

Panel: An Academic View of KM, IM, DM, RM, and CRM

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Fundamentals of Knowledge Management “In a nutshell”

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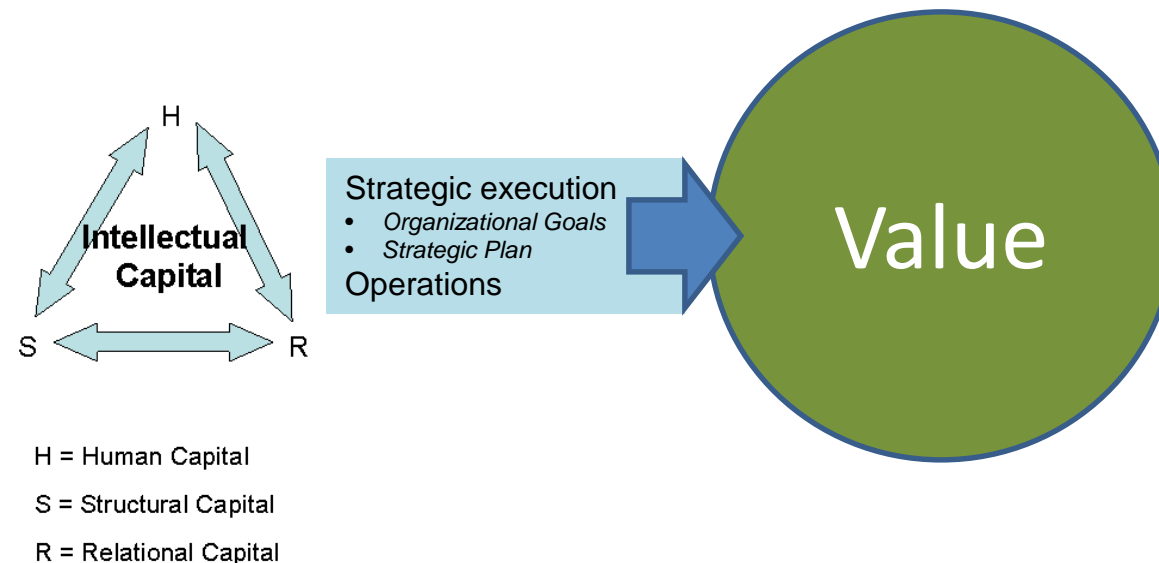
Knowledge Management (KM)

- “KM is the explicit and systematic management of **intellectual capital** and the associated processes of **creating, gathering, organizing, disseminating, leveraging, storing and protecting** organizational knowledge and using tools, and techniques that **make available the right knowledge to the right knowledge worker, at the right time.**” ⁽¹⁾

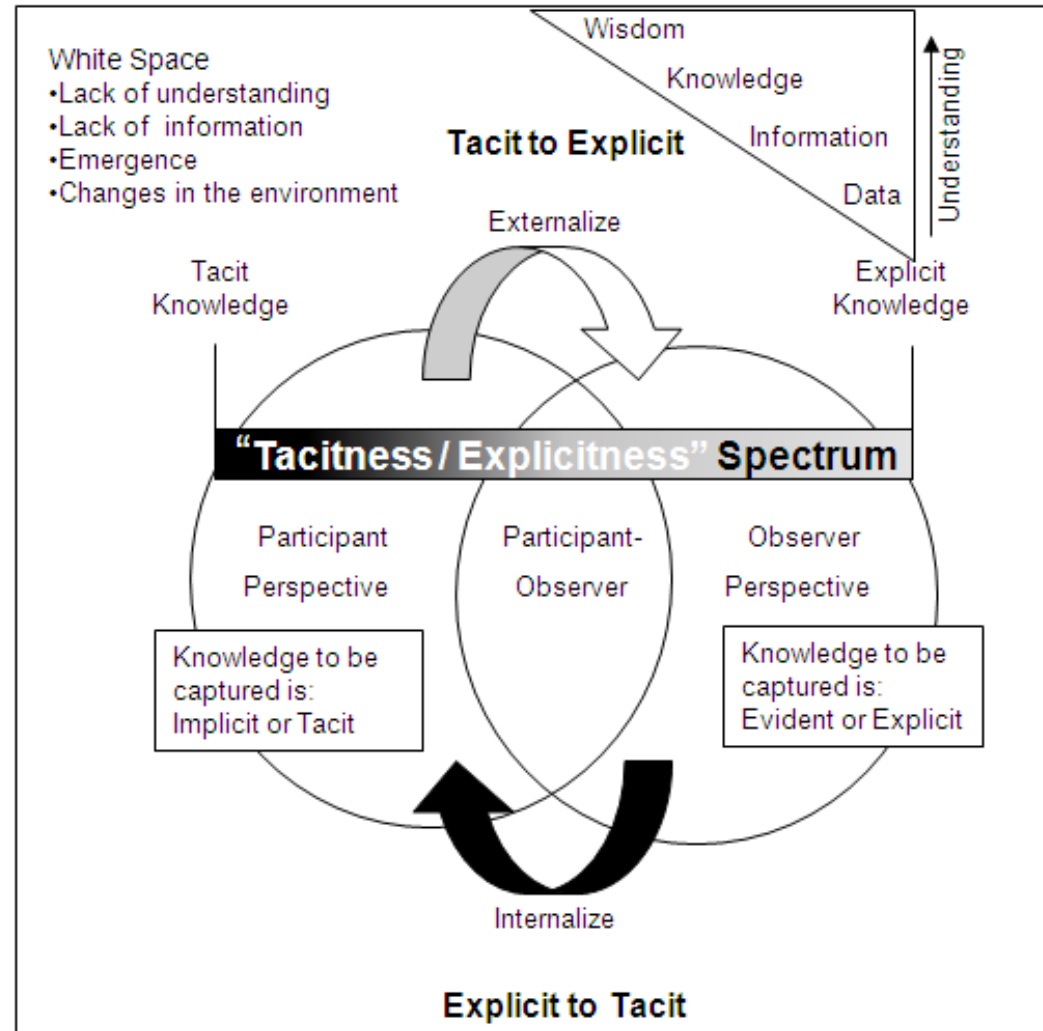
1.Rodriguez, L.J. (2012), CONCEPTUAL MODEL FOR THE DEVELOPMENT OF A PLAN TO MAINTAIN, EXPAND, AND CREATE CORPORATE KNOWLEDGE IN A TECHNICAL ORGANIZATION, International Annual Conference of the American Society for Engineering Management

Operational Definition

- Intellectual capital of an organization refers to the human, structural, and relational capital of the organization and the interactions between human, structural, and relational capital that provides value to the organization.



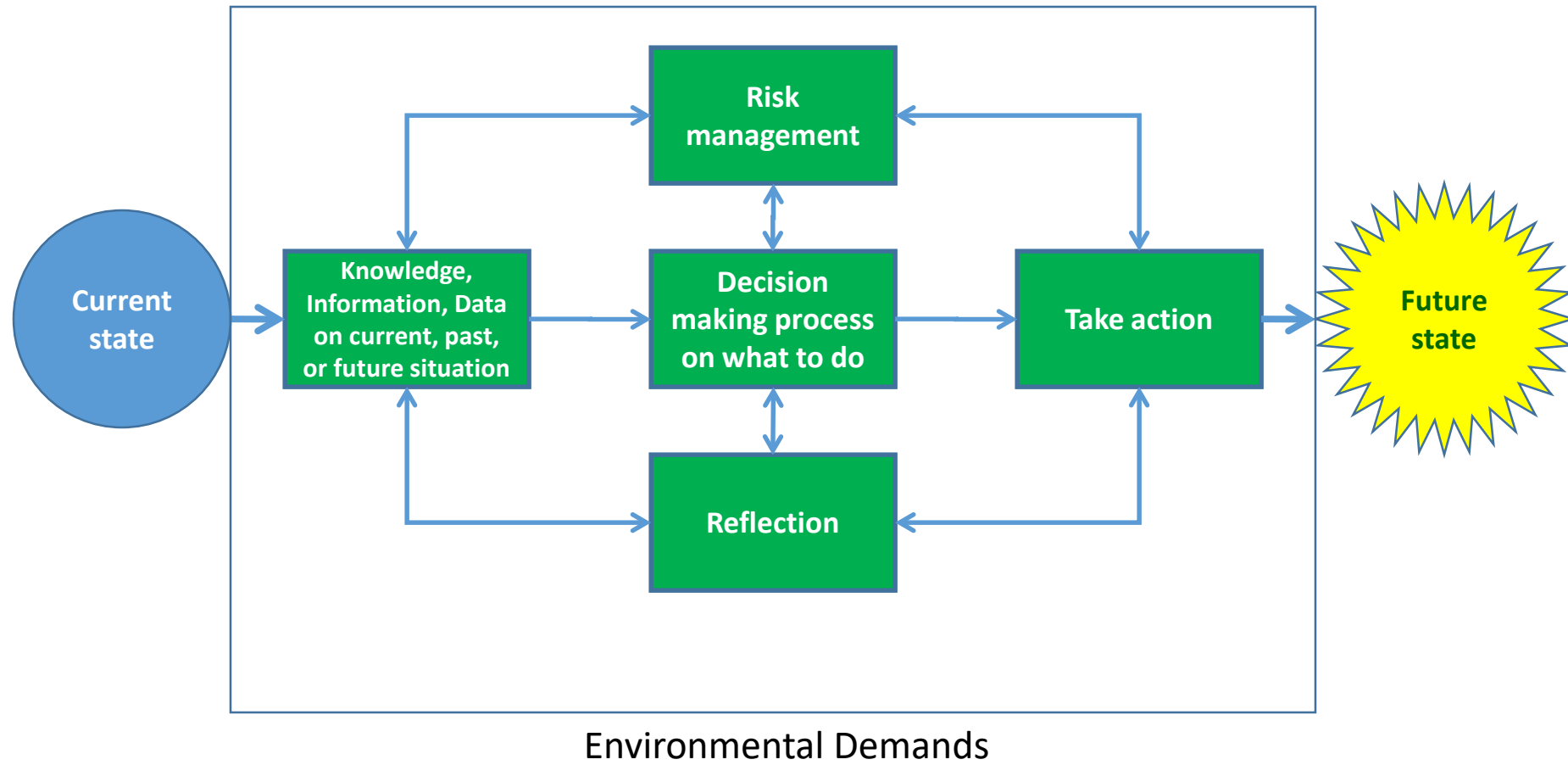
KM Environment



Academic Perspective for Knowledge Management

- Intellectual Capital
 - Human Capital
 - Structural Capital
 - Relational Capital
- KM in Projects
- Knowledge Management Systems (KMS)
- Organizational Culture
- Organizational Learning
- Knowledge Transfer
- Organizational Change
- Leadership in change management
- Innovation
- KM metrics and managing performance of knowledge workers
- Implementing KM & KMS

KM, IM, DM, RM



Knowledge Type		Definition of Refinements of Knowledge
Declarative Knowledge	Proposition	Knowledge expressed in indicative propositions
	Schema	Packets of related propositions
Procedural Knowledge	Rule	Specific logical relationships
	General Rule	Wide-ranging logical relationships
	Skill	A cognitive skill is composed of conditional statements known as <i>production rules</i> . A production rule is a statement that describes an action which should be taken if certain conditions are met.
	General Skill	A cognitive skill that can operate independently of the domain of the application (e.g., problem solving skills)
	Automatic Skill	Cognitive skills performed with minimal cognitive attention
Mental Model / Conditional Knowledge		Orchestrated exercise of multiple skills

Risk Management

YES

Manage the Risks of NOT
Managing Knowledge

Don't Manage
Knowledge to Support
Risk Management

Manage the Risks of
Managing Knowledge

Knowledge Management &
Risk Management are
Interconnected

NO

Don't Manage the Risks of
NOT Managing Knowledge

No Knowledge Management
No Risk Management

Don't Manage the Risks of
Managing Knowledge

Knowledge Management
independent of
Risk Management

NO

YES

Knowledge Management

Implications:
1. Performance
2. Capabilities



KNOWLEDGE MANAGEMENT: A FORCE MULTIPLIER FOR SUCCESS

ALIGNMENT TO ORGANIZATIONAL BUSINESS IMPERATIVES

IN ORDER TO ACHIEVE THE IMPERATIVES IN YOUR ORGANIZATIONAL STRATEGY, STAFF MUST BE ABLE TO:

- **LEARN QUICKLY AND EFFECTIVELY;**
- **APPLY THAT LEARNING TO IMPROVE PROGRAMMATIC IMPACT, COST SAVINGS, EFFICIENCIES;**
- **DRAMATICALLY REDUCE TIME TO IMPACT.**

ROBUST, ACHIEVABLE AND LASER-FOCUSED KNOWLEDGE MANAGEMENT POLICIES AND PROCEDURES MUST BE IN PLACE TO ACCOMPLISH THESE RESULTS.

FOUNDATIONAL CONSIDERATIONS FOR AN ORGANIZATION'S KM DEFINITION

- AN INTEGRATED APPROACH TO IDENTIFYING, CAPTURING, EVALUATING, CURATING, RETRIEVING AND SHARING EXPLICIT & TACIT KNOWLEDGE ASSETS.
- TACIT KNOWLEDGE EXCHANGE AND CAPTURE IS CRITICAL TO SUCCESS.
- CAPTURING THE OUTCOMES OF THE “BLACK BOX” ARE JUST AS CRITICAL...BUT MEANINGLESS UNLESS ACTUALLY USED.
- KM IS MULTIDISCIPLINARY; IT TOUCHES ALL OFFICES AND PROCESSES.
- ABSOLUTELY FOCUSED ON THE ORGANIZATIONAL MISSION/STRATEGY. IF IT ISN'T IN THERE, WE'RE NOT DOING IT.

MY DEFINITION OF KNOWLEDGE MANAGEMENT

- **HIGHLY CURATED, ACTIONABLE KNOWLEDGE TO THE LEARNER AT THE EXACT POINT OF NEED THAT WILL CHANGE THE BEHAVIOR OF THE LEARNER.**
- **EVERYTHING ELSE IS NOISE.**

