

What is a Knowledge Audit and How Should We Scope One?

ISKO Singapore
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Straits Knowledge

Introductions & Agenda

Who am I?

- How did I get into knowledge audits?

Who are you?

- What's your experience with audits?
knowledge audits?
- What I discovered about knowledge audits
- Scoping knowledge audits



How I Got Here

THE PLAN

90,000
words due
Dec 2010

Knowledge Auditing and
Knowledge Mapping

A practical guide

Patrick Lambe

Chandos Elsevier

ACTUAL

250,000
words –
end 2021?

Knowledge Auditing: Principles and
Practice

An evidence-based approach to knowledge
management implementation.

Patrick Lambe



What I Discovered

We've forgotten our history

- *Records audits (1920s onwards)*
- *Communication audits (1960s onwards)*
- *Information audits (1970s onwards)*
- *Knowledge audits (1990s onwards)*



We all mean different things by “k-audit”

- *We focus on different things (assets, resources, flows, processes, capabilities)*
- *We have different goals*
- *We speak at cross-purposes – it's hard to compare data and learn*

Picture credit: http://tobendlight.com/wp-content/uploads/2013/12/tumblr_kw9zs5SCyK1qzmn5wo1_400.jpg

What's in a Name?

Knowledge
Audit?



Knowledge
Management
Audit?

Picture credit: <http://www.wittygraphy.com/caricature/1005405/marty-feldman#.ULUgKcw14sl.pinterest>

The Landscape

Inventory Audit

- Knowledge resources, Knowledge flows,
- Knowledge gaps

Discovery Audit

- Checking practices and resources against needs
- Very open-ended, emergent
- Sets goals based on discoveries

Value Audit

- ROI of investment in IM/KM? (Cost benefits)
- Do we create sufficient value from our knowledge? (Asset capitalization)

Learning Audit

- Checking our datasets to see if we can get evidence to improve our practices

Assessment Audit

- Benchmarking practices
- Checking compliance with a standard (e.g. ISO 30401)
- KM quality check
- Maturity assessment

Global Survey 2017: 150 respondents - http://www.greenchameleon.com/gc/blog_detail/knowledge_audits_in_practice_report_on_global_survey/

What Counts as Evidence?

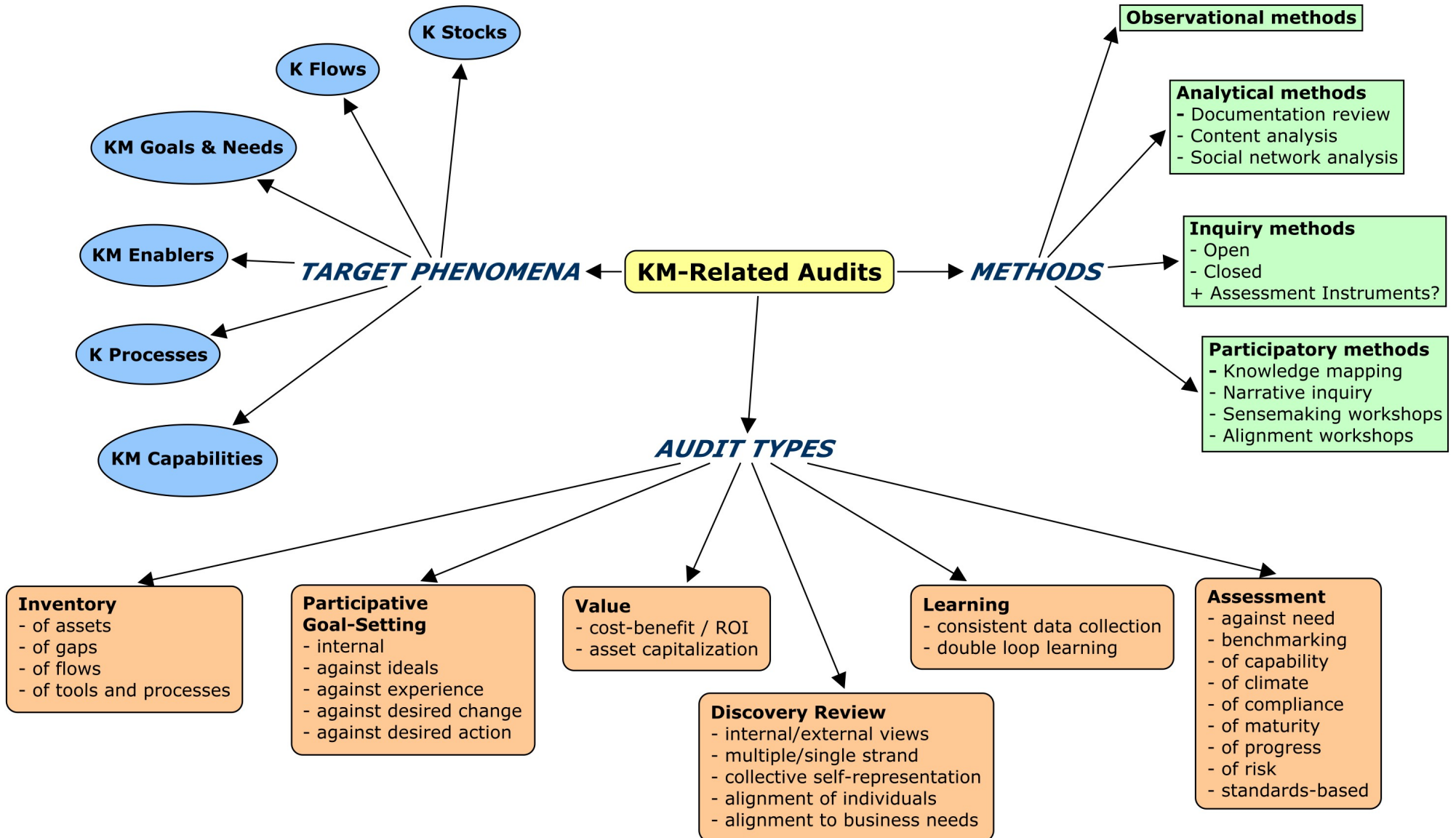
Interviews?

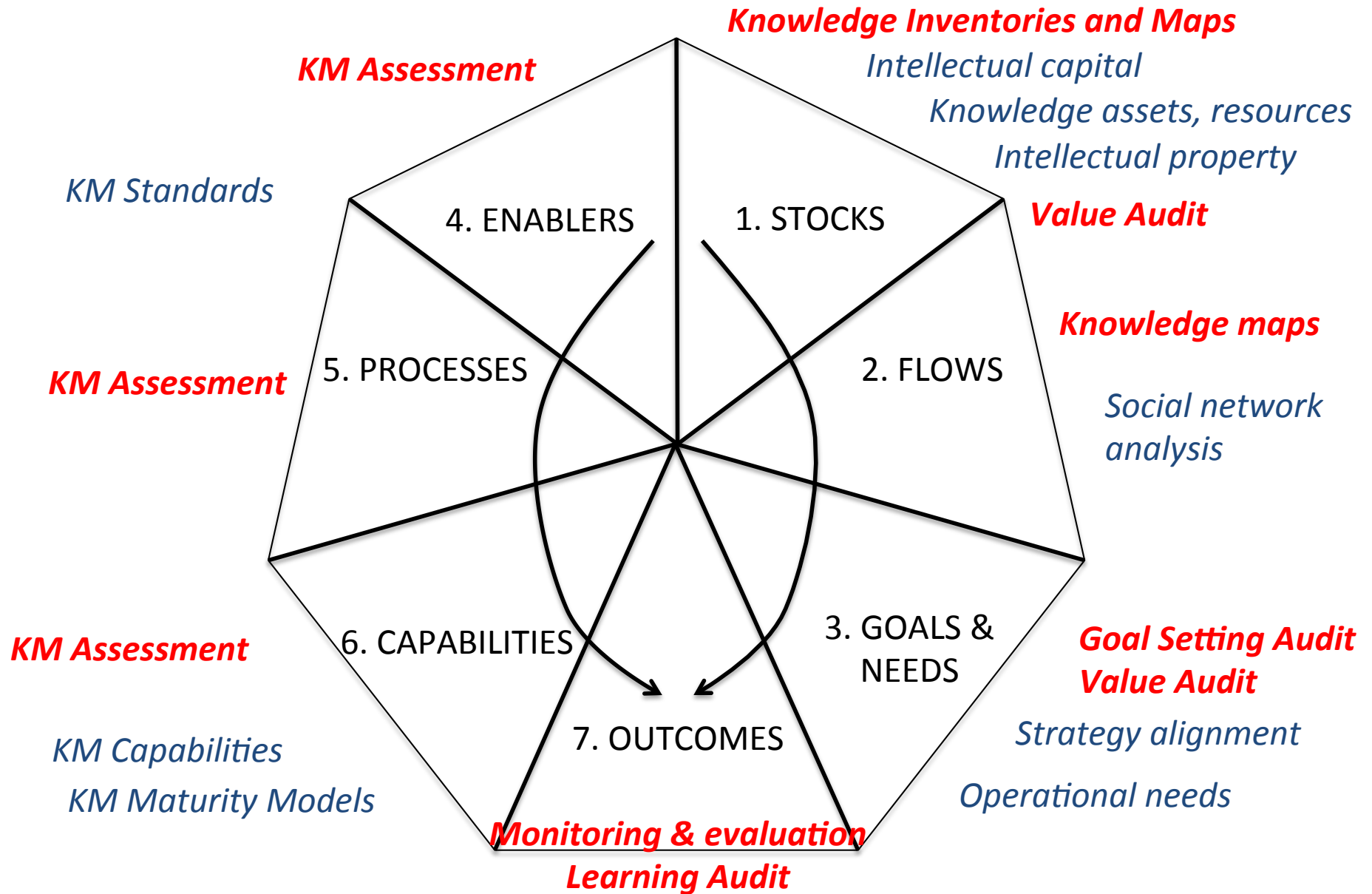


Surveys?

Picture credit: <http://www.wittygraphy.com/caricature/1005405/marty-feldman#.ULUgKcw14sl.pinterest>

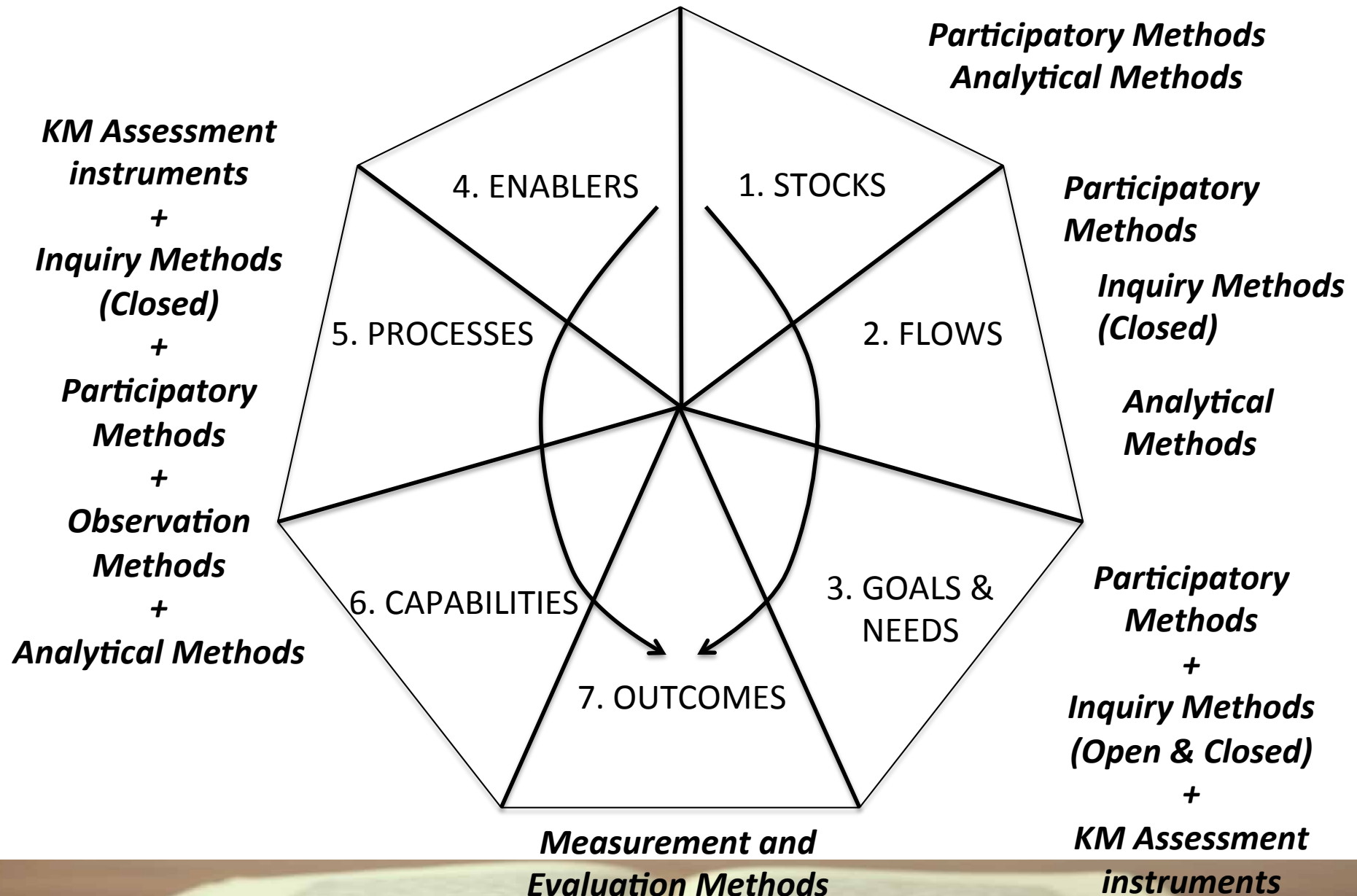
Scoping Knowledge Audits

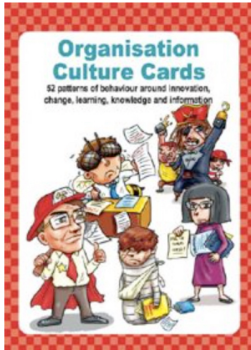




INDIRECT AUDITS

DIRECT AUDITS





KM Assessment

Knowledge assets



Knowledge maps



Dept Information Profile

Customer 3 Online

* 1. The focus, boundaries and scope of KM are defined

Knowledge Assets Mapping Strategy Business Results Effectiveness

On the line to be completed

* 2. There is a KM policy in place, with guiding principles and desired outcomes, and it is communicated to staff

Knowledge Assets Mapping Strategy Business Results Effectiveness

On the line to be completed

* 3. KM strategy and objectives are explicitly aligned with business needs and business strategy

Knowledge Assets Mapping Strategy Business Results Effectiveness

On the line to be completed

1. Understanding KM	2. Assessment of KM	3. Assessment of KM	4. Operationalising, Scaling	5. Showing Results	6. Continuously Improving
GOVERNANCE	PROCESSES	PEOPLE	TECHNOLOGY		
Knowledge-based leadership - The focus, boundaries and scope of KM are defined - There is a KM policy in place, with guiding principles and desired outcomes, and it is communicated to staff - KM strategy and objectives are explicitly aligned with business needs and business strategy	Knowledge-based leadership - There is a KM policy in place, with guiding principles and desired outcomes, and it is communicated to staff - KM strategy and objectives are explicitly aligned with business needs and business strategy - There is a KM policy in place, with guiding principles and desired outcomes, and it is communicated to staff	Knowledge-based leadership - There is a KM policy in place, with guiding principles and desired outcomes, and it is communicated to staff - KM strategy and objectives are explicitly aligned with business needs and business strategy - There is a KM policy in place, with guiding principles and desired outcomes, and it is communicated to staff	Knowledge-based leadership - There is a KM policy in place, with guiding principles and desired outcomes, and it is communicated to staff - KM strategy and objectives are explicitly aligned with business needs and business strategy - There is a KM policy in place, with guiding principles and desired outcomes, and it is communicated to staff		
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KM Capability Model

ENABLERS

ASSETS

PROCESSES

FLows

MATURITY

GOALS & NEEDS

OUTCOMES

Operational needs

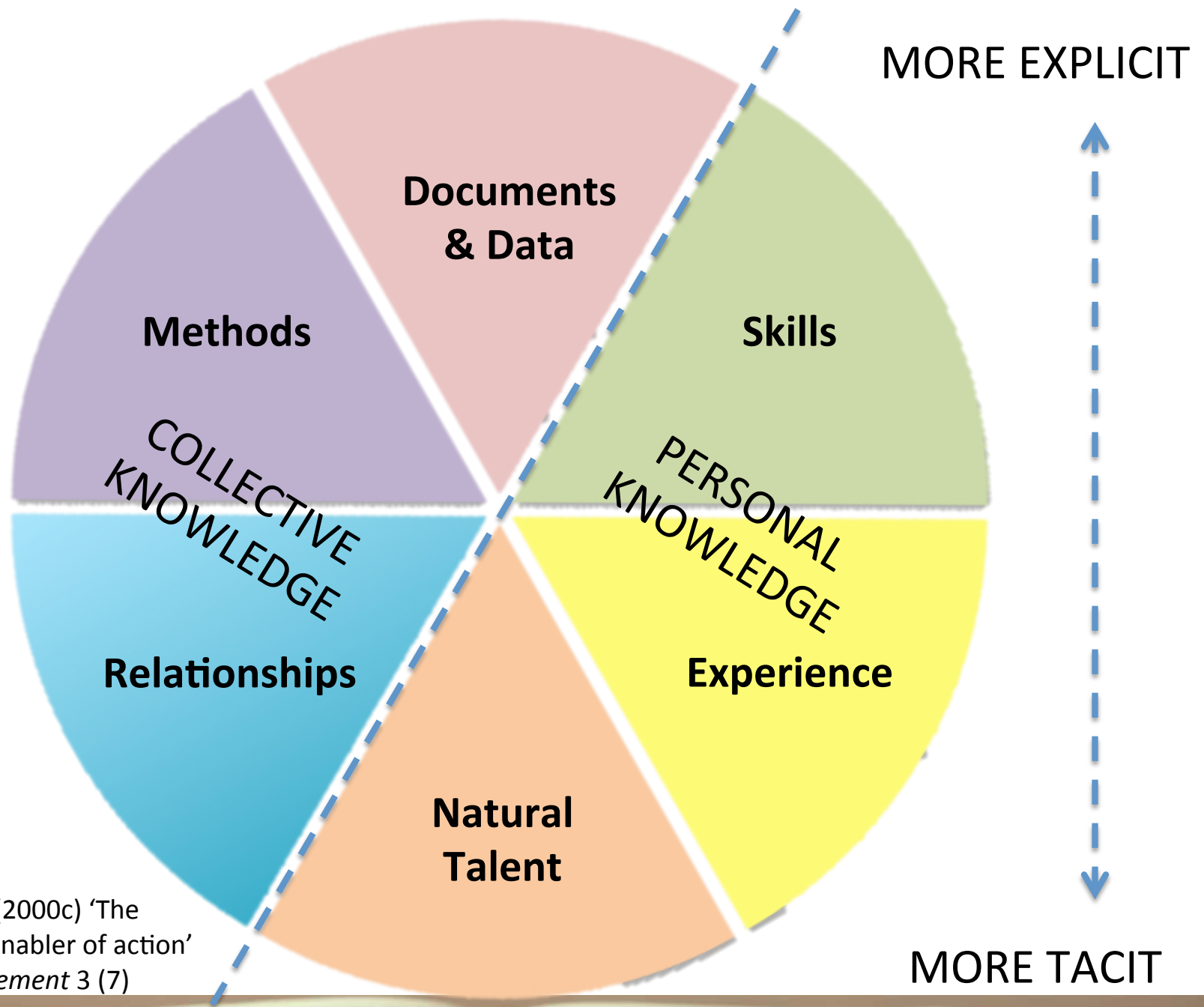
Strategic knowledge audit

Monitoring & evaluation



KM Diagnostic Cards
75 Signals of Knowledge & Information Management Opportunities in Organisations





Adapted from:
Snowden, David J. (2000c) 'The
ASHEN model: an enabler of action'
Knowledge Management 3 (7)

Discussion

How would you characterize your own experience in conducting knowledge audits using this framework?

And/or

What kind of evidence gathering would assist in making KM plans in your own organisation?

Resources / Additional Information



KNOWLEDGE AUDIT SURVEY 2017:

What is a knowledge audit?

What are we auditing?

What is the purpose?

What methods do we use?

150 respondents – 69% with experience of conducting knowledge audits; 51% practitioners, 30% consultants

Knowledge Audits in Practice – Report on Global Survey

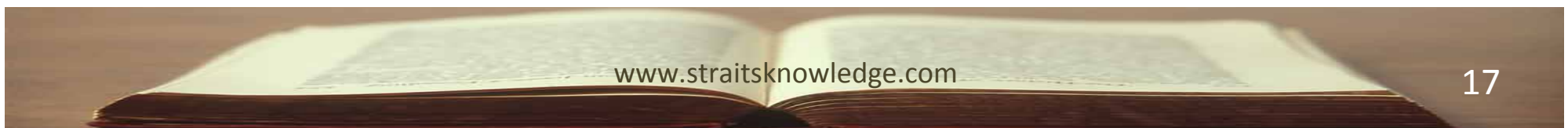
<http://tinyurl.com/kaudit>

Main Insights from 2017 Survey

1. There is a wide array of understandings of what a knowledge audit is (both in the research literature and in practice).
2. People experienced in knowledge audits focus less on audits for compliance, quality or benchmarking
3. Knowledge audits are composite activities, combining several audit types, most usually an Inventory of knowledge stocks and flows, combined with an internal or external review of KM practices.
4. People experienced in knowledge audits tend to narrow the range of audit types used in combination – i.e. they don't try to achieve too much.
5. If an Inventory Audit is not conducted, the most common types used are internal or external reviews of KM practices, and audits of the quality of KM.
6. Knowledge audits most commonly focus on knowledge stocks and flows, KM processes, strategic knowledge needs and KM capabilities.
7. Knowledge audits are most commonly used to understand organisational knowledge needs, as input to a KM strategy, and to improve operational-level KM.
8. Knowledge audits use a very wide array of methods, with interviews, workshops and surveys being most favoured. The most effective methods are considered to be interviews for their depth and richness, and workshops for building knowledge maps and building consensus.

Main Insights ctd...

9. The biggest challenges in conducting knowledge audits relate to getting reliable, comprehensive and accurate data covering non-obvious knowledge sources as well as the obvious ones. This is partially connected to how the audit is scoped, the engagement methods deployed, and how communications are managed, particularly in getting consistent understandings of the goals. The second major cluster of challenges relates to the time required for an audit, getting management buy-in, and getting participation from the right people.
10. The most cited benefit from a knowledge audit is its ability to build consensus and provide underpinning evidence for KM planning, and for a KM strategy and roadmap. A second major benefit (particularly relating to Inventory Audits) is its value in locating important knowledge and ensuring effective knowledge access and use.

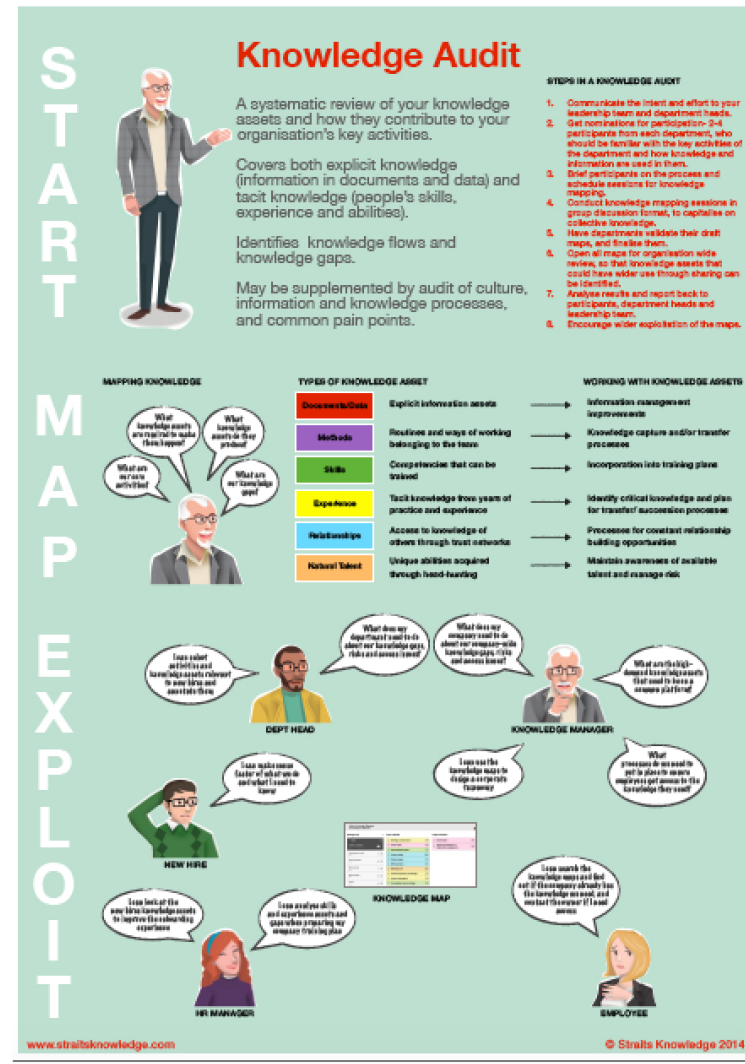


Guidelines for the Audit Process

- Before the audit
 - Framing
 - Planning
 - Preparing
- During the audit
- After the audit

*Practitioner Guidelines for Knowledge Audits –
Kuala Lumpur KM Roundtable*
<http://tinyurl.com/kaudit2>

Knowledge Audit Poster



<http://tinyurl.com/kaudit3>

Thank You!

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