How to Build a KM Framework for your Organisation
Outline

- What is a KM Framework
- Purpose of a KM Framework
- Types of KM Frameworks
- How to Build a KM Framework
- Guidelines in Building a KM Framework
What is a KM Framework

- Describe the core elements of KM and the principles of interaction.
- Systematic starting point for the implementation and application of KM.
- Provides a set of basic assumptions or fundamental principles for KM implementation.
Origins of Frameworks

- Developed in cooperation between science and business practice.
- Originate from both academic and practitioner sources.
- Some are the result of synthesizing concepts from previously published works.
Pitfalls

- Expansion of existing IT strategy (McDermott, 1999).
- Focus on explicit knowledge at the exclusion of how tacit knowledge is created, shared and utilized.
- Use information management tools and concepts to design KM systems (McDermott, 1999).
- Adopt a piecemeal approach.
Purpose of a Framework

- Emphasize importance of KM to organisational success.
- Improve the awareness and understanding of KM.
- Provides a holistic view of KM.
- Facilitates communication of KM across an organisation.
- Helps to determine the scope of KM initiatives.
- Helps practitioners determine if they have considered all the relevant KM implementation issues.
Two Perspectives

- Universalistic view
- Contingent view
Types of Framework

- Originate from academics, management consultants, enterprises, associations/federations & standardisation organisations
- Knowledge creation framework (Nonaka and Takeuchi, 1995)
- Knowledge cycle process (from creation to application)
- KM application (e.g. Choo 1996)
- KM Implementation framework
European KM Framework

[Diagram of European KM Framework]

- Personal Knowledge Capabilities
  - Use knowledge
  - Identify knowledge
  - Create knowledge

- Business Processes
  - Business Focus
  - Networks

- Core Activities
  - Business
  - Clients
  - Suppliers
  - Partners

- Organizational Knowledge Capabilities
  - Use knowledge
  - Identify knowledge
  - Create knowledge

- Enablers

(CEN, 2004)
The Knowledge Ecosystems (Australian Standards, 2005)

The Standard's authors refer to the use of specific tools, techniques and activities, 'either individually or collectively, to implement knowledge management' as 'knowledge interventions' (Standards Australia, 2005, pp.1-2). This is an ambitious claim and the research presented in this paper is a preliminary step in establishing whether the Standard has lived up to the promise.

There have been many attempts to define KM – one review by Hlupik et al. in 2002 identified eighteen distinct definitions of KM (Bouthillier & Shearer, 2002). For the authors of the Standard, KM is:

A trans-disciplinary approach to improving organisational outcomes and learning, through maximising the use of knowledge. It involves the design, implementation and review of social and technological activities and processes to improve the creating, sharing, and applying or using of knowledge.

Knowledge management is concerned with innovation and sharing behaviours, managing complexity and ambiguity through knowledge networks and connections, exploring smart processes, and deploying people-centric technologies (Standards Australia, 2005, p.2).

The KM Standard emphasises the social sources of information and knowledge in organisations, the role of these in knowledge generation and the complexity of human knowing. It acknowledges the integral and supportive nature of well applied technology in knowledge management.

The reader is asked to consider the organisation as an ecosystem that consists of a complex set of interactions between people, process, technology and content (Standards Australia, 2005, p.8). The knowledge ecosystem model is intended to provide an organisation with insight into the ‘knowledge flows’ within the networks and relationships of the model (Standards Australia, 2005, p.5). Like many other KM frameworks (Heisig, 2009, p.5), the Australian Standard uses a pictorial representation to aid KM implementation in an organization – see Figure 1.

Figure 1: The Knowledge Ecosystem (Standards Australia, 2005; pp.9)
Organsational KM Model (Arthur Andersen & APQC)

Adapted from Arthur Andersen & APQC, 1996
## APQC’s Interactive KM Framework

### Cycles of Continuous Improvement

<table>
<thead>
<tr>
<th>Call to Action</th>
<th>RESULT</th>
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<tbody>
<tr>
<td>Explore Business Value of KM Program</td>
<td>• Business Buy-in &lt;br&gt; • Value Proposition &lt;br&gt; • KM Direction</td>
</tr>
<tr>
<td>Identify Critical Knowledge</td>
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<tr>
<td>Align KM to Business Priorities and Functions</td>
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<tr>
<td>Get Buy-In</td>
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### Develop KM Strategy

<table>
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<tr>
<th>Develop KM Strategy</th>
<th>RESULT</th>
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<tbody>
<tr>
<td>Determine Current State</td>
<td>• KM Strategy &lt;br&gt; • KM Road Map</td>
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<tr>
<td>Create Governance Framework</td>
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<tr>
<td>Scope and Prioritize Opportunities</td>
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<tr>
<td>Design Phased Implementation Plan</td>
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<tr>
<td>Create Business Cases and Budgets</td>
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### Design and Implement KM Capabilities

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<tr>
<th>Design and Implement KM Capabilities</th>
<th>RESULT</th>
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<tbody>
<tr>
<td>Form Operational Design Teams</td>
<td>• Dynamic Plans for Project and Infrastructure &lt;br&gt; Detailed Budget &lt;br&gt; KM Implementation</td>
</tr>
<tr>
<td>Design Resource Model and Capabilities</td>
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<td>Leverage and Enhance IT</td>
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<td>Develop Measures</td>
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<td>Ratify Plans and Budgets</td>
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### Evolve and Sustain

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<tr>
<th>Evolve and Sustain</th>
<th>RESULT</th>
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<tbody>
<tr>
<td>Evolve KM Capabilities</td>
<td>• Dynamic KM Program: Valued and Embedded</td>
</tr>
<tr>
<td>Ensure KM Alignment to Business Priorities</td>
<td></td>
</tr>
<tr>
<td>Sustain Awareness and Engagement</td>
<td></td>
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<tr>
<td>Expand KM Infrastructure to Meet Demand</td>
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APO KM Framework
APO’s KM Definition

KM is an integrated approach of creating, sharing, and applying knowledge to enhance organizational productivity, profitability, and growth.
Framework of Knowledge Management Pillars (Karl Wiig)

Adapted from Wiig, 1993

exploring knowledge and its adequacy

governing knowledge management activity
Core Capabilities and Knowledge Building Activities (Leonard-Barton)

Adapted from Leonard-Barton, 1995, Wellsprings of Knowledge
SECI Model

- Tacit to Explicit
- Explicit to Explicit
- Explicit to Tacit
- Tacit to Tacit

Externalization

Explicit to Tacit

Knowledge Amplification

Tacit to Tacit

Combination

Internalization

Socialization

Adapted from Nonaka & Takeuchi, 1995
The Knowledge Creating Company
Framework of Knowledge Conversion (Nonaka)

Adapted from Nonaka, 1994
Knowledge in people and networks

Captured Knowledge

Using Knowledge

Learn during

Learn before

Learn after

Goals

Results

Individuals & Teams

Source: Chris Collison Geoff Parcell

KM in BP
“Anyone in the organisation who is not directly accountable for making a profit should be involved in creating and distributing knowledge that the company can use to make a profit”

Sir John Browne
former CEO of BP
Summary of Frameworks

- Each framework is approached from a variety of perspectives and methodologies.
- Each framework’s focus reveals which of the context and content dimensions are emphasized and orientation of that emphasis.
- Contributes to an understanding of KM phenomena:
  - Dimension of knowledge resources has little attention.
  - No common or standard way of characterizing knowledge activities.
  - No common or standard way of characterizing influences on the conduct of knowledge management.
- Organize and consolidate knowledge activities that describes each activity clearly and completely and identifies their interrelationships.
- Recognize the influencing factors in a comprehensive and unified way.
Steps in Developing a Framework

1. Determine the purpose of the framework
2. Relate to the context of the organisation (knowledge needs, knowledge flow & capability devt)
3. Analyze existing published frameworks
4. Seek inputs from various stakeholders
5. Develop a preliminary framework
6. Test the framework
7. Validate and finalise the framework
8. Publicise the framework

- Determine how tacit and explicit knowledge is created and flows along core business process.
- Assess how tacit and explicit knowledge is captured, created and shared
Knowledge Vision

- Provides understanding of what are relevant, important, useful, and operable in KM for improving organizational performance.
- Shapes the purposes, problems, methods, and solutions of knowledge-related programs.
- Role of leaders to surface, challenge, share, and transform the knowledge visions.
- Involve relevant stakeholders since knowledge programs impacts on the well-being of stakeholders.
A look into the future at how the organization can be, or should be in the context of knowledge

Examples

- *Asia and the Pacific region will benefit from improved quality of ADB’s knowledge products, improved learning and innovation* (Asian Development Bank)

- *Global health equity through better knowledge management and sharing* (WHO)
KM Framework Key Elements

Key Enablers

KM Process

KM Goal/Vision

[Diagram with unlabeled boxes]
Framework Guidelines

- Organisation context specific
- Coherent language and a point of reference
- Positioned in a way that clearly identifies its value to the organisation.
- Self explanatory
- Holistic
- Simple
- Easy to understand
THANK YOU

Praba Nair
pnair@kdiasia.com