Improving how **knowledge applications** work together
Consultant and Practitioner Perspectives on what works and doesn’t

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**BACKGROUND: KM ADDS VALUE BY...**

**Helping people do a great job...**

[Diagram showing the relationship between Experience, Talent x Passion, Expert Support, Collaboration, Data, Information, Know-how, Right Questions, Right Decisions, Right Action, and Utility and Significance.]

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**UTILITY and SIGNIFICANCE**  
(Daniel Pink... A Whole New Mind)
23/3/2008 10:02
Call from M Smith on outage

25th call on this topic this morning

Escalation alert
Resourcing Readiness Register

Pre-emptively call out additional resource

DATA ⇔ INFO ⇔ KNOW-HOW ⇔ TACIT

Inputs for decisions and action
Informs what’s needed for improvement

Whole spectrum needs to be catered for

THE CHALLENGE TODAY?
Where to look, how to find?

Fileshare nirvana
My Organisation
Outlook

Intranet EDRMS
Paper File

Local Knowledge Expert
Phone del.icio.us

Outlook CRM

wiki DELETE AND REJECT

!!$#! Just give me ....
TODAY’S PRESENTATION. CHOICES...
System, Governance, Findability

Frontline experiences
Practitioner and Consultant viewpoints

KNOWLEDGE PYRAMID
Meeting all business / customer needs

DEFINITIVE
SOI; Vision; Mission; Values; Key Messages

INSTRUMENTS AND MECHANISMS
Business Processes; Templates; Job Reward; Forms; Workflow; Policies and Procedures; House Rules; Best Practice; Exception Reporting; Performance KPIs; Checklists; Catalytic Mechanisms

FILE AND FIND REPOSITORIES, DATA
Means of capturing, holding and making available information and know-how relating to business operations. Email; e-documents; physical documents; search engines; standard classification; single view of a … available

DEFINITIVE SELF HELP “NUGGETS”
Intranet style access to internal/external topic articles; FAQ; Who’s Who capabilities; Internal/external news; links; lessons learnt; stories; training material

INFORMAL KNOW-HOW
Project and activity documents that are tagged as having value beyond their primary purpose; Communities of Interest; Wikis; Blogs
All the bases covered?

For Water Supply, does the content, systems and human behaviour cover all five tiers of the Knowledge Pyramid, or are there gaps? If so, these gaps will impact on the ability of those working in the business activity to do a great job...

GOVERNANCE EXAMPLE:
Who "owns" the "intranet"?

<table>
<thead>
<tr>
<th>AREA</th>
<th>AGENDA and PRIORITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>Brand, look and feel</td>
</tr>
<tr>
<td>HR</td>
<td>Culture message, news</td>
</tr>
<tr>
<td>Communications</td>
<td>Who we want to be</td>
</tr>
<tr>
<td>IT</td>
<td>What's easy for them</td>
</tr>
<tr>
<td>Everyone and no one</td>
<td>Conflicting / Overlapping</td>
</tr>
<tr>
<td>Web or Intranet team</td>
<td>Standards, perfection, cool</td>
</tr>
</tbody>
</table>

Who should own it?
It should support all of the Knowledge Pyramid, not just the interests of one group
The Knowledge Pyramid is an excellent tool for finding gaps and facilitating a solution between people with differing views and needs of systems.

### Example: Primary Roles

<table>
<thead>
<tr>
<th>System</th>
<th>Role</th>
<th>Search for</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>Master repository of e-docs; important emails; scanned docs and paper record references</td>
<td>Master and draft versions of all work-in-progress, transitory and long term records created or received by the organisation</td>
<td>Core staff</td>
</tr>
<tr>
<td>Intranet</td>
<td>Authoritative source of content published for campus wide use</td>
<td>Up to date information on campus, Hansard and House activities and Parliamentary Service services</td>
<td>Campus wide access including members</td>
</tr>
<tr>
<td>Collaboration Tool</td>
<td>Sharing and developing information and know-how by team and/or activity or project – very much a Parliamentary Service internal focus</td>
<td>Internal know-how and latest operational information on teams, projects, services and processes. Portal to other systems for casual enquiry and use and business intelligence reporting</td>
<td>Parliamentary Service staff and selected third parties on a site by site basis</td>
</tr>
<tr>
<td>Outlook</td>
<td>Personal and team related email</td>
<td>Email sent or received by self. Some use of public folders for activity related email searching</td>
<td>Parliamentary Service staff</td>
</tr>
<tr>
<td>CRM</td>
<td>Track and manage job requests for members</td>
<td>Job requests and interaction with members</td>
<td>Selected Parliamentary Service staff</td>
</tr>
<tr>
<td>CHRIS; Finance One etc</td>
<td>Specific discipline related content for use by Parliamentary Service staff</td>
<td></td>
<td>Selected Parliamentary Service staff</td>
</tr>
</tbody>
</table>
Learning Style

- Exercises
- Games
- FAQs
- Presentations
- Quick Start
- "Commanders Intent"
- Training Events
- Help, Support, Discussion Groups
- Who's Who
- Communities of Practice
- Manuals
- Reference Material
- Theory / Principles
- White Papers
- Dictionary

What's needed

- information
- know-how
- peers
- experts

... at our fingertips

to match our needs and learning style
**SYSTEM AND CONTENT DESIGN**

**Findability techniques**

**COMPLETEENESS**
All info returned

- Browse/Filter by Metadata
- Browse Classification, by Audience
- Search Dictionary, Who's Who

**RECOVERY**
- "My"

**DISCOVERY**
- Google-like full text search

**SUFFICE**
Sufficient subset returned for task at hand
SEARCH INTENTION

Suffice or Completeness?

Any reports on “virus”, “deer”

This specific report and version, with supporting documentation

Bunyavirus Infections in North Carolina White-Tailed Deer (Odocoileus virginianus)

J.N. NAGAYAMA,1,2 N. KOMAR,1 J.F. LEVINE,1 B. BIGGERSTAFF2 and C.S. APPELSON2

ABSTRACT

We analyzed serum from white-tailed deer (Odocoileus virginianus) collected in southeastern North Carolina in 1999 for neutralizing antibodies to six monopartite bunyaviruses (Lernea, Jamestown Canyon, Kentucky, Cache Valley, Powassan, and Tempovirus) that cause infections of public health importance. Evidence was found for 26 seroconversions of 173 deer (15%) to these viruses. Bunyavirus antibodies were found for 12 of 29 (41%) white-tailed deer from the Powassan, 11 of 44 (25%) from the Cache Valley, 13 of 52 (25%) from the Kentucky, 2 of 6 (33%) from the Jamestown Canyon, and 12 of 15 (80%) from the Lernea virus. The overall seroconversion rate (26/173 or 15%) was higher than that reported in previous studies on white-tailed deer from the same region. Among the 26 seroconverting deer, four were found to have neutralizing antibodies to the Kentucky virus. Overall, this study demonstrates the presence of bunyaviruses in white-tailed deer in southeastern North Carolina and highlights new serological evidence of the Powassan virus in this region.

People at your fingertips

Call Centre example
Roles of systems
Creating principles and means of reaching agreement for the right governance and system mix

Building learning styles in
Building Knowledge infrastructure

Creating findability infrastructure
Info at your fingertips
People at your fingertips