



**Knowledge  
Management**

**KM World Session B103:  
Technology for Enterprise-wide  
Knowledge Sharing & Transfer**

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# KM Status Report

## WORST CASE

Global search and replace of the word "knowledge" with the word "information"

## BEST CASE

Systematically leverage content and expertise to increase organizational effectiveness

**In organizations KM has moved from 'project' to 'perspective'**

*Thomas A. Stewart  
Fortune Magazine*

# Collective Experience is the Natural Resource of the Organization

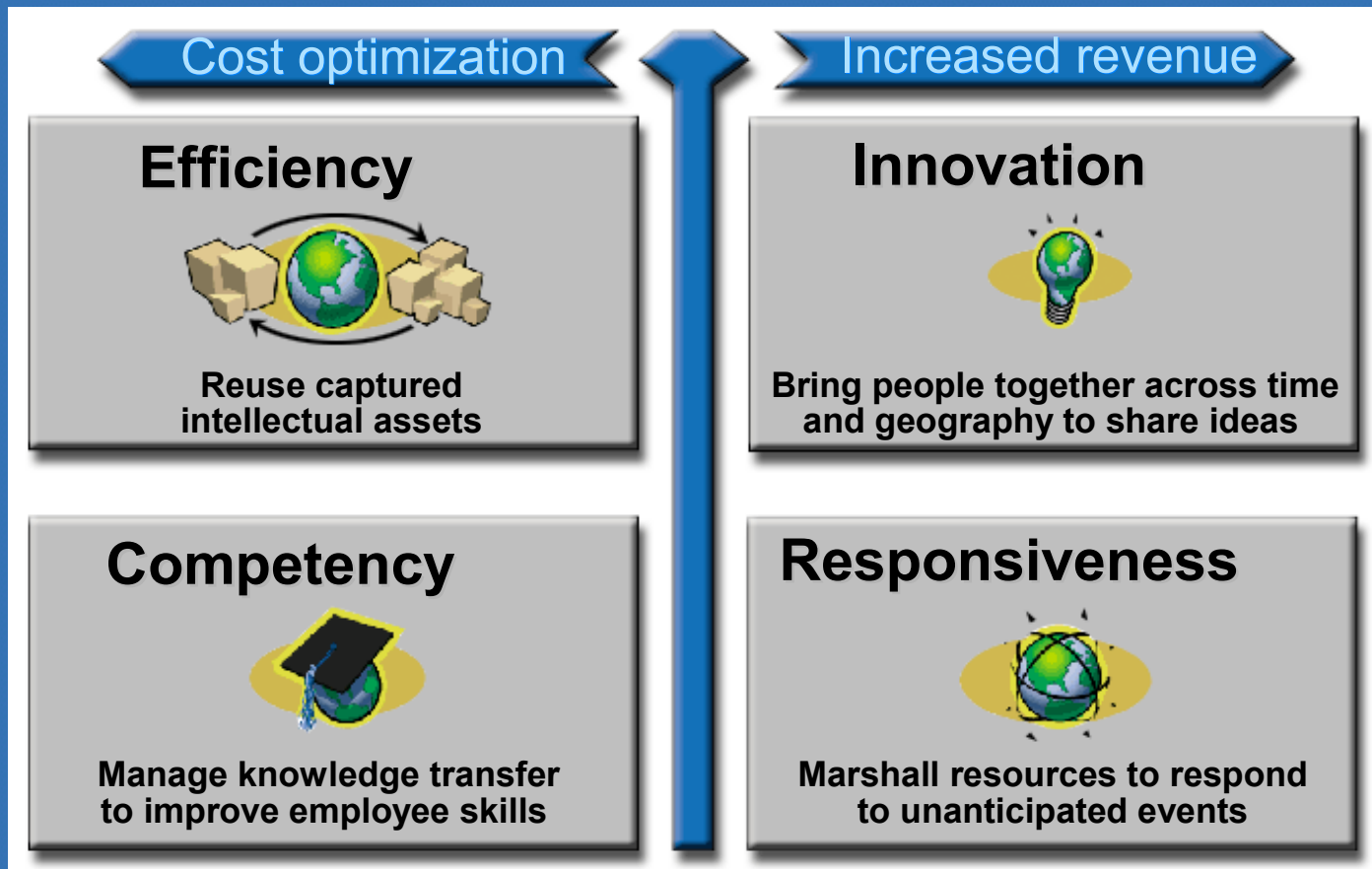
"Knowledge is experience.  
Everything else is just  
information."

Albert Einstein



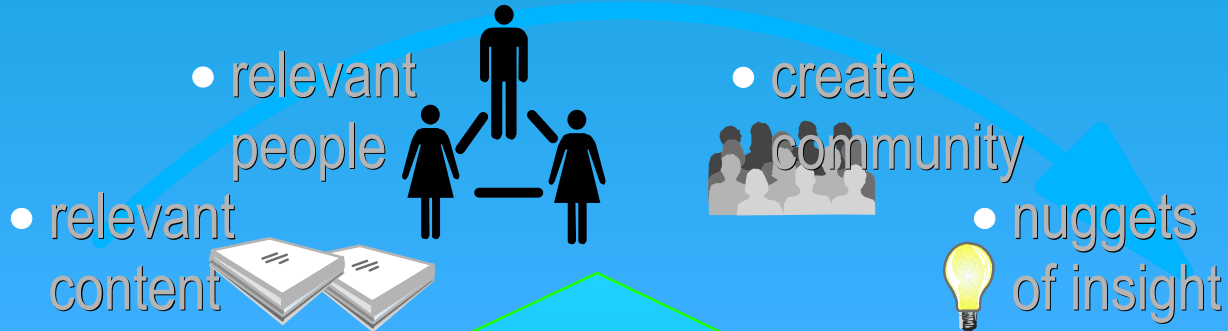
# The Business Case: Return on Knowledge

**KM is about Organizational Effectiveness...**



# The Capture and Re-use of Knowledge is an Investment (or a cost!)

## TASK OR PROJECT



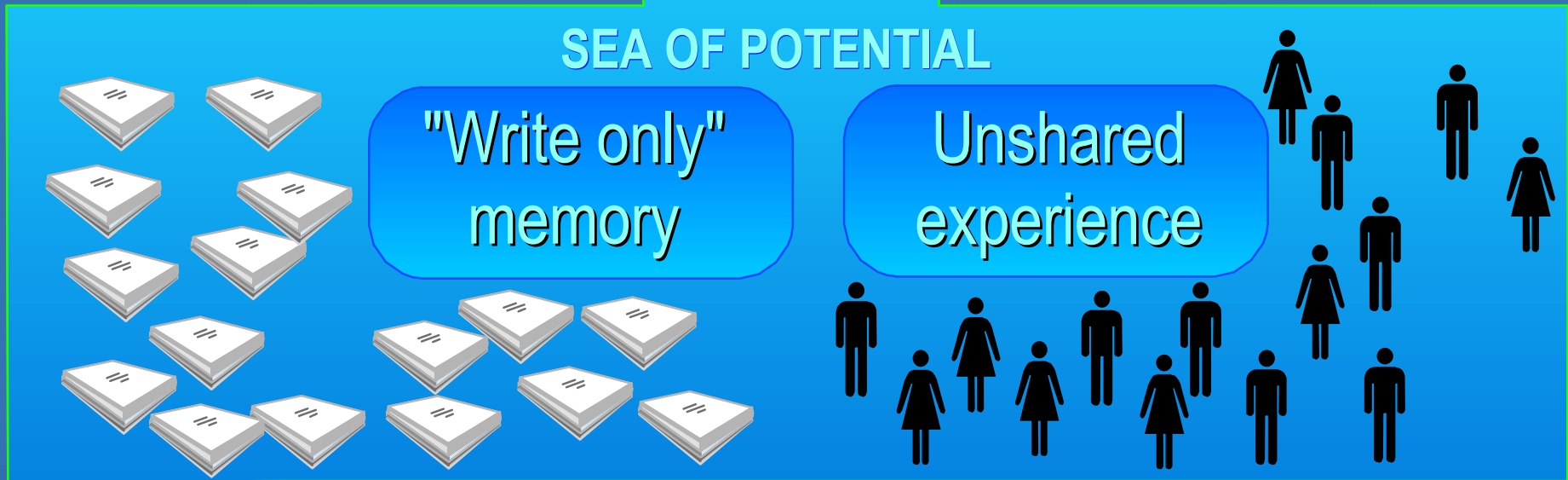
crossing the "c"-line

## CONTEXT

## SEA OF POTENTIAL

"Write only" memory

Unshared experience



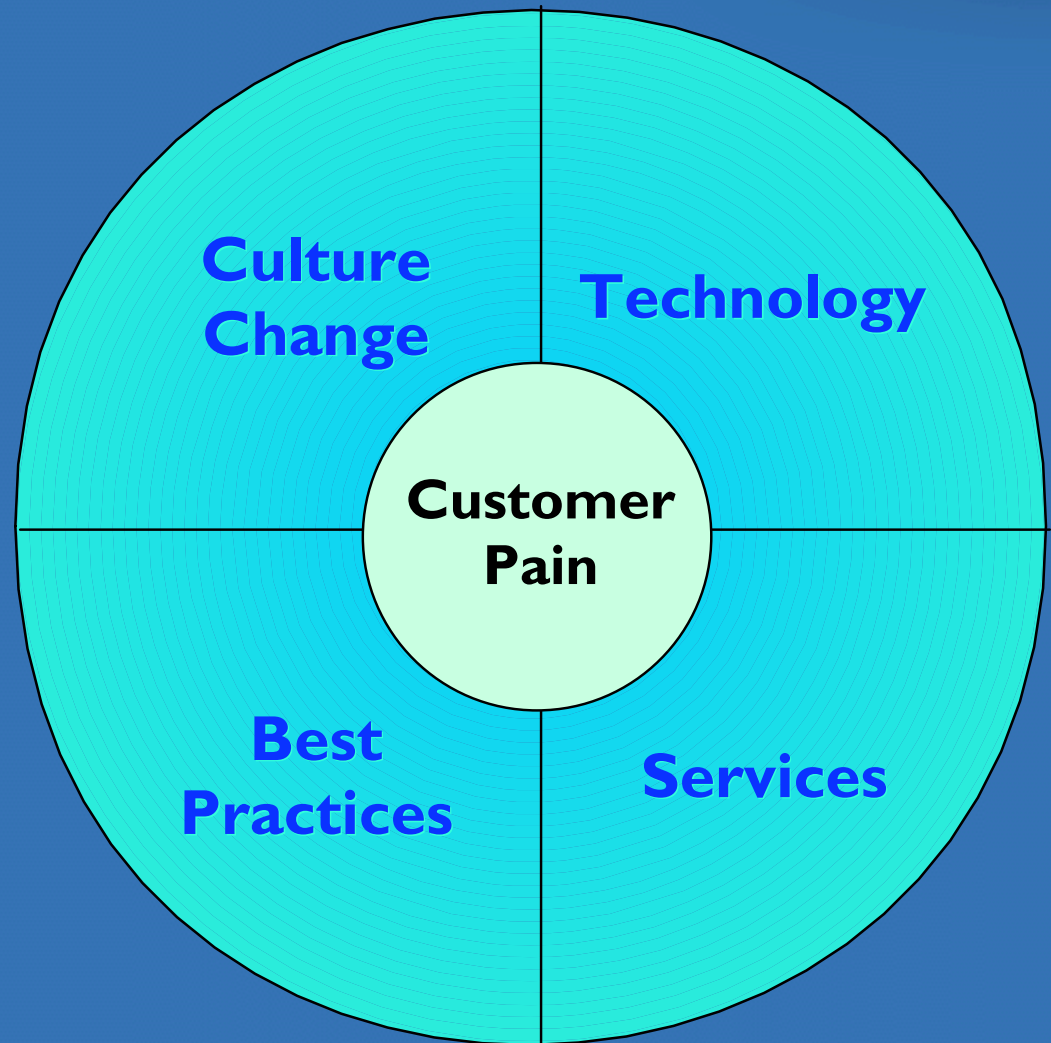


# Technology is an Enabler, Not a Panacea

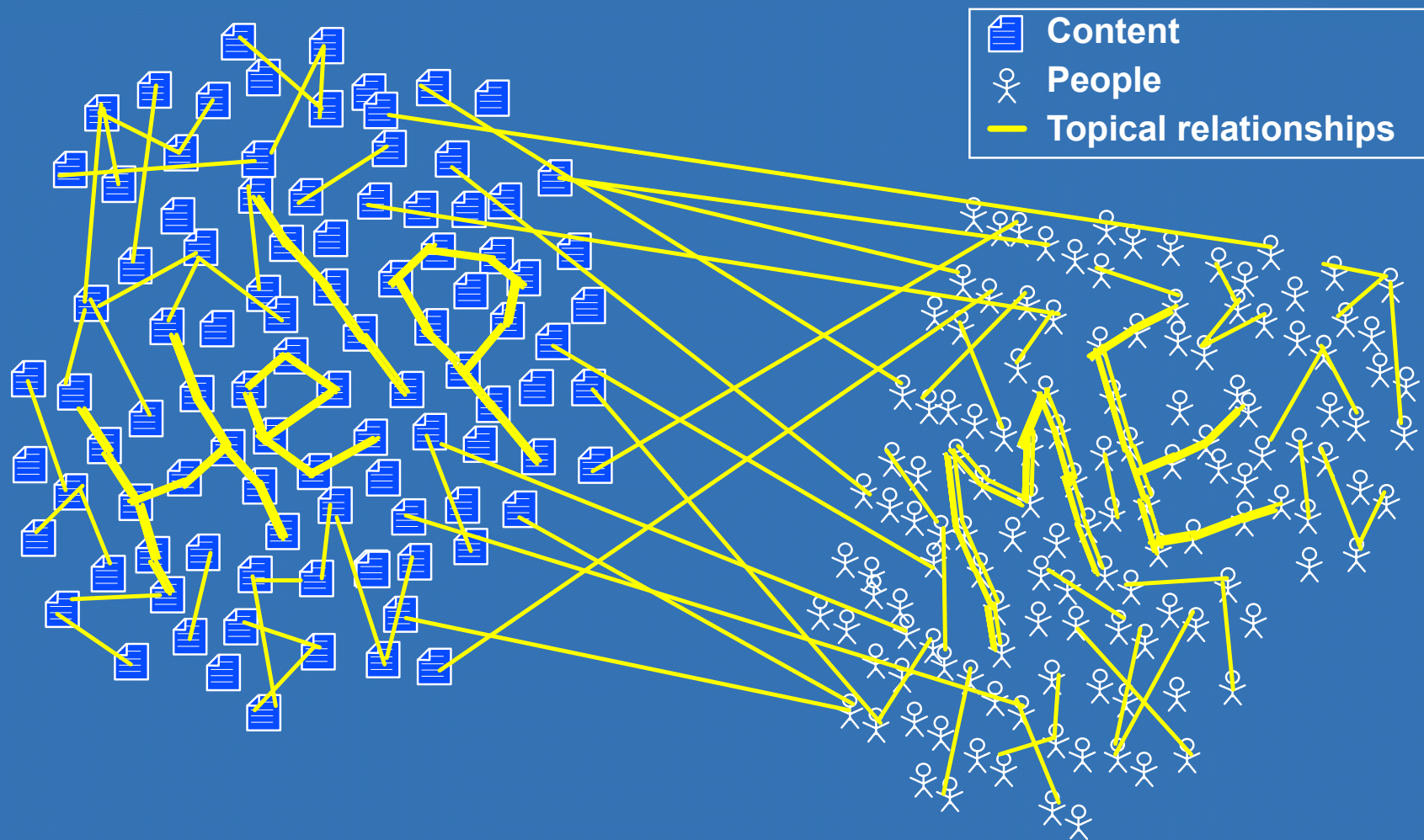
- Pain list:

- Capture knowledge
- Better sharing
- Re-use knowledge

- Organizational resolve to create incentives, allocate resources and recognize value are the pain killers

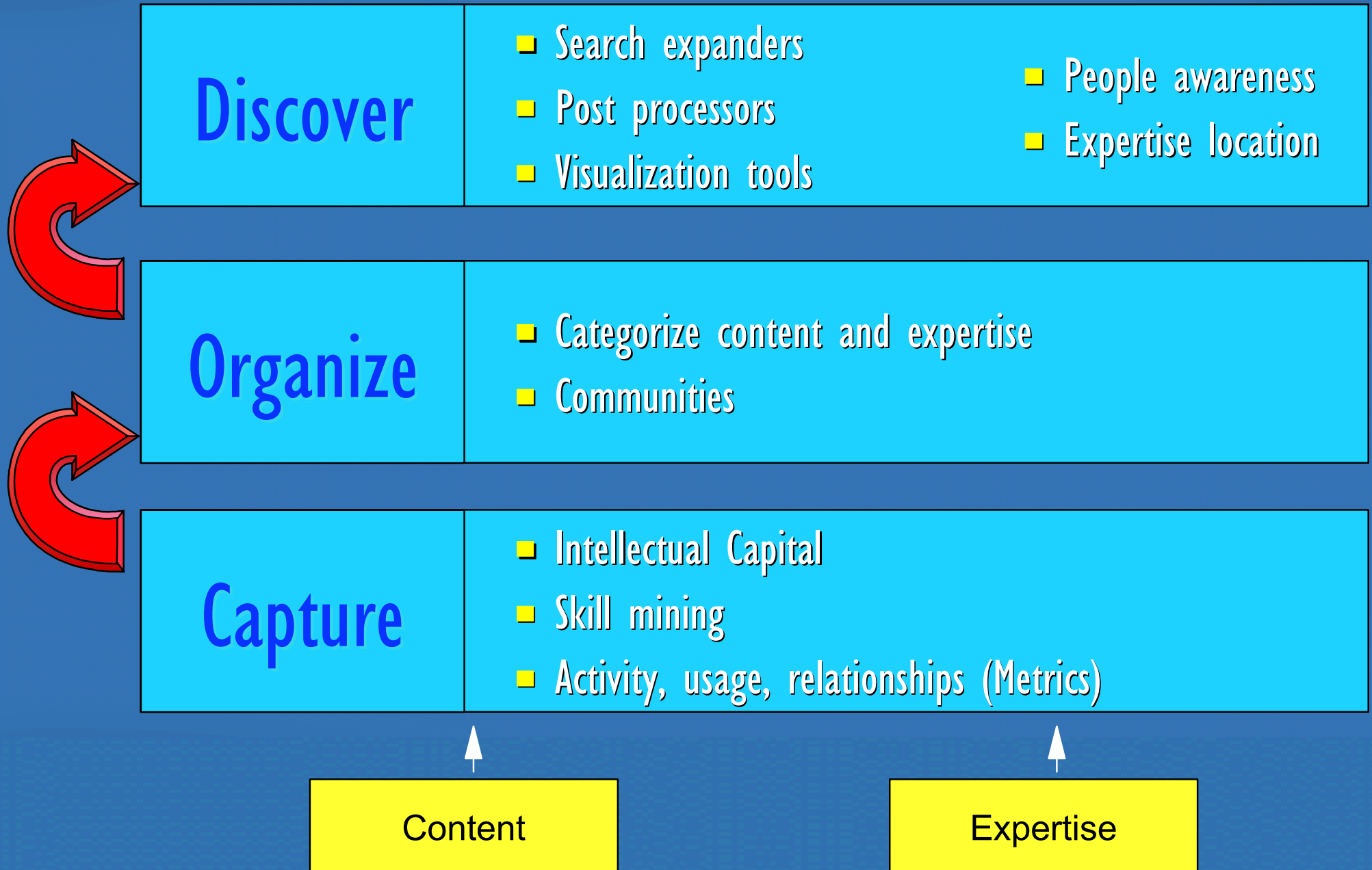


# There Are Many Undiscovered Relationships Between Content, People and Topics





# Key Knowledge Sharing/Transfer Technologies





# Discover

## ■ Search expanders

- Thesauri
- Natural Language Query
- Summarizers

LexiQuest



## ■ Post processors

- Categorize on the fly



## ■ Visualization tools

- Single click access
- Visual mapping
- Relationship representation



## ■ People awareness

- Instant Messaging



## ■ Expertise location

- Find people by skill, interest
- Q&A protocol
- By category affinity



# Organize

## ■ Categorization

- Content
- Content and expertise
- Taxonomy creation



Correlate<sup>®</sup>K-Map



## ■ Communities



to·mo·ye



**PARTICIPATE** .COM  
Community Solutions for Business



# Capture

## ■ Intellectual Capital

- Capture and Management



## ■ Skill mining

- Phrase/trend extraction
- Affinities with categories
- Relationship to Q&A pairs



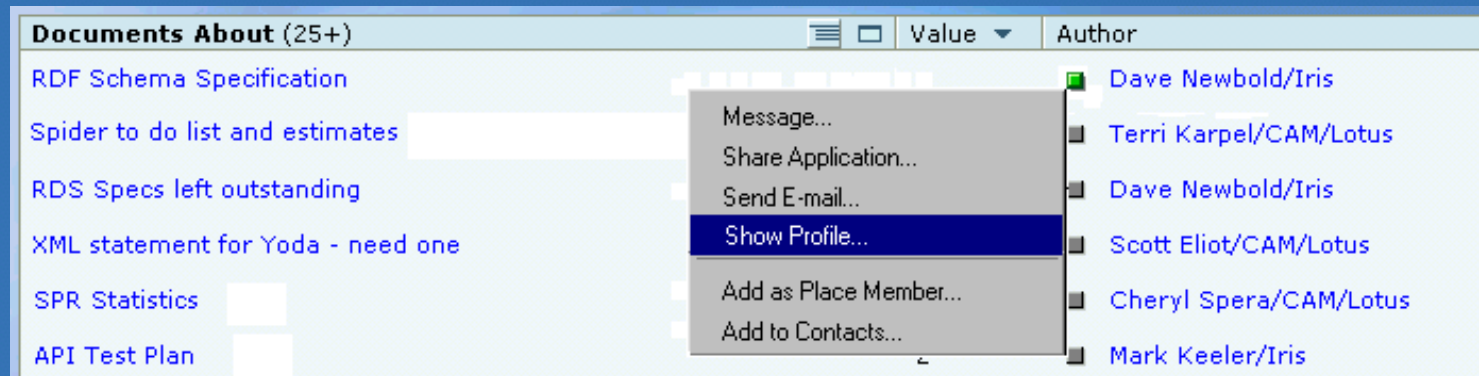
## ■ Metrics

- Activity, usage tracking
- Relationships



# Efficient Sharing and Transfer Requires Context...

- Show you only what's relevant at that time
- Provide judgment on value, usefulness
- Show relationships between content
  - Discovered documents lead to people



- Discovered people lead to qualified sources



# ...And It Also Requires Automation

- People hate processes
  - Active, passive, inadvertent resistance
- People's declarations are often biased or inaccurate but....their actions speak the truth
- Digital Breadcrumbs
  - Content reflective of interests and projects
  - Mail, authored documents,
- User Micro-Decisions
  - Actions performed as part of regular job that represent judgment e.g. reads, citations, responses, searches, forward, bookmarks, correspondence partners

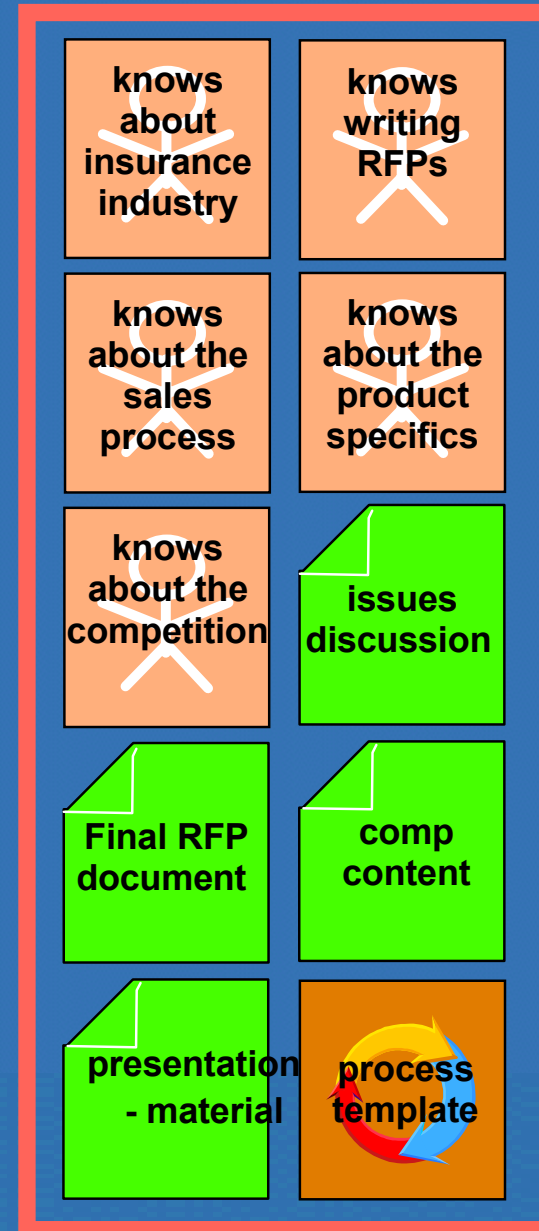
## Automation candidates

- ▶ Profiling
- ▶ Categorization
- ▶ Personalization
- ▶ Ratings
- ▶ Affinities
- ▶ Relationships

# User-initiated Community and Reusable Assets

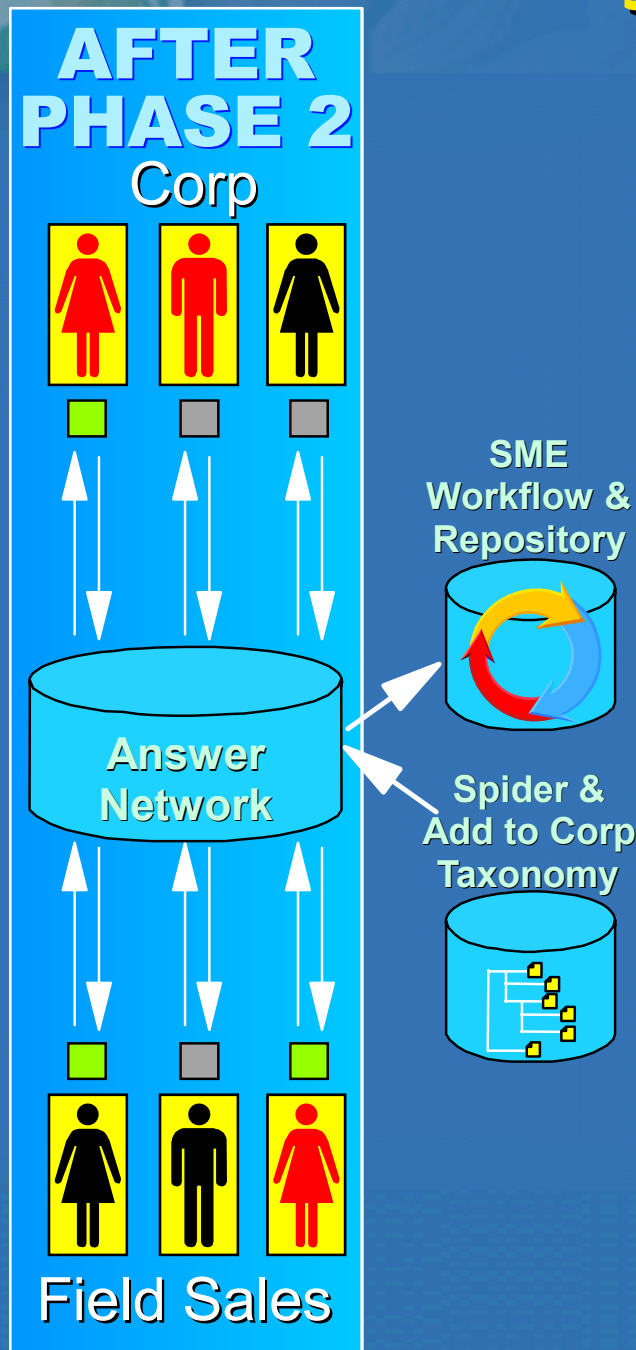
## Request for Proposal (RFP) for an Insurance Company

- Retains the link between content, people and an activity.
- Starts as a task, ends up an asset
- Output becomes input to knowledge base and search
- Subsequent consumers may find value in any one of the place assets:
  - contact one of the people
  - use the RFP as a model
  - use a presentation
  - use the process template
  - scan the discussion for advice
- **CHALLENGE:** binding objects to one another





# Sharing and Transfer Example: Sales Answer Network



## ■ Technology - Phase 1

- Categorized discussion repository
- Alert agents

## ■ Behavior change

- Direct all Q&A through network
- Timely response from Corp

## ■ Intended / Unintended Results

- Faster, higher quality answers
- Everyone sees everything
- Field answers majority of questions

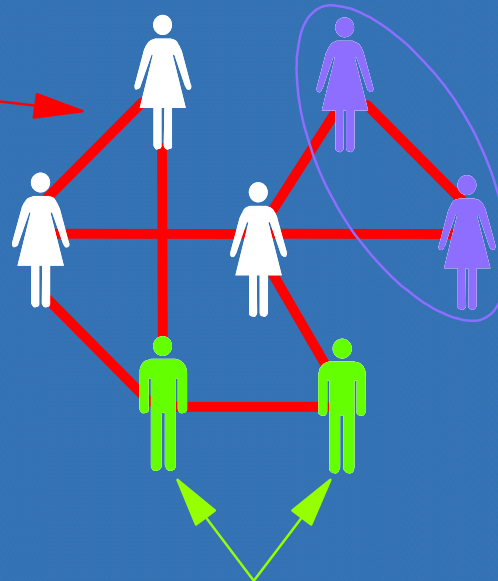
## ■ Technology - Phase 2

- Awareness
- No touch profiles - activity generated
- Value metrics
- SME reuse repository
- Auto categorization

# What people know, and how they share it, is the backbone of business

## ~~SOCIAL INTELLECTUAL CAPITAL~~

**Connections**  
(who you know)



**Common context**  
(shared interests)

**Relationships**  
(who you trust)

"The ultimate competitive advantage lies in an organization's ability to learn and rapidly transform that learning into action."

- Jack Welch, GE - CEO



Creating "knowledge accidents"

start **T**alking  
and get to  
**W**ork

IBM

Lotus®

# Q&A

*The Knowledge Management Connection*



Lotus.



# Parking lot for abandoned slides

*The Knowledge Management Connection*

**IBM.**

**Lotus.**

# Key Knowledge Sharing/Transfer Practices

- Useful practices
  - Q&A systems
  - Intellectual Capital Management
  - Yellow pages - Expertise location
  - SME
  - Reward/incentive systems
  - Corp sponsored community building



# Things That Are Not KM

- Portals unless they provide triggers to people or allow user initiated community formation
- Document/Content Management although KM tools could provide intelligent routing of content
- Search unless it discovers people or has tools to do empirical filtering and clustering

# BI03 Session Description

The use of knowledge management disciplines, tools and technology solutions can help organizations overcome barriers of space and scale. With the appropriate technology and processes in place, employees can locate colleagues who have the necessary expertise to tackle critical projects more quickly and efficiently. Once connected, they can work together to create, share and manage knowledge in virtual workspaces. Eliot provides an overview of the tools and technologies that enable organizations to improve the flow of information, lower operating costs, identify new opportunities, and reduce the loss of intellectual assets due to employee turnover. He surveys the KM market and provides sneak peeks into the key technologies on the horizon for fostering KM within organizations.