

Knowledge management offerings and lessons learnt during their implementation



Jason A. Slusher
Aventis Inc.
908.231.4254
Jason.Slusher@Aventis.com



The presentation will maintain the following flow

LESSONS LEARNED



- Problem identification
- Solution alternatives
- Affordability/profitability
- Methods available

- Knowledge-Based Business Strategy
- Knowledge Networks Management
- Knowledge Disclosure & Transfer
- Knowledge Mapping
- Knowledge & Intellectual Capital Process Management

- Current State
- Interviews
- Benchmarking
- Gap Analysis
- Future State
- Benefits
- Recommendations

- Leadership
- Funding/Resources
- Project Management
- Communication
- Education/Training
- Measurement
- Incentives
- Technology
- Process
- People
- Value System
- Vision/Strategy

It is assumed before we begin that we are predominantly Knowledge Management (KM) professionals, desiring to increase our KM toolbox with ideas that work



- We will not:
 - define KM
 - focus on “academic” KM
 - sell the value of KM
 - concentrate on KM tagged technologies

- We will:
 - discuss KM methods for addressing business related problems
 - learn new methods (high level) to apply in our organizations
 - present an abbreviated method-based case study example (time permitting)
 - discuss factors for successful KM implementation
 - learn all the factors for successful implementation so that they can be addressed in your organization
 - discuss KM lessons learned, focusing on the negative in order to make new mistakes
 - “Praise reinforces what you know: criticism forces you to learn more”

A person in your organization will either come to you, the KM representative, and state, “I need knowledge management!” or you will attempt to market your function in the organization



Today, we will focus on the former. Your customers may say...

- “We need more knowledge sharing - will you plan our meeting”?
- “I think we need some Communities of Practice -
 - can you get us some”?
 - will you build us a database”?
- “Can you come to our meeting and document the minutes”?
- “We need a knowledge sharing culture - get us one”!
- “We need more external knowledge networks – will you help us buy a database”?
- “If we had a better search engine we would have all the knowledge we need”!

CASE EXAMPLE: The Intelligence function desired to increase collaboration across the function

The Intelligence function serves to produce the best fact-based and timely intelligence for Aventis so that Aventis can in turn make better informed decisions



Marketing Intelligence



Competitive Intelligence



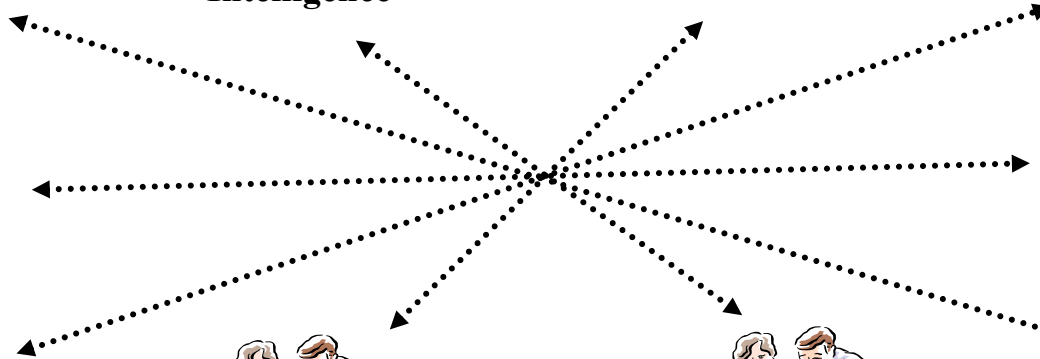
Business Intelligence



Regions



Market Research



Functions



Information and Library Services



Regulatory Intelligence



Strategic Business Information



XYZ Intelligence

Armed with the ambiguous KM request of increased collaboration there were primary factors the KM team had to consider



- What is the problem (opportunity) that needs to be solved (addressed)?
 - Is there a problem (opportunity) that needs to be solved (addressed)?
 - What are the objectives & are they in line with the business objectives/strategy?
 - KM should drive the business strategy in terms of capability, speed, and quality
 - KM for KM sake is not worth doing!
- Will (how you define) knowledge management help to solve the problem?
 - Will you be able to defend it?
 - What are the other non-KM alternatives to solve the problem?
 - KM is complicated and needs to sold & integrated into current initiatives
- Can the customer afford the services?
 - Is the customer willing to commit resources (time, people, money)
 - Strong sponsor
 - KM initiatives usually require long term implementation
- Do frameworks with accompanying methodologies for how YOU will propose to solve the problem exist?
 - What are YOUR offerings?
 - KM is complicated, so it is up to you to define it and keep it simple yet distinct

The Aventis KM team has several knowledge-based offerings they use to support process and strategy. They continually add offerings that work



Knowledge-Based Business Strategy Offering

- Used to fulfill the business strategy by developing a strategy for knowledge; not the management of it.
- Vision, mission, goals, values, & objectives including a SWOT type analysis based on knowledge

Knowledge Networks Management Offering

Create techniques to effectively manage relationships and work across internal and external boundaries. Focus on trust, problem solving, conflicts, decisions, communication, etc. Develop & foster communities around common tools needed while we help develop those tools

Knowledge & IC Process Management Offering

Role based method for embedding the management of tacit and explicit knowledge in the existing business process

KNOWLEDGE ENABLED ORGANIZATION

Knowledge Disclosure & Transfer Offering

Foster self-discovery and capture lessons learnt within context to influence future planning

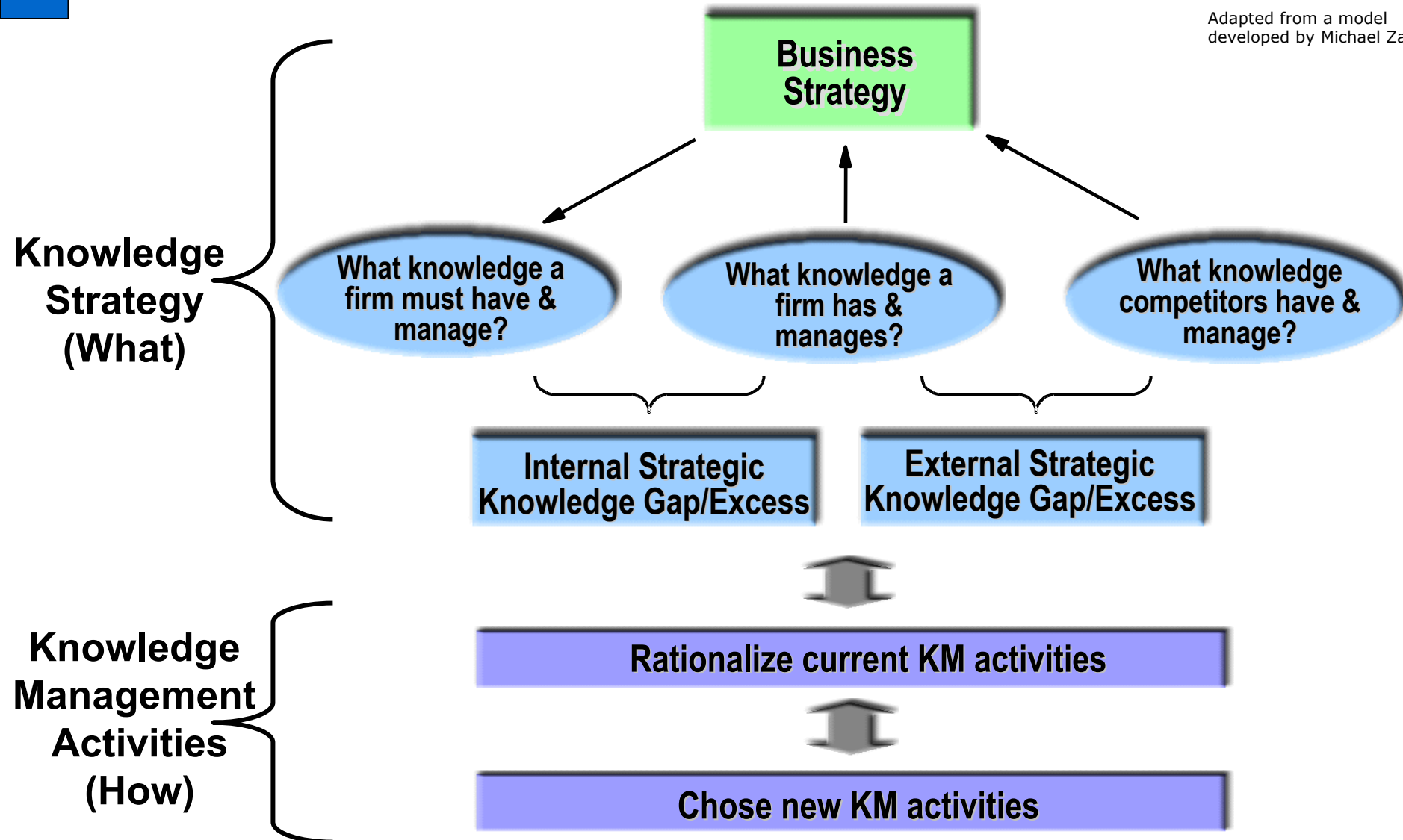
Knowledge Mapping Offering

Creating a *who, what, where, & how* map of the knowledge needed to perform a certain process

The Knowledge-Based Business Strategy Offering is used to fulfill the business strategy by developing a strategy for knowledge; not the management of it



Adapted from a model developed by Michael Zack

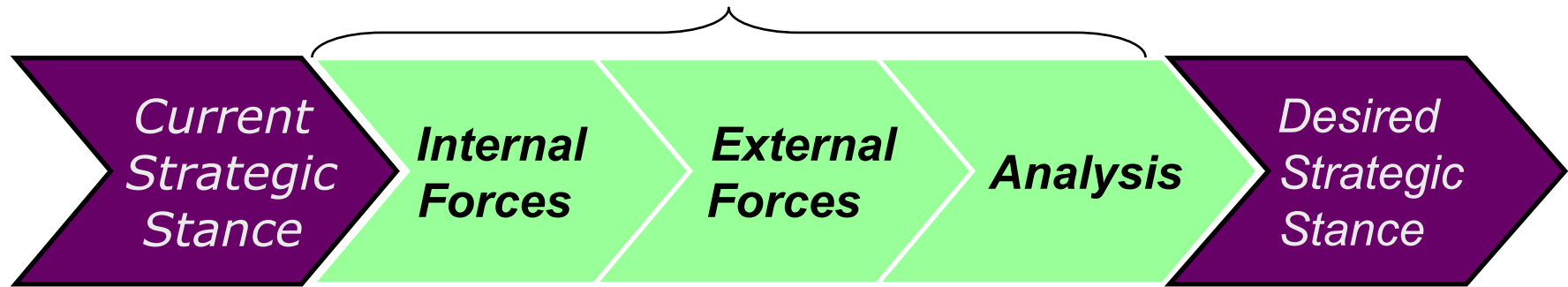


The Knowledge-Based Business Strategy Offering also helps a business formulate their business strategy using a SWOT type analysis based on *organizational knowledge*



➤ (How) do the following...

- ❖ impact the business
- ❖ compare to the competition
- ❖ represent a knowledge Strength or Weakness / Opportunity or Threat



- Current Mission
- Current Objectives
- Current Strategy
- Competitive Advantage

➤ *Actual Strategic Stance*

- Product/Service offerings
- R&D
- Ops/SCM
- IS
- Budget
- People (HR)
- Culture
- Marketing
- Finance
- KM & Learning

- Competition & substitutes
- Customer bargaining power
- Supplier bargaining power
- Regulatory changes
- Political changes
- Lifestyle changes
- External product change
- Technological advances

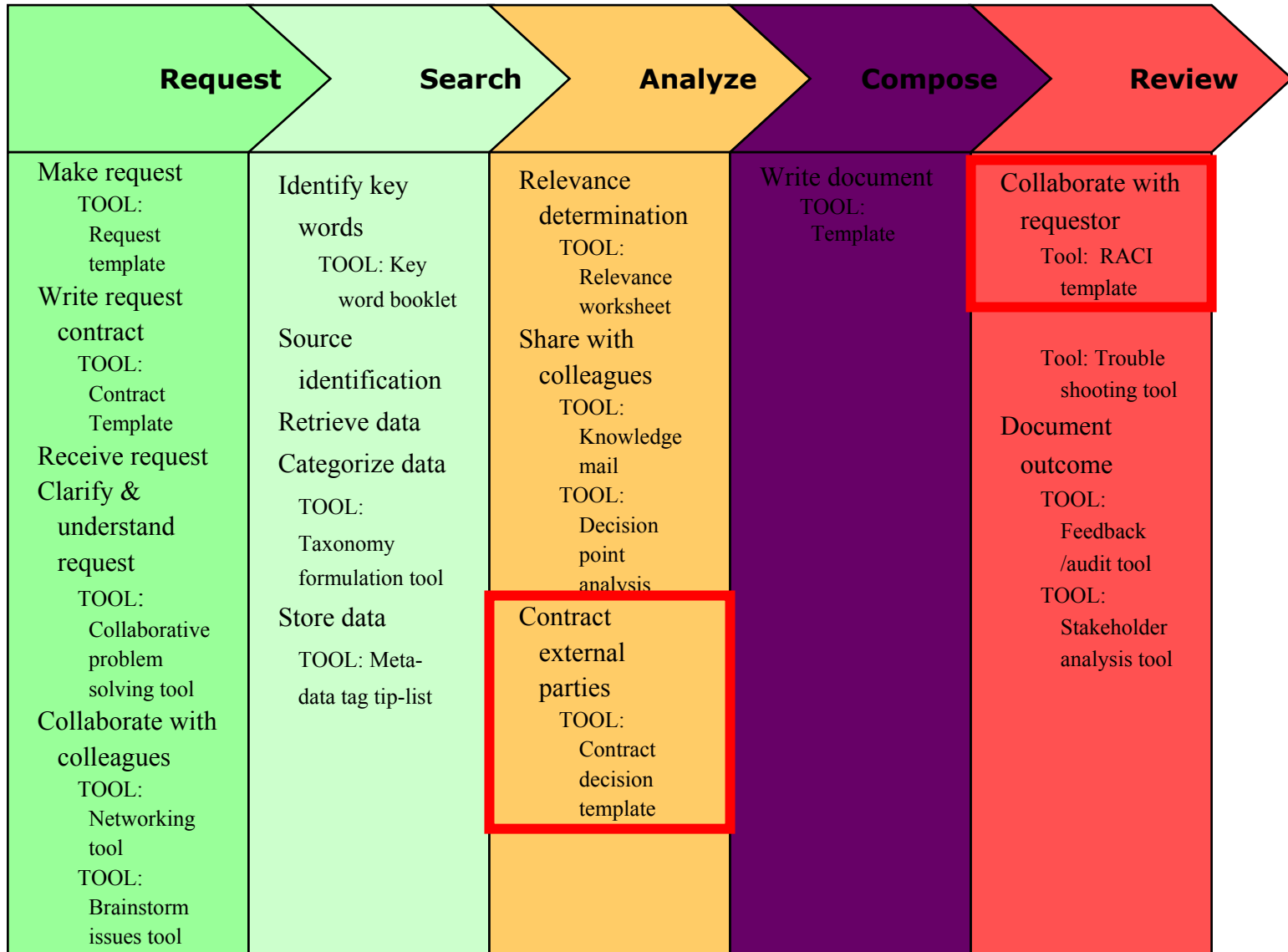
- High Impact Forces
- Meaning of each high impact force
- Possible new/altered strategic stance based on these forces

- New Mission
- New Objectives
- New Strategy
- New Competitive Advantage

The Knowledge Networks Management Offering focuses on techniques to effectively manage relationships & work across internal and external boundaries. Develop & foster networks around common tools needed. Develop the tools



Intelligence Function Model



The tools within the guide form the basis of discussions, in turn, providing the community of practice with cohesion and sustainability. The tools focus on trust, problem solving, conflicts, decisions, communication, etc.



Contract Decision Template



Decision guidelines

In deciding upon whether external parties should be consulted, consider these criteria...

- What needs to be documented is worth the effort, time, and money of going externally
- What needs to be documented does not exist internally
 - Library Services, Intelligence function, etc. were consulted
- What needs to be documented will be better than what exists internally
- What needs to be documented is absolutely necessary, that is, there are no substitutes

In selecting external consultants for creating intellectual capital, look for those who satisfy the following criteria...

- Able to quickly understand what needs to be crafted
- On the preferred vendor list
- Trustworthy so that outsiders will not detect an Aventis knowledge gap
- Documents in a manner that is easily understood by Aventis employees
- Conducts work quickly and professionally
- Can create what is needed better, faster, etc. than Aventis can in house

The tools pay particular attention to the roles involved in decision making, a critical success factor found to impede projects



DECISION GUIDELINE: RACI TEMPLATE

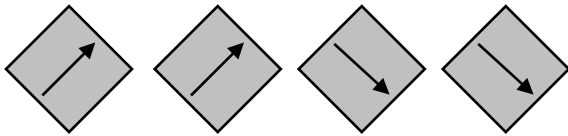
- R: Responsible Party (the one who will facilitate the decision-making process)
- A: Accountable (the one who is responsible for making the final decision)
- C: Consult (those who will contribute to the decision by providing advice and council)
- I: Inform (those people who must be informed of the process as it progresses and of the final decision in order for the decision to be implemented most effectively)

Decision	Responsible	Accountable	Consult	Inform

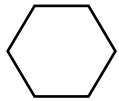
The Knowledge Disclosure & Transfer Offering fosters self-discovery and capture lessons learnt within context to influence future planning



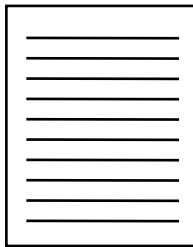
Milestones



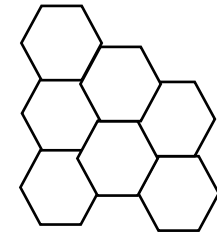
Events



Turning Points

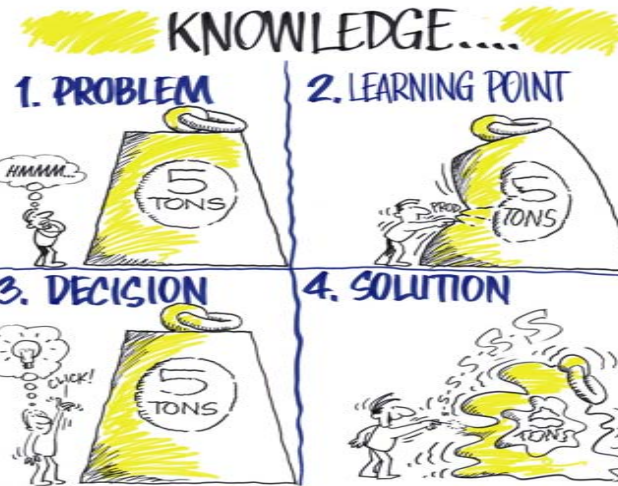


Anecdotes



Deconstruction

Disclosure Points



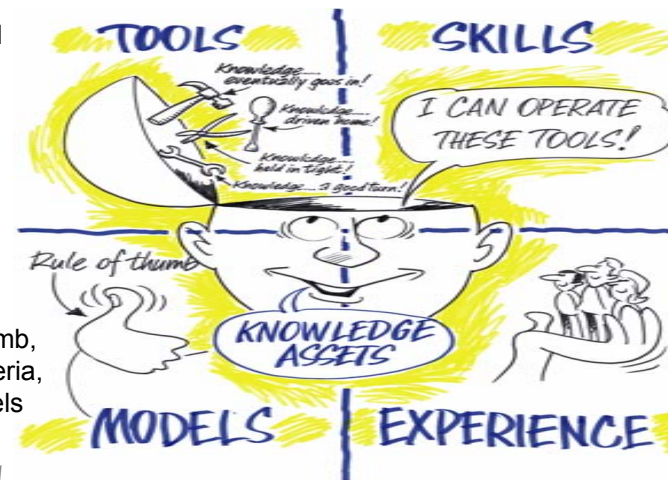
A difficulty experienced by a project team

A judgement made after consideration by individuals

A juncture at which an individual will acquire new K

The process done in creating a specific change to resolve a particular problem

Assets



Represented in templates & work products for adaptation and reuse

Rules of thumb, decision criteria, mental models

Measurable capability acquired from training but assimilated through experience

Practical, collective acquaintance of events, represented in stories

The statements made during a disclosure and transfer session highlight critical success factors. These statements coalesce around key focus areas that should be integrated into future project planning

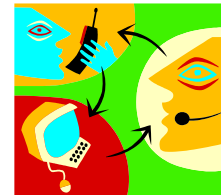


Teamwork (cross functional, regional, & external parties such as vendors and consultants)



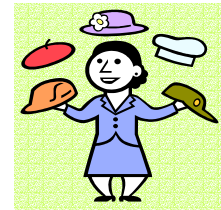
- Strong teamwork for the team will need to work under pressure & ambiguity
- All functions and regions need consistent participation and provide dedicated resources, especially to mandatory meetings
- Governance issues with external parties should be worked out early
- Use external parties to your advantage
- One project plan for all parties
- Manage the proliferation of silo core teams

Communication including the management of expectations, especially with sponsors, and common definitions



- Communicate processes and incentives to use processes
- Keep requirements vague at the beginning to manage expectations
- Communicate definitions
- Manage sponsors and communicate with them regularly
- Ensure a high level sponsor as a spokesperson
- Communication needs to be global

Role definition including RACI. Decision history documented and kept understood by all parties



- Determine who needs to be involved in decisions and what their role and responsibilities are surrounding those decisions
- Clear agendas at meetings specifying what needs to be decided upon
- Definitions on email specifying what needs to be read and by whom
- Document decisions made including the reasons and context
- Maintain consistent decisions & make them transparent

Processes & technology defined as a whole, standardized, and provided with templates



- Gather requirements early as compared to late
- Technology and process are interrelated and need to be defined together, but defined nevertheless
- Standardize and document the installation process including change control and validation and qualification requirements
- Create standardized templates
- Create a technology playground version very early on
- Focus on performance and not just functionality

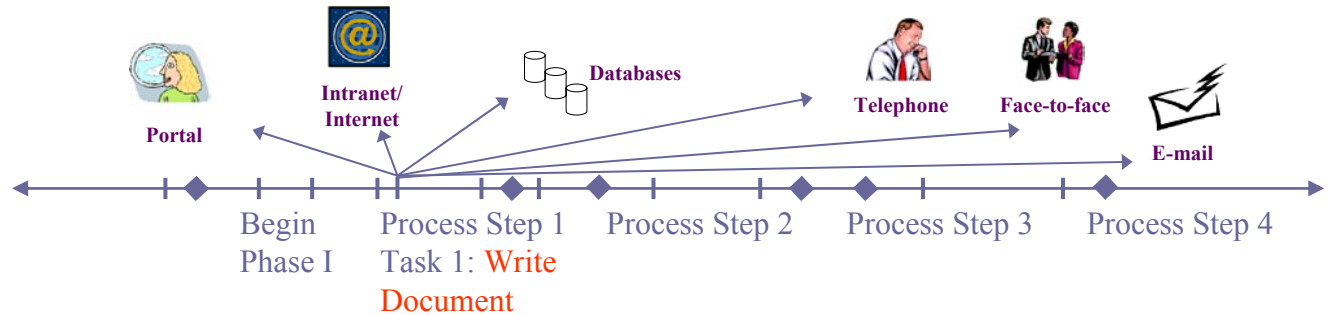
KEY
FOCUS
AREAS

FUTURE
PLAN
POINTS

The Knowledge Mapping Offering graphically depicts the white space some companies face in performing tasks



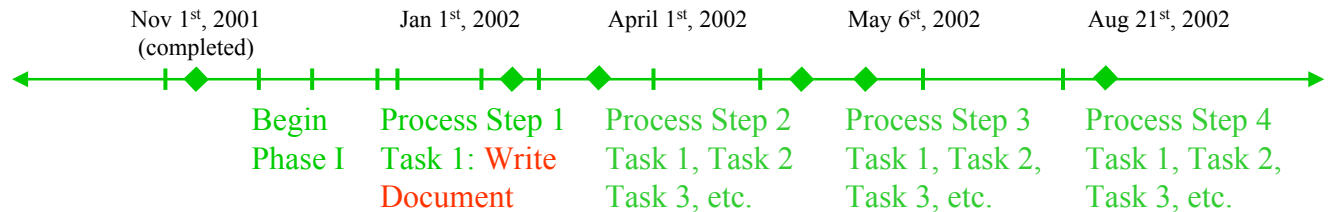
User Interface Level
Means to access intellectual capital



White Space

Project Plan for Specific Project

Concrete project plan for a program containing target dates and task names



General Project Plan

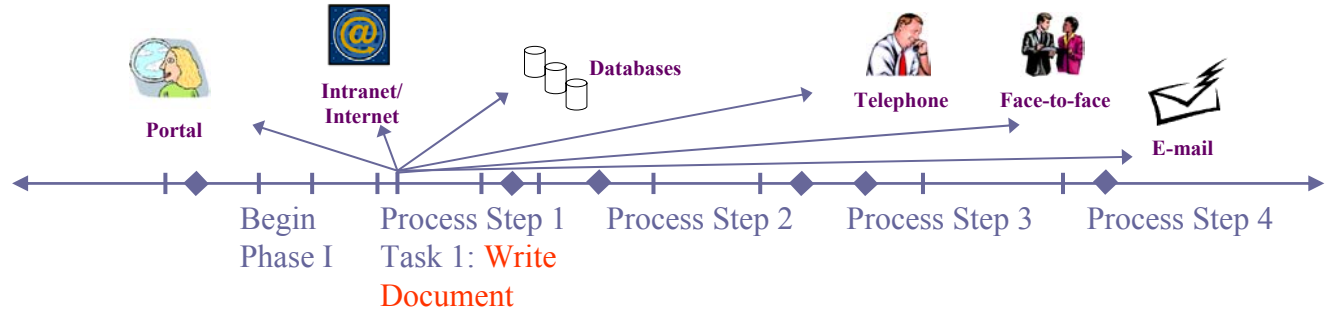
Existing blueprint for all projects containing standard events, milestones, and their relative timings



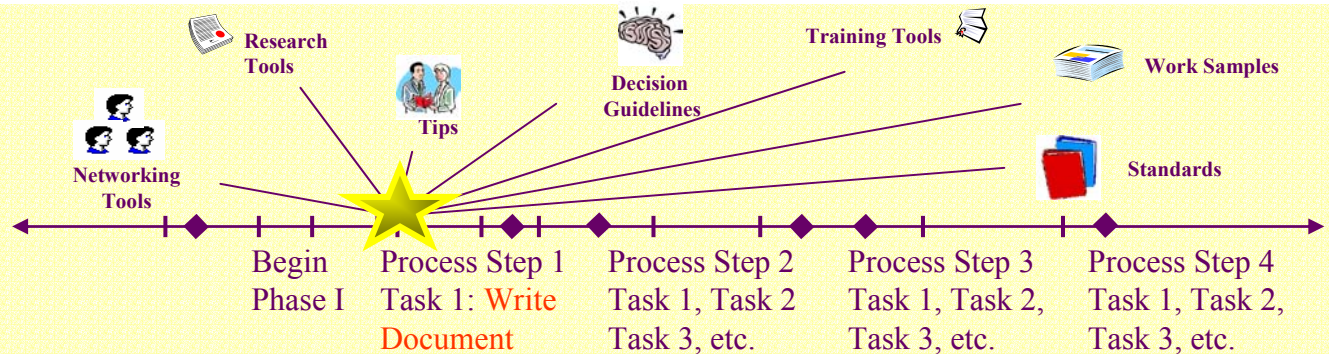
The knowledge mapping offering fills the white space by revealing what knowledge is needed, who has the knowledge, and how to access it at each step of a given process



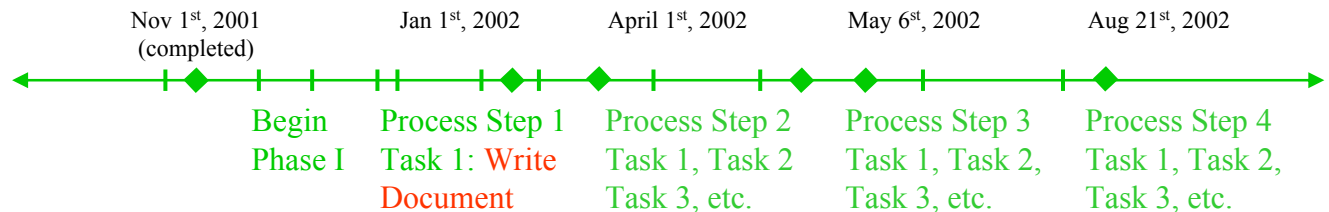
User Interface Level
Means to access intellectual capital



Knowledge Map
Displays what knowledge is needed, where the knowledge is located, how the knowledge is accessed, and who to contact for optimized completion of the project plan.



Project Plan for Specific Project
Concrete project plan for a program containing target dates and task names



General Project Plan
Existing blueprint for all projects containing standard events, milestones, and their relative timings



A hypothetical example using an electronic knowledge map structure



■ Process I: The Request Process

- Request Process Explanation
- Step I: Receive Request
 - Receive Request Overview
 - Task 1: Examine Request
 - Task 2: Determine Completeness
 - Task 3: Document Request
 - Task 4: Publish Request
 - Task 5: Etc...
- Step II: Clarify Request
 - Clarify Request Overview
 - Task 1: Read Request
 - Task 2: Etc...

Task 1 Knowledge Assets

- Knowledge Asset a
 - Examine Request Template
- Knowledge Asset b
 - Examine Request Example
- Knowledge Asset c
 - Examine Request Experts
- Knowledge Asset d
 - Examine Request Training
- Knowledge Asset e
 - Examine Request Standards
 - Etc...

- Author
- Contact
- Link
- Description
- Creation Date
- Last Review Date
- Therapeutic Area
- When to Use
- When not to Use
- Pitfalls to Avoid
- Tips and Hints
- Inputs to this Task
- Inputs from this Task

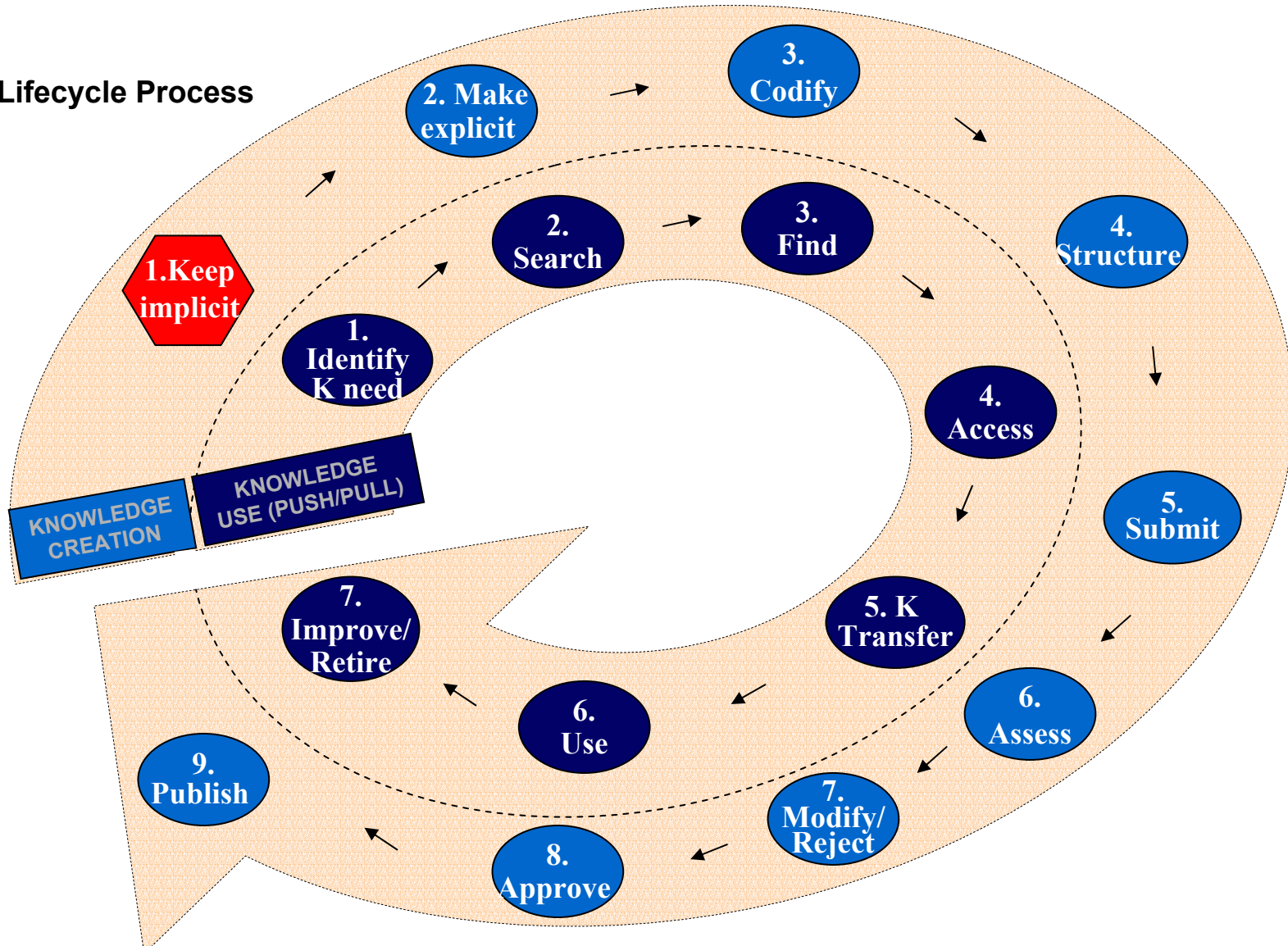
The Intellectual Capital & Knowledge Process Management

Offering comprehensively embeds the knowledge lifecycle into the Intelligence function process

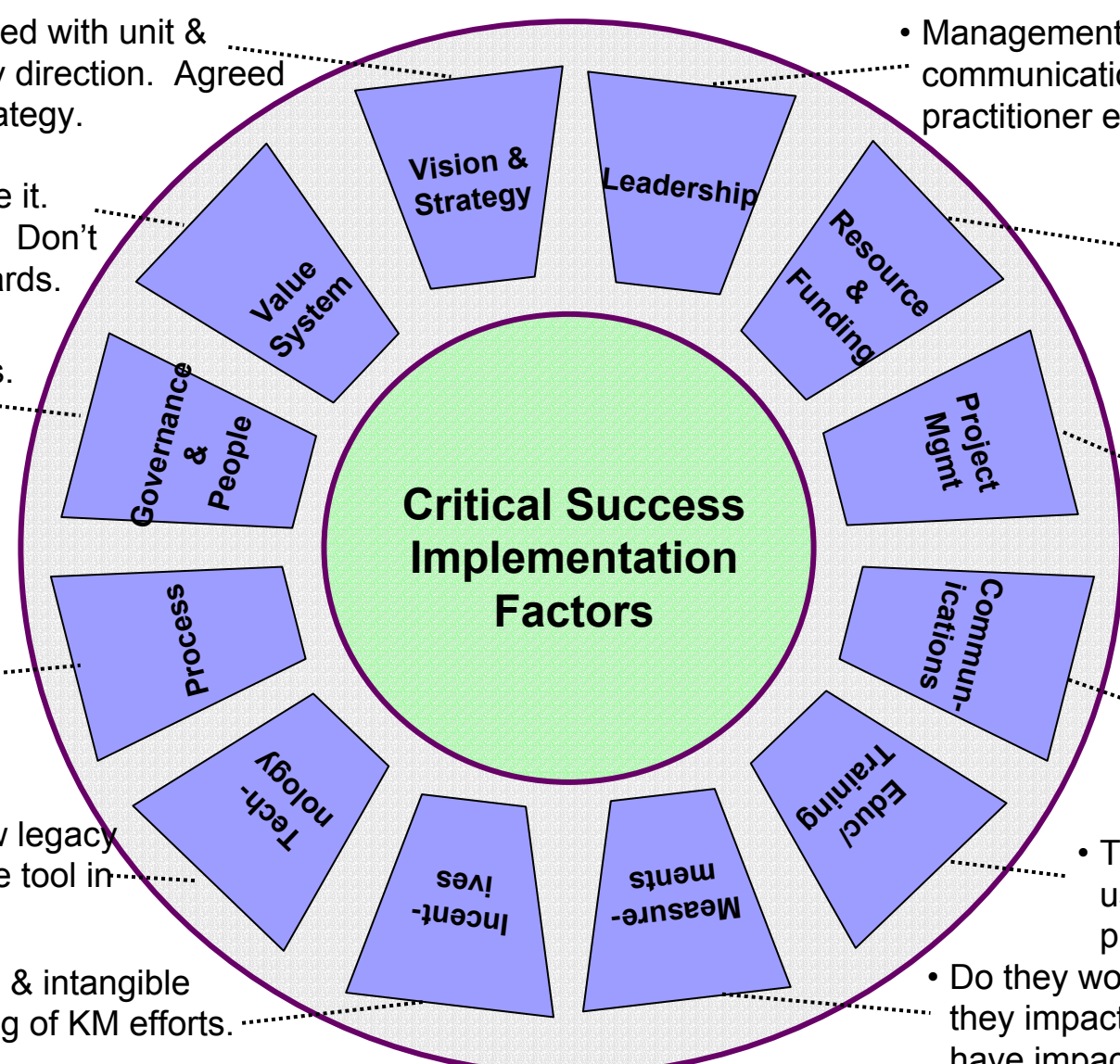


Knowledge Lifecycle Process

- ROLES
- PORTAL
- STORAGE
- MNGT. SYSTEMS



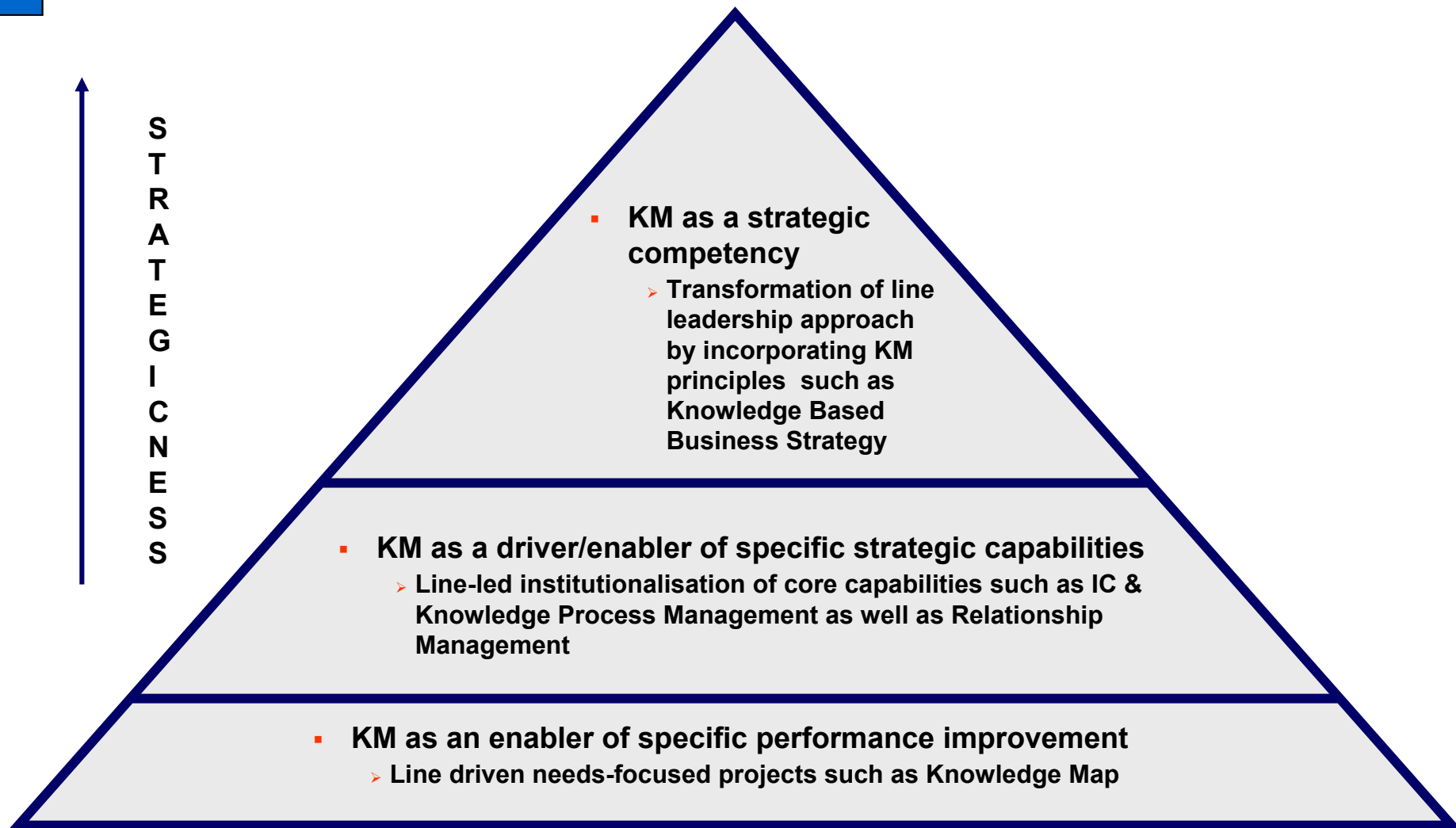
There are factors that determine success when implementing and executing knowledge management activities



- KM aligned with unit & company direction. Agreed upon strategy.
- Can't change it. Work with it. Don't lower standards.
- Roles & Responsibilities. Organizational readiness assessment.
- Know past processes. Make explicit new processes. Align new processes with old.
- Deploy tool. Know legacy systems. Integrate tool in existing system.
- Tangible & intangible rewarding of KM efforts.

- Management support & communication of. Push for practitioner empowerment.
- Continual time, money, & people. Consider self funding.
- Duration, task, & resources. Implementation plan. Project team leader & alignment.
- Marketing & Stakeholder plan. Partnerships.
- Teach users how to use the new system & process.
- Do they work as intended? Are they impacting what you want to have impact on?

Developing an implementing a knowledge and knowledge management strategy happens at various levels of institutionalization. Focusing on local projects is beneficial but they do not transform the organization



Thank You!



Questions?

Jason A. Slusher

Senior Manager, Knowledge Management

Jason.Slusher@Aventis.com