# How to Build a KM Framework for your Organisation

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### **Outline**

- What is a KM Framework
- Purpose of a KM Framework
- Types of KM Frameworks
- How to Build a KM Framework
- Guidelines in Building a KM Framework



### What is a KM Framework

- Describe the core elements of KM and the principles of interaction.
- Systematic starting point for the implementation and application of KM.
- Provides a set of basic assumptions or fundamental principles for KM implementation.



### **Origins of Frameworks**

- Developed in cooperation between science and business practice.
- Originate from both academic and practitioner sources.
- Some are the result of synthesizing concepts from previously published works.



#### **Pitfalls**

- Expansion of existing IT strategy (McDermott, 1999).
- Focus on explicit knowledge at the exclusion of how tacit knowledge is created, shared and utilized.
- Use information management tools and concepts to design KM systems (McDermott, 1999).
- Adopt a piecemeal approach.



### Purpose of a Framework

- Emphasize importance of KM to organisational success.
- Improve the awareness and understanding of KM.
- Provides a holistic view of KM.
- Facilitates communication of KM across an organisation.
- Helps to determine the scope of KM initiatives.
- Helps practitioners determine if they have considered all the relevant KM implementation issues.



### **Two Perspectives**

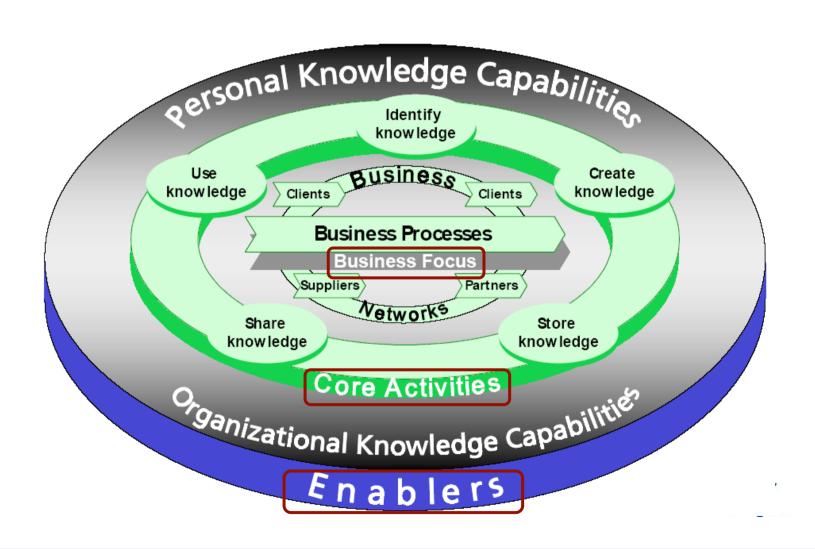
- Universalistic view
- Contingent view



### **Types of Framework**

- Originate from academics, management consultants, enterprises, associations/federations & standardisation organisations
- Knowledge creation framework (Nonaka and Takeuchi, 1995)
- Knowledge cycle process (from creation to application)
- KM application (e.g. Choo 1996)
- KM Implementation framework

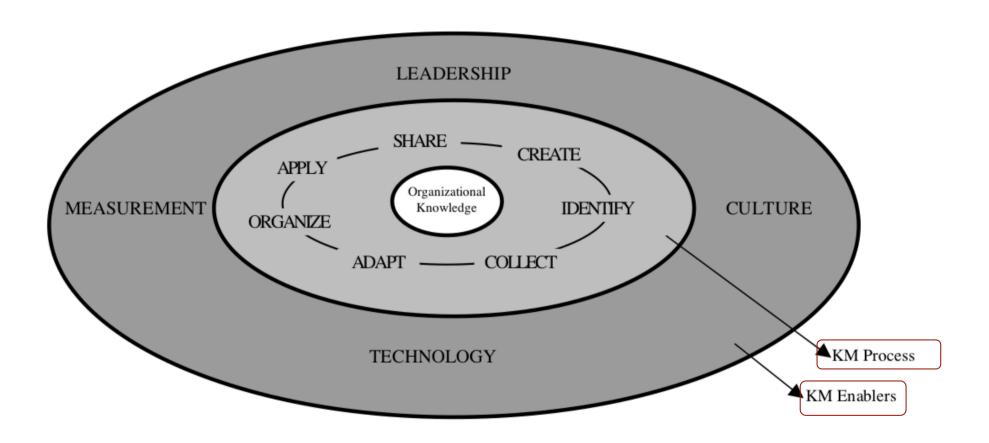
### **European KM Framework**



## The Knowledge Ecosystems (Australian Standards, 2005)



### Organsational KM Model (Arthur Andersen & APQC)



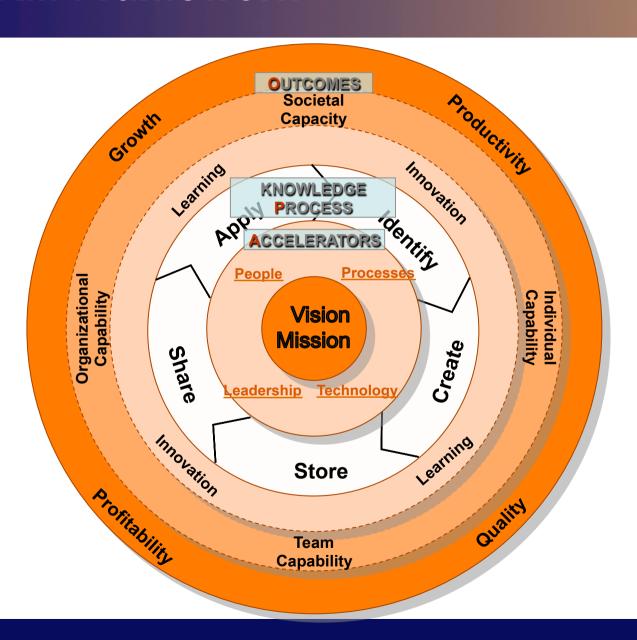
Adapted from Arthur Andersen & APQC, 1996

### **APQC's Interactive KM Framework**

CALL TO ACTION				RESULT	
Explore Business Value of KM Program	Identify Critical Knowledge	Align KM to Business Priorities and Functions	Get Buy-In	<ul><li>Business Buy-in</li><li>Value Proposition</li><li>KM Direction</li></ul>	
DEVELOP KM STRATEGY				RESULT	
	eate Governance Framework	Scope and Prioritize	e Opportunities	KM Strategy	
Current State Desi	gn Phased Implementation Plan	Create Business Cas	s and Budgets	KM Road Map	
DESIGN AND IMPLEMENT KM CAPABILITIES				RESULT	
Form Operational Design Teams Design Resource Model and Capabilities			Dynamic Plans for		
Design Knowledge Flow Process		verage and Enhance IT	Ratify Plans and	Project and Infrastructure	
Design KM Approaches Develop Measures			Detailed Budget     KM Implementation		
EVOLVE AND SUSTAIN				RESULT	
Evolve KM	Ensure KM Sustain Awareness and Engag		gagement	Dynamic KM	
Capabilities	Alignment to Business Priorities	Expand KM Infrastructure to	Meet Demand	Program: Valued and Embedded	

Adapted from APQC

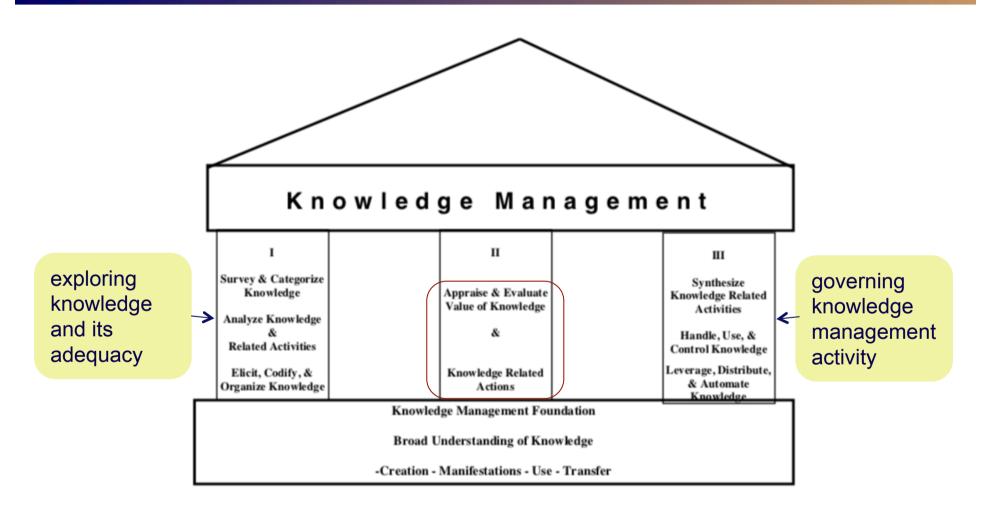
### **APO KM Framework**



### **APO's KM Definition**

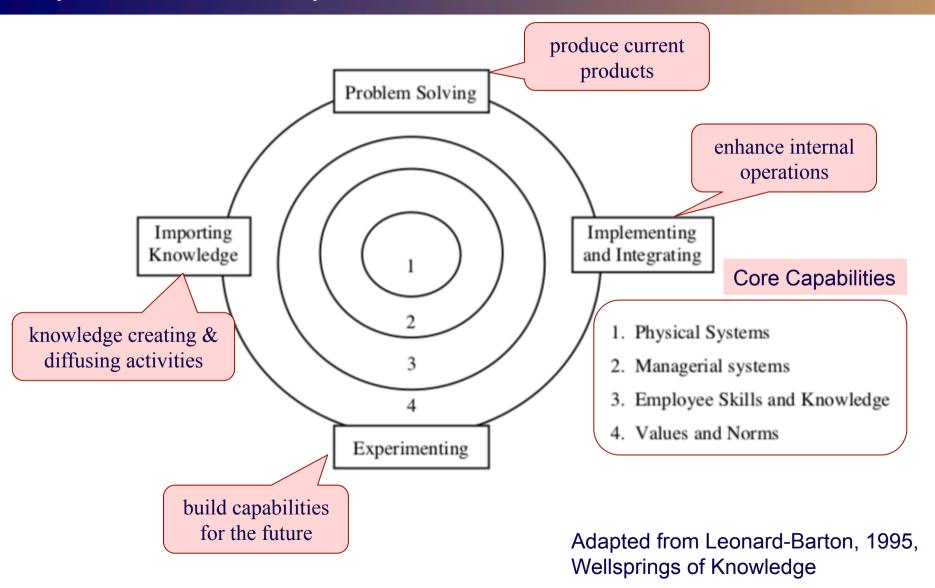
KM is an integrated approach of creating, sharing, and applying knowledge to enhance organizational productivity, profitability, and growth.

### Framework of Knowledge Management Pillars (Karl Wiig)



Adapted from Wiig, 1993

### Core Capabilities and Knowledge Building Activities (Leonard-Barton)



### **SECI Model**

**Tacit to Explicit** 

**Externalization** 



Knowledge Amplification

**Explicit to Tacit** 

Internalization



**Explicit to Explicit** 



**Combination** 

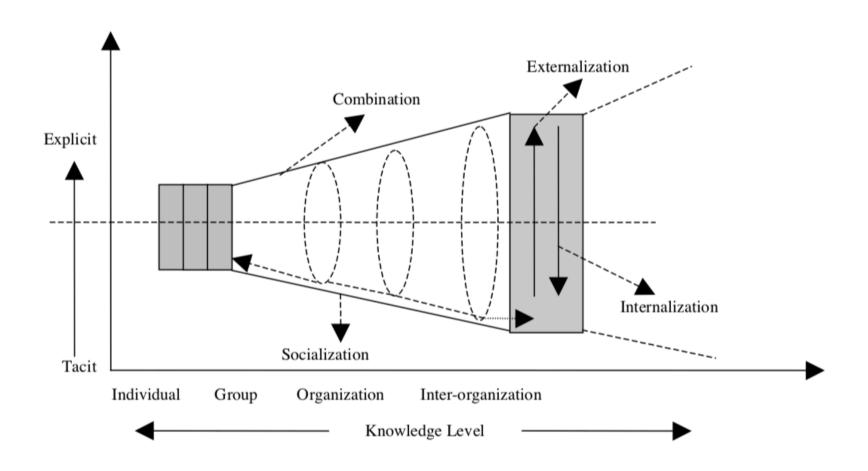




**Socialization** 

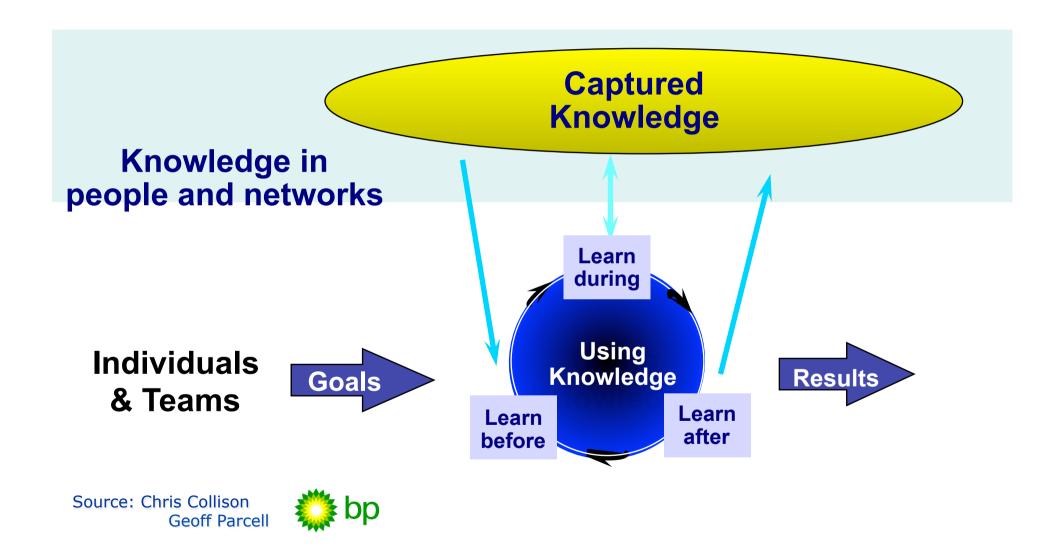
Adapted from Nonaka & Takeuchi, 1995 The Knowledge Creating Company

### Framework of Knowledge Conversion (Nonaka)



Adapted from Nonaka, 1994

### KM in BP



"Anyone in the organisation who is not directly accountable for making a profit should be involved in creating and distributing knowledge that the company can use to make a profit"



Sir John Browne former CEO of BP

### **Summary of Frameworks**

- Each framework is approached from a variety of perspectives and methodologies.
- Each framework's focus reveals which of the context and content dimensions are emphasized and orientation of that emphasis.
- Contributes to an understanding of KM phenomena:
  - Dimension of knowledge resources has little attention.
  - No common or standard way of characterizing knowledge activities.
  - No common or standard way of characterizing influences on the conduct of knowledge management.
- Organize and consolidate knowledge activities that describes each activity clearly and completely and identifies their interrelationships.
- Recognize the influencing factors in a comprehensive and unified way.

### Steps in Developing a Framework

- 1. Determine the purpose of the framework
- 2. Relate to the context of the organisation (knowledge needs, knowledge flow & capability devt)
- 3. Analyze existing published frameworks
- 4. Seek inputs from various stakeholders
  - 5. Develop a preliminary framework
    - 6. Test the framework
  - 7. Validate and finalise the framework
    - 8. Publicise the framework

- Determine how tacit and explicit knowledge is created and flows along core business process.
- Assess how tacit and explicit knowledge is captured, created and shared

### **Knowledge Vision**

- Provides understanding of what are relevant, important, useful, and operable in KM for improving organizational performance.
- Shapes the purposes, problems, methods, and solutions of knowledge-related programs.
- Role of leaders to surface, challenge, share, and transform the knowledge visions.
- Involve relevant stakeholders since knowledge programs impacts on the well-being of stakeholders.

#### KM Vision

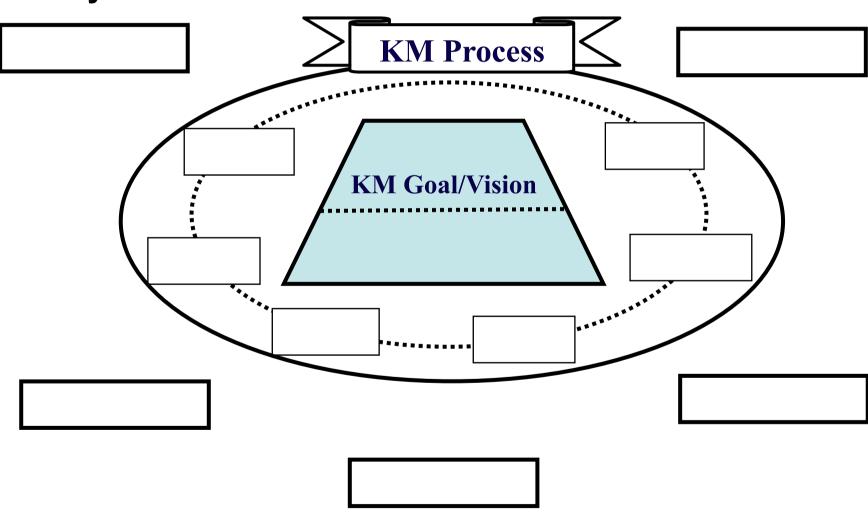
A look into the future at how the organization can be, or should be in the context of knowledge

#### **Examples**

- Asia and the Pacific region will benefit from improved quality of ADB's knowledge products, improved learning and innovation (Asian Development Bank)
- Global health equity through better knowledge management and sharing (WHO)

### **KM Framework Key Elements**

### **Key Enablers**



### Framework Guidelines

- Organisation context specific
- Coherent language and a point of reference
- Positioned in a way that clearly identifies its value to the organisation.
- Self explanatory
- Holistic
- Simple
- Easy to understand



### THANK YOU

