



Implementing the KM Standard

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Agenda

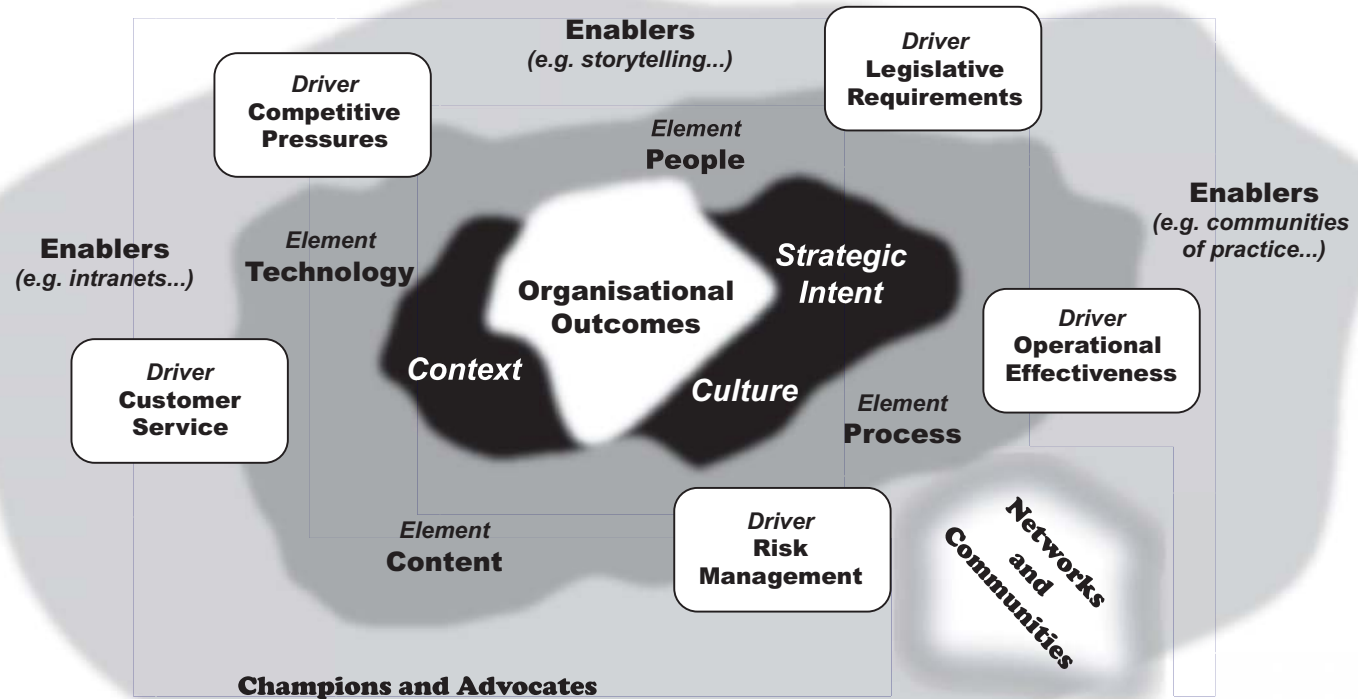
4 parts to this afternoon's session:

1. Introduction & assumptions behind the Standard
2. The Knowledge Ecosystem
3. Map/Build/Operationalise cycle
4. Implications for organisational capabilities
 - Implications for Teams
 - Implications for Leaders

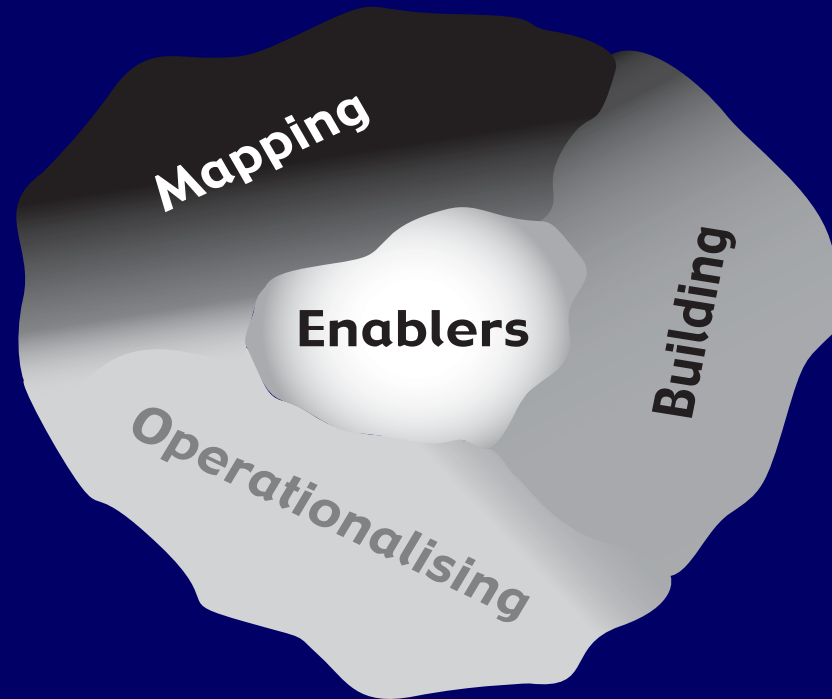
Introduction

- KM is evolving
- No "right way" to do KM
- Context & culture crucial
- Operational risk around implementation
- Mix of techniques and tools
- Phasing issues
- Performance not compliance

The Knowledge Ecosystem



The Map/Build/Operationalise Cycle



Mapping Context & Culture

Entire enterprise/unit/process/one off

- Who know what?
- Knowledge flows & sharing
- Where is knowledge created & who?
- What knowledge is being used & who?
- Perceptions of value of knowledge by the organisation
- Willingness to act



Map context & culture outcomes

Building Experience & Linkages

Translating Mapping into action:

- Exploring & experimenting
- Leveraging existing infrastructure
- Pilots & prototypes
- Creating knowledge champions



What works - culture

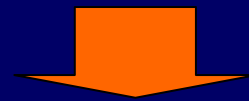
Understand change barriers & attractors

Streamlined cycle times & resource use

Operationalising Initiatives & Capabilities

Day-to-day delivery:

- Changed mandate
- Rolling out pilots across the organisation
- Commercialising knowledge/IP
- Reduced resistance to change
- Effective mix of enablers + infrastructure
- Formal communication & review patterns



Sustainability & economics
Phase interventions to build cohesively
Success indicators - artifact, activity, cultural, IP



Implications for Organisational Capabilities

1. Teams

- Adaptive teams, experiment, challenge
- Diversity - problem solving & sense making
- Sharing part of the culture
- Value relationships
- Boundary spanners
- Collaborative & interdependent



Implications for Organisational Capabilities

2. Leaders:

- Strive for shared meaning, open dialogue, and collaborative action
- From managing 'things' to managing complexity, networks & relationships
- Communicating - case for change, cultural, behaviours & boundaries
- Mobilising - resources, people, core capabilities
- Developing workforce capability

Summary

- Practical, implementation focus
- Understanding context & culture
- Building experience
- Innovation & sharing behaviours
- Collaborative approach - knowledge networks and connections
- Smart processes & people-centric technology
- Sensing the future;
 - Complexity
 - Innovation
 - Creative economy
 - Sustainability
 - Global culture
 - Technology



Questions & Discussion?

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