

Knowledge Management and Digital Transformation

The role of KM in building an agile workforce

Shaharudin Mohamed Ishak

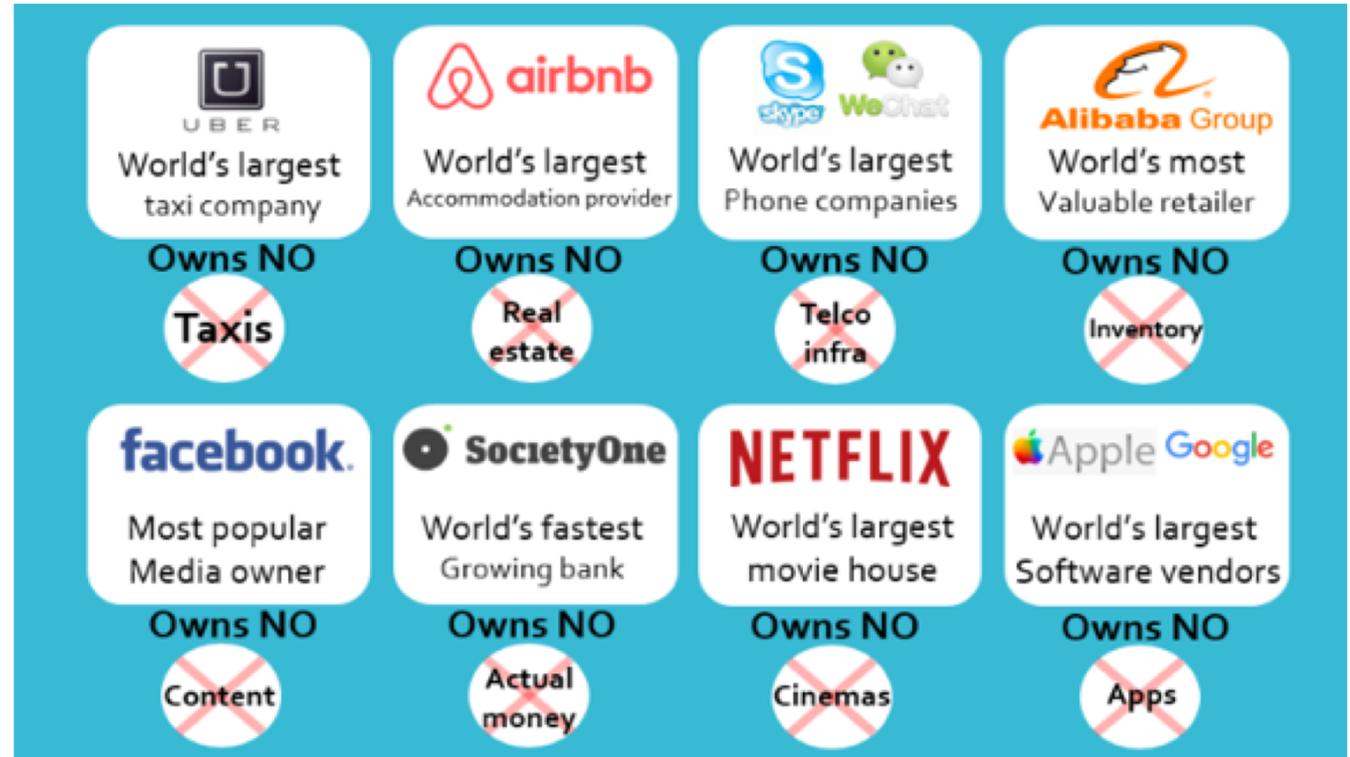
September 2018



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)



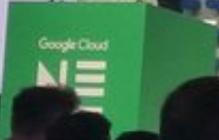
“At 12 pm.”



*“We do not have a 12 pm available.
The closest we have to that is a 1:15.”*

Google Cloud Next '18
Mitel partners with Google Contact Centre AI

Customer Experience
Contact Center AI



Mitel

Joshua Haslett
VP, Strategic Innovation

Mitel's Intelligent Customer Experience
Powered by Google Contact Center AI

NEXT



Mala Nielsen



03:12



GENESYS™

 Mala N. 555-867-5309

MN

I like pamarca shoes

alright I just searched available options for you for hard court tennis shoes women size 6 and I found a great listing that says free shipping and fast delivery



would you like me to text it to you or would you rather receive it by email?



MN

could you text it

Yes I just texted it to you right now



MN

great thank you

Suggested Content

New Content ⁷

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](#)

Brand	Gender	Size	Shoe	
Pamarca	Women	6	Tennis-Har	Find Product



Brand new: lowest price

Pamarca Hard Court Tennis Shoes
\$114.00

Free shipping
Get it by Thursday, Jul 26 from San Jose, California

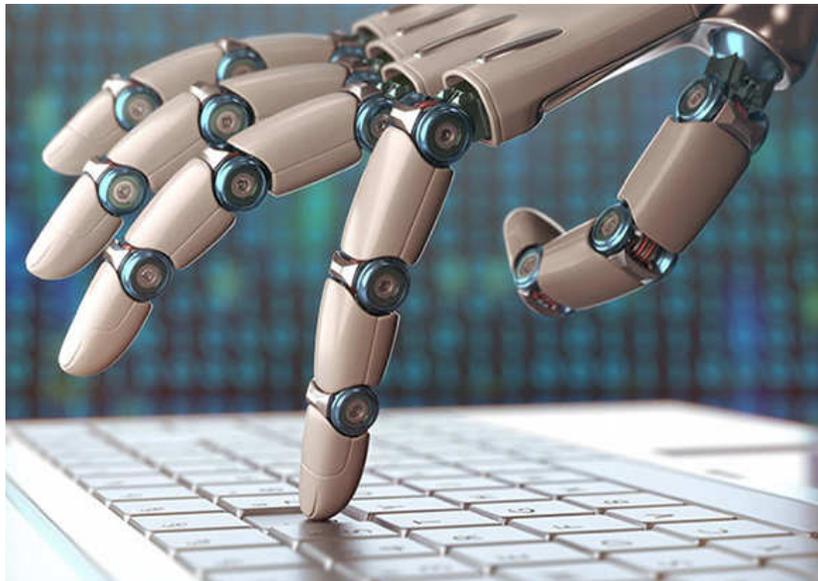
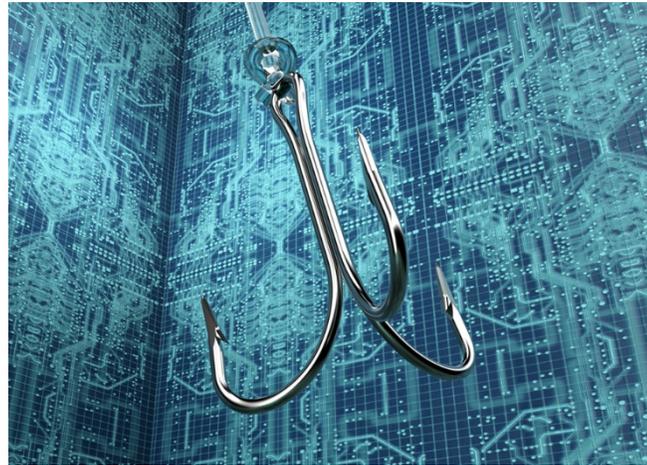
[Send text](#)[Send Email](#)

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

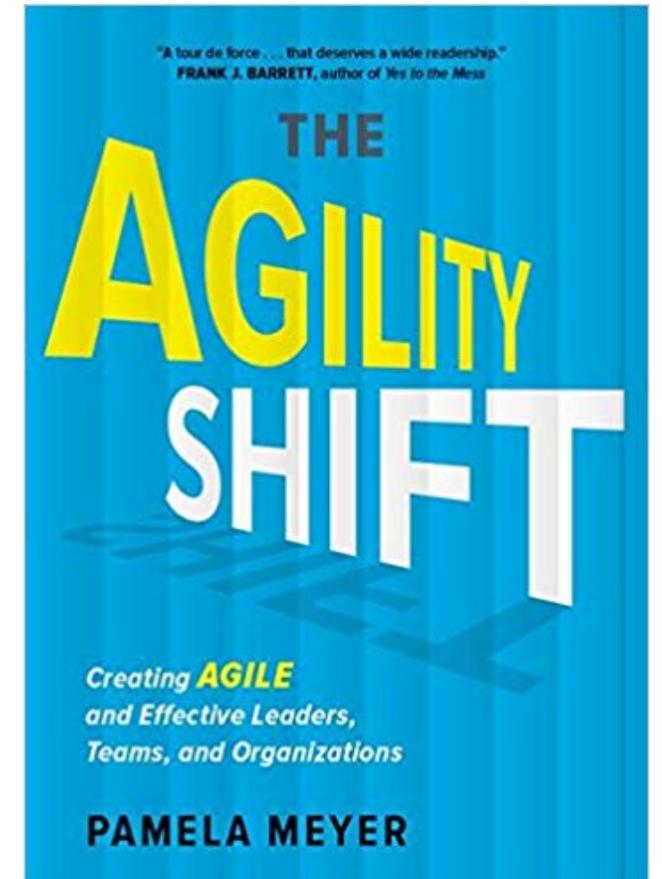


Agile

... 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

Structure

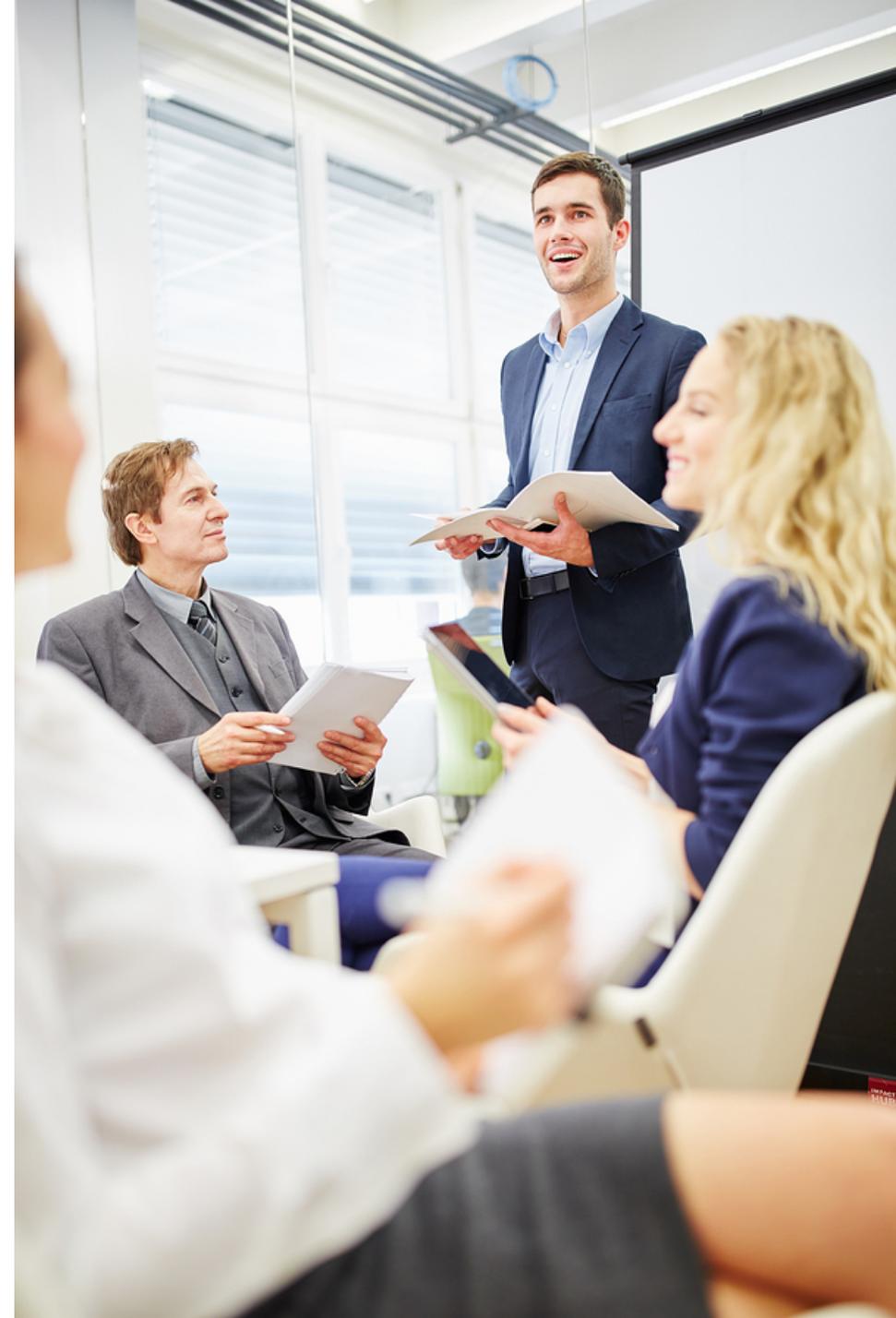
Committees | Taskforce | Project | Team |
Communities

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

Capabilities

Knowledge | Skills | Experience

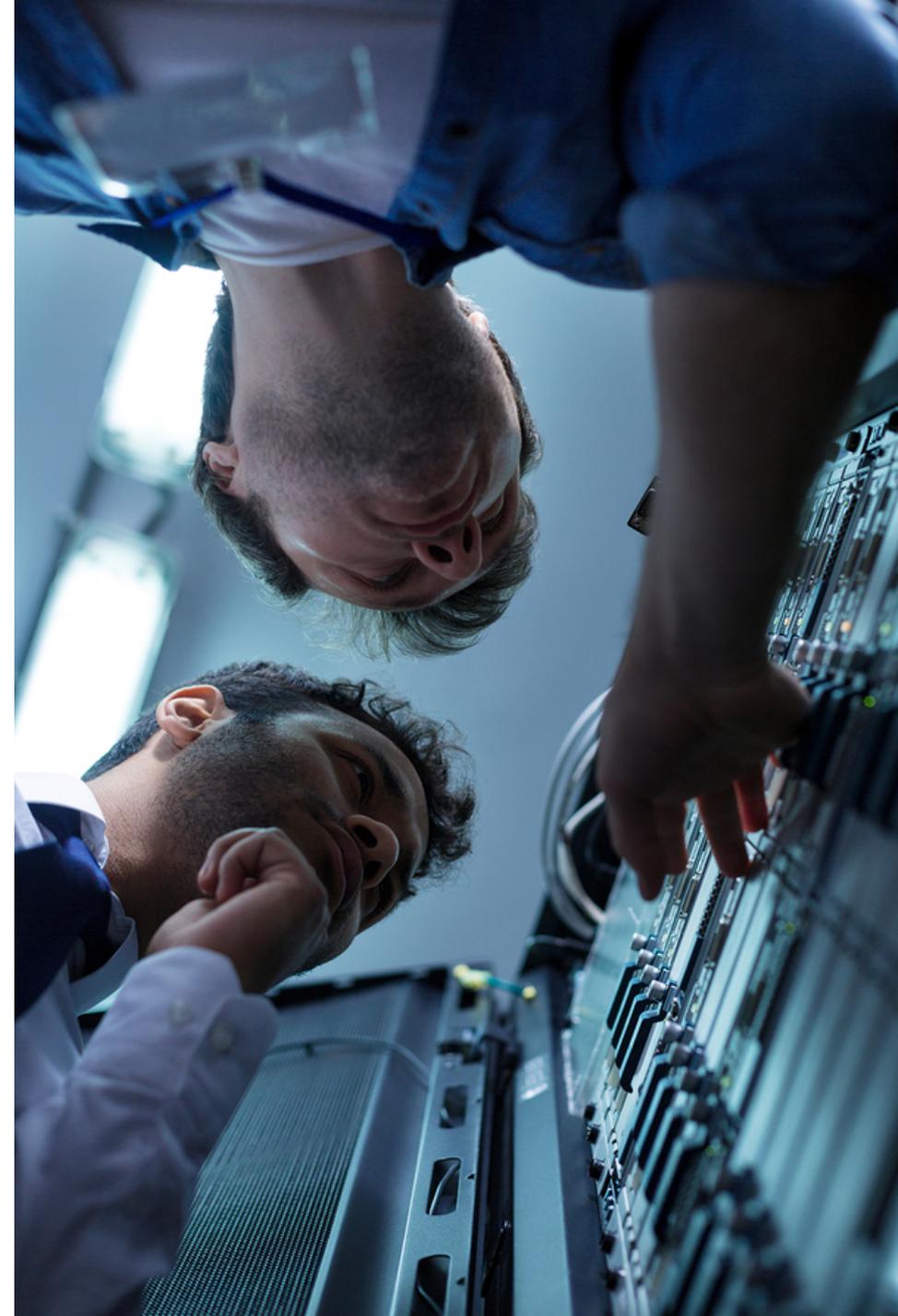
What you can do?

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.



Information Extraction Tool

The screenshot displays an Information Extraction Tool interface. On the left, a network graph visualizes relationships between entities. Nodes include 'amphetamine', 'drug dealer', 'Alex Vella', 'Heather', 'Rev John Begle', 'Mostafa', 'Ross Brand', 'Geoffrey Nicholson', 'Geoffrey Nicholson's community', 'Tony Caradonna', 'Tony Caradonna's community', 'violence', and 'Christopher Paul Clements'. Edges connect these nodes, representing relationships. A central node is labeled 'Alex Vella's community'. A context menu is open over the 'Mostafa' node, listing actions such as 'Person-cluster', 'Add to Selection', 'View Details', 'Show Document List', 'Show First Document', 'Show More Neighbours', 'Show More Documents', 'Fast Near Person', 'Hide', 'Add/Remove Tags', 'Edit', and 'Delete'. On the right, a document viewer displays a document titled 'Timeline of OMCG Violence.docx'. The document content includes news snippets with highlighted entities and dates. An orange arrow points from the 'Mostafa' node in the graph to a highlighted section in the document. The document text includes: 'Queensland's Cabinet considers introducing its own tough anti-bike laws, to be modelled on the South Australian example. The Northern Territory also flags an overhaul of its laws. Premier Anna Bligh says she is concerned the state could become a safe haven for bikes. Monday March 30, 2009: A home-made bomb is found outside the Paramatta Press. Mostafa Jowayde's home for the next day it had the potential to... Tuesday March 31, 2009: Sydney's... barrister Philip Boulton... of the... of Defence Lawyers Association... used tough anti-bike laws will not be effective... related awareness... vfa Jowayde (Person-cluster: 460941) ; 2014-01-20-1638 ; 6529 Timeline of OMCG Violence.docx [Law...]'

Source: Sintelix



Supporting the Process

Transformation

Identify opportunities | Customer perspectives |
Ideation | Solution development

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.

Digital Core

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

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.

Talent Mgt.: Recruitment, Development and Performance

DT Program Roadmap

Core Competencies

Customer Insight

Technology Insight

Data Enablement

Continual Innovation

Digital Culture

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

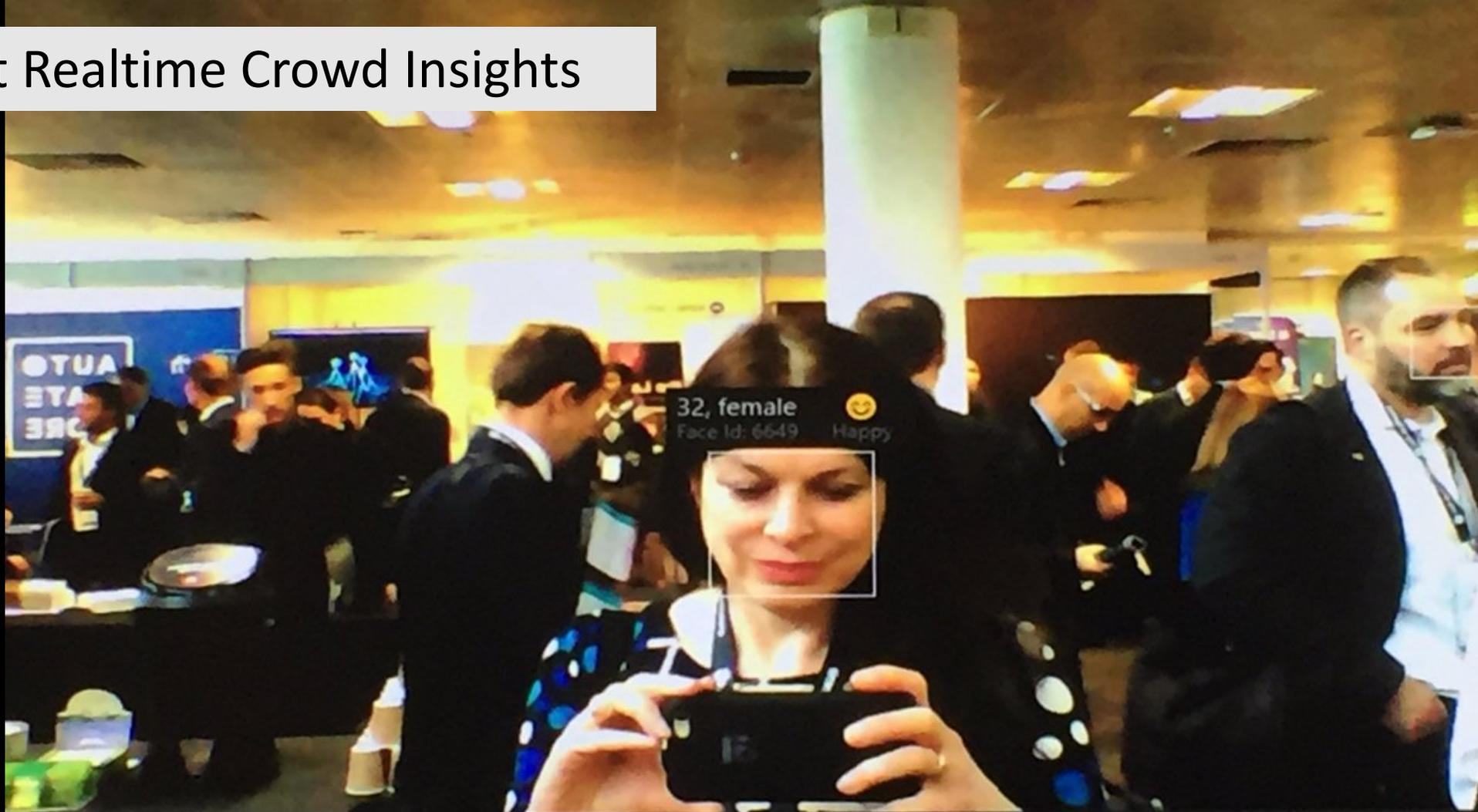
Identify emerging technologies that will allow the creation of new values for organisation's customer experience and business operations.

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

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

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

Microsoft Realtime Crowd Insights



Total Faces

At this hour (averaged hourly)

Analyzed
1638

Unique
139

Average Crowd Emotion

Last few minutes



Anger

Contempt

Disgust

Fear

Sadness

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

DEPARTMENT

All

PROJECT TYPE

All

PROJECT OWNER

All

GOVERNANCE PHASE

All

PROJECT COUNT

58

PROJECT COST

\$19M

DOLLARS

COST VARIANCE

\$7.27M

DOLLARS

PROJECT WORK

275K

HOURS

WORK VARIANCE

114.31K

HOURS

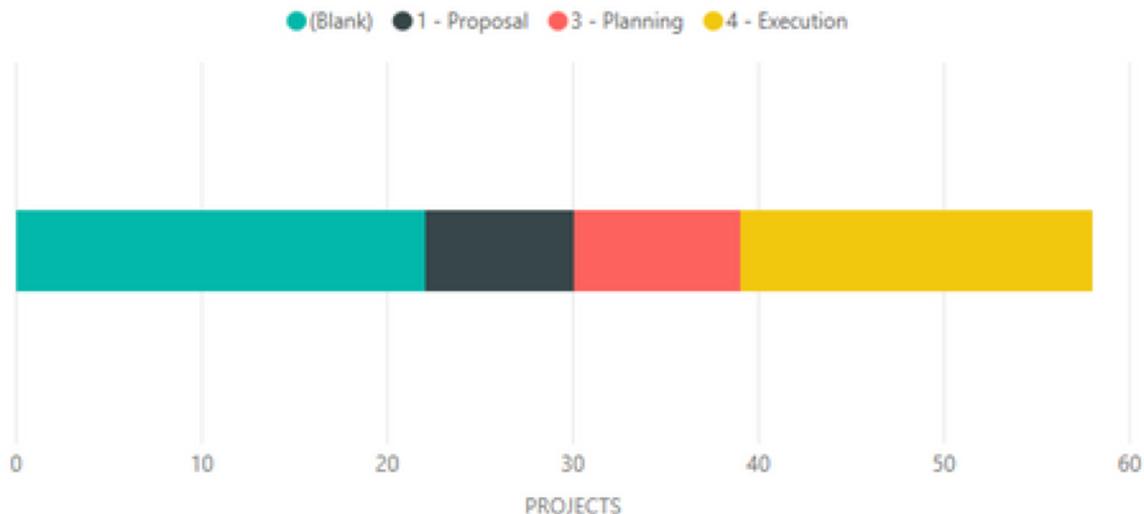
ACTIVE RISKS

18

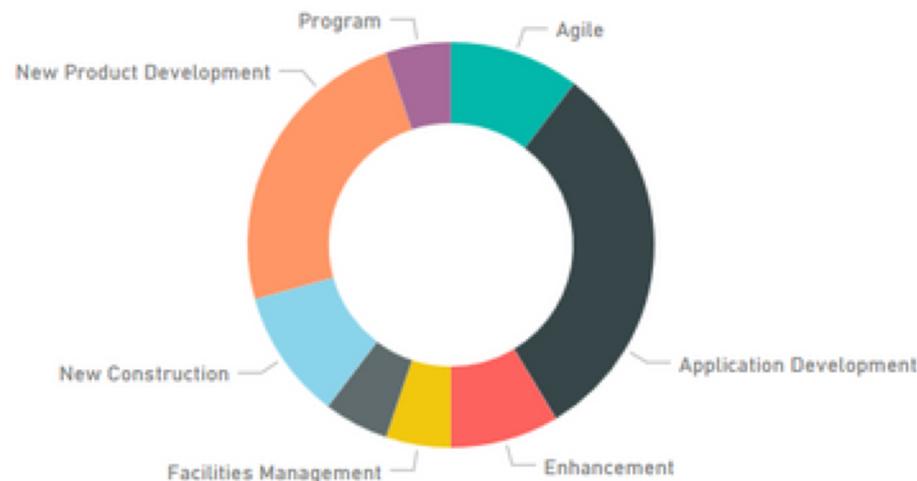
ACTIVE ISSUES

14

PROJECTS BY GOVERNANCE PHASE



PROJECTS BY TYPE



PROJECT NAME	PROJECT OWNER	START DATE	FINISH DATE	COST	COST HEALTH	WORK HEALTH	SCHEDULE HEALTH	% COMPLETE
AdventureWorks Cycles Building Maintenance	Lidia Holloway	1/2/2018	12/31/2018	\$563,180	●	●	●	66 %
APAC Network Expansion	Lidia Holloway	10/1/2018	10/23/2018	\$8,060	●	●	●	0 %
Bay Plaza	Lidia Holloway	6/5/2017	7/2/2020	\$1,690,052	●	●	●	4 %
Bell Linguistics Analysis Tool	Ben Walters	8/4/2017	10/2/2017	\$74,360	●	●	●	0 %
Benjamin Map and GPS Software R100	Lidia Holloway	1/21/2019	1/27/2020	\$229,500	●	●	●	0 %
Biothermal Ear Warming System	Isaiah Langer	1/8/2018	2/1/2019	\$345,181	●	●	●	69 %
Blue Yonder Airline Flight Rewards System Integration	Alex Wilber	3/18/2019	10/7/2019	\$123,890	●	●	●	0 %
Bountiful Agriculture Monitoring System	Isaiah Langer	3/11/2019	7/29/2020	\$239,720	●	●	●	0 %
Bradford Solid Material Laser Scanning System	Lidia Holloway	3/18/2019	7/14/2020	\$319,085	●	●	●	0 %
Cactus Traffic Sensor	Isaiah Langer	1/21/2019	12/30/2019	\$154,960	●	●	●	0 %
Clearfield Animal Tracking System	Grady Archie	1/14/2019	5/12/2020	\$319,085	●	●	●	0 %
Closed Circuit Security Cameras in Parking Structures	Lidia Holloway	9/1/2018	10/12/2018	\$166,400	●	●	●	57 %

Supporting the Technology

Collaboration

Physical and remote collaboration

What you can do?

Provide collaboration space for discussion and brainstorming.

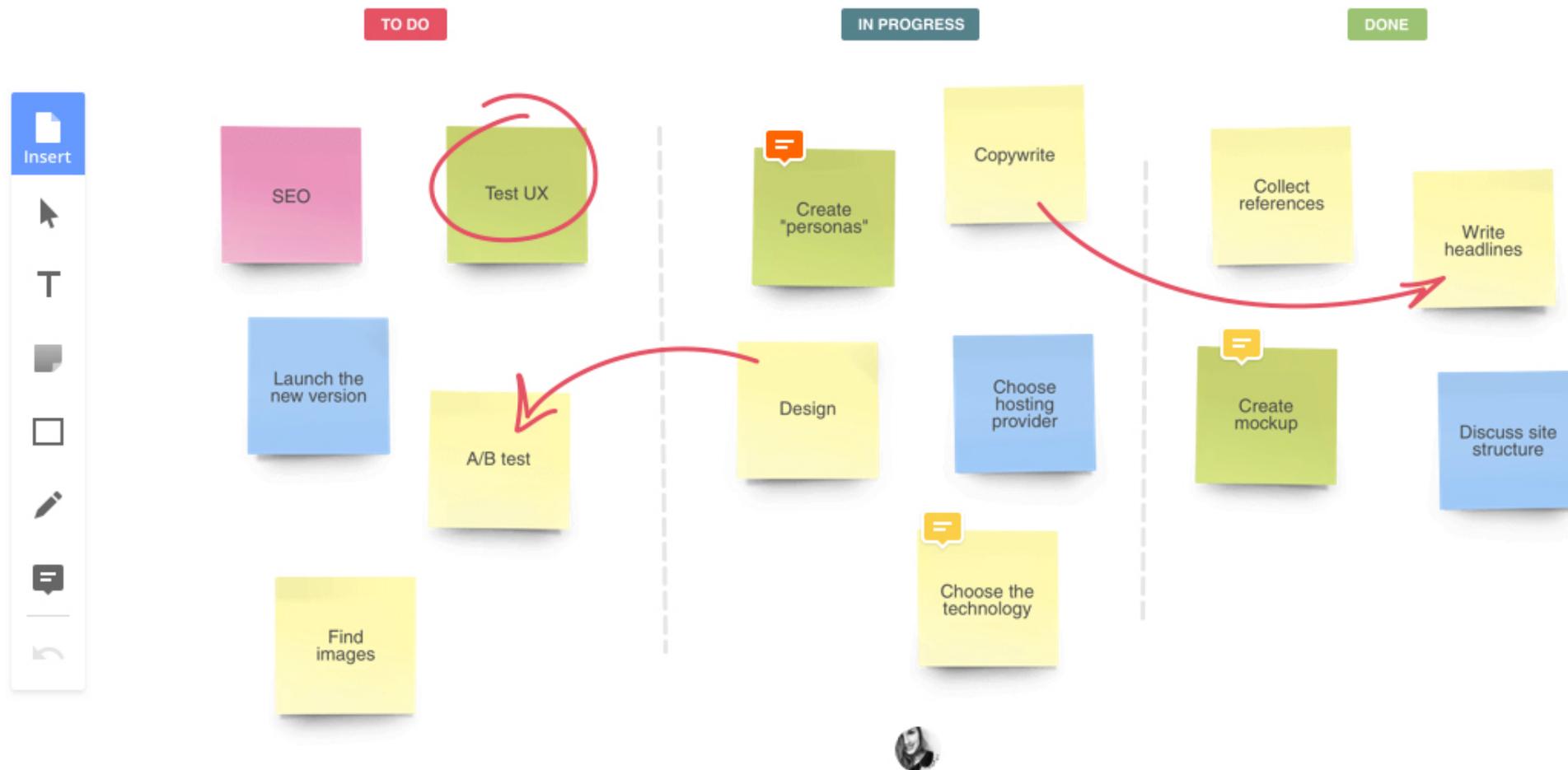
Provide video conferencing tools for remote discussion.

Provide online collaboration tools to support discussions.



Collaboration made simple

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