Is Knowledge Management IT?

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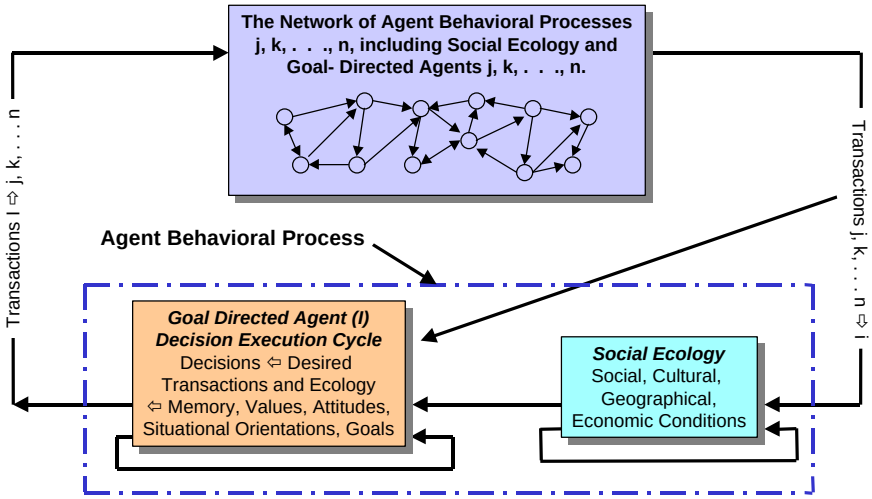
The Flow of Behavior Among Agents



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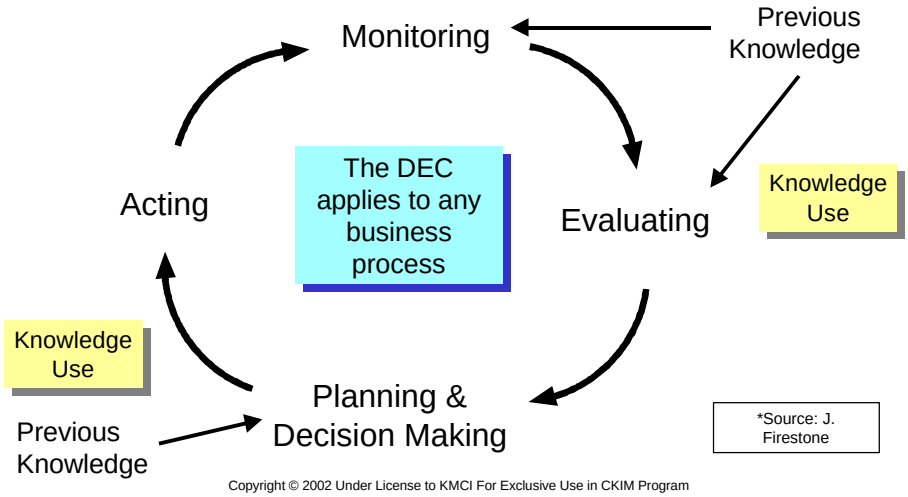
The Learning Cycle (The Decision Execution Cycle)



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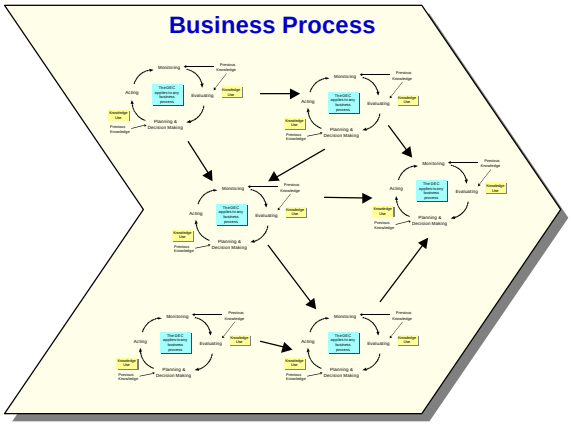
DECs and Business Processes



Business Processes

- Ultimately break down to activity patterns
- Activities are produced by DECs
- Business processes are goal-directed patterns of DECs
- BPs exhibit conflicts between human attempts at control, emergence, and CAS self-organizing tendencies

The New Knowledge Management: Unified Theory of Information

Unified theory: Information is a nonrandom, encoded, structure either originating with a system or developed by it in the course of interacting with its environment

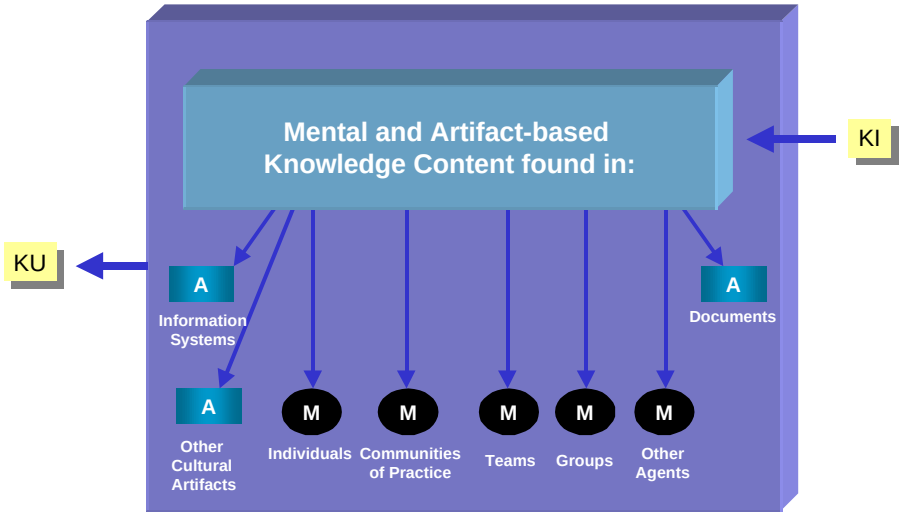
- Three types
  - Encoded structures in physical systems (world 1)
  - Beliefs and predispositions (in minds) about the world (world 2)
  - Sharable (objective), linguistic and cultural formulations about the world (world 3)

The New Knowledge Management: Unified Theory of Knowledge

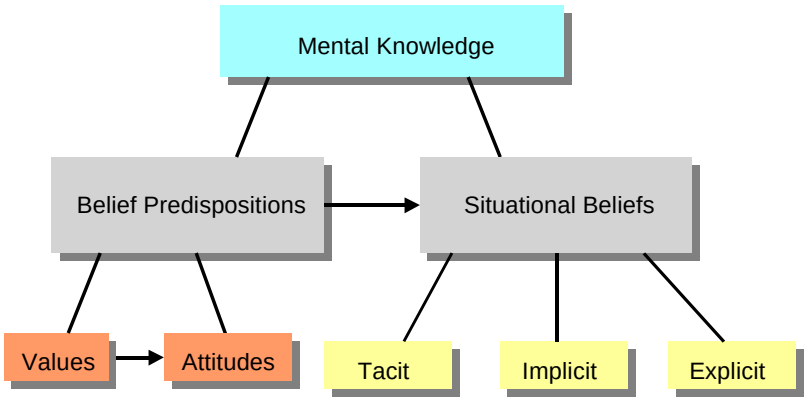
Unified theory: Knowledge is an encoded, tested, evaluated and surviving structure of information that helps the system that developed it to adapt

- Three types
  - Encoded structures in physical systems allowing those objects to adapt to their environment (world 1)
  - Tested, evaluated, and surviving beliefs (in minds) about the world (world 2)
  - Tested, evaluated, and surviving, sharable (objective), linguistic formulations about the world (world 3)

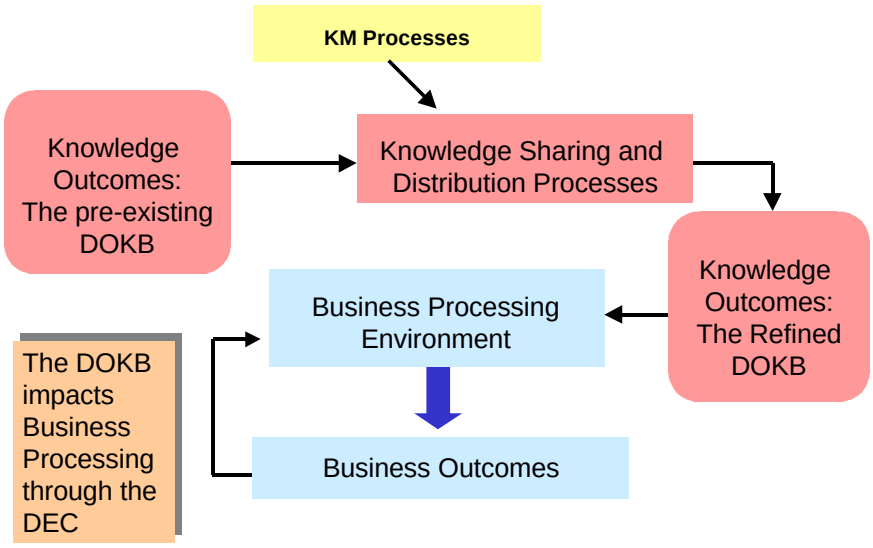
Previous Knowledge: The Distributed Organizational Knowledge Base (DOKB)



Types Of Mental Knowledge



The Old Knowledge Management



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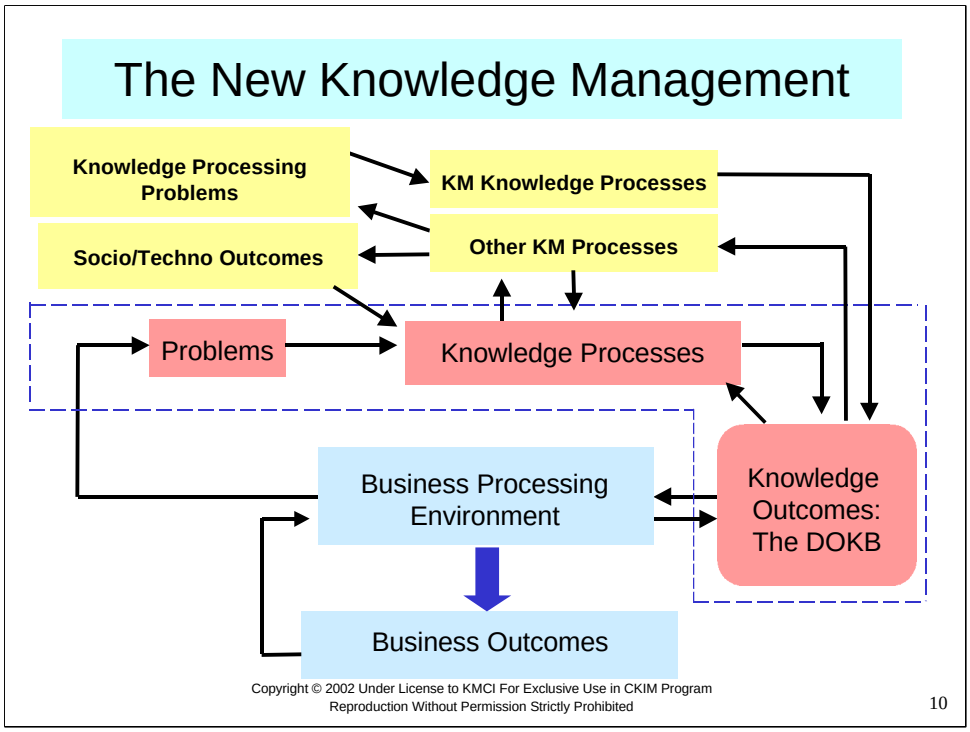
The New Knowledge Management
Knowledge Processing Problems
KM Knowledge Processes
Socio/Techno Outcomes
Other KM Processes
Problems
Knowledge Processes
Business Processing Environment
Knowledge Outcomes: The DOKB
Business Outcomes
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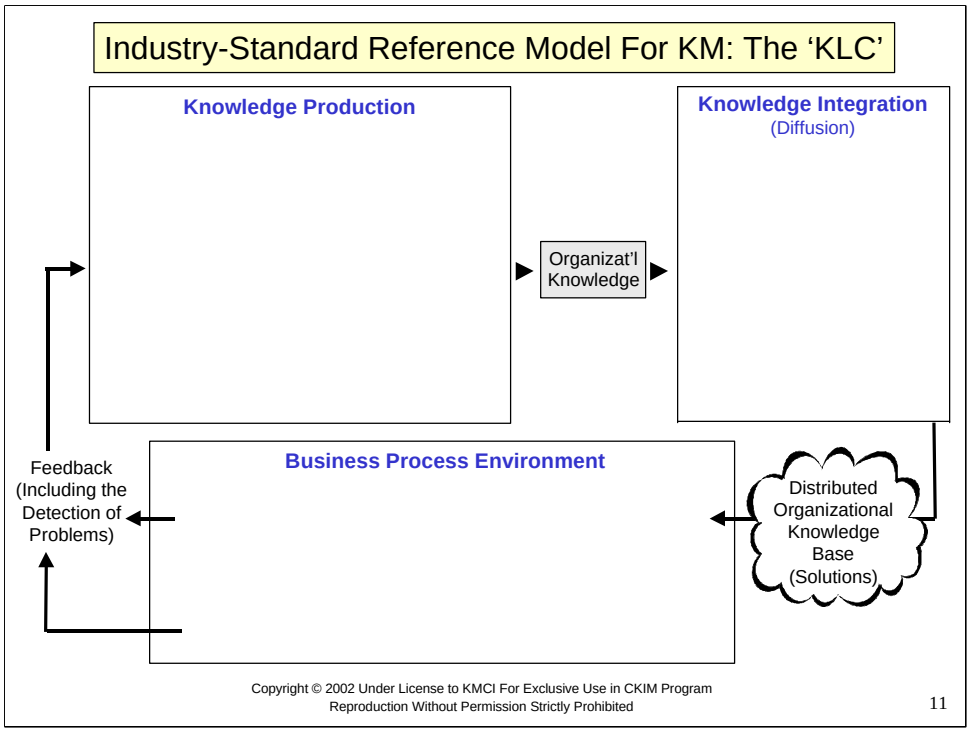
Industry-Standard Reference Model For KM: The 'KLC'
Knowledge Production
Organizat'l Knowledge
Knowledge Integration
(Diffusion)
Feedback (Including the Detection of Problems)
Business Process Environment
Distributed Organizational Knowledge Base (Solutions)
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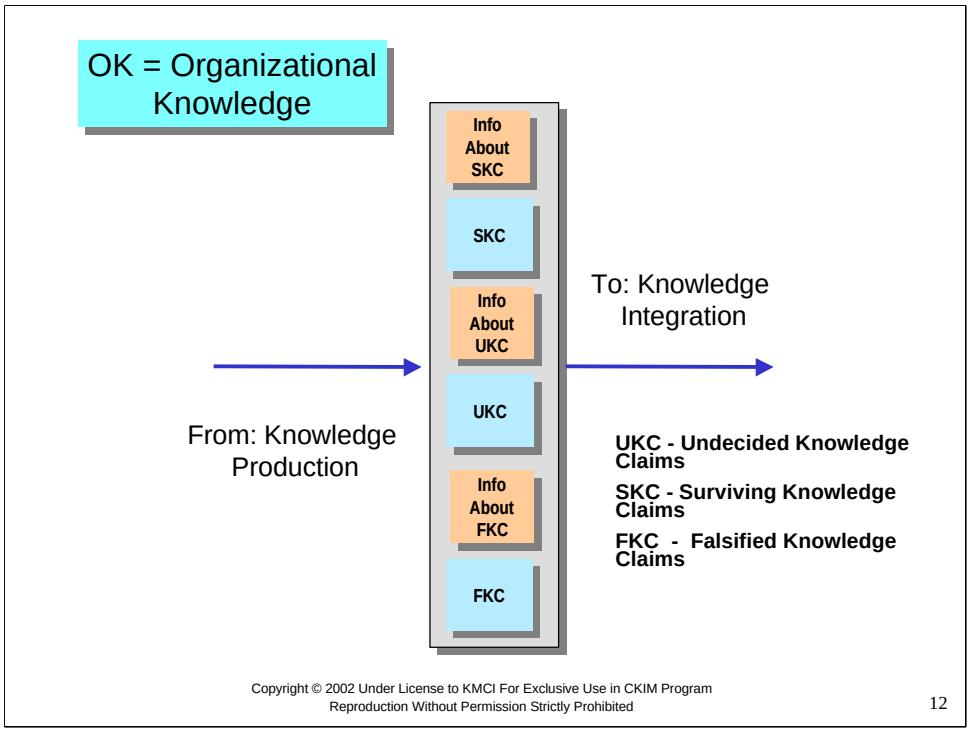

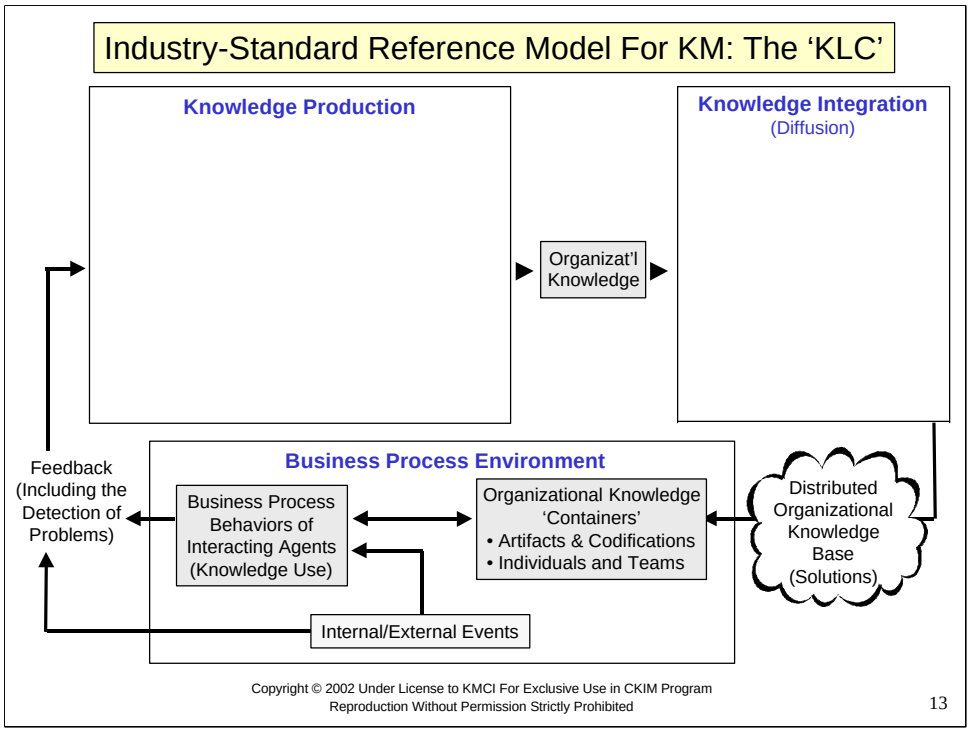
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Knowledge Production
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Business Process Behaviors of Interacting Agents (Knowledge Use)
Organizational Knowledge 'Containers'
• Artifacts & Codifications
• Individuals and Teams
Distributed Organizational Knowledge Base (Solutions)
Internal/External Events
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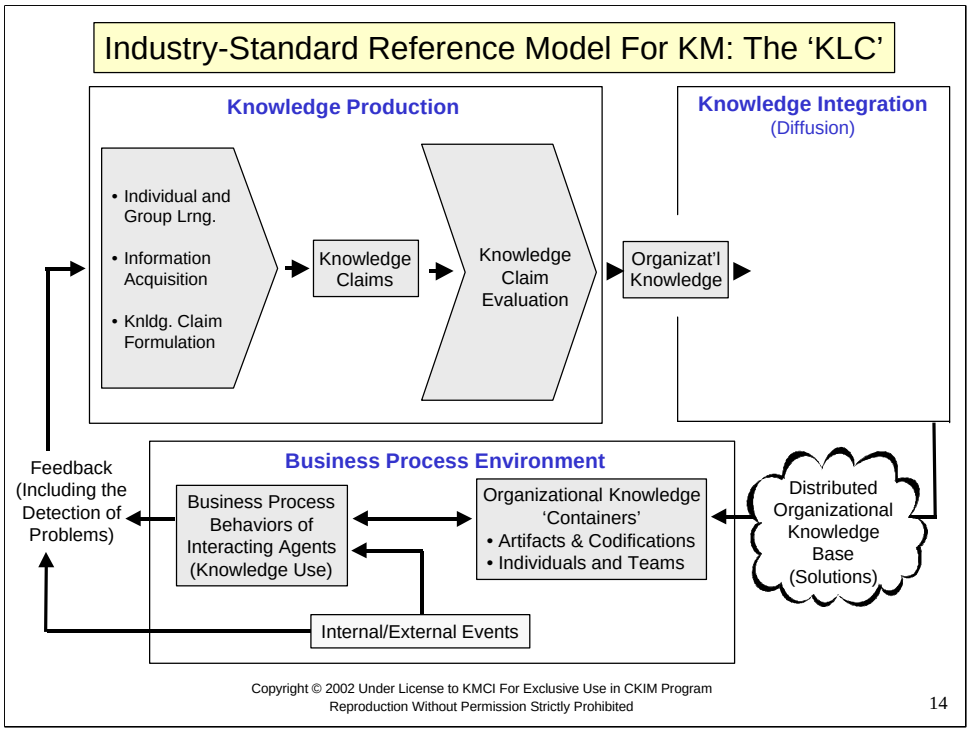

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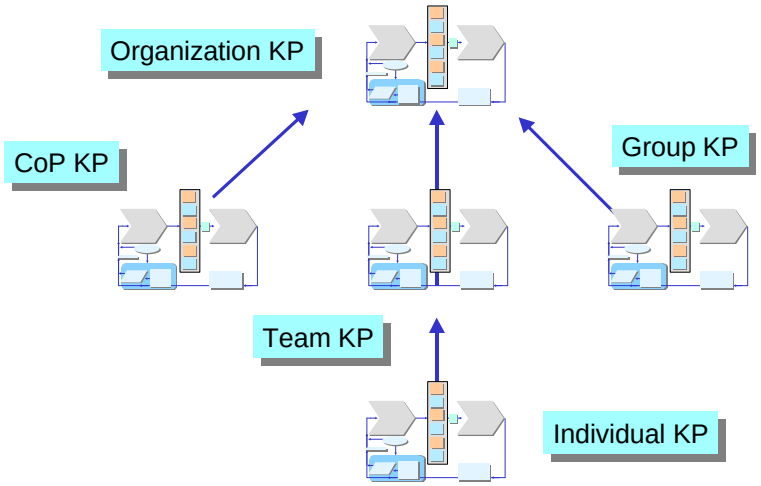
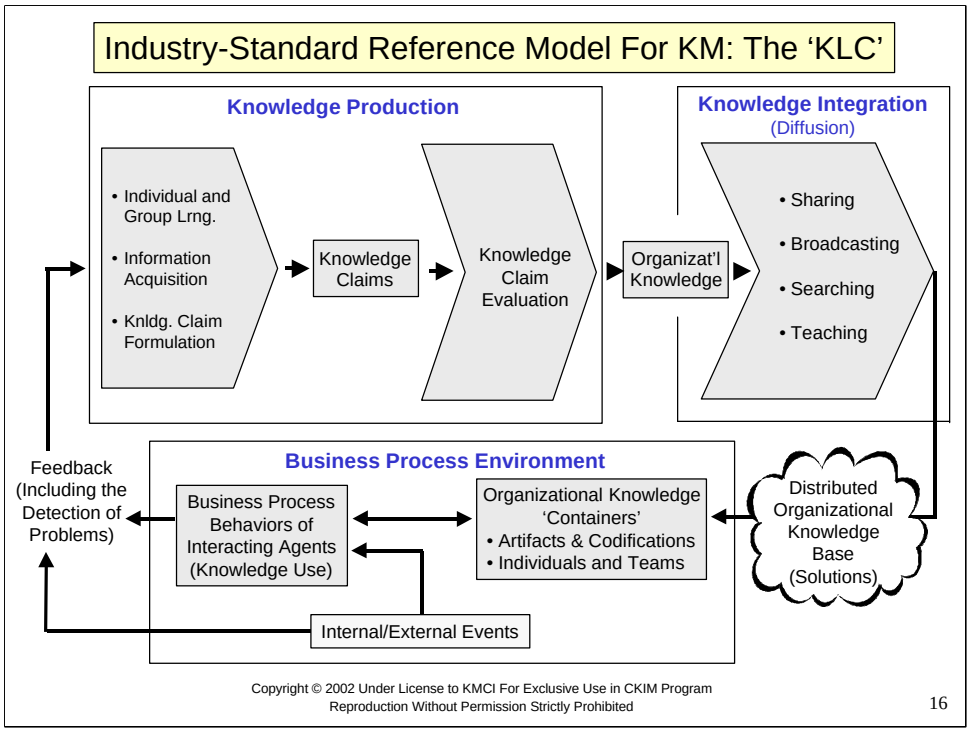
Nested Knowledge Processes




Industry-Standard Reference Model For KM: The 'KLC'
Knowledge Production
• Individual and Group Lrng.
• Information Acquisition
• Knldg. Claim Formulation
Knowledge Claims
Knowledge Claim Evaluation
Knowledge Integration
(Diffusion)
Organizat'l Knowledge
• Sharing
• Broadcasting
• Searching
• Teaching
Feedback (Including the Detection of Problems)
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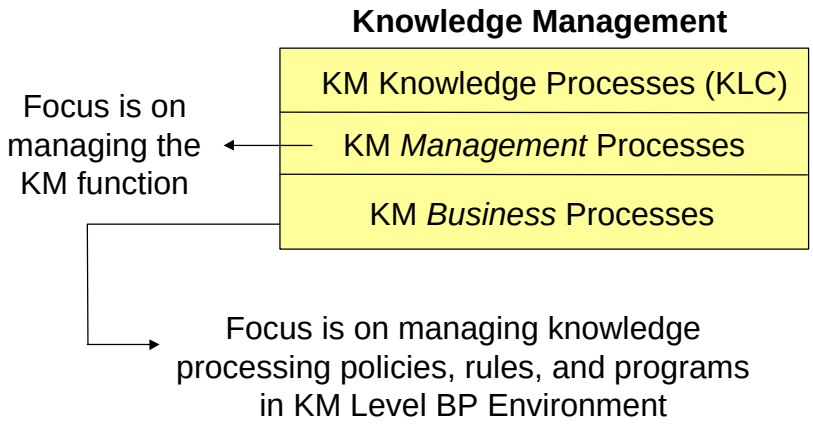
Perspective On The KM Function



Nine KM Processes

KM Management Processes

- **Symbolic Representation**
- **Building External Relationships with Others Practicing KM**
- **Leadership**

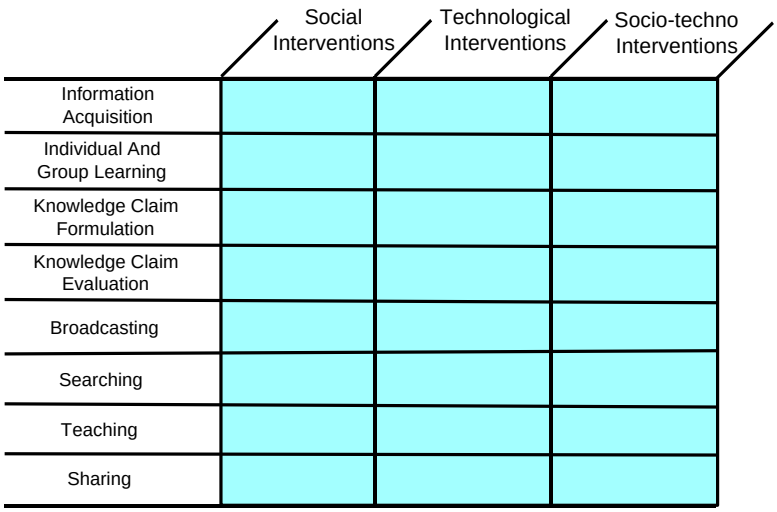
KM Knowledge Processes

- **KM-level Knowledge Production**
- **KM level Knowledge Integration**

KM Business Processes

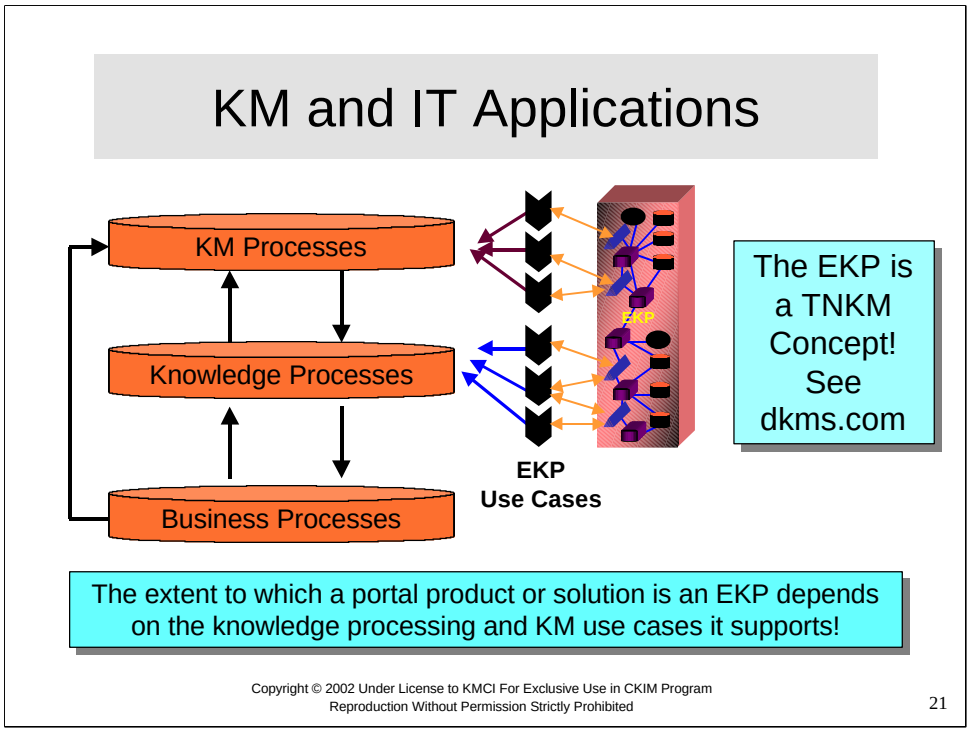
- **Crisis Handling**
- **Changing Knowledge Processing Rules**
- **Negotiating for Resources with Representatives of Other Organizational Processes and**
- **Resource Allocation for knowledge processes and for other KM processes**

More KM Intervention Types



The New KM

- Also referred to as second generation KM;
  - Does not assume valuable knowledge simply exists
  - Takes view people create it
  - Offers unified theory of knowledge
  - Brings comprehensive life cycle view of ‘knowledge processing’ to table
  - Sees knowledge production and integration as two key parts of cycle, and sees individual and group learning as embedded within cycle
  - Differentiates between business processing and knowledge processing, and also defines KM as both a management discipline and a set of processes aimed at improving knowledge processing
  - Heavily influenced by complexity theory as basis for understanding human behaviors in organizations
  - Brings KM Process Methodology to table



•This chart relates KM, the Metaprise and the AKMS

•The link is through knowledge processes and “use cases.”

•The use cases we develop to support KM, knowledge processes and the Metaprise will determine the functionality, form, and content of the AKMS.

•A use case is "A behaviourally related sequence of transactions performed by an actor in a dialogue with the system to provide some measurable value to the actor.” This definition emphasizes that the use case is a dialogue or interaction between the user and the system. In the Unified Modeling Language (UML) they are defined as: “a sequence of actions, including variants, that the system can perform and that yields an observable result of value to a particular actor.” This definition emphasizes the use case as something the system performs, as well as the fact that there are different variants, or scenarios that can be used to perform a use case

Are EIPs KM's Killer App?

- No!
- **EIPs provide support for sub-processes in knowledge processing and knowledge management common to information processing and information management**
- Don't support well I& G Learning, Knowledge Claim Formulation, Knowledge Claim Evaluation, Knowledge Outcomes, the DOKB, KM knowledge processing, resource allocation, or negotiation

No Explicit Support for KCE

- **No recognition that KCE is important in knowledge production**
- No focus on KCE criteria and frameworks in applications
- No focus on KCE modeling or decision making
- No automated support for testing competing knowledge claims in knowledge production
- No tracking of results and history of KCE
- No ratings of competing knowledge claims
- No specific support for collaborative KCE
- **in spite of claims from vendors, not a single product supports specific KCE functionality**

Falsified, Undecided, and Surviving Knowledge Claims and Meta-information about these claims

- Not one EIP product or so-called EKP product stores record of performance of knowledge claims against competitive alternatives
- This is “bottom line” regarding support for identifying knowledge production outcomes in EIPs
- **Currently, despite all marketing rhetoric, No so-called EKP products provide a way to distinguish knowledge from “just information”**

The Distributed Organizational Knowledge Base (DOKB)

- Outcome of knowledge integration is DOKB
- Individual and group psychological components of DOKB cannot be stored in an EIP system
- But sharable data, information and knowledge produced by knowledge integration process are stored in organizational documents and information systems and can be accessed and retrieved later
- **Note that if we are to distinguish knowledge from information in DOKB, we must have meta-information in it that distinguishes knowledge from information**
- **But there are no EIPs providing such information**

The EIP KM Gap

- **Most glaring departure from TNKM requirements is in KCE area**
- Almost no support and idea of providing EKP not on radar screen of any vendor
- Perhaps will change. **But still probably two years away from real knowledge portal.**
- **How we can get there is subject for another day.**

The End

Questions?
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