Picking Portal Players for Knowledge Management

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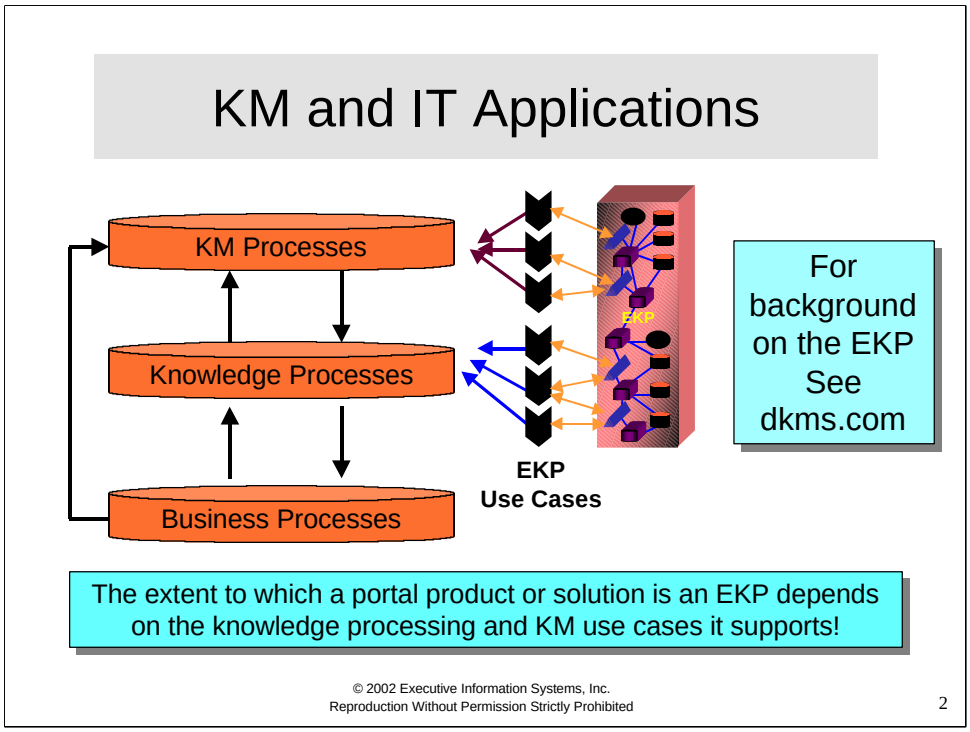
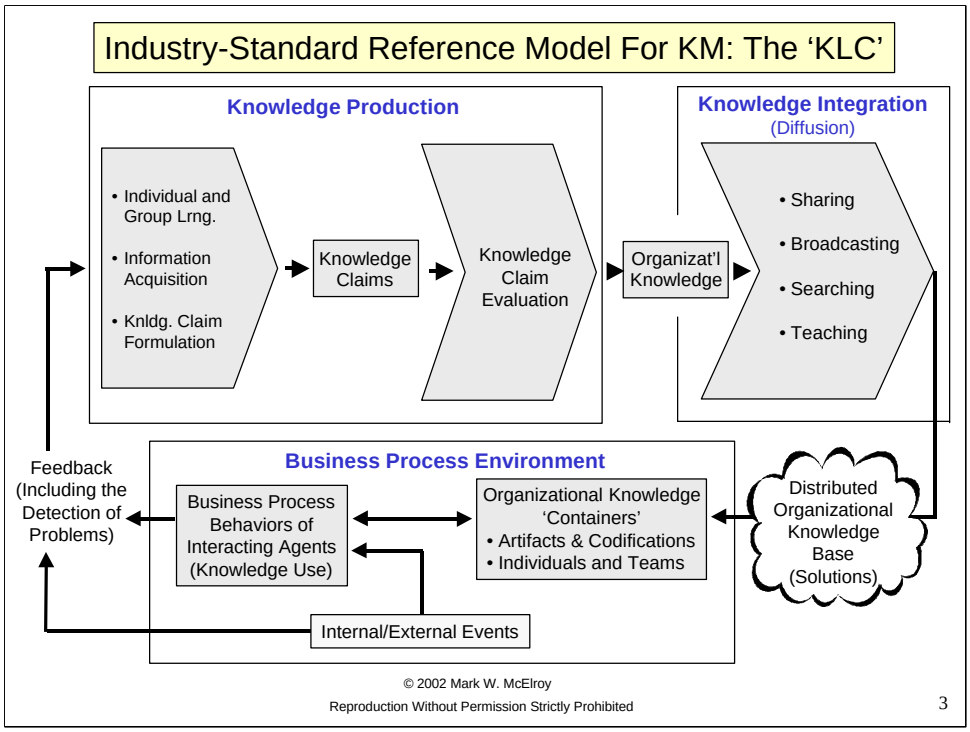


•This chart relates KM, KP and the EKP systems

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

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

•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


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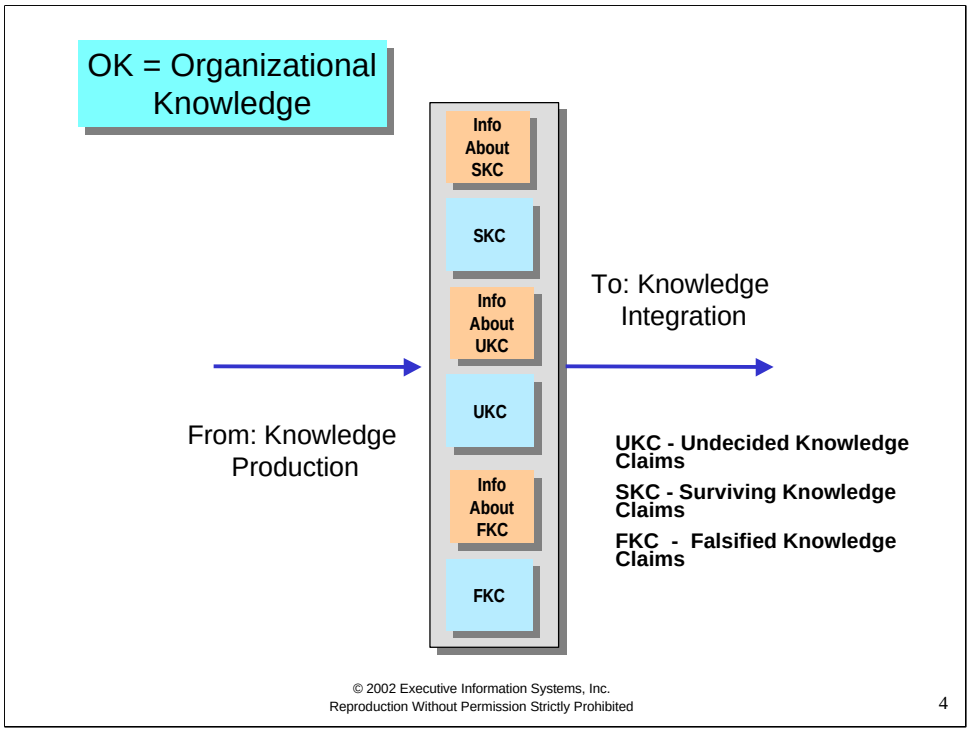

Nine KM Processes

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**

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**

Organizational Knowledge VS. Organizational Information

- 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 EIP KM Gap

- **Most glaring departure from KM requirements is in KCE area**
- Almost no support and idea of providing KCE support not on radar screen of any vendor
- Perhaps will change. **But still probably two years away from real knowledge portal.**
- **Meanwhile which EIP products are closest to closing the EIP/KM gap?**
- **Which should you begin with as a foundation?**

Picking Portal Players for KM

- **SAP Portals** (best EAI technology within the portal, not a lot of explicit support for knowledge processing, but a very broad set of information processing features)
- **CA CleverPath Portal** (Most comprehensive set of features, strongest AI, no way of distinguishing information & knowledge)
- **Sun One** (Probably most comprehensive integration platform underlying portal accompanied by great object modeling tool, but still developing many of features others have)
- **IBM WebSphere** (Strong integration platform, very broad set of features, best collaboration portal, no support for distinguishing knowledge from information)
- **Hyperwave** (Best combination of content management, e-learning, workflow, collaboration for supporting “knowledge sharing”, can’t distinguish K and I, and is less well-integrated than other four with enterprise architectures based on J2EE. Servers.)