Agile Knowledge Management (KM\textsuperscript{Agile})

Quickly Build a KM Strategy and Capability While Delivering Measurable Results

@billkaplankm
Simple View of Knowledge

(c) Working Knowledge CSP
An organization’s capability to capture, adapt, transfer, and reuse its “critical and relevant” knowledge to continually improve performance at the individual, team, and organization level.
Challenges in Making the KM Business Case

• Business/Operational Environment (BOE)
• Planning, Programming, Budgeting Cycle and Timing
• Operational Tempo (Op Tempo)
• Behavior change required
• Knowledge use and flow
• Meaningful Application - tangible impact to performance?
• Doing more with less
• Leadership attention and expectations
• WIIFM?
Unique Business Case Challenges in the Federal Government

- Planning, Budgeting, Appropriation Cycle Timeline
- Temporary Nature of Political Appointments
- Appreciation for the Investment
- Knowledge Leadership and Accountability
- Sense of Urgency
- Unclear KM Link to Mission (Business/Operational) Objectives
- Viewing technology as the KM Solution
- Embedded and supported in workflow
Making KM “Stick”

Business Case

Build KM Strategy and Capability While Delivering Measurable Results Quickly

#1 Learning

Results Change Behavior
Traditional KM Strategy and Framework Development (Waterfall)
Assessment

KM, Business & Operational Requirements (Environments)

Analysis

Understanding the KM Environment (Current State)

Traditional KM Strategy and Framework Development (Waterfall)
Traditional KM Strategy and Framework Development (Waterfall)

Assessment
KM, Business & Operational Requirements (Environments)

Analysis
Understanding the KM Environment (Current State)

Design
Gap Analysis (Future State)
Traditional KM Strategy and Framework Development (Waterfall)

Assessment
KM, Business & Operational Requirements (Environments)

Analysis
Understanding the KM Environment (Current State)

Design
Gap Analysis (Future State)

Roadmap
KM Strategy & Framework

6-12 months

(c) Working KnowledgeCSP
Traditional KM Strategy and Framework Development (Waterfall)

- **Assessment**: KM, Business & Operational Requirements (Environments)
- **Analysis**: Understanding the KM Environment (Current State)
- **Design**: Gap Analysis (Future State)
- **Roadmap**: KM Strategy & Framework
- **Program**: Perform

(c) Working KnowledgeCSP
**KM Agile**

- Plan, develop, and execute an organizational KM framework through the rapid use of carefully selected pilot projects focused on delivering the *highest business value in the shortest time*

- *Rapidly and repeatedly evaluate practically applied KM concepts, strategies, and implementing practices in real time*

- Continuously refine a context relevant KM strategy and operating framework as the pilot’s progress

- 12 weeks (target)

- KM Strategy must be part of Business Strategy
KM^Agile Principles

• Satisfy the client through early delivery of a sustainable KM Framework
• Welcome changing requirements at any time
• Co-delivery of the KM project
• Build the KM framework around early adapter organizations
• The primary measure of progress is the ability to quickly leverage knowledge to solve business or operational challenges
• Continuous attention to culture and workforce dynamics enhances sustainable KM framework success
• Simplicity is essential
• Technology is an enabler, never the solution
• Reflect regularly and adjust team behavior and execution accordingly
New Possibilities
- Learn before doing
- Engage key stakeholders and pivotal work teams
- Create awareness
- Identify, select and agree on quick wins

New Mindsets
- Train on the job
- Apply proven practices for fast learning, sharing and transfer
- Measure and socialize impacts

New Capabilities
- Generate and capture key learnings
- Identify better & next practices
- Revise KPIs
- Align key stakeholders

# KMStrategy Development | Renewal

- **ATP + Planning**
  - Weeks 1 – 3
    - Sprint 1
- **Weeks 4-9**
  - Sprint 2
- **Weeks 10-12**
  - Sprint 3

# KM Results

- **New Mindsets**
  - **Learn before doing**
  - **Engage key stakeholders and pivotal work teams**
  - **Create awareness**
  - **Identify, select and agree on quick wins**

# Multi-Year KM Strategy and Roadmap

New Way of Performing and Learning
Planning Phase

• ATP
• Acquire background information
• Identify key stakeholders, thought leaders, pivotal work teams for interviews
• User Stories provide context for problems and challenges that drive pilot selection
• Begin to understand change challenges
• Draft Knowledge Flow and Use survey for Sprint 1

Outcome: Quick start; Understand Business Operating Environment (BOE); Understand Knowledge Management Environment (KME)
Sprint 1

- Engage with key stakeholders and pivotal work teams
- Make case for KM impacts to performance
- Gain commitment (License) up and down
- Leverage KF&U survey
- Conduct targeted interviews
- Integrate Client KM Team/KM POC
- JIT KM Training
- ID quick wins/pilots and success measures
- Daily scrums

Outcome: Clear line of sight between KM, work, and value
Sprint 2

- JIT KM Training
- KM practice application as part of work processes (e.g. Peer Assists, Action Reviews)
- Knowledge is shared, transferred and applied
- Results are becoming visible; value and trust increase

Outcome: Changes in performance; Changes in knowledge sharing behavior
Sprint 3

- Generate and capture key learnings from pilots (Retrospects)
- Sense making and characterization
- Shared learnings “in context” integrated with consultant experience and relevant benchmarks
- (Re)Design and development of KM Strategy, Framework, success measures
- Findings and recommendations shared and socialized in form of realistic KM roadmap and timeline

Outcome: Framework -- People/Culture, Processes, Enabling Technology, and Content; New way of working
New Possibilities

- Learn before doing
- Engage key stakeholders and pivotal work teams
- Create awareness
- Identify, select and agree on quick wins

New Mindsets

- Train on the job
- Apply proven practices for fast learning, sharing and transfer
- Measure and socialize impacts

New Capabilities

- Generate and capture key learnings
- Identify better & next practices
- Revise KPIs
- Align key stakeholders

KM Results

ATP + Planning

Weeks 1 – 3
Sprint 1

Multi-Year KM Strategy and Roadmap

Weeks 4-9
Sprint 2

Weeks 10-12
Sprint 3

(c) Working KnowledgeCSP
KM\textsuperscript{Agile} Tradeoffs

- People and practices over strategy in a vacuum
- Performing and learning over high-level processes and tools
- Collaboration over traditional consulting
- Responding and adapting to change over a perfect plan

@billkaplankm : Must be part of way work gets done
KM\textsuperscript{Agile} Advice

• The organization sets the priorities based on culture, workforce dynamics, and the business or operational problem to be addressed where leveraging knowledge will \textit{have a measurable difference in business performance or mission outcome}.

• KM consultants work side-by-side with the organization’s KM practitioners to determine the most effective way to \textit{deliver the highest value business outcomes through the evolving KM framework in the shortest amount of time}.

• Tie KM strategy to operational needs and op tempo

• Results change mindsets and behaviors