Knowledge Management Maturity Model

Holistic Development of KM with the KM Maturity Model

Siemens AG
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Overview

- KM-2k – Situation and Trends
- KMMM® Ideas, Structures, Concepts
- Process of a KMMM® Assessment
- Results of a KMMM® Assessment
- KMMM® – Conclusion and next Steps
KM-2k – Situation and Trends

- first wave / hype is over → more awareness & sensitization
- systematization and orientation
- approved method for the first step in KM projects, i.e. ...
- comprehensive assessment for organizational KM
- „Metrics“ for KM evaluation

▶ KM must get from confession to profession
Knowledge Management Metrics

Measuring knowledge or knowledge management activities: The experts don't agree?

"If you cannot measure it – leave it!"
"You can only manage what you can measure"
(from management literature)

“For every new idea it is important not to destroy it too early by evaluation." ... 
“Isn't this a high tribute to the attempt to avoid uncertainty?“
(U. Schneider, university of Graz)

⇒ Metrics can make knowledge and knowledge management more visible and quantifiable - but start smooth and careful.
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Ideas Driving KMMM® Development

- holistic and systematic assessment of KM position
- quantitative and qualitative results
- oriented towards KM interventions
- basic input to build a KM roadmap
- use different methods and perspectives
- use well-known and approved models (CMM, EFQM)
The KMMM® is a structured method to assess an organization’s overall position in knowledge management.

Goals:
- get a „real“ picture – on site, efficient
- point to the right interventions
- deliver comparable results
- planning of suitable actions
Maturity Levels of Organizational Knowledge Management (KM)

initial
repeated
defined
managed
optimizing

KM is developed continuously and self-organized
Creation, sharing and usage of knowledge is organizationally integrated and improved (measurement!)
Standardized processes make creation, sharing and usage of knowledge efficient.
Pilot projects and single activities labelled as „KM“
KM activities are non-systematic and ad-hoc. No language for describing org. phenomenons from a knowledge point of view.
Key Areas of the KMMM®

- Strategy, Knowledge Objectives
- Environment, Partnerships
- People, Competencies
- Collaboration, Culture
- Leadership, Support
- Knowledge Structures / Forms
- Technology, Infrastructure
- Processes, Roles, Organization

- Planning
- Formal Rules
- External Knowledge
- Operation
- Internal Knowledge
- Informal Rules
- Technology

APQC Conference December 7-8, 2000
Knowledge Management Maturity Model
Structure of the KMMM®

Analysis
- Strategy, Knowledge Objectives
  - Processes, Roles, Organization
  - Technology, Infrastructure
  - Knowledge Structures / Forms
  - Leadership, Support
- Environment, Partnerships
- People, Competencies
- Collaboration, Culture

Development
- Initial
- Repeated
- Defined
- Managed
- Optimizing

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KMMM® Assessment Process


 Interviews → continuous Consolidation & Preparation
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Results – General Remark

The main result of a KMMM® assessment is the ability to **select** the KM interventions which are most appropriate for your business!

These results are backed up with the today practices of your organization.

KMMM® is the foundation to build upon a KM roadmap with suitable actions for improvement.
Quantitative Results (Example)

Technology, Infrastructure

Information-Retrieval
Collaboration-Support
...
Decision-Support
Information-Security
Quantitative Results (Example)
Quantitative Goals (Example)

- Strategy, Knowledge Objectives
- Environment, Partnerships
- People, Competencies
- Collaboration, Culture
- Leadership, Support
- Knowledge Structures / Forms
- Technology, Infrastructure
- Processes, Roles, Organization
Qualitative Results (Show Case)

Key Area: Environment, Partnerships
Customer relations; alliances; stakeholder; ...

Development of level 3 activities

- systematically gain knowledge from customer contacts
  → build a community with lead customers

- build and keep contact with your most important stakeholders
  → create a scorecard with time spent per stakeholder

- develop a program to cooperate with your partners
  → define a process how knowledge can be exchanged on a regular basis
Quantitative Success (Example)

- Strategy, Knowledge Objectives
- Processes, Roles, Organization
- Technology, Infrastructure
- Knowledge Structures / Forms
- Leadership, Support
- Environment, Partnerships
- People, Competencies
- Collaboration, Culture
- Technology, Infrastructure
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# Benefits

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<th>Benefits</th>
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<tr>
<td>+  first holistic and systematic approach</td>
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<td>+  oriented towards KM interventions</td>
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<td>+  adaptive – focussed on the next step</td>
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<td>+  model is easy to understand</td>
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<td>+  derived from successful methods (EFQM, CMM)</td>
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Next Steps

- further spreading within Siemens Groups
- build internal benchmark statistics
- discover KM development patterns
- integrate with indicator systems (KM scorecards)
- establish K MMM® as standard measurement method
Approach for Quick or Self-Assessments

- Original: KMMM® is naturally combined with a consulting approach
- Light version: the 64 topics are represented by one statement (instead of a detailed maturity description for each topic)
- Advantage: web-based online version possible, suitable for large-scale benchmarking and sensitization/awareness
- Disadvantage: no representation of maturity levels, no interventions possible
Website KMMM®

www.kmmm.org

- Description of KMMM®
- FAQs
- Contact to developers
- Member community

Welcome to KMMM®

Knowledge Management Maturity Model

The forum for holistic Analysis and Development of Knowledge Management

KMMM is a methodology to develop Knowledge Management goal oriented, systematically and holistically. It consists of two models, a development model and an analysis model.

The development model defines five maturity levels and provides information how to make the next reasonable step in Knowledge Management Development. The analysis model helps to take account of all important aspects of Knowledge Management and reveals which topics should be developed in future. As a third component an auditing process is defined which structures planning, data collection by interviews and workshops, and feedback sessions.

By becoming a member you can get in-depth information, support, supervision for and affect further developments.
Thank You for Your Attention!

Comments?
Questions?
...?