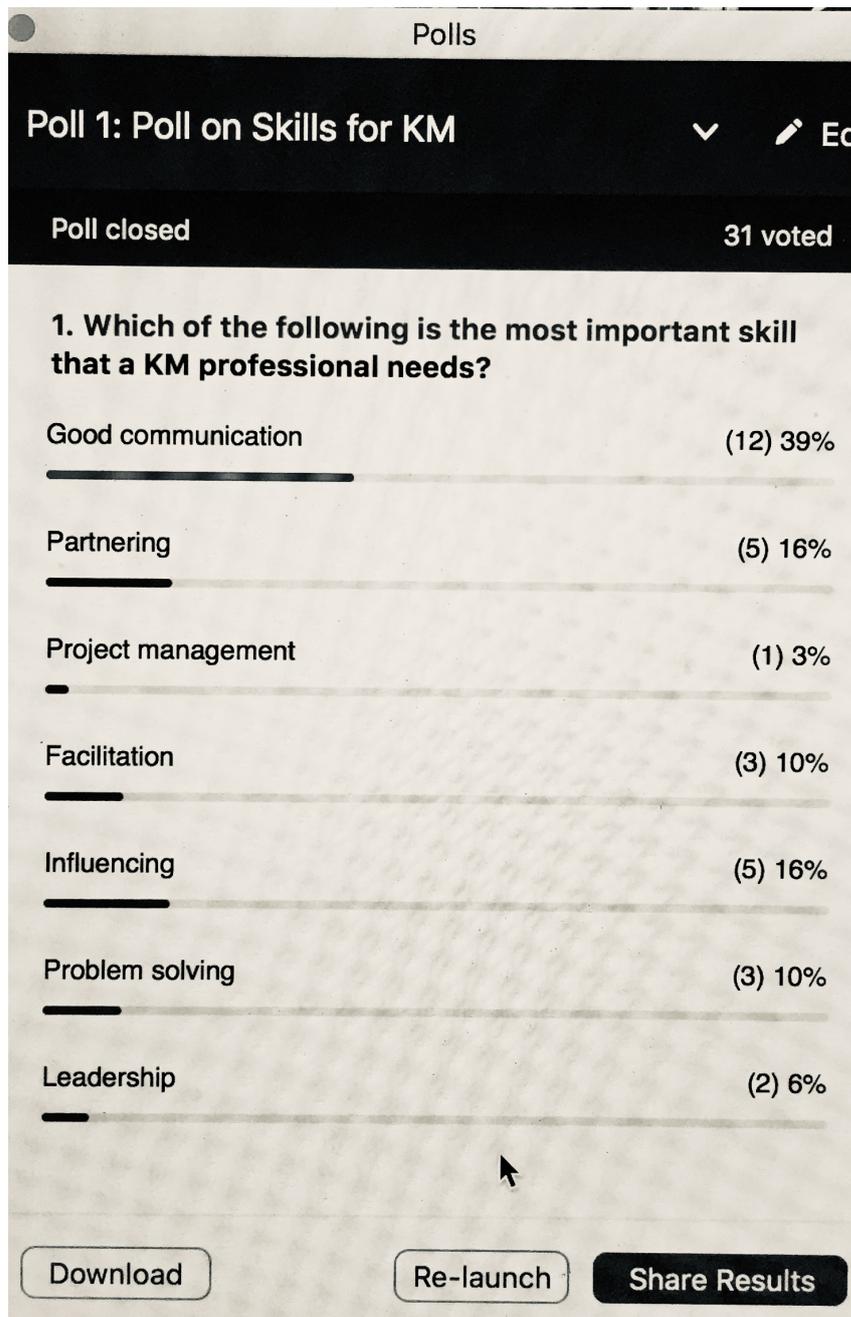


KM Exchange 2021
Women in KM Panel

Edited Notes of Chat Channel

Kim: Key themes from case cafés includes motivation and rewards; KM governance; participatory KM (who and how to engage), and KM skills. We take for granted what we mean by KM skills, which change and evolve over time.

We conducted a poll on which skills participants felt were the most important for KM. The illustration below shows the results.



Patrick: Poll: communication skills the most important - Lyn pointed out that all the other skills depend on communication to some extent.

Azlinayati: which skills are more important, depends on maturity level of KM.

Arief: What about change management skills?

Kim: Skills do depend on the organisation and the maturity of the organisations. And skills for KM have shifted since the 1990s. There have also been new skills requirements because of the pandemic.

BREAKOUT DISCUSSIONS AND DEBRIEFS:

Azlinayati debrief of group discussion: Influencing and partnering are part of communication skills, should not be separated. Good communications between KM team and other departments is essential for KM implementation, and is also foundational to good problem solving. Collaboration with KM team in solving department issues helps them and helps KM. You can't solve problems if you don't really understand what the business issues are. Getting buy in from stakeholders and leadership is essential for KM success.

Change management: with the new adoption of technology and new normal of remote working, change management needs to be embedded into the business process for the department itself - awareness, communicate changes, continuous engagement to ensure understanding and application of KM. E.g. brown bag sessions to share impact of KM programmes. Change communications is not just about sending emails - we need deeper sharing to contextualise and deepen the understanding and application of the changes.

Geeta debrief of group discussion: Started with the assumption that KM is new to an organisation - it requires good leadership - persuasive, visionary, communicating the change. We need to tailor our communications to our audiences. Communicate to bosses in one language, to peers in another language, and downwards in another language. After communicating, what happens? We need to do sensemaking, compress the messages into simple forms to support decisions - we need to filter the noise, codify, classify, clarify and promote the message. Now, leaders won't even read 3 pages: one page with visuals max. That implies we need to add the skills of graphic artists and video editors - e.g. 90 second videos. To promote our message, we need people who can speak, package information, extrapolate a story from small details. Especially in online forums, we need to filter, aggregate knowledge into new forms, knowledge curation.

Patrick: Nick Milton calls this knowledge synthesis.

Aniqah: Filtering Noise: As a KM agent, after receiving inputs from colleagues on how to improve department processes, it is my job to identify which inputs are applicable to the department and also aligned with the KM approach.

Eileen debrief on group discussion: when I was starting up a new division for KM in my organisation, we recruited a comms person and a designer. For us, comms = a tight story line and we need to keep reinforcing the message. Good communication is a broad umbrella term and is multi dimensional, from partnering, to coaching, includes hard (technical) skills and soft skills. Hard skills - e.g. how to prepare a brief, a toolkit, to make an email attractive, create infographics, video, elearning modules. Soft skills: understanding the emotions of people, psychology, empathy, listening, being genuine and honest. Networking is also important (social capital), relationship building: how to establish good relationships and trust quickly and how to educate people and raise awareness. We thought that these core skills have always been relevant and will continue to be relevant - but for the future the “hard” tech savvy skills will be more important.

Edgar: As a KMer you don't need to have all the skills as long as you have team members with the necessary skills or you are able to “borrow” or leverage skills that may reside in other departments.

Murni debrief on group discussion: We talked about customer centricity - you can't just do what you think is right, have to be able to direct the strategy to meet the business pain points and customer needs - this implies the need to be steadfast and focused on the needs and pain points of customers, go down to the detail, try to understand their main challenges. Provide fit for purpose solutions based on what the customer needs - don't be distracted by the technologies available - be smart in crafting solutions that fit.

Ghazali: Having a leadership view and presence in the leadership meeting is really important - most of the time KM is being addressed at operational level on a piecemeal basis. Ghazali pushed his staff to be invited to the important meetings to be consulted on decisions and discussion - chance to get leadership to value your views.

Murni: Sometimes the only way you can start is bottom up, if you can't get the leadership support to start - when you see the impact you can bring it to leadership's attention and get traction and support from leadership. Persuasion and influencing skills may also come into play: by many people KM is viewed as extra work - knowledge manager needs the capability to read people and communicate their interventions effectively and how it helps them in their work to win their support.

Murni: Partnering is also important: we can't easily draw a clear line between KM, HR and business process improvement - need a partnering, collaborative approach, need to work with other departments collaboratively. Above all we need flexibility and adaptability - meeting and engaging people - lot of meetings, facilitation, workshops etc.

Murni: we also discussed how KM can help adapt to working from home - we need to be flexible and adaptable - e.g. breakout sessions, how to leverage technology to create a seamless session for the audience. Reaching out and partnering with other people to help solve their problems and come up with solutions that will win your customers.

Kim: KM skills have changed a lot since the 1990s. Now we need political skills, to be able to get to grips with the politics of leadership, different departments' interests. How can we equip more introverted people with the more extroverted skills?

Meena: I started in KM as an introvert - I realised that external comms and networking needed more practice, and then noticed that people did not notice I was introverted, people were engaged through the practices I had developed.

Azlinayati: think about the team, and use coaching and mentoring, show how things should be done so they can follow.

Arief: To me storytelling is a skill that can help to guide introverts. Arief found that storytelling skills/techniques helped him to step outside his confidence level - helps you speak out of your own genuine body of experience - we all have our own stories. It also helps win leadership over.

Murni: you are so right Arief - political skills is a must.

Edgar: Introversion and politicking are arguably opposite traits.

INSIGHTS AND TAKEAWAYS FROM KM EXCHANGE 2021

Kim: What is the one insight that you are going to take away from the past week? Or interesting comment?

Arief : Letter to my senior management (Nick's keynote).

Bill: Do not use nouns when introducing KM into an organisation/department/work group.

Geeta: I was amazed with the way KM Exchange was organised - i would like to enhance my local KM seminar - KCONNECT and ingest these experiences and put forward a better one, in the near future.

Murni: You do not have to possess all the knowledge or skills required for KM.. you just need to know the right people who have that knowledge it, reach out and build the trust.

Roznita: Theory of Change is something I want to learn more about.

Ghazali: From the keynote: The pandemic has presented us with the opportunity to be in the mainstream.

Eileen: KM has flourished during this pandemic. How do we continue to show value or even enhance our value?

Azlinayati: How to communicate what KM offers for the users, not to make them feel like KM is more work for them.

Noni: Changes in the landscape we are all working in - all are working virtually, how best to communicate, influence, promote changes, lead, cater to the needs of each dept, and how to support flows of critical knowledge so it is used effectively!

Azlinayati Manaf to Everyone : How to weave KM practices within the business processes not as separate, disconnected processes.

Chandrika: How to communicate and support KM activities and initiatives.

Edgar: Don't just do projects that benefit the units - also make sure that you help senior managers solve their problems - to remain visible to them and to retain their support.

Lucky: Bring the business imperative to KM.

Edgar: Don't have teams that comprise only of men or of women. Likewise, don't have teams that comprise only of introverts or extroverts.

Eileen: Would be good for future discussions to have more focus on how to future-proof knowledge managers and KM.

Kim: Knowledge managers must always remember they must working in the shadows, the informal organisation as well as in the light, the formal organisation. We need to keep both aspects of the organisation in mind.

Patrick: This connects with Stuart French's comments on CFA the other day - the formal and the informal knowledge market.

Kim: your job is to make people happy in their jobs and successful in their jobs - connect people with people, content and learning experiences.