

The Intersection of Knowledge Management and Project Management

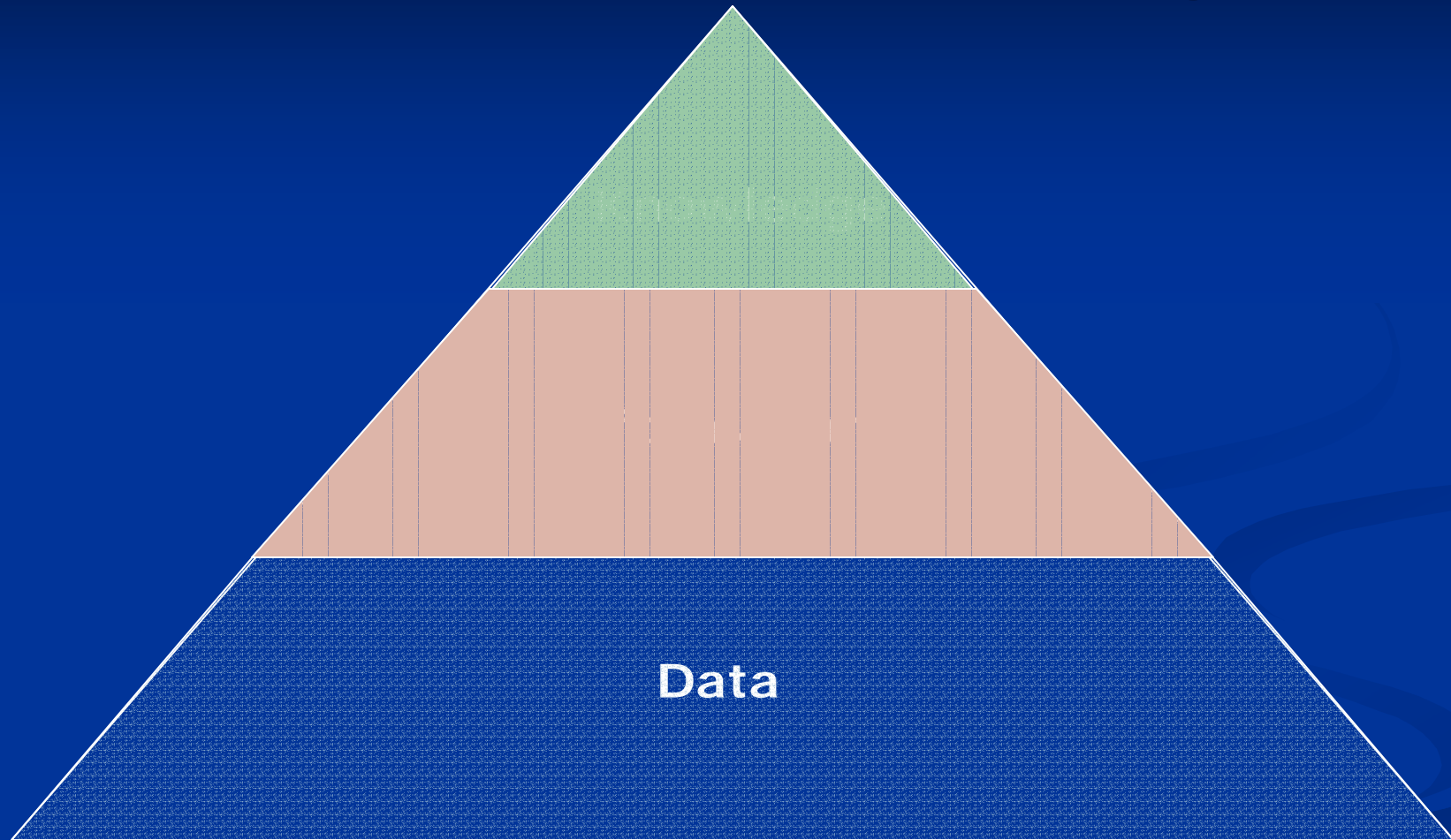
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Agenda

- KM Basics
 - What is it and how does it apply to business
 - How to apply it to business problems
 - Approaches to KM
- Application to Project Management
 - Project Repositories
 - “Best of the Best”
 - Knowledge Forum
 - Peer Assist
 - Bumble Bee
- Action items for project managers

Hierarchy of Knowledge



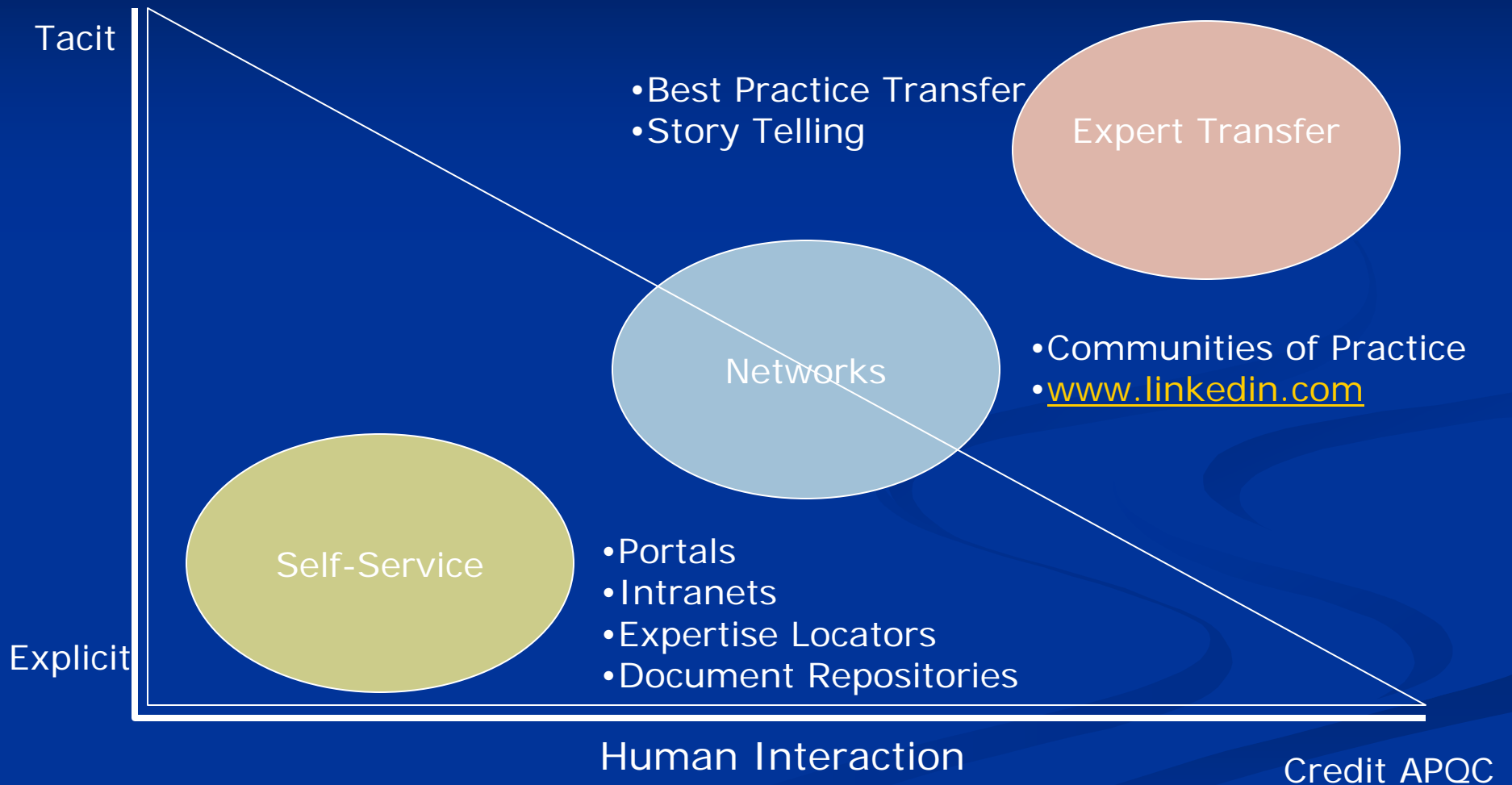
Definition of Knowledge Management

“Knowledge Management is the conscious strategy of getting the right knowledge to the right people at the right time and helping people share and put information into action in ways that strive to improve organizational performance” – Carla O’Dell, APQC

Typical Business Drivers for KM Initiatives

- Innovation
- Operational Efficiency
 - Reduce redundant work
 - Find information faster
 - Expertise location
- Increase revenues
 - Customer Service / Satisfaction
 - Cross-selling
 - Customer Intimacy

Approaches to Knowledge Management



Project Repository – Team Approach

- Business Problem – Enterprise templates exist, but are not used in standard ways. Project processes are variable based on the project manager.
- Charter – Create a repeatable method of engaging our customers that leverages existing standards.
- Scope
 - Project repository using the enterprise standard repository tool.
 - Processes for using the repository in conjunction with existing standard templates.
- Risks
 - The result would be seen as bureaucratic.

Project Repository – Team Approach

■ Accomplishments

- Standard project folder structure based on existing project templates.
- Method and process for generating folder structure for new projects.
- Project repository at a department level.
- Process for how / when we will use existing standard templates.
- Process for how we will engage our customers.
- Standard process for conducting Lessons Learned exercise.

■ Lessons Learned

- Avoided “bureaucratic” label
 - By keeping the processes simple and the goals clear.
 - Created a process that is flexible based on project size.
- Maintenance is low because the standards are high level and goal oriented vs compliance oriented.
- Customers like predictability.

“Best of the Best” Repository

- Description – Database of “best of the best” practices that is organized by how users think about the information, i.e.. topic, industry, project type, etc.
- Success Factors
 - Repository by itself won’t be successful.
 - Accompany this type of activity with other knowledge sharing activities such as Communities.
 - A process for identifying the best needs to be created.
 - This is NOT a technology project.

Forum for Knowledge Exchange

- Description – An event where project teams can showcase their objectives, accomplishments, etc.
- Success Factors
 - Needs a coordinator and some level of management support because of the time commitment.
 - Needs marketing to generate interest. Stress “what’s in it for me”.
 - Hold forum in some central location like the cafeteria or a central lobby.

Peer Assist

■ Peer Assist*

- Description – A project team asks for assistance / review by SMEs.
- Success Factors
 - It is considered acceptable to ask for assistance from SMEs outside of the project team.
 - Being asked to provide assistance is considered an honor and a growth opportunity.
 - Reciprocity is part of the culture.

*Credit Nancy Dixon – “Common Knowledge”

“Bumble Bee” Approach

- Description – A project manager’s role is to move from project to project absorbing learnings from one project and inserting them, where applicable, in another.
- Success Factors
 - The “Bumble Bee” is removed from their normal duties for a fixed period of time [ex. 6 months].
 - Focus the “Bumble Bee” on high value projects.
 - Create a way to measure success, even if it is only antidotal evidence.

Action Items for Project Managers

- Develop a method for capturing Lessons Learned and then look for a forum to share with your peers.
- Participate actively in your Community.
 - Best Practices
 - Periodically meet face to face.
- Find / be a mentor.
- If an enterprise project repository doesn't exist, then create one of your own.
- Practice the concepts – ask “who have you shared that with”.
- Assess your own social network..

Appendix

Self-Service Applications

Description	Business Problem	Technologies
Company Intranet	<p>Connect employees with a large amount of information that is organized and searchable.</p> <p>Cost savings in search time and consistent processes.</p>	<ul style="list-style-type: none"> ■ Search engines ■ Content Management ■ Document Management
Help system for Call Center Associates	<p>Call Center associates need to be able to look up appropriate answers to questions. Problem is complicated by large turn over in Call Centers and Global Outsourcing.</p>	<ul style="list-style-type: none"> ■ Search engines ■ Content Management ■ Metadata
Project Document Repository	<p>In order to reuse information from one project to another, the information needs to be organized and housed in one location. Sometimes needed to meet regulatory or audit requirements.</p>	<ul style="list-style-type: none"> ■ Document Management ■ Search Engine ■ Automated taxonomies ■ Visual taxonomies
Expertise Locators	<p>In a large company, it is difficult to find the people who have expertise that would help with problem reformulation.</p>	<ul style="list-style-type: none"> ■ E-Mail mining software ■ Databases ■ Enterprise Search Engines

Network Applications

Description	Business Problem	Technologies
Communities of Practice	Multiple groups doing the same type of job, but aligned in different parts of an organization.	■ Any technology with a web front end that manages content or documents.
Instant Messaging	Need to get an answer to a question quickly	■ Internet
Social Network Analysis	The way work really gets done in a group of people is not always obvious. Making the quality and quantity of their interactions visible helps to assess group dynamics.	■ Visualization tools such as UCINET, NetDraw, Pajek, Mage.
www.linkedin.com	How do I find people that I might have something in common with?	■ Internet
Power Packs [E & Y]	There are too many deliverables coming out of projects in a particular sector of the business to find the most re-usable information. Several of the sector members review the deliverables, select the most valuable and copy them to CD's that are portable with traveling consultants.	■ CD's and Word

Expert Transfer

Description	Business Problem	Technologies
Peer Assist – credit Nancy Dixon	Big ticket decisions [such as where to drill for oil] can be daunting. Successful outcomes are improved when additional experts are brought in to evaluate data and contribute their assessments.	■None required.
Story Telling	It is difficult to communicate complex and abstract concepts – particularly ones that you want the audience to pass the message along.	■None required.
After Action Reviews [Lessons Learned] – US Army	Need to develop a process to quickly assess and capture lessons learned from all types of situations from field operations to office situations. Ask the following questions: <ul style="list-style-type: none">■What did we set out to do■What actually happened■Why did it happen■What are we going to do next time	■None required.

Recommended Reading

- “Working Knowledge” – Prusak & Davenport
- “Common Knowledge” – Nancy Dixon
- “KM for Dummies” – Dr. Melissie Rumizen
- “If Only We Knew What We Know” – Carla O’Dell
- “Learning to Fly” – Collison & Parcell
- “The Springboard” – Stephen Denning
- “Learning in Action” – David Garvin
- “Cultivating Communities of Practice” – Richard McDermott and Etienne Wenger
- “Hidden Power of Social Networks” – Rob Cross and Andrew Parker