

Knowledge Economy-Knowledge Workers

Why KM is a key part of the solution to the current economic problems

Dr. Steve Ellis, Knowledge Evangelist, author, HR business partner, and founder of www.knowledgedoctor.com

Aug 2009



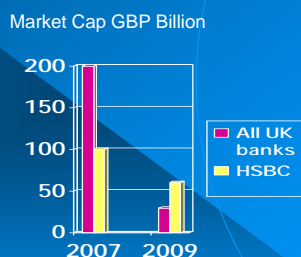
A roadmap of this talk- (no guarantees!)

- ◆ The impact of the recession on the knowledge economy
- ◆ How can KM help us out of the mess?
- ◆ Supporting (and holding back) knowledge workers
- ◆ Any Questions?



One chart to illustrate the 'Tsunami' experienced in my world-2007-now

- ◆ US Lehmans, Bear Sterns dead
- ◆ UK Northern Rock, HBOS/RBS/Nat West/Lloyds TSB 'bankrupt' and in state hands



The impact on the knowledge economy and knowledge workers in many organisations

- ◆ An intensified search for value and performance
- ◆ Loss of security, optimism and willingness to risk or invest for the future
- ◆ Retrenchment into established (ie not KM friendly) business models and denominator management (cost focus)
- ◆ Lack of commitment from both sides of the employment contract



How will KM help to get out of the mess?

- ◆ Good KM (for the evangelists like me) is about working differently and its core principles will enable the rebuild
- ◆ Empowerment, learning and sharing to grow –not ‘C and C’, JFDI, -this has failed!!
- ◆ Employability not employment, loyalty to self not to ‘dead’ organisations or hollow mission statements
- ◆ Doing interesting, challenging and rewarding things
- ◆ Organisations need engaged knowledge workers if they are to survive so I believe the future will be different, but it will be a KM focussed future



How should your Knowledge strategy be 'Managed'?- 4 key questions

- ◆ Q1 What is the vision and longer term direction for your organisation?- what are you trying to achieve?- survival, growth (?), transformation etc.
- ◆ Q2 From this, what are your 'Knowledge Needs'?
- ◆ Q3 Where will you locate responsibility for delivery of the benefits and outputs of KM?
- ◆ Q4 How will you demonstrate that your KM strategy is working?



Q1 What is the vision in your business or organisation?

- ◆ This may be clearly stated (unlikely) or might be 'hidden'
- ◆ You will need to network internally and externally to see forward and sideways to align your projects with the vision
- ◆ Where do things connected to this vision go wrong at the moment- **where would KM help?**
- ◆ Remember organisations do not exist to support KM it is the other way round



Q2 What are your KM Needs'? Demand side

- ◆ Identify current strengths and some danger areas to focus on
- ◆ Assess your organisational ability to do KM
- ◆ Consider the prevailing cultural type of your organisation and its consequences for KM
- ◆ What will your sponsors want to see being delivered?
- ◆ Do some serious 'learning before doing'



Q3 Where Should Responsibility for KM Lie?- Supply side

- ◆ Very close to the business aiming for full integration over long term (feel their pain/joy)
- ◆ Maybe close to the HR function (Fluffy-bunnies)? - Did not work for me
- ◆ Close to the IT function (Techno-fetishists)? Brain pain guaranteed
- ◆ Where the Knowledge Evangelists live~!!
- ◆ Possibly the most dangerous option --outsource it totally to a consultant



KM Enabling Skills – how to support knowledge workers

- ◆ Make sure they have high(ish) technological literacy
- ◆ Build sound project management skills, around contracting, scheduling, deployment **and** implementation, followed by **measurement**
- ◆ Encourage networking skills/telepathy/patience
- ◆ Ensure business familiarity (credibility)
- ◆ Give them courage to challenge and work flexibly
- ◆ Encourage openness and desire to learn as you go
- ◆ Does this look like you/your people or your culture?



Q4 How Do You Demonstrate That your KM strategy is Working?

- ◆ **Impact rules** -measured value creation as a result of KBW activities must be easily demonstrable
- ◆ Credibility built through effective delivery - don't over-promise!
- ◆ Publicise every achievement and success
- ◆ Highlight competitor/comparator activity
- ◆ Become the 'preferred solution' supplier, (pretty girls/handsome guys generally don't need to ask too often for dates)



Concluding thoughts

- ◆ KM is often a really tough change management exercise
- ◆ Getting from **agreement** to **action** is often the key issue so find the people in most 'pain'- they need you most
- ◆ You probably don't have enough 'KM enabled' people in your organisation
- ◆ Deciding where to start is a key challenge -using a diagnostic 'readiness assessment' gives you a steer
- ◆ The '4C's' of KM/KBW model, on which the masterclass is based, also offers some crucial guidance



Any Questions?

The 4C's of KBW®

steve@knowledgedoctor.com or go to
www.knowledgedoctor.com

the knowledge doctor