Knowledge Management and Digital Transformation

The role of KM in building an agile workforce

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September 2018
Digital Transformation

Change in business model to create new values.

Leverage new technology and data.

Source: techblogwriter.co.uk
“Google Duplex” was revealed to the world on May 2018

(Google I/O)

“At 12 pm.”

“We do not have a 12 pm available. The closest we have to that is a 1:15.”
Mitel partners with Google Contact Centre AI
Suggested Content

Identify the type of running: Road running: Shoes should have enough cushion to prevent injuries related to hard surface. Trail running: The sole of trail running shoes is designed to adhere to the road and avoid unstable feet. Sprint running ...

- More: How to Buy Running Shoes

Ordering Hard Court Tennis Shoes. Use the dropdown to find current available inventory related to tennis shoes for hard court surface. Brand: Pamarca

- More: Ordering Hard Court Tennis Shoes

<table>
<thead>
<tr>
<th>Brand</th>
<th>Gender</th>
<th>Size</th>
<th>Shoe</th>
<th>Price</th>
<th>Free shipping</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pamarca</td>
<td>Women</td>
<td>6</td>
<td>Tennis-Han</td>
<td>$114.00</td>
<td>Get it by Thursday, Jul 26 from San Jose, California</td>
</tr>
</tbody>
</table>

How to Buy Tennis Shoes. Tennis shoes are highly recommended for playing tennis, to get the right support or grip and avoid an injury.

- More: How to Buy Tennis Shoes

How to Buy Tennis Shoes
KM Challenges in the Digital Transformation Era
Agile

... the competence, capacity and confidence to learn, adapt and innovate in changing contexts for sustainable success.

Pamela Meyer

Relevant | Responsive | Resilient | Resourceful | Reflective
Assessing KM’s role in a function or activity

**Discover**
- What key knowledge do they need to find?
- What tools will help them in their discovery?
- How do we create awareness about the available knowledge?

**Capture**
- What key knowledge do we need to capture?
- Which are the ones that will be useful to others?
- Is a knowledge transfer required?

**Institutionalise**
- What knowledge needs to be institutionalised?
- How do we make it easy for everyone to contribute or access the knowledge?

**Share & Reuse**
- How do we make the knowledge easily accessible?
- How do we ensure the key knowledge are re-used?
The Digital Transformation Components

People
- Structure
- Capabilities
- Culture

Process
- Transformation
- Change management
- Digital leadership

Technology
- Project management
- Collaboration tools
- Solution development
Supporting the People

What you can do?

Join the Digital Transformation committee.

Be the KM representative and state your value proposition.

Look for opportunities to enhance KM in the transformation.
Supporting the People

What you can do?

Work with Org. Development (OD) to formulate a training plan.

Look at existing knowledge asset / resources / base and determine what can be used.

Making it easy for officers with relevant capabilities be easily searched.

Identify experts. Build an expert directory.
Supporting the People

Culture

Agile: Responsive | Resilient | Relevant | Resourceful | Reflective

What you can do?

Identify the key behaviours and work with HR to formulate a plan to inculcate agility values to the staff.

Infuse knowledge sharing elements into the DT’s awareness program.
Supporting the Process

**What you can do?**

Manage ideas.

Crowdsource for ideas on business applications for specific technology.

Promote lessons learned database.
Supporting the Process

Transformation

Identify opportunities | Customer perspectives | Ideation | Solution development

What you can do?

Build an environment that supports collaboration – both physical and online.

Capture project management knowledge.
Supporting the Process

Change Management

Transform the way we work | Adapt to the new way of working | Acquire new skills

What you can do?

Work with the business units on the knowledge gap(s) and formulate a training plan with OD.

Capture lessons learned on the change.

Update your knowledge map!
Supporting the Process

Digital Leadership

Sustaining the transformation | Foster the digital culture

What you can do?

Plenty 😊
Strategy to sustain DT leadership to continuously improve the digital core.

The digital core needs to stay relevant to support the ever-changing business environment.

**Digital Core**

- Customer Experience
- Operational Excellence
- Digital competencies

**Digital Leadership DNA**

Embedding talent management, program roadmap and core competencies into organisation’s DNA will sustain its digital leadership and create agility in the Digital Core.

**Core Competencies**

- **Customer Insight**
  - DT team to work with business units to gain “always-on” (forward looking) customer insights to respond proactively to customers’ needs.

- **Technology Insight**
  - Identify emerging technologies that will allow the creation of new values for organisation’s customer experience and business operations.

- **Data Enablement**
  - Leverage data and distil insights (eg. customer) to facilitate better outcomes for customers and increase business operation efficiency.

- **Continual Innovation**
  - Innovate in high value areas where technology innovation can dramatically improve outcomes, eg. Using Design Thinking and Agile.

- **Digital Culture**
  - Collaborate with HR to develop behaviours and competencies that supports DT: Agile (responsive, resourceful, resilient, reflective and relevant) and technology-literate.

**Talent Mgt.: Recruitment, Development and Performance**

**DT Program Roadmap**
Supporting the Technology

Project Management

Project schedule | Tasks | Risks | Issues | Cost | Manpower

What you can do?

Project management tools.
Lessons learned – risks and issues.
Project information.
## Portfolio Dashboard

### Key Metrics
- **Project Count**: 58
- **Project Cost**: $19M
- **Cost Variance**: $7.27M
- **Project Work**: 275K Hours
- **Work Variance**: 114.31K Hours
- **Active Risks**: 18
- **Active Issues**: 14

### Projects by Governance Phase

- **1 - Proposal**: 8 projects
- **3 - Planning**: 29 projects
- **4 - Execution**: 11 projects

### Projects by Type

- New Product Development: 3 projects
- New Construction: 2 projects
- Facilities Management: 3 projects
- Application Development: 1 project
- Enhancement: 5 projects
- Agile: 1 project

### Projects Table

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project Owner</th>
<th>Start Date</th>
<th>Finish Date</th>
<th>Cost</th>
<th>Cost Health</th>
<th>Work Health</th>
<th>Schedule Health</th>
<th>% Complete</th>
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</thead>
<tbody>
<tr>
<td>AdventureWorks Cycles Building Maintenance</td>
<td>Lidia Holloway</td>
<td>1/2/2018</td>
<td>12/31/2018</td>
<td>$563,180</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>APAC Network Expansion</td>
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<td>10/1/2018</td>
<td>10/23/2018</td>
<td>$8,060</td>
<td></td>
<td></td>
<td></td>
<td>0%</td>
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<tr>
<td>Bay Plaza</td>
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<td>6/5/2017</td>
<td>7/2/2018</td>
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<td></td>
<td></td>
<td>4%</td>
</tr>
<tr>
<td>Bell Linguistics Analysis Tool</td>
<td>Ben Walters</td>
<td>8/4/2017</td>
<td>10/2/2017</td>
<td>$74,360</td>
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<td></td>
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</tr>
<tr>
<td>Benjamin Map and GPS Software R100</td>
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<td>1/21/2019</td>
<td>1/27/2020</td>
<td>$229,500</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Biothermal Ear Warming System</td>
<td>Isaiah Langer</td>
<td>1/8/2018</td>
<td>2/1/2019</td>
<td>$345,181</td>
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<tr>
<td>Blue Yonder Airline Flight Rewards System Integration</td>
<td>Alex Wilber</td>
<td>3/18/2019</td>
<td>10/7/2019</td>
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<td>Bountiful Agriculture Monitoring System</td>
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<td>Bradford Solid Material Laser Scanning System</td>
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<td>7/14/2020</td>
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<td></td>
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<tr>
<td>Cactus Traffic Sensor</td>
<td>Isaiah Langer</td>
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<td>12/30/2018</td>
<td>$154,960</td>
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<td>Clearfield Animal Tracking System</td>
<td>Grady Archie</td>
<td>1/14/2019</td>
<td>5/12/2020</td>
<td>$319,085</td>
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<td>Closed Circuit Security Cameras in Parking Structures</td>
<td>Lidia Holloway</td>
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<td>10/12/2018</td>
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</tbody>
</table>
Supporting the Technology

Collaboration

Physical and remote collaboration

What you can do?

Provide collaboration space for discussion and brainstorming.

Provide video conferencing tools for remote discussion.

Provide online collaboration tools to support discussions.

Source: www.design-base.co.uk
Use the infinite online whiteboard, a design thinking toolkit and real time collaboration features created with teams in mind. Organize your teamwork in a simple and visual way — from research and brainstorming to visualization and review.
Supporting the Technology

Solution Development

Design Thinking | DevOps | Agile Software Dev. | Automation

What you can do?

Build a knowledge map with the DT, Operations and Application teams.

Identify knowledge gaps eg. Skills, SOPs, Methods.

Provide a physical / online collaboration space.

Identify and document critical knowledge - business continuity purposes.
Summary

Be part of the Digital Transformation (DT) team.

Know your organisation’s DT strategy.

Apply the Discover, Capture, Institutionalise, Share and Re-use method to identify the “jobs-to-be-done”.

Facilitate collaboration and “curate” critical knowledge for officers.

Be an agile KM team - transform the way we work!
The End