Knowledge Management: Three Stages or Two Generations?

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1

Koenig's Three Stages

- Stage 1: all about use of IT (intranets) for knowledge sharing and coordination across the enterprise (1992)
  - Getting value out of IC
  - KM is managing above process
- Stage 2: added focus on human and cultural factors as essential in getting humans to implement KM (Senge, N & T, CoP, OL) (1995 - 2002)
- Stage 3: all about finding relevant content, and also taxonomy development and content management to facilitate this goal (present)

Koenig's Three Stages

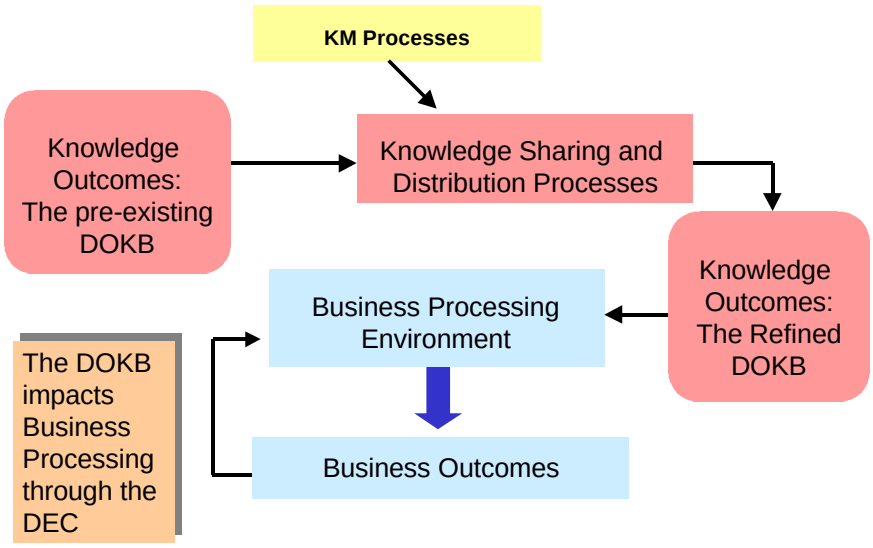
- Shows no change in the purpose of KM throughout 3 'stages'
  - Always about K sharing, distribution, or transfer
- Stage 2, not knew in 1995
  - May be earlier than stage 1
- Stage 3, also not knew in 2002, CM concern goes back to 1998, at least.
  - May be earlier than stage 2
- No underlying conceptual framework to guide development
  - Ad hoc moves through stages in response to problems
  - About techniques and tools, not basic purposes of KM
- Inadequate explanation of past
- Inadequate map for the future

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)

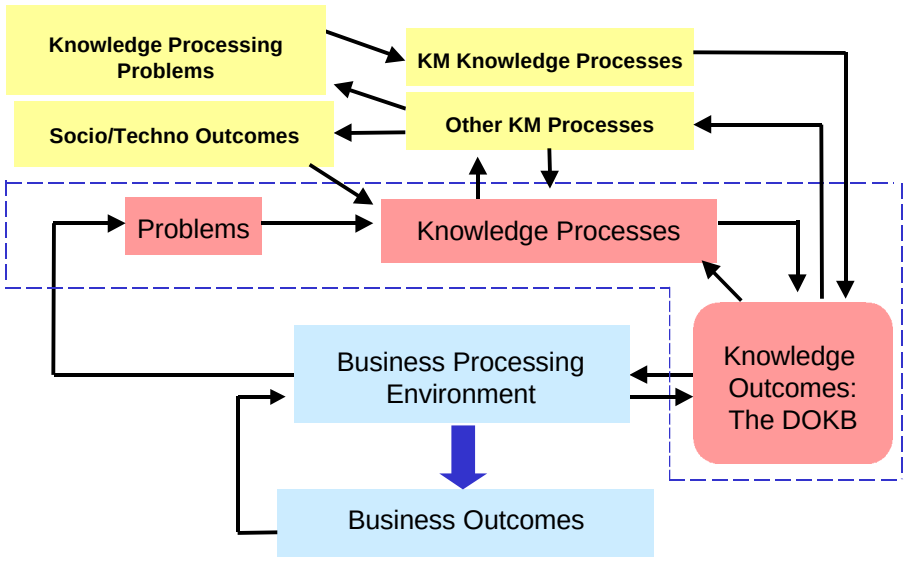
The Old Knowledge Management



Problems Generated By The Old KM

- Old KM doesn't account for how knowledge created, produced,or discovered.
  - So under its assumptions **"demand side" of knowledge processing, the heart of innovation, goes unmanaged**
- Old KM doesn't clearly distinguish between knowledge and information content of DOKB.
  - Thus, under its guidance **we never know whether we are engaged in information management or knowledge management, information distribution, or knowledge distribution, and information sharing or knowledge sharing**
- Old KM doesn't distinguish clearly between knowledge processing and knowledge management.
  - Thus, under its guidance **"management" is often confused with "processing".**

The New Knowledge Management



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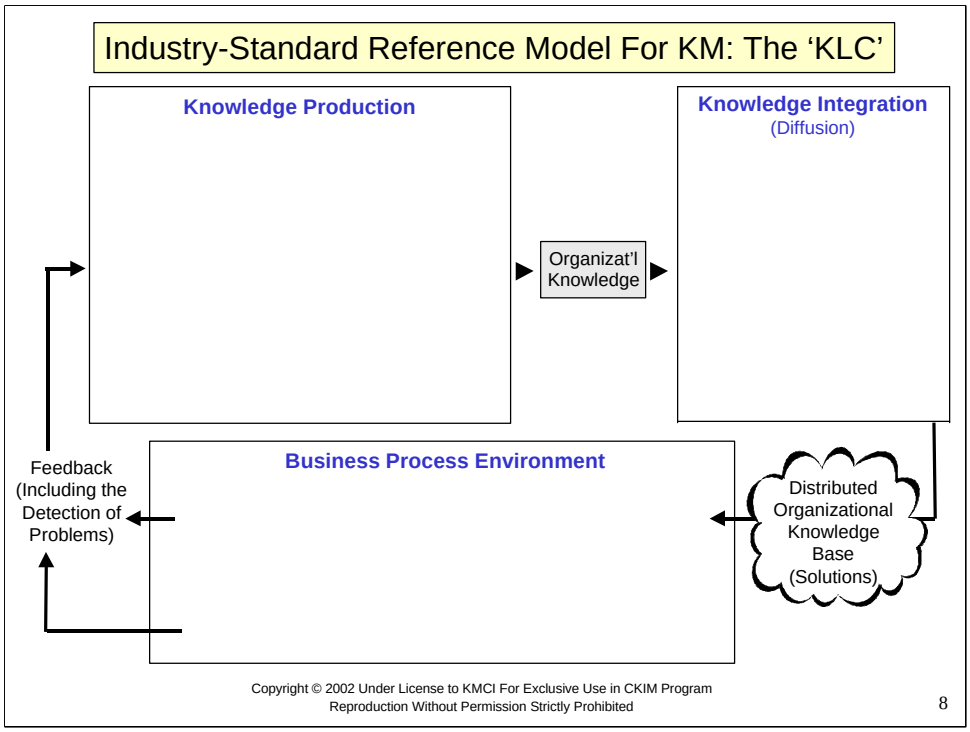
Industry-Standard Reference Model For KM: The 'KLC'
Knowledge Production
Organizat'l Knowledge
Knowledge Integration
(Diffusion)
Feedback (Including the Detection of Problems)
Business Process Environment
Distributed Organizational Knowledge Base (Solutions)
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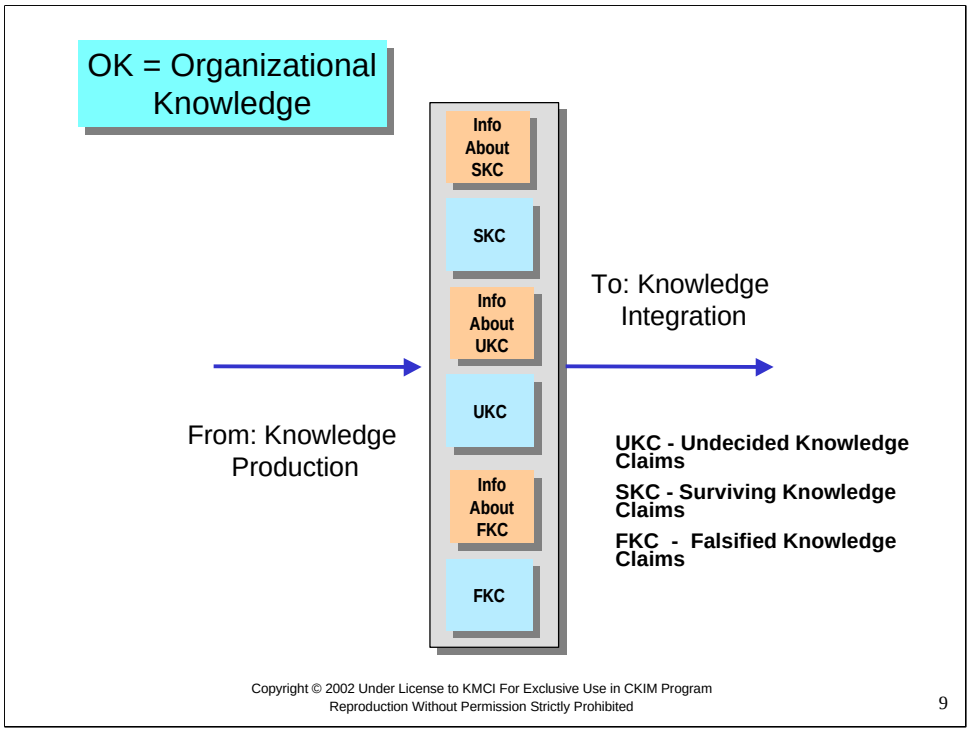

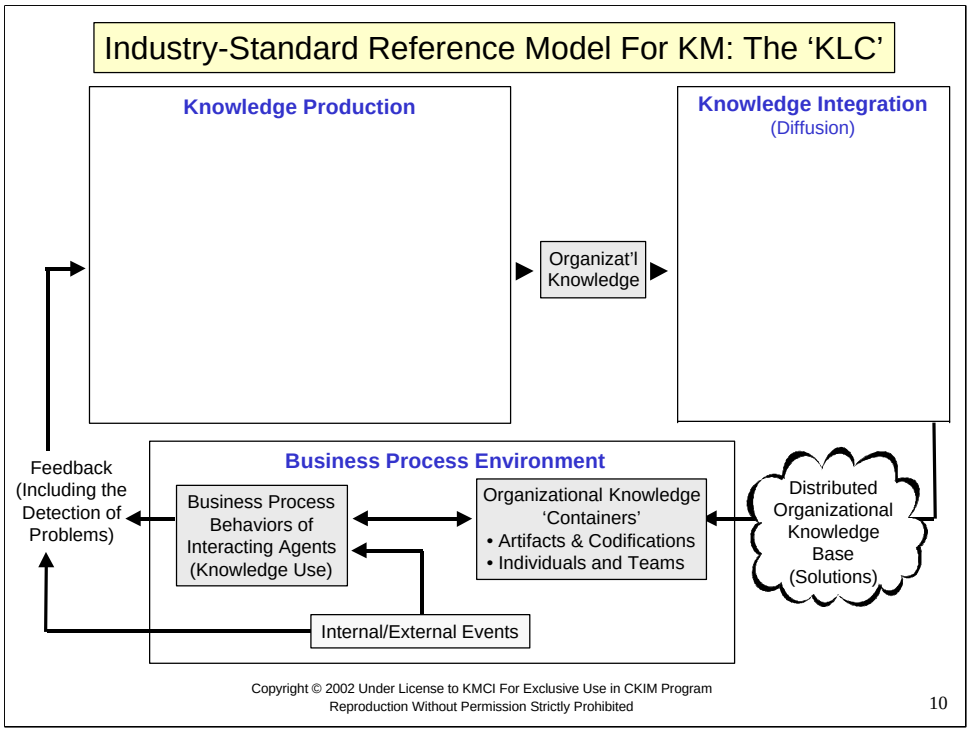
Industry-Standard Reference Model For KM: The 'KLC'
Knowledge Production
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Organizat'l Knowledge
Feedback (Including the Detection of Problems)
Business Process Environment
Business Process Behaviors of Interacting Agents (Knowledge Use)
Organizational Knowledge 'Containers'
• Artifacts & Codifications
• Individuals and Teams
Distributed Organizational Knowledge Base (Solutions)
Internal/External Events
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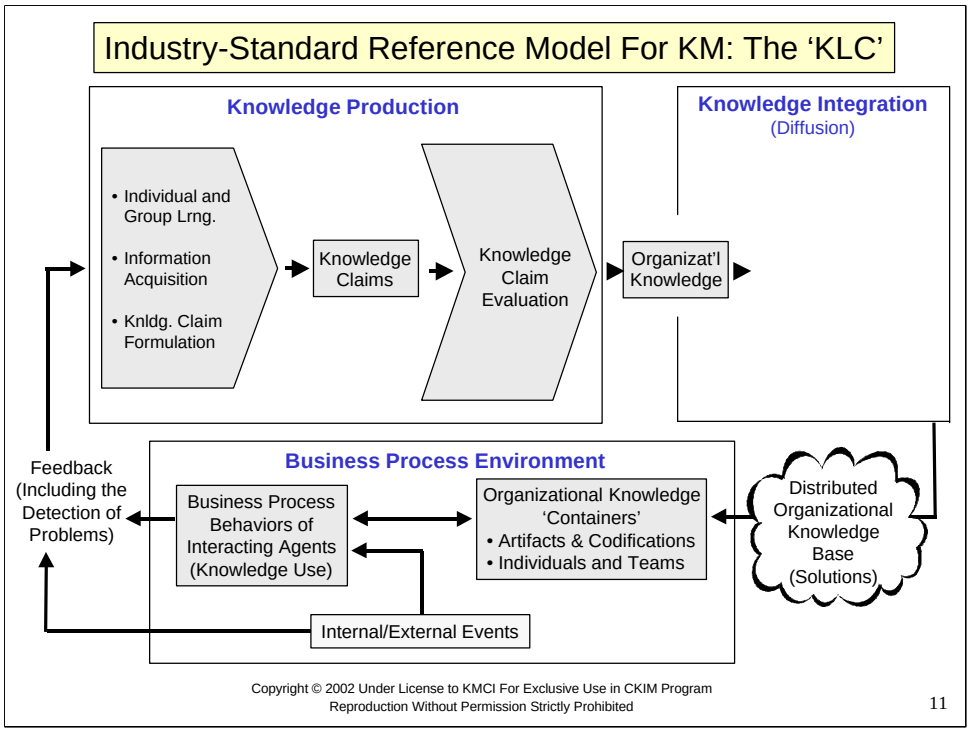
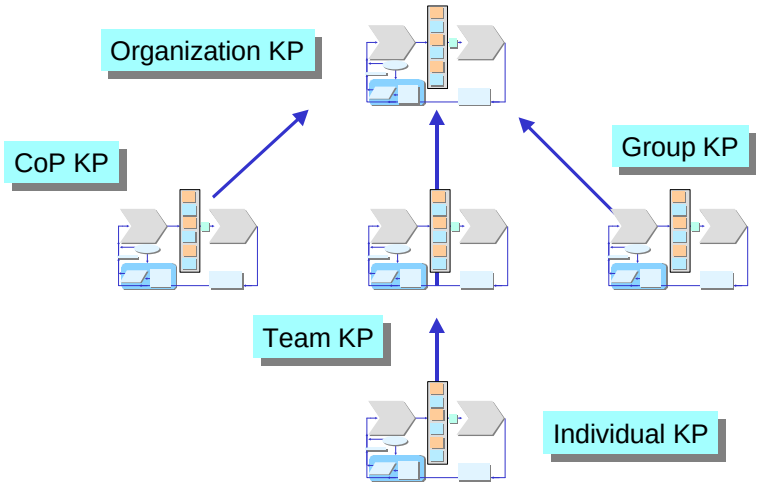
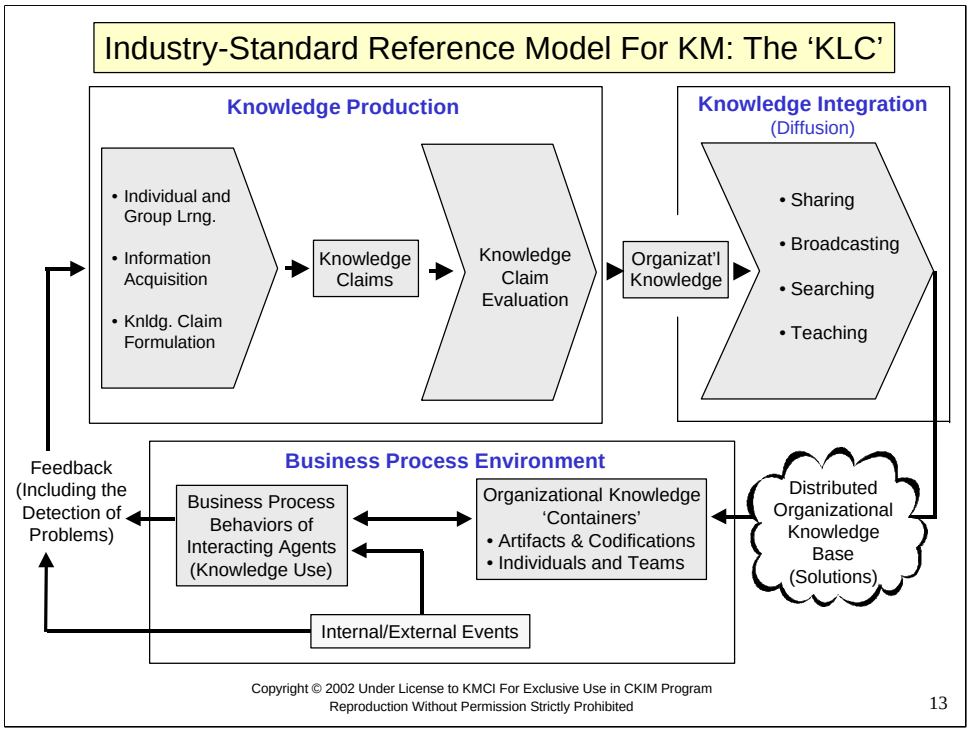


11

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)
Business Process Environment
Business Process Behaviors of Interacting Agents (Knowledge Use)
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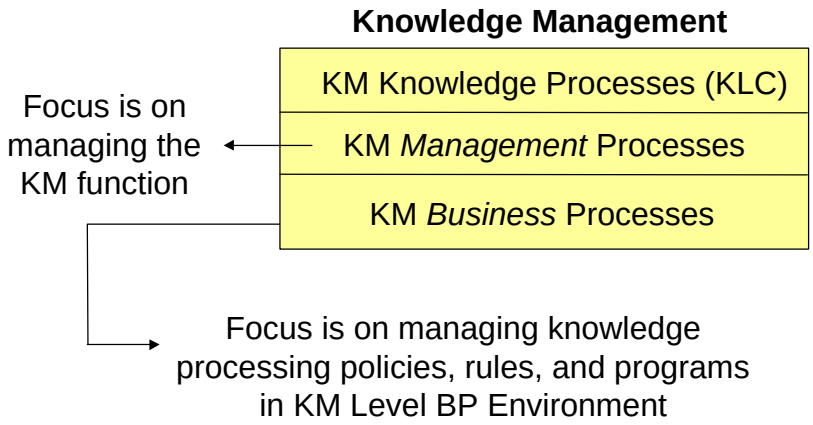
Perspective On The KM Function



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

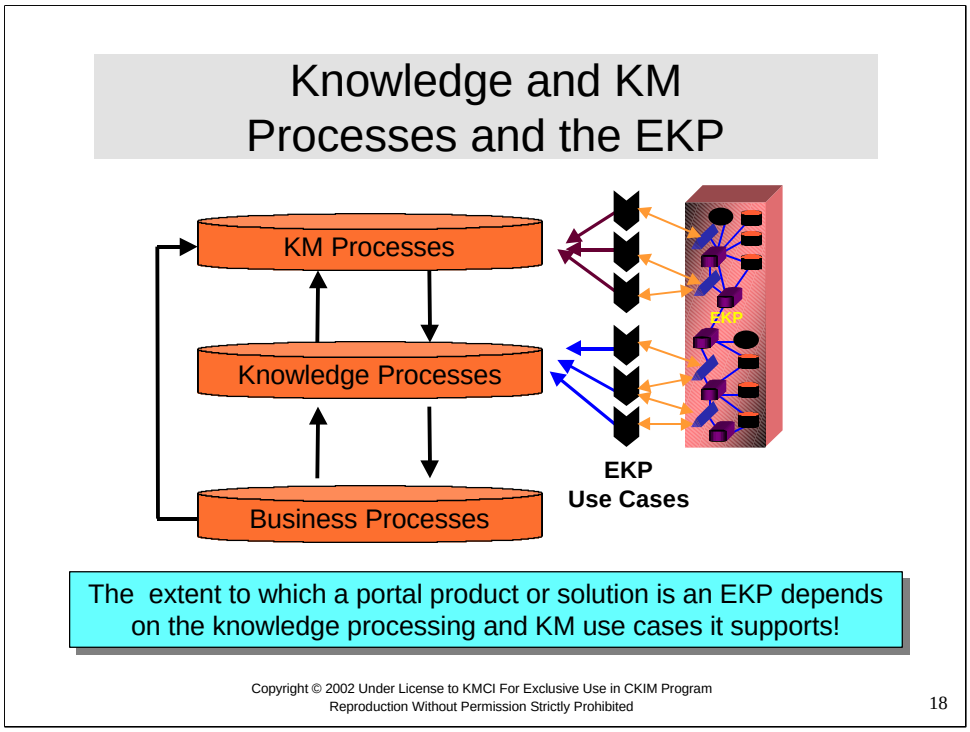
- **Crisis Handling**
- **Changing Knowledge Processing Rules**
- **Negotiating for Resources with Representatives of Other Organizational Processes and**
- **Resource Allocation for knowledge processes and for other KM processes**

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

New Problems Generated By The New KM

- How is knowledge produced in organizations?
- How can knowledge managers have impact on enhancing knowledge processing in organizations, not just information processing?
- How do information and knowledge differ?
- What role can KM play in enhancing production and value of intellectual capital?
- If knowledge processing is social process, shouldn't we be looking to make social interventions, not just IT interventions?
- What IT tools do we use?
- What is the new KM's value proposition?



•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

Finally, New Value Propositions

- Because focus on knowledge production (making), not just sharing TNKM:
  - Enhances ability to satisfy demands for new knowledge
  - Enhances rate and quality of organizational learning and innovation
  - Enhances organizational capacity to adapt
- Makes valuable distinctions between business processing, knowledge processing, and KM
- Unlike old KM, tackles definition of knowledge head on
- Finally brings clear definitions of knowledge and KM to the table!

The End

Questions?
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