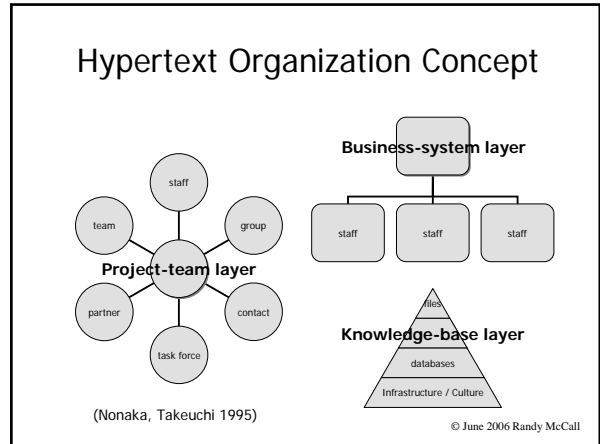


**Creating a Knowledge Cycle:**  
 Applying Basic Knowledge Management and Communities of Practice Theory to Victim Services – Part Two - Practical  
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### Organic and Adaptive Knowledge Management

- Knowledge management theory views an organization as a complex system
- An organization is often compared to a living organism, being made up of many independent part, which must feed, learn, evolve and react to changes its environment, or die.
- The perception of the professionalism of an organization is often based on the speed and effectiveness of its response to needs or changing conditions.

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**Steps for Developing a Knowledge Management Project**  
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### 8 Steps for Developing a Knowledge Management Project

- 1) Conduct a Strategic Review
- 2) Examine and Analyze (Knowledge Mapping)
- 3) Select Approach and Implementation Tools
- 4) Plan the Implementation
- 5) Implement the plan
- 6) Review and Evaluate
- 7) Routinize Successes
- 8) Celebrate Successes!

- You can make this process as simple or complex as you desire and have the time/resources for

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### Step One: Strategic Review

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## Conduct a Strategic Review

- Review your organization's strategic goals
- Decide on one or more value propositions:
  - Client Intimacy
  - Product/Service Innovation
  - Operational Excellence  
(Callioni, 2002)
- Assess organizational culture
- Know your budget/resource limitations  
(Personnel, time, cost, technology)

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## Step Two: Examine and Analyze

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## Examine and Analyze

You need to establish your organization's baseline environment, staff skills base and social capital, including:

- Interior structure / processes / attitudes
- Exterior structure / processes / attitudes  
(mandate, client base, associates, partners, connecting hierarchy)
- Individual and group expertise and knowledge
- Social networks

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## Examine and Analyze

### Knowledge Mapping

"Knowledge mapping is a process of surveying, assessing and linking the information, knowledge, competencies and proficiencies held by individuals and groups within an organization."

(Hylton, KeKma-Training, 2002)

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## Simple Knowledge Mapping Tools

- Questionnaires (explicit, factual, quantitative)
- Surveys (explicit/tacit, opinion, qualitative)
- Interviews (explicit/tacit, fact and narrative)
- Reports (explicit, online/offline)
- Software/Technology

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## Knowledge Mapping Techniques

1. Yellow Paging
2. Information Flow Analysis
3. Social Network Analysis
4. Process Knowledge Mapping
5. Functional Knowledge Mapping

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## Knowledge Mapping Techniques > Yellow Paging

- Yellow Paging is simply indexing and then categorizing your organization's knowledge resources into a directory, including:
  - Documents / books / videos
  - Computer systems / inter-intranets / databases / files
  - Organizational partners / contacts
  - Personnel
    - Position
    - Skills
    - Experience
    - Interests
    - Groups / Networks
    - Contacts

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## Knowledge Mapping Techniques > Information Flow Analysis

- Information flow analysis looks at your organization's functional processes and informal networks to determine who is accessing what information resources, and how often
- Complex computer programs can track this for you automatically: database access, e-mail, web access
- The use of sign-out sheets to capture real world usage information, plus the use of questionnaires and interviews, can provide the same information:
  - Where do you go when you need information on "X"?
  - What resources on "X" do you use most often?
  - Who or where do you submit information on "X" to?

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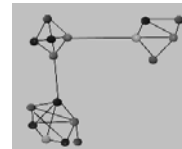
## Knowledge Mapping Techniques > Social Network Analysis

- Social network analysis examines how individuals and groups in your organization interconnect and relate. Its focus is on people, not information
- Complex computer programs can assist in identifying social networks, topical experts and boundary spanners, and can draw visual maps for you

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## Knowledge Mapping Techniques > Social Network Analysis

- The same effect can be generated through individual questionnaires and interviews:
  - If you need information or assistance on topic "X", who would you contact or go to? And who after that?
- By cross-referencing and mapping the responses, you can identify groups, interconnected groups, experts and boundary spanners.



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## Knowledge Mapping Techniques > Process Knowledge Mapping

- Process Knowledge Mapping is a detailed step-by-step process in which you identify:
  - Individual organizational processes
  - Each specific step in each organizational process
  - The position of the person performing the step
  - Core skills/training the person in that position should have
  - Preferred experience/expertise for that position
  - Resources required for that step
  - The actions/procedures to be carried out

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## Knowledge Mapping Techniques > Process Knowledge Mapping

Step 1 – Identify individual processes

Step 2 – Break process into individual steps

Step 3 – For each step, ask and answer:

- who does it?
- what do they **need** to know to complete this step?
- what **should** they know?
- what training is required to give them this knowledge?
- what resources do they require to perform that step?
- what actions do they take to complete the step?
- what is the next step in the process?

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## Knowledge Mapping Techniques > Process Knowledge Mapping

	Step 1: Call Received	Step 2: File referred	Step 3: Support team	Step 4: Review by Administrator
Process: Victim call-in	- Volunteer - 40 hours basic training - NOVA crisis training, 6 months on- the-job experience - Telephone and computer access - Receive info and give support	- Staff - BA + 40 hours Basic training - BA + Advanced staff training - Computer access, police files - Review, analyze, and dispatch support team	- Combined staff/volunteer - Crisis team training - Advanced Team Training - Cell phones, vehicle, reference material - Attend scene, make referrals, file report	- Program Administrator - BA + Advanced Staff Training - MA - Evaluation Standards, police report - Conduct debriefing, Review actions, review police report, enter data

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## Knowledge Mapping Techniques > Process Knowledge Mapping

- Provides a snapshot of the actual functional processes your organization uses, as well as detailed views of the work being carried out.
- It provides descriptions of position-specific requirements such as:
  - Academic education requirements
  - Special training requirements
  - Experience requirements
  - Resource needs
  - Job descriptions

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## Knowledge Mapping Techniques > Functional Knowledge Mapping

- Functional Knowledge Mapping is a detailed step-by-step process very similar to process knowledge mapping, except that instead of looking at the position, you look at the person in the position. By survey or interview, you ask:
  - Who is doing the job?
  - What is their level and area(s) of education?
  - What specialized training do they possess?
  - What relevant experiences/knowledge do they have?
  - What relevant contacts or networks do they possess?
  - What resources are actually available for the job?

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## Knowledge Mapping Techniques > Functional Knowledge Mapping

- The Functional Knowledge Map supplies a list of an individual's knowledge and social contacts relevant to their position.
- It helps identify individuals possessing education, skills, experiences or resources which may be of use in other areas, or who may be under/over utilized
- By comparing the difference between the Process and Functional knowledge maps, you can identify gaps between needed and actual: education, training, experience and resources, for people holding specific positions
- The Functional Knowledge Map can be used to create a organizational directory of skills, knowledge, contacts and resources.

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## Knowledge Mapping Techniques > Review

- Yellow Paging
- Information flow analysis
- Social network analysis
- Process Knowledge Mapping
- Functional Knowledge Mapping

These techniques, used singly or in combination, will supply information on your organization which can be used to determine the best approaches and implementation tools for creating a knowledge management project, and knowledge cycle

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## Step Three: Select Approach and Implementation Tools

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## Select an Approach and Implementation Tools

Based on the results of your Strategic Review (Step One), and results of Examination and Analysis (Step Two)

- Select project approaches which meet your needs
- Select implementation tools which support your approaches

(Davenport, De Long, Beers 1997)

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## APQC Approaches

- 1) Self-service +
  - Creating knowledge repositories and resources a user accesses on their own (explicit)
- 2) Process-based
  - Focuses on capturing and sharing organizational process knowledge (tacit and explicit)
- 3) Network-based
  - Focuses on creating communication between members: teams, networks, CoPs and technology (mostly tacit)
- 4) Facilitated
  - Best practice networks, peer assisted, process based

(Vestal, 2005) © June 2006 Randy McCall

## Four Common Activities of Successful Projects

- Creating Repositories
- Creating Access / Communication
- Influencing Organizational Environment
- Building and Managing Knowledge as an Asset

(Davenport, De Long, Beers, 1997)

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## Seven Knowledge Collecting Tools

1. Questionnaires / Surveys
2. Interviews/Debriefings
3. Reports / Submissions
4. Narrative / Storytelling
5. Collaboration / Networks / CoPs
6. Internet / Intranet applications
7. Computers/Software

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## Knowledge Sharing Tools

<u>Richness</u>	<u>Knowledge Sharing Tools</u>
Low	Memos
	Newsletters / Databases
	IM/Chats
	E-mail / Web communications
	Telephone / Tele-Conferencing
High	FTF Sharing / Networks /CoPs

Low Richness = Low tacit knowledge exchange  
Higher Richness = High tacit knowledge exchange

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## Step Four: Plan the Implementation

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## Plan the Implementation

- Select KM approaches and implementation tools which will best assist your strategic goals and achieve the value you seek, within the limits of your resources and the cultural environment of your organization.
- Select the appropriate points in your functional processes or social networks to place the tools you select to collect knowledge.
- Decide how best to store/disseminate/use the collected knowledge. Make accessing collected information part of existing functional processes

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## Plan the Implementation

- Develop a "taxonomy" for the knowledge you are collecting/indexing
- Metadata is important; don't create knowledge silos
- Remember your aim is to create a knowledge cycle; focus your project first on areas which will have a noticeable effect within your organization
- Ensure you have an appropriate person to "champion" and guide the project, facilitate the implementation, and provide rewards

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## Plan the Implementation

- Plan on starting small and working up
- Plan on regularly updating your knowledge maps to keep current with skills, experience and social networks
- Establish non-trivial rewards for participation:

Staff	Volunteers
- Pay	- Responsibility
- Promotion	- Status
- Education	- Education
- Trips	- Trips
- Recognition	- Recognition

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## Step Five: Implementation

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## Implementation

- Announce the project pre-implementation
- Explain the project; help staff/volunteers understand your goals. Engaging their support is vital. Stress:
  - Helping you to help us
  - Your input is important
  - Your experiences are valued
  - Your insights and innovations are vital
  - We are part of a team, without you the project will not succeed

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## Implementation

- Implement the project, and announce it loudly
- Give time for people to get used to it and use the tools provided
- Be supportive and responsive to widespread comments/criticisms on elements of the project. Knowledge belongs to the knowledge workers and they will know best if a tool is well placed for effective use

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## Step Six: Review and Evaluate

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## Review and Evaluate

- Regularly review, measure and evaluate your project. Alter/adapt tools as needed to keep the project on the proper course and fully used.
- Measure quantitative elements: financial costs, time savings, efficiency increase, increase in information or data files, new innovations, etc.
- Measure qualitative elements: how the project is perceived; whether it makes clients/users happier with services/products; marked increases in communications or a better organizational memory

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## Common Evaluation Tools

- Asset Building Method
- Surveys and KMAT
- Intellectual Capital Method
- Balanced Scorecard

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## Evaluation Tools

### Asset Building Method

- Uses "yellow paging" or any other quantitative method
- Any increase in data, information, files, books, knowledge, personnel or contacts is a positive result suggesting project success

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## Evaluation Tools

### Surveys and KMAT

- Surveys assess how staff, clients and partners view the project and it's activities. They are opinion gathering tools, (qualitative).
- You can build your own survey, based on your project's specific goals (StatsCan survey example)
- You can use commercial pre-generated and statistically scored surveys (KMAT)

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## Evaluation Tools

### Intellectual Capital Method:

- Treats intellectual / social assets of members as organizational capital. Combines quantitative and qualitative measurements
  - Interior Structure (artifacts, processes, channels)
  - Exterior Structure (partners/clients)
  - Intellectual Capital (individual and group)
    - Education / Training / Experience
  - Social Capital (individual and group)
    - Informal social contacts and networks, both within and outside the organization

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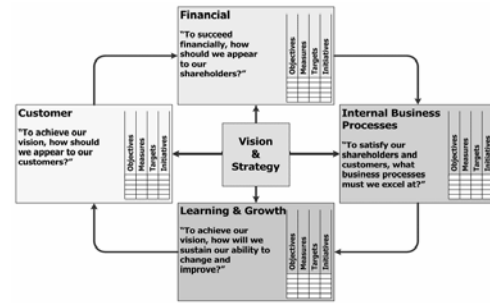
## Evaluation Tools

### Balanced Scorecard

- Widely used by business
- Evaluation goals and measures are based on your organization's strategy and vision
- As the Scorecard measures target goals in diverse areas, it gives a better sense of overall improvement.

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## Balanced Scorecard



(Kaplan, Norton)

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## Step Seven: Routinize and Scale Up

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## Routinize and Scale Up - Tips

- 20% of the project will yield 80% of the gain
- Make successful elements of the project a part of the daily routine; "Just how we do things here"
- Adjust unsuccessful elements, or remove them if necessary
- Don't routinize knowledge blocks, knowledge silos
- Scale up to next step in project, or start a new element

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## Step Eight: Celebrate Successes!

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## Celebrate Successes!

### Even small ones!

Celebrations, with appropriate rewards, are an important element of a successful project, as they let the users know the part they have played is both important and having an effect, and that the project is indeed worthwhile and going somewhere

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## Signs of a Successful Project

- The staff fully understands and supports the project, and is involved in making the project a success
- The existence of the project is not dependent on a single person/champion. The project continues on its own, even with 100% turnover.
- Collected knowledge becomes embedded in practice
- Upper management and/or partner organizations support the project
- There is an increase in: innovation, information repositories, communication channels or networks, group morale, individual and group skills

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## Interested in More Information? Contact:

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Bibliography/Resources Handout

<http://www.vaonline.org/km/handout.pdf>

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