

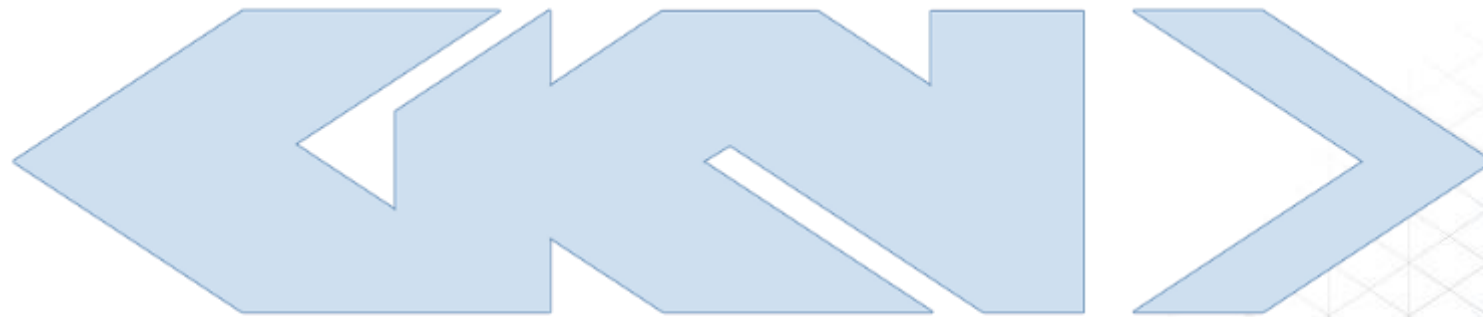


Introduction to Knowledge Management

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Quality Director Defense

NAG IQ Cluster Meeting November 2022



GKN AEROSPACE

The information in this presentation is for information only and only for the purpose of the event.

Special thanks to APQC: Key source of knowledge on
Process, Performance and Knowledge Management

Content

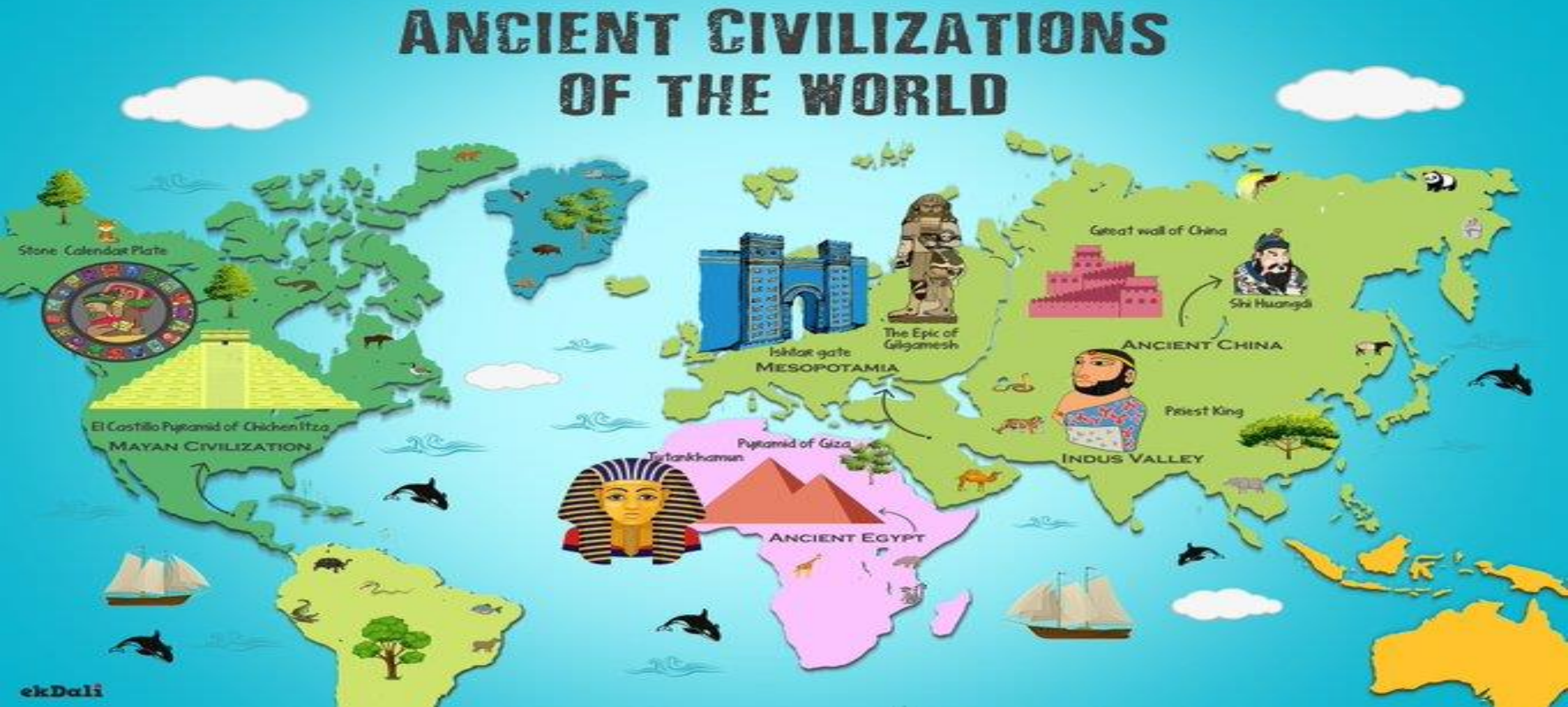
- **Intro**
- **What is it?**
- **Why do it?**
- **How to do it?**
- **Tools**



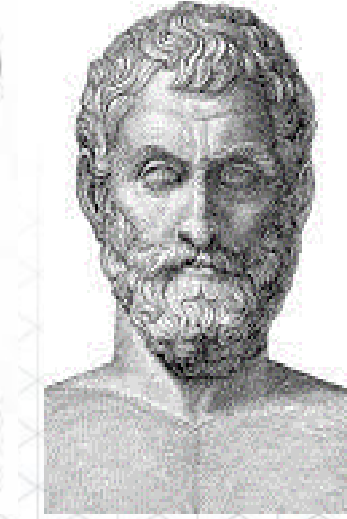
Intro: Historic Perspective



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Intro: Historic Perspective



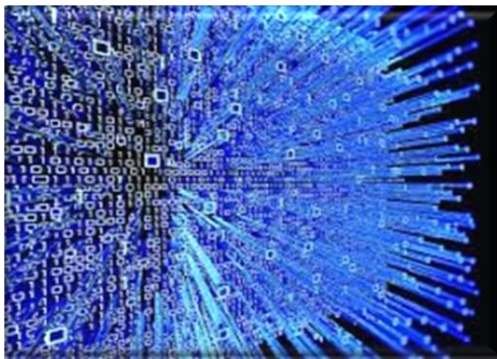
Thales van Milete
± 624-546 v. Chr.

Van mythologisch naar
rationeel denken

What is it?



Knowledge



Data

Context /
Meaning



Information

Understanding /
Skill



Knowledge

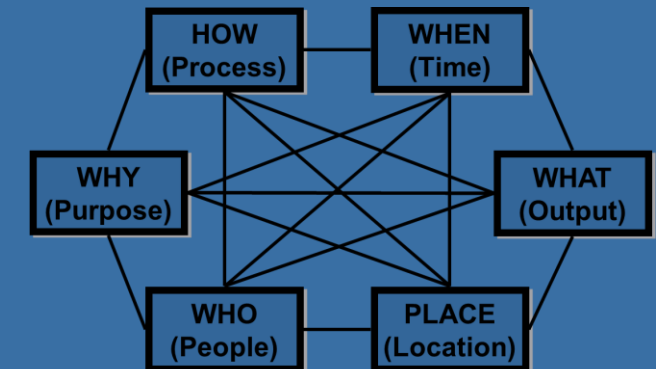
Knowledge is a Strategic Asset:

Understanding and maintaining the logic and capabilities of the organisation in context of its business environment:

- Purpose/Mission
- Business Factors/Trends
- Interested Parties
- Risk & Opportunity Framework
- Business Model
- Capability Map
- Strategic Direction
- Business Policies and Objectives
- Operating Model
- Process Architecture
- Process Objectives
- Balanced Score Card
- Process Map
- Procedures and Instructions
-



	Topics →					
	Why	How	What	Who	Where	When
Contextual	Goal List	Process List	Material List	Organisational Unit & Role List	Geographical Location List	Event List
Conceptual	Goal Relationship	Process Model	Entity Relationship Model	Organisational Unit & Role Relationship Model	Locations Model	Event Model
Logical	Rules Diagram	Process Diagram	Data Model Diagram	Role Relationship Diagram	Locations Diagram	Event Diagram
Physical	Rules Specification	Process Function Specification	Data Entity Specification	Role Specification	Location Specification	Event Specification
Detailed	Rules Details	Process Details	Data Details	Role Details	Location Details	Event Details



Knowledge Management according to Wikipedia



Knowledge management (KM) is the collection of **methods** relating to creating, sharing, using and managing the knowledge and information of an **organization**.^[1] It refers to a multidisciplinary approach to achieve organisational **objectives** by making the best use of knowledge.^[2]

Organisation

Objectives

Methods

Why do it?



Knowledge Management: Value Proposition

1. Improve performance (e.g. productivity, efficiency)
2. Innovation (e.g. new capabilities, skills, products, services)
3. Competitive advantage (e.g. business development, career development)
4. Business Continuity/Job security (e.g. capture and retain at-risk knowledge, stay relevant)
5. Culture (e.g. learning, cooperation, visibility, recognition, belonging)
6.

How to do it?



Knowledge Management: Implementation/Deployment Strategy

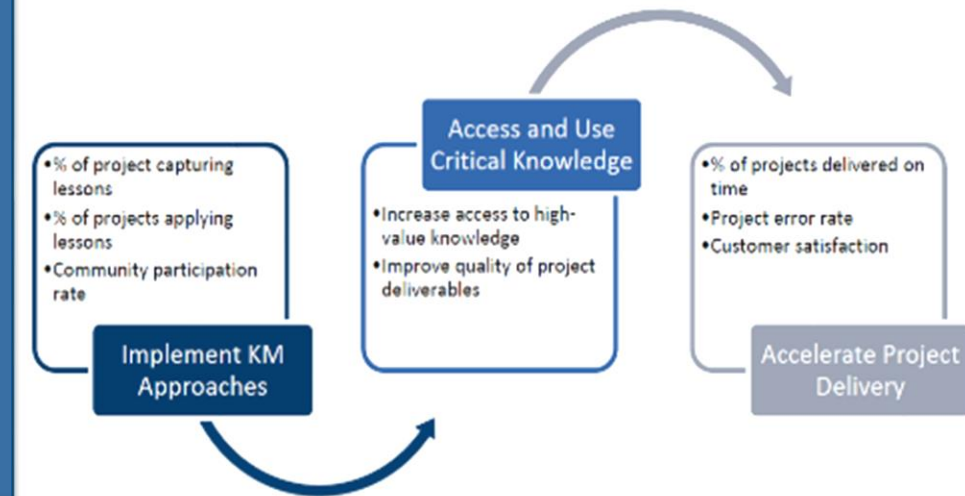
Why: The Value Proposition

- Identify and define your business needs for KM

Why: The Ambition

- Translate identified need in to clear objectives

Creating a Value Path from KM Implementation to End Goal



KM MATURITY

What is your organization's aspirations for knowledge?



Knowledge Management: Implementation/Deployment Strategy

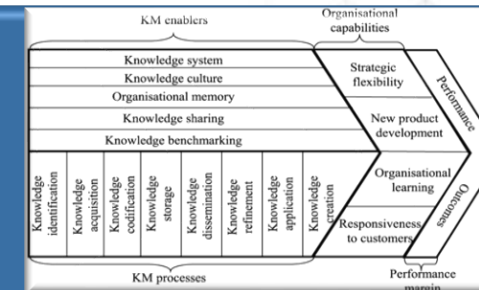
How: Assess Current State

- Align strategic agenda
- Evaluate organisation's history with Knowledge Management (+/-)
- Leverage what you have
- What knowledge is critical for the organisation, where is it and in what form and what is missing



How: Roadmap

- Prioritize identified KM Capability Gaps (Enablers/Processes) in context to objectives
- Prioritize identified Knowledge Gaps to critical knowledge
- Define Implementation Phases and key attributes per phase
- Define and deploy continual Knowledge Management Process supporting continual learning



Example KMA Implementation Strategy

Knowledge Management Area	Phase 1 (Year 1)	Phase 2 (Year 2)	Phase 3 (Year 3)
Knowledge Identification	Initiate	Develop	Implement
Knowledge Acquisition	Initiate	Develop	Implement
Knowledge Codification	Initiate	Develop	Implement
Knowledge Storage	Initiate	Develop	Implement
Knowledge Dissemination	Initiate	Develop	Implement
Knowledge Refinement	Initiate	Develop	Implement
Knowledge Application	Initiate	Develop	Implement
Knowledge Creation	Initiate	Develop	Implement
Knowledge System	Initiate	Develop	Implement
Knowledge Culture	Initiate	Develop	Implement
Organisational Memory	Initiate	Develop	Implement
Knowledge Sharing	Initiate	Develop	Implement
Knowledge Benchmarking	Initiate	Develop	Implement
Knowledge Assets	Initiate	Develop	Implement
Employees	Initiate	Develop	Implement
Knowledge Gaps	Initiate	Develop	Implement

Challenges to sustainable KM implementation

Change Management/Organisation Culture e.g.:

- Power of Knowledge affecting conduciveness to knowledge sharing
- Knowledge as competitive advantage in personal career development
- Knowledge as competitive advantage in obtaining Project/Product Funding
- Knowledge as job security policy



Global footprint e.g.:

- Cultural differences
- Language barriers
- Export Compliance



Technology/Information e.g.:

- Infrastructure
- Availability and Suitability of Apps
- Cyber Security
- Keeping Knowledge/Information current



Scale e.g.:

- Making Knowledge Management Rocket Science
- Getting lost in knowledge



Tools



Tools: Change Management according to Dr. John Kotter



MANAGEMENT + LEADERSHIP



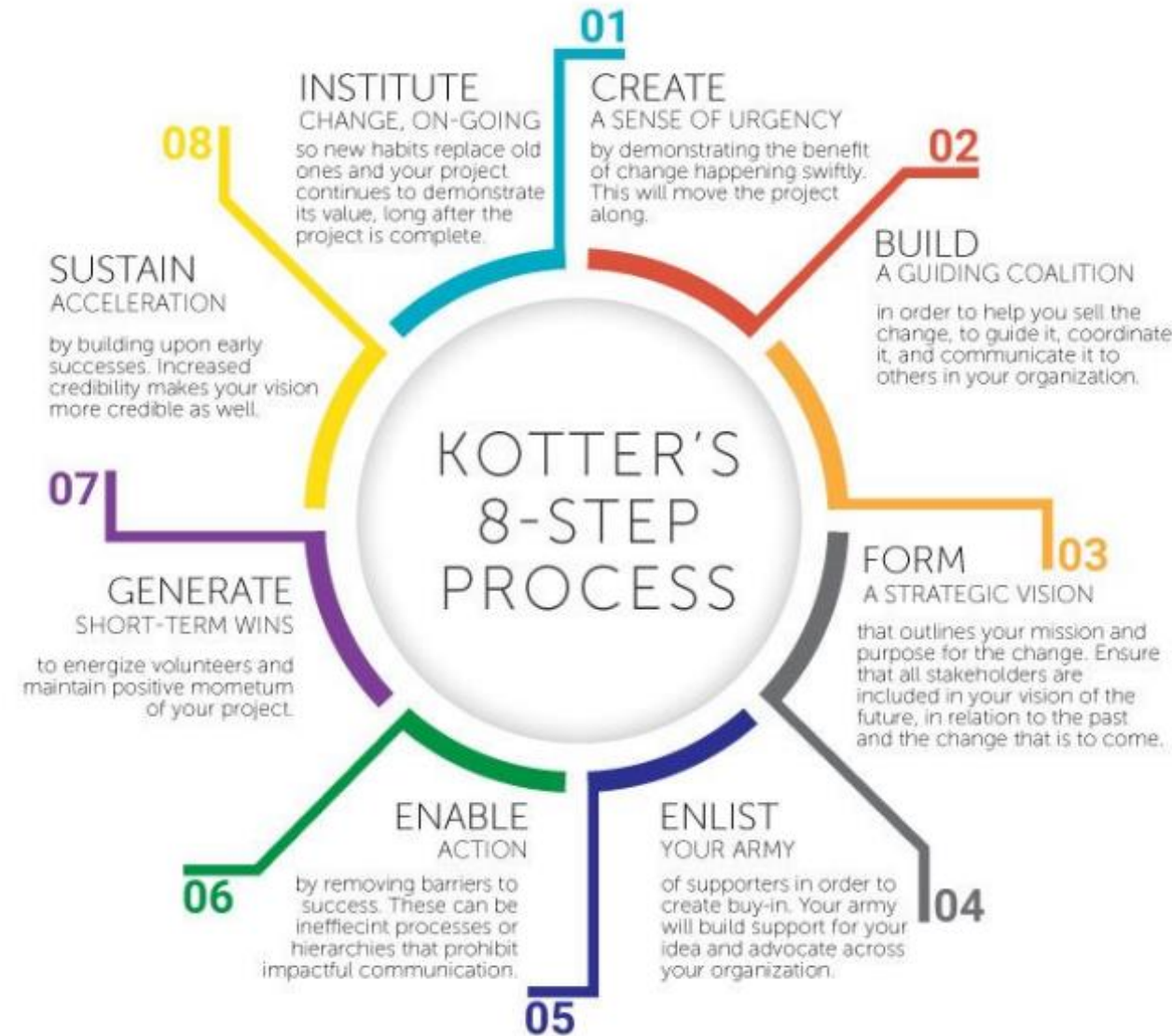
HEAD + HEART



HAVE TO + WANT TO



SELECT FEW + DIVERSE MANY



The tools in the following slides are examples of the vast amount that APQC has to offer

About APQC

Your Source for Unbiased Research

APQC (American Productivity & Quality Center) is the world's foremost authority on benchmarking, best practices, process and performance improvement, and knowledge management (KM). Founded in 1977 by business leader and innovator Jack Grayson, APQC provides the information, data, and insights organizations need to work smarter, faster, and with greater confidence.

A non-profit organization, we provide independent, unbiased, and validated research and data to our more than 1,000 organizational members in 45 industries worldwide. Our members have exclusive access to the world's largest set of benchmark data, with more than 3,500,000 data points.



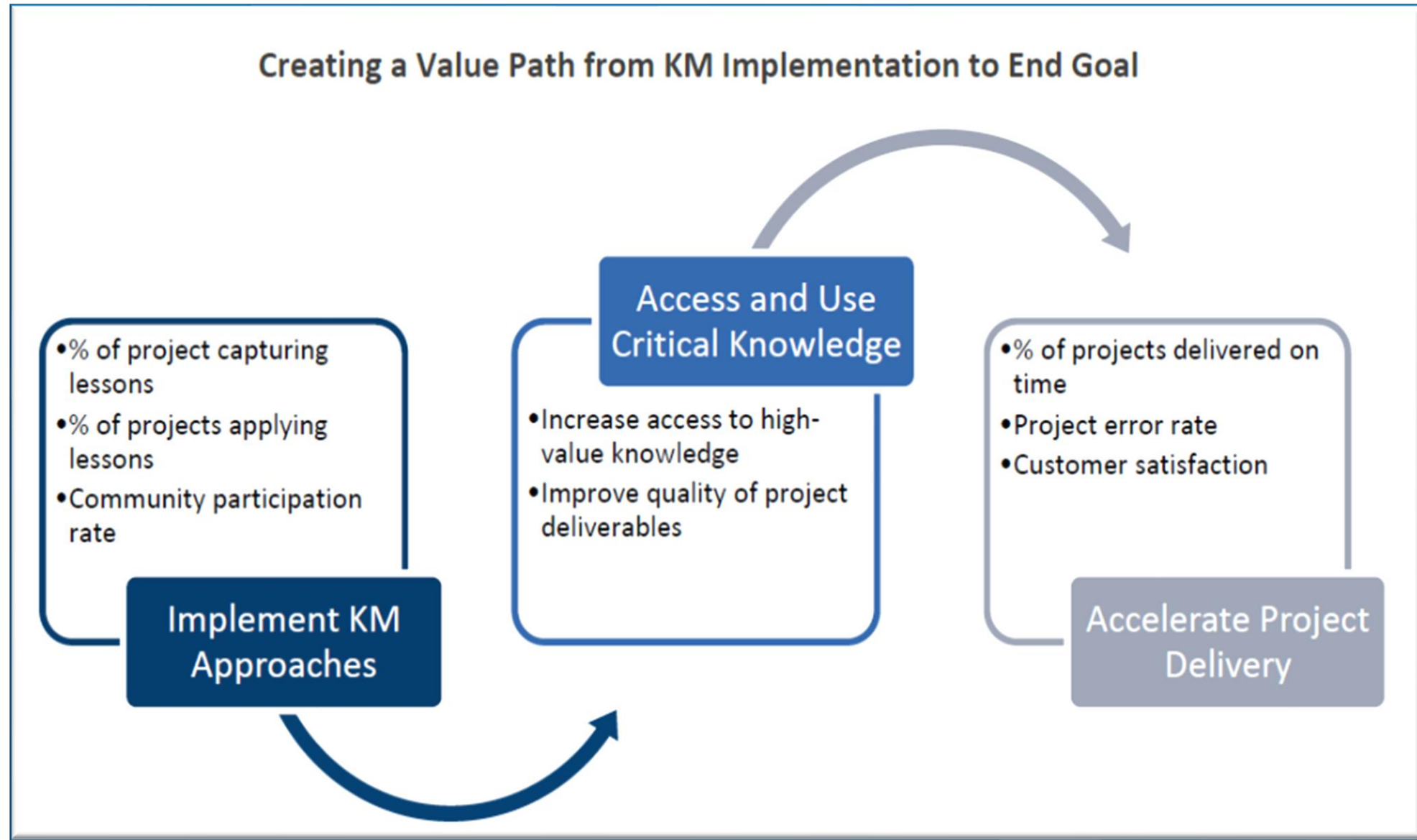
Methodologies, frameworks, and
counsel based on more than
40 years
of benchmarking and best
practices research.

Helping Organizations Work Smarter, Faster, and with Greater Confidence

Join APQC and gain exclusive access to a host of research-based tools and resources to learn about and implement strategies for process and knowledge management.

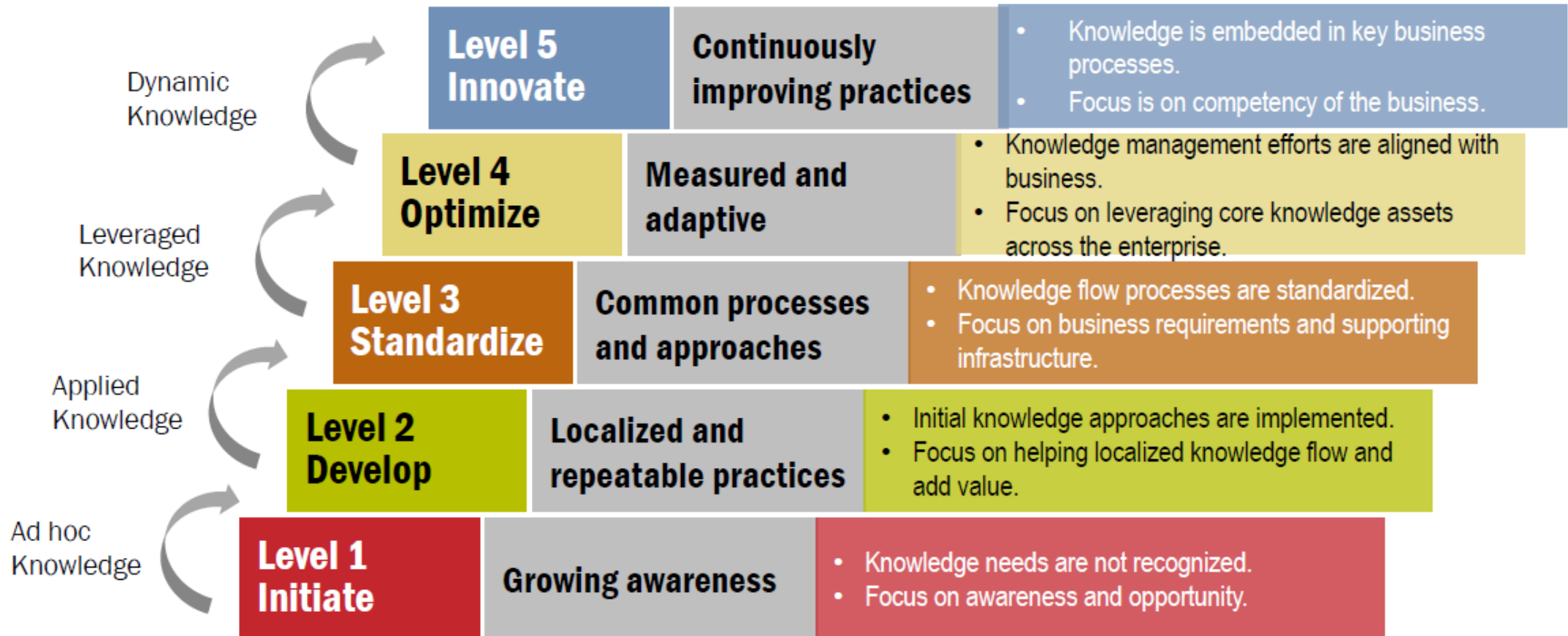
[Watch the Video](#)

Tools: Value Path



Tools: KM Maturity Assessment

What is your organization's aspirations for knowledge?



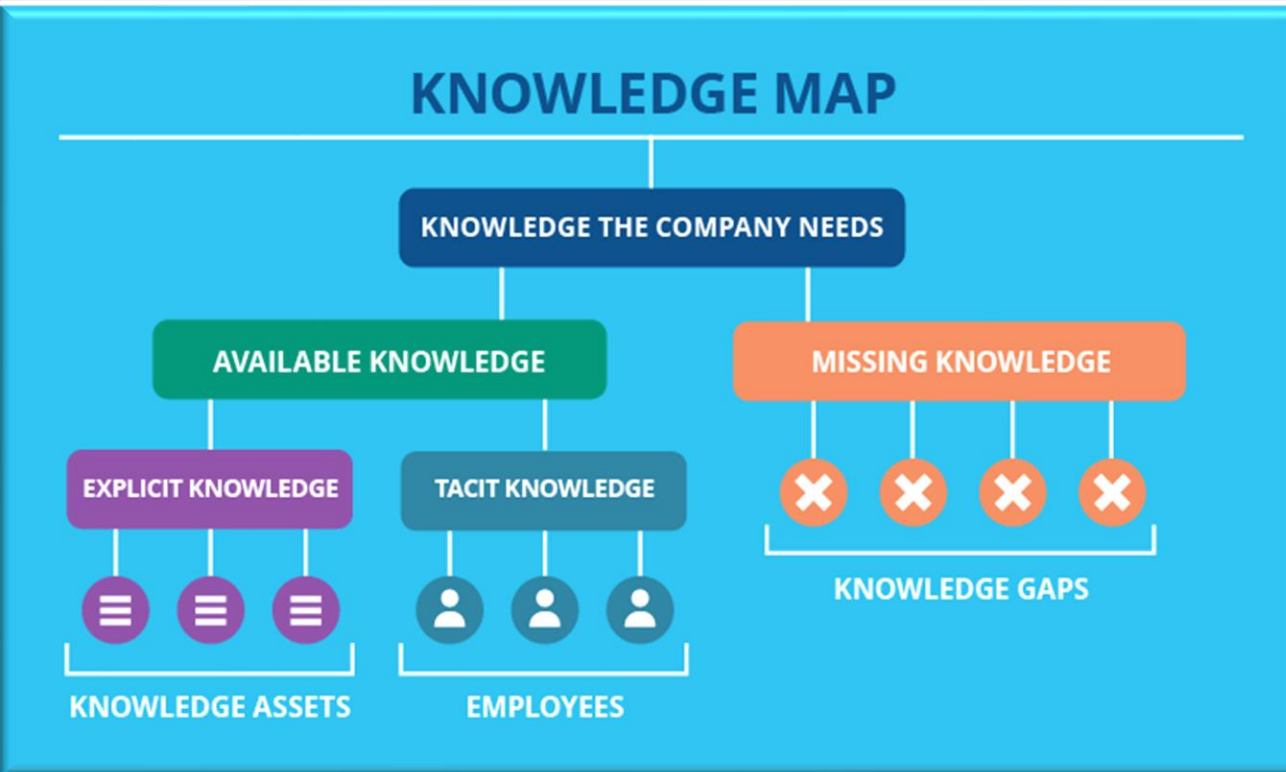
APQC's Levels of KM MaturitySM



Tools: KM Roadmap template

Resource: KM Capability Assessment Tool	Phase 1 (Near-Term)	Phase 2 (Mid-Term)	Phase 3 (Long-Term)
KM CAPABILITIES	Levels 1 and 2	Level 3	Level 4 and 5
Show Business Value and Impact			
Governance			
Resources and People			
Standard Processes and Approaches			
Measurement			
Communication, Training, and Change Management			
IT Tools and Content Management			

Tools: Knowledge Mapping



Generic

Process based

