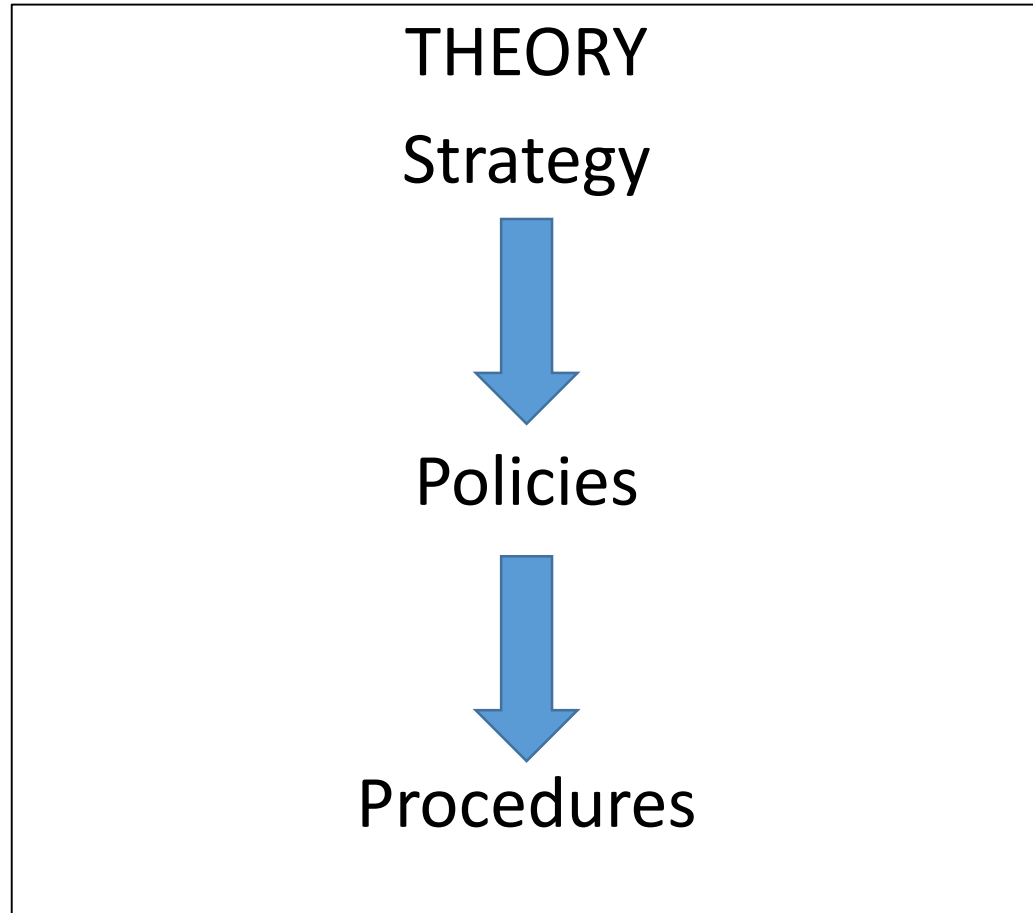
Knowledge management projects are “messy”:

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

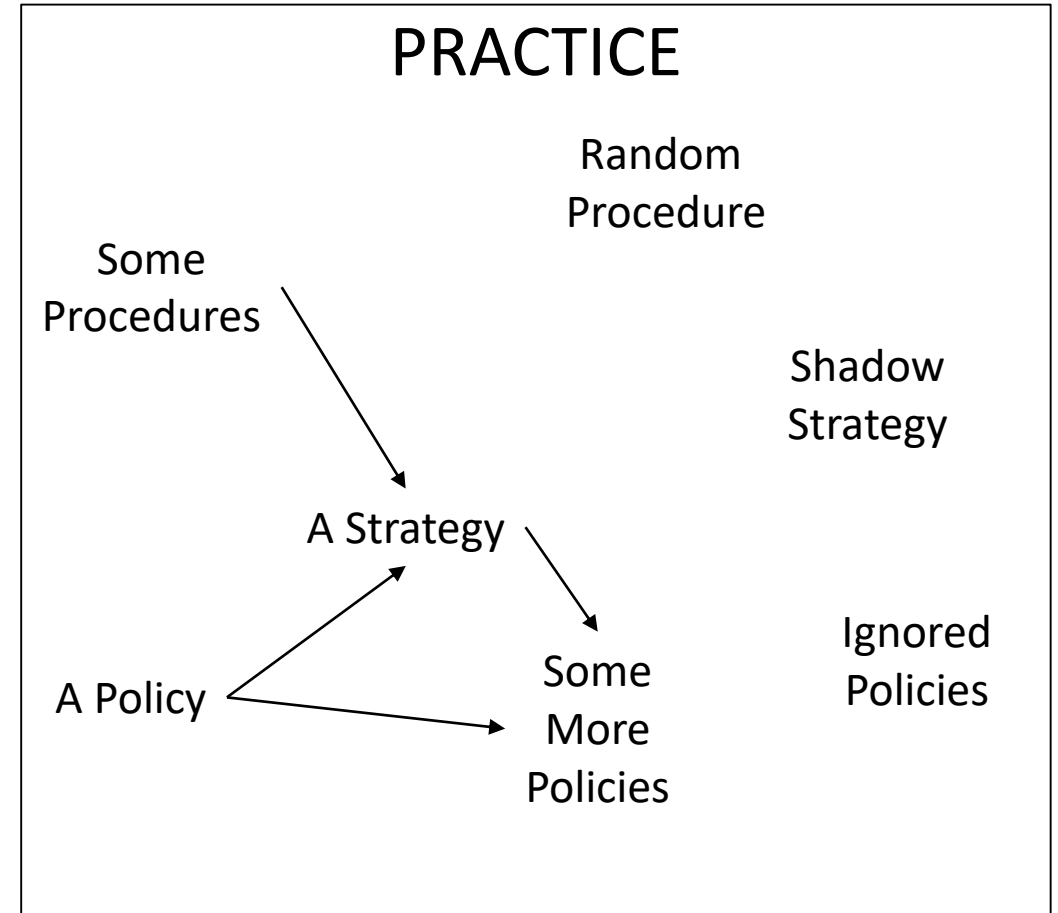
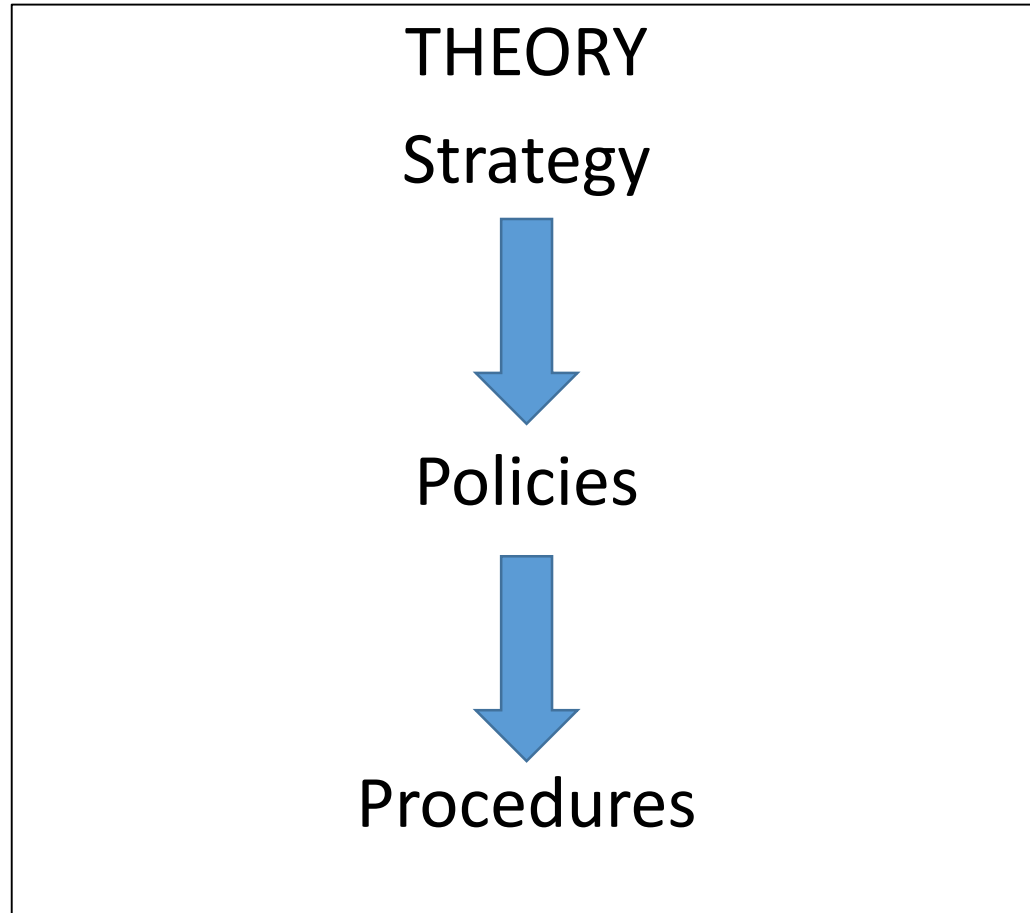
Authority / Responsibilities = Power = Politics



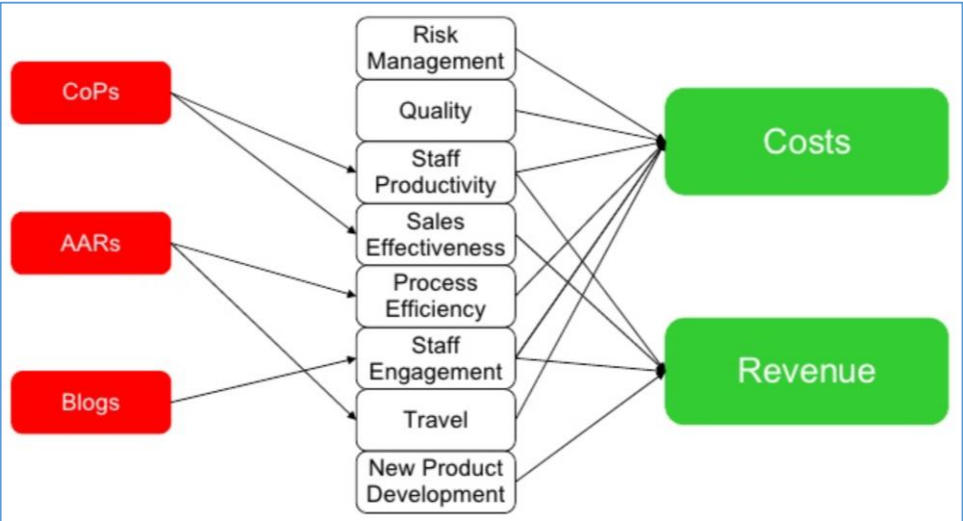
Direction through strategies, policies and procedures



Direction through strategies, policies and procedures



Measurement and accountability for results



Input	Definition	Source	Confidence
# of community members	Total number of staff who participate in communities based deduplicated membership lists	Community Membership Lists	Green
Annual average FTE cost (240 days per year)	Total cost (i.e. wages, super, etc) of an average FTE	Sourced from HR	Green
Net time saved in information & expert location - members (days per month)	The additional time a community member would have to spend identifying information & experts that they obtained from participation in the community	Estimated from interviews	Red
Member multiplier impact on non-members	Number of non-members that attendees talk to about CoP activities	Estimated from interviews	Red
Net time saved in information & expert location - non-members (days per month)	The additional time a community non-member would have to spend identifying information & experts that they obtained from discussions with a community member	Estimated from interviews	Red
Average cost of training per person	Estimated external course costs	Sourced from HR	Yellow
Courses Replaced	Number of training courses substituted by CoP members	Estimated from interviews	Red

Output	Definition
Information & Expert Location - Members	Definition = [Community Members] x [Net time saved in information & expert location - members (days per month)] x [Annual average FTE cost (240 days per year)] x 12 months / 240 days per year
Information & Expert Location - Non-members	Definition = [Community Members] x [Member multiplier impact on non-attendees] x [Net time saved in information & expert location - non-attendees (days per month)] x [Annual average FTE cost (240 days per year)] x 12 months / 240 days per year
Training	Definition = [Community Members] x [Average cost of training per person] x [Courses replaced]

Inputs & Assumptions	
# of community members	300
Annual average FTE cost (240 days per year)	\$50,000
Net time saved in information & expert location - members (days per month)	0.5
Member multiplier impact on non-members	2
Net time saved in information & expert location - non-members (days per month)	0.2
Average cost of training per person	1000
Courses Replaced	1
Annual Cost Savings	
Training	\$300,000
Information & Expert Location - Attendees	\$375,000
Information & Expert Location - Non-attendees	\$300,000
Total	\$975,000



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



Governance	Knowledge Management
Delegation of authorities (and decision making power) through formal roles and responsibilities	<ul style="list-style-type: none"> • Distributed programs with multiple stakeholders • Authority is often unclear and contested • Formalisation may only partially succeed
Direction through strategies, policies and procedures	<ul style="list-style-type: none"> • In Theory: Strategy -> Policy -> Procedure • In Practice: Not so much
Measurement and accountability for results	<ul style="list-style-type: none"> • Measures can take different forms depending on audience and purpose
Mitigation of risk (to strategic outcomes) through steps and protocols	<ul style="list-style-type: none"> • Risk management process vs actual management of risks • Risks can escalate quickly so measuring and monitoring is critical

