



KnowledgeLEAD™

The Knowledge Relationship Management System

A Knowledge Management Business Case

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KnowledgeLEAD™: The Knowledge Relationship Management System



KnowledgeLEAD™ empowers your people to perform at their greatest capacity. It fosters collaboration, teamwork and knowledge sharing.

KnowledgeLEAD™ empowers your people to perform at their greatest capacity. It fosters collaboration, teamwork and knowledge sharing. You save time and energy while promoting effectiveness, efficiency and initiative. This is the business case for KnowledgeLEAD™. Its goal is to leverage your intellectual capital for sustained competitive advantage.

Executive Summary

Every corporation knows that time is money. Locating professionals who have the right skills and knowledge takes time. More importantly, companies who fail to utilize their own talent pool risk losing their edge over their competitors. To resolve these issues, Cadenza Inc. has developed KnowledgeLEAD™, a knowledge relationship management (KRM™) system that identifies employee

knowledge for corporations. Traditionally, knowledge management systems focused on recording information. KRM™ focuses on people, who are the catalysts that turn information into knowledge and, by doing so, effect the power of knowledge. KnowledgeLEAD™ facilitates collaborative relationships between people.

The Challenge

One of the most difficult challenges faced by corporations today is not just attracting and retaining highly skilled employees, it's leveraging their knowledge and expertise to their fullest potential. With the average turnover time of a typical company shortening every year, the race is on to understand an employee's knowledge base, determine his or her expertise, apply this expertise in the most effective manner and disseminate such information to others. The challenge in this enterprise is clearly evident: in order to remain competitive, corporations must develop a culture of knowledge sharing and collaboration.

The Solution

KnowledgeLEAD™ provides a quantifiable solution that embraces the multi-faceted challenges of this kind of undertaking. KnowledgeLEAD™ extends the capabilities of corporate professionals by identifying the knowledge and expertise of each individual and disseminating it to the right people who need it. Employees delineate their expertise in KnowledgeLEAD™, enabling managers and coworkers to find them quickly. This results in three main dividends for a corporation:

- Locate the “right” corporate experts easily and engage them the moment they are needed
- Enable knowledge sharing and collaborative work environment
- Become more effective, adaptive and responsive to changing industry conditions

Section 1: The Principal Dividends

Identifying Corporate Experts

Every corporation has people who have accumulated many years of experience, training, education and intelligence to become experts in their field. The collective tacit knowledge of those knowledge workers is the true intellectual asset of a company. Quickly identifying these individuals within the organization will be the key to unleashing the high levels of energy that enable corporations to become more effective, adaptive and responsive to changing industry conditions.



Employees who are empowered with the rights, authority and capability to apply their knowledge in a collaborative environment develop a sense of ownership, which is a powerful motivator.

The Identification Process

KnowledgeLEAD™ effectively allows corporations to quickly identify *experts* by empowering individuals to declare their experiences, education and interests. Employees who are empowered with the rights, authority and capability to apply their knowledge in productive ways develop a sense of ownership, which is a powerful motivator. In order to empower

individuals to collaborate and share their knowledge, corporations need to encourage and provide the proper channels for employees to publicly declare what they know, and to provide the necessary environment and technology with which to do so conveniently.

After delineating their experiences on the KnowledgeLEAD™, employees work with their colleagues and managers in a collaborative way to validate this information. Once the information is posted and accessible to all employees, a *network effect* results. As more and more employees participate in knowledge sharing, the benefit of collaboration increases, which in turn draws more participation. Such an outcome is much like the effect that the essential business tools of today, such as email, telephones or faxes, had in their earlier days. Those tools became more effective and useful as more people began using them, eventually becoming essential tools as mass adoption occurred. This *network effect* of KnowledgeLEAD™ inherently becomes the driving force of a corporation's greatest asset — employee knowledge.

As the knowledge experts are uncovered, corporations will be able to identify them through various tools available in the KnowledgeLEAD™ system. One of these features of KnowledgeLEAD™ further propels the knowledge sharing and collaboration by proactively keeping registered users informed of the ever-changing skills and knowledge of their colleagues. On KnowledgeLEAD™, individuals can browse and search other people's *KnowledgeSpace pages* and simply click on “subscribe” to set up quick links to the ones with whom they frequently collaborate. Additionally, once subscribed, the KnowledgeLEAD™ system proactively keeps them informed of new skills and experiences posted by those colleagues. Now the information finds the person instead of the other way around.

...through KnowledgeLEAD™, corporate professionals are no longer limited to collaborating and sharing knowledge only with their neighboring colleagues. They could now meet and collaborate with their colleagues from anywhere around the world

Fostering Effective Collaboration

Collaboration between individuals with complementary talent, experiences and ingenuity can propel a team to be much more effective in achieving their goals. Corporations that find ways to quickly **and repeatedly** develop such teams would have a strong competitive edge. KnowledgeLEAD™ fosters the development of such groups of people providing a place of meeting for corporate professionals to exchange ideas and share knowledge, helping them establish a network of colleagues with which they can most effectively work.

The difficult challenge in knowledge management is that knowledge sharing and collaborating can often become a burdensome and arduous task for the individuals if not implemented properly. This is especially true for the corporate experts who are already busy with many responsibilities. A typical scenario is one in which knowledge workers have been with their company for some time. Over the course of time, they become identified as capable professionals and reliable sources of information among their colleagues. Because of this, these knowledge workers will very likely receive numerous phone calls and emails from their coworkers requesting help or participation, adding to an already busy schedule. Meanwhile, there may be other people in a similar field who have recently joined the company, eager to establish a network of colleagues to begin collaborating, but lack the visibility. The network options for these employees would be limited until their presence has been established.

KnowledgeLEAD™ addresses this corporate dilemma of overworked and underworked professionals by providing a place where the professionals can go to “spread” the workload. By fielding inquiries and requests for help through KnowledgeLEAD™, corporate professionals are no longer limited to collaborating and sharing knowledge only with their neighboring colleagues. They could now meet and collaborate with their colleagues from anywhere around the world.

As the knowledge experts are uncovered, the corporations will be able to identify them through various tools available in the KnowledgeLEAD™ system.

Section 2: How KnowledgeLEAD™ Works

This network effect of KnowledgeLEAD™ inherently becomes the driving force of a corporation's greatest asset - employee knowledge.

KnowledgeLEAD™ incorporates a suite of specific features designed to enable, empower and encourage individuals to share their knowledge and to collaborate with others by automating knowledge sharing. The system fosters collaboration by locating professionals with specific expertise and skills. It also provides the right environment for coworkers to meet and be approachable. The following are just a few of the collaborative features available through KnowledgeLEAD™.

MySpace

MySpace is the area on KnowledgeLEAD™ where information most important to the individual, as indicated by the individual, is presented in a single, concise page. It is the starting point in the system every time a user logs on. It can have links to information such as email, calendaring, “to do” lists, daily news and links to subscribed ExpertSpaces and PeopleSpaces. It is also the area where personal system options such as skill tracking, personal information display options and even system colors are set.

PeopleSpace

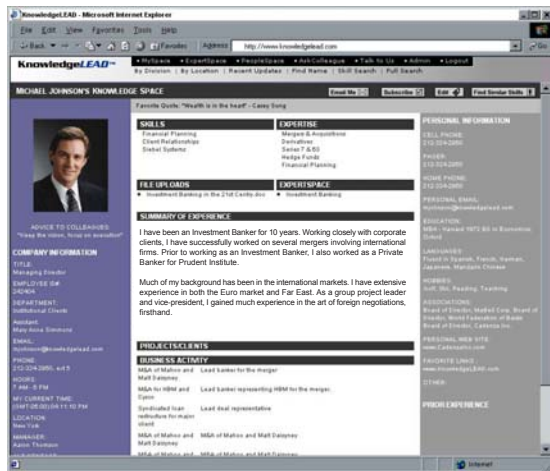
PeopleSpace is a place where individuals declare their experiences, education and interest to create their professional profiles. Here, individuals can quickly search for experts by skills, department, name etc. This is the linchpin of the process of identifying the corporate experts, and the first step in the process of turning intellectual assets into competitive advantage.

ExpertSpace

ExpertSpace is the place where experts disseminate their knowledge to their colleagues. Individuals who are deemed to be an expert in certain subject matter or business knowledge can quickly and conveniently host an ExpertSpace site to share their knowledge. Here experts can post articles, websites and news updates related to their interest and expertise. By doing so, these experts share their knowledge as well as the sources of their knowledge, thus becoming *KnowledgeGuides*. In addition, individuals can post questions directly on the ExpertSpace of their choice in order to seek assistance from the KnowledgeGuides.

AskColleague

AskColleague is a person-to-person community where individuals help each other and generally collaborate. The communities are organized by categories of subjects and interests. Registered users can post and browse questions and answers on any available category. There may be an unlimited number of categories (up to 3 levels), which may be predefined and maintained by the corporation, or dynamic, where anyone can add new categories. All questions that are successfully answered are permanently archived for future reference.



KnowledgeAgents

KnowledgeAgents deliver information to individuals based on the topic of interest they specify. Employees tell the agents what subjects they are most interested in and they will monitor the system for the employee. Information can be accessed in two ways: by subscribing to information (passive) or by searching for it (proactive).

A “one click” subscription service is a quick and convenient way for individuals to indicate topics of interest. Individuals can subscribe to ExpertSpaces (such as finance, engineering), PeopleSpaces (their colleagues’ professional homepages), categories (such as skills or education) and other postings available in the system. Once subscribed, the KnowledgeLEAD™ system proactively monitors its ever-changing information base to deliver newly posted information to the user. This subscription service is available throughout all relevant areas in the KnowledgeLEAD™ system.

Search is an integral part of KnowledgeLEAD™ to quickly locate people or information. Information in KnowledgeLEAD™ can be searched in several ways. Throughout the system there are quick search areas where individuals can simply enter keywords and get the search results. There is also an Information Request form where individuals can indicate a list of key words that they would like to track. Based on the specifications in the Information Request form, KnowledgeLEAD™ periodically searches and delivers to the user a set of closest matching results via email.

Section 4: Frequently Asked Questions

Q. What is KnowledgeLEAD™?

A. KnowledgeLEAD™ is a Knowledge Relationship Management system that empowers corporate employees to perform in their greatest capacity. It fosters collaboration, teamwork and knowledge sharing to save time and energy while promoting efficiency and initiative.

Q. Can KnowledgeLEAD™ accept data feeds from existing corporate systems for data consistency?

A. The KnowledgeLEAD™ enterprise system is designed to leverage the existing systems corporations in which corporations have invested. KnowledgeLEAD™ utilizes DECS, Notes Pump, ADO or any other Lotus Notes Connectivity tool to transfer data to and from other systems.



KnowledgeLEAD™ is designed to help knowledge experts more effectively and broadly share their knowledge while spending less time doing it.

Q. How can we expect busy people to maintain a personal homepage?

A. Maintaining a personal homepage on the KnowledgeLEAD™ requires no more effort than keeping a resume current. As knowledge professionals, individuals will appreciate the opportunity to periodically assess their skills.

Q. I already receive too many requests for help. Wouldn't identifying myself as an expert increase the number of these requests?

A. As an expert in your field of work, your colleagues probably depend on you for your knowledge and advice. This is an important value added activity to your firm but it isn't your core responsibility. KnowledgeLEAD™ is designed to help knowledge experts more effectively and broadly share their knowledge while spending less time doing it. As a qualified expert in your firm, you can host an Expert page where you can post Frequently Asked Questions (FAQs) and other valuable information your colleagues can use. Individuals can even post questions right on the Expert page where others can answer them. This way, the next time you receive a phone call from your colleague asking for help, you can field the questions and refer them to your Expert page.

Q. Who's got the time to host an Expert page? Doesn't that take a lot of time to manage and maintain?

A. If you are like the other experts in a field of work, you probably already spend many hours of your free time or down time continually updating your professional knowledge by reading trade magazines, professional journals and visiting relevant web sites. KnowledgeLEAD™ leverages that time and effort you already spend. As you come across particular articles and news that you find interesting, you can quickly share them with your colleagues by posting them on your Expert page. If the information is available on the Internet, you can just link to it. This feature of KnowledgeLEAD™ lets you share your knowledge as well as the sources of your knowledge.

Q. KnowledgeLEAD™ lets people post their personal information, such as hobbies and personal interests and affiliations. How does it address the privacy issues?

A. Privacy is an important philosophical and policy issue. Any corporation should take this issue seriously and take proper measures to ensure that people's information are not misused. KnowledgeLEAD™ does not require individuals to post any personal information that they do not feel comfortable sharing. What and how much personal information an individual shares is purely voluntary. KnowledgeLEAD™ enables people to post their personal information because it is an important aspect of how people collaborate and work with others. The more people know about each other, the more they understand each other. And, the more they understand each other, the easier it is to collaborate.

Q. Wouldn't detailed posting of people's skills make us vulnerable to talent poaching from our competitors?

A. KnowledgeLEAD™, like other enterprise systems, will be a rich repository of competitive information. People *are* the best assets of any company and as such, any information about the people should be considered highly proprietary and be closely guarded. Lotus Notes Domino's excellent security will enable your company to lock down the system from undesirable access.

KnowledgeLEAD™ combines the proven features of Lotus Notes Domino with the open standards of Internet technology.

Q. How do you ensure the validity of an individual's claims of knowledge and expertise?

A. KnowledgeLEAD™ incorporates an approval process where changes to certain sections of a person's homepage are sent to a manager for approval. The manager will be given an opportunity to verify the information being posted by the individual before it gets published. To help with the approval process, the manager can preauthorize a list of people at his or her discretion.

Q. What platform is KnowledgeLEAD built on?

A. KnowledgeLEAD™ leverages the Lotus Notes Domino platform, arguably one of most advanced enterprise class collaboration technologies available today. Its scalability, reliability, versatility and security are unmatched. KnowledgeLEAD™ combines these proven features of Lotus Notes Domino with the open standards of Internet technology. This ensures the maximum accessibility while enhancing the corporate intranet. By doing so, KnowledgeLEAD™ provides a central place for individuals to go for idea sharing and collaboration, working seamlessly with enterprise portals such as the Lotus K-station and Lotus Discovery Server.

Q. How is KnowledgeLEAD™ different than Lotus K-Station?

A. KnowledgeLEAD™ is a specialized system whose design is based on a specific knowledge management methodology that addresses a particular business case in KM. The enterprise system focuses on empowering individuals to quickly declare their knowledge, ease the process of getting them to meet each other, share the source of their knowledge and proactively manage the process of tacit information sharing. In contrast, K-Station is a portal solution designed to be a general corporate intranet.

Q. Does KnowledgeLEAD™ require the Lotus K-Station or the Discovery Server?

A. KnowledgeLEAD™ is designed to be a freestanding system and requires only the Lotus Notes Domino server R5.04. While the enterprise system does not require the Lotus K-Station or the Discovery Server, it was designed to work with other corporate intranet and legacy systems to further extend its functionality.

KnowledgeLEAD™ is a place on the corporate intranet where professionals will know to go for general collaboration and sharing of ideas. As the user base grows and the network effect takes place, the level of participation will also grow. The Lotus Discovery Server's powerful corporate taxonomy and knowledge affinity-building capability can then take advantage of the individual's postings and build a *knowledge map*, which is an intricate map of people, places and things relevant to knowledge. KnowledgeLEAD's 100% Domino architecture will be a perfect source of information for the Lotus Discovery Server.

Q. My company uses the Microsoft Exchange and Outlook for email and calendaring. Can KnowledgeLEAD™ work with them?

A. KnowledgeLEAD™ currently supports only the Lotus Notes email systems that have the HTTP access enabled. However, the iNotes Access for Microsoft Outlook from the Lotus Corporation enhances the Microsoft Exchange and Outlook systems to work in the Lotus Notes environment. This enhancement makes it possible for Microsoft Outlook users to take full benefit of the KnowledgeLEAD™ system. For more information on the iNotes access for Microsoft Outlook, please visit www.lotus.com/iNotes.

Summary

Cadenza Inc. has designed KnowledgeLEAD™ to promote collaborative knowledge sharing in order to extend the capabilities of corporate knowledge professionals. This system dovetails on a corporation's existing resources for cost-efficiency and expedition: employees delineate their own expertise, managers validate the knowledge posted on their direct reports and the information network is established on the company's own intranet. Ultimately then, KnowledgeLEAD™ promotes the identification of corporation's intellectual assets, turns tacit knowledge into explicit knowledge, expands employee opportunity for knowledge sharing and promotes an environment of teamwork.

For more information about the KnowledgeLEAD™ knowledge management system, please contact Cadenza Inc. by emailing, calling or writing us.

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