Stories and strategies for organisations exploring ISO KM Standard 30401
“it all began...”
ISO KM Standards

Introducing BS ISO 30401

The world’s first international knowledge management standard
ISO KM Standards

A case for raising standards: Game changer for KM?
Paul Corney

Abstract
› Preview

As KM evolves, so will the ISO standard
Paul J Corney

Abstract
› Preview

The KM Cookbook – Appetising stories from Knowledge Master Chefs
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objectives

...help to dispel, myths, misunderstandings, misconceptions...

...explain and unpack the standard, beyond box ticking...

...opportunity to inspire, a framework for evaluation...
Learning from KM Chefs

“Imagine you had the opportunity, not just to enjoy a new, well-equipped and fully inspected kitchen – but also the chance to sit down with KM ‘chefs’ from around the world, across different industry sectors and listen to their stories. That's exactly what we have set out to do with the KM Cookbook. Draw up a chair - we hope you’re hungry!”  
Chris Collison, Paul Corney and Patricia Eng
“restaurants and knowledge management”

“...we use the metaphor of the restaurant, its cuisine, owner, chef, staff, ingredients, menu-planners, customers – and a restaurant critic to serve up ISO30401 on a plate for the readers.

The second half of the book explores sixteen different examples of KM in practice, through the words of their ‘KM chefs’”
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A framework to explore the ISO KM Standards

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Restaurant Critic: ISO KM Auditor

“Just as the restaurant critic assesses the ability of the restaurant staff to create and deliver good food and service, the job of the ISO auditor is to determine if the organization has put processes in place to actually do the things the organization says that the KM program is supposed to do…”

“Auditors must be independent and impartial”

Source: Patricia L Eng: KM Cookbook
ISO 30401 > KM Chef’s canvas

“ISO defines the what. The how is left to the organisation to craft its own approach.”

“Chef’s canvas is a tool to stimulate dialogue, and help a KM leader, their sponsor and their team to explore their KM program and help in understanding the ISO KM Standard.”
KM Chef’s canvas > ISO 30401

“The Chefs’ Specials are a consolidation of KM practices we believe meet and exceed the requirements of ISO KM Standards 30401.”

Maps to sections 4.1, 4.2, and 4.3 of ISO 30401.
A smorgasbord of tasty bites
Made available under a Creative Commons License: if used please attribute KM Cookbook

The KM Cookbook – Appetising stories from Knowledge Master Chefs
International Olympic Committee

“A successful Olympic Games relies on effective knowledge transfer from one host city to the next.”
"KM is part of MAPNA’s Quality Management Systems"
“Your algorithm brought back projects that we’d forgotten we’d done!”
"Using gamification and virtual reality to prepare for and learn from critical incidents."

https://www.youtube.com/watch?v=ipw4bWB5kxM
“Knowledge is the firm’s core asset so it is imperative that everyone knows their role in the identification and delivery of legal advice.”
“Accelerating Integration: ...defined, documented and approved KM processes & methods.”
“dstl’s 4 information types: Technical; Organisational; Project; and Personal.”
Saudi Aramco

“Using ISO 30401 to remodel a KM Consultancy offering.”
“Dishes of the day”
Petroleum Development Oman

“An official approved code of practice stipulates that every business should have a resource committed to KM.”
The KM Cookbook – Appetising stories from Knowledge Master Chefs

Eureka Leader Training Structure
- Eureka Goals
- Communities and Special Interest Groups Definitions
- What is your Community or SIG?
- What can you expect from your members?
- Who to contact for what
- Your indicators of success
- Leadership Roles & Planning
- Leader Role (Community or SIG)
- Sponsor Role
- Where do you start?
- Planning Activities
- Sample Community/SIG Activities
- Get members to help
- Ideas for webinars
- Webinars – Skype for Business
- Virtual Workshops
- Bulletin boards
- Publications
- Newsletter examples
- TechJournal/Competitor Watch
- Patent-watch
- Publication Templates on Help Page
- Communication – upload and post
- Know your members
- Eureka Recognition
- How can you get support?

Eureka Leader
Eureka Leaders are key for the success of a Community or Special Interest Group (SIG). The role of the Community Leader is the same as for SIG leader although they should additionally be looking for opportunities for cross-SIG interaction. Being able to lead a Community or SIG to accomplish worthwhile tasks/goals is a rewarding experience and is helpful for your career.

- Eureka Leaders lead by example and are actively involved to encourage others.
- Lead and organize activity within the Community or Special Interest Group (SIG). The most notable are the “visible” types of activity that allows many people to participate or read, irrespective of location (e.g. webinars, newsletters, technology updates, patent/competitor watch). Workshops are also valuable but allow less people to participate.
- Work with co-leaders and Sponsors to set the right direction for the Community or SIG and adapt and change as required based on feedback and business needs.
- Set a monthly meeting with co-leaders and a quarterly review with the Sponsor(s).
- Build a plan for the year, outline what the Community or SIG will do, when it needs to be done and by who.
- Organize a regular schedule of activities or events. Then seek people to assist – you should get volunteers to help.
- Recognize activists or members who are helping or contributing.
- Use the Community or SIG pages to store useful reference material, links and archives. These will be indexed and found by the corporate search in the future, so better than sending material by email only.
- Communicate your plans widely with your members and review them frequently.
- Use the bulletin boards. Besides announcements, these are key forums for discussion where every member has an equal voice.
- Use the Activity Stream as another opportunity to communicate and make announcements that will exist long after e-mails have disappeared.

“Eureka: supporting online communities of practice to facilitate knowledge sharing.”

Support
Are existing resources effective in supporting KM objectives?
Are we providing people with the tools, training and support so they can do their jobs, including KM?
How do we know?
Do people know how KM impacts the business?
Are we meeting the KM needs of our staff?

Training plans, Guides, Promotion/Communication artefacts
Financial Conduct Authority

FCA Academy trains up new generation of regulators

UK’s market regulator is actively improving its ability to attract talent, says its HR director

“Investigation Academy allows FCA to identify and plug knowledge gaps.”
"Using storytelling to help inform future state policy"
“The LEAP Programme is rooted in the creation and support of collaborative networks, with direct encouragement to share knowledge through the TREE award recognition scheme.”
US Aid

“Using self-assessment to identify material impact.”

The KM Cookbook – Appetising stories from Knowledge Master Chefs
“75% of our best ideas have come from the business”
Transport for London

“Building Knowledge into process to improve project performance.”

The KM Cookbook – Appetising stories from Knowledge Master Chefs
And finally
KM Chef’s Canvas 1.0

Strategic Context
How well is KM aligned with the organisation’s strategy and objectives?
- Do we know our internal stakeholders are?
- Do we know our external stakeholders are?
- Do we know our key knowledge areas for the organisation are?
- Does the scope of our KM system address our knowledge life cycle and consider the appropriate elements of our organisation?

Enablers: Roles
Do people know what their KM roles and responsibilities are?
- How do we know this?
- Do people know how to use the KM system and tools?
- How do we know this?

Enablers: Processes
Do we have defined, documented and approved KM processes & methods?
- What resources do we use to support KM?
- Do we get stakeholder input on the effectiveness of our KM processes?

Enablers: Technology & Infrastructure
How well do our technology infrastructure and physical architecture support KM needs?
- Do we ask for and listen to stakeholder input about KM tools?
- Are KM objectives and issues considered in ICT strategy decisions?

Interaction & Internalization
What exists to encourage people to collaborate and share knowledge?
- How would people know if critical expertise is identified and readily available when needed?
- Are people competent and equipped for virtual collaboration?
- What exists to help people absorb knowledge and learning?

Culture
Do we understand how KM fits with our existing culture and values?
- Do we know and address the barriers to knowledge sharing and reuse?
- Are people competent and equipped for virtual collaboration?
- What exists to help people absorb knowledge and learning?

Codification & Curation
What processes are in place for curating and updating our critical knowledge?
- Do people know how to locate and access our core documents and data resources?
- Do we have a consistent documented way of classifying, tagging and navigating knowledge?

Governance
Do we have a governance model and framework in place?
- Where are the organisation’s KM policy and objectives?
- Do we have a group responsible for governance?
- Does the approach follow the quality standards of the organisation?

Leadership
How does top management demonstrate commitment to KM?
- How well do leaders communicate the importance of effective knowledge management?
- Do leaders actively support KM and clearly define expectations for staff in non-KM roles?
- Does management provide proper planning and support for KM?

Support
Are existing resources effective in supporting KM objectives?
- Are we providing people with the tools, training and support so they can do their jobs, including KM?
- How do we know?
- Do people know how KM impacts the business?
- Are we meeting the KM needs of our staff?

Evaluation
How do we know our KM system is working?
- How would we know what good looks like?
- What measures do we have for KM?
- Are we measuring the right things in KM? How do we know?

Stakeholder reviews:
KM strategy/framework/plans

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my KM postcard

How did your program fare under scrutiny?

Did you have current governance and program description documents?

Were they up to date and widely known in the organization?

Were roles and responsibilities clearly defined?

Did you effectively communicate expectations to the appropriate staff?

Where were the weaknesses?

What could have been improved?

Were you open to changes?

April 2020
health warning

A restaurant run by people who’ve read a catering manual yet have no culinary expertise, use incompatible ingredients and possess a limited understanding of what their customers want to eat is surely doomed to fail!

The analogy applies equally well to the world of KM. **It is not enough to just read and follow the standards.** While they provide a framework, they are no panacea – no recipe for success, without the right people, processes and technology in place and a good understanding of the organisational context in which Knowledge Management is operating.

Source: KM Cookbook: Chapter 9 – The Chefs’ Specials
a few takeaways

• Underscored: importance of 8 ‘ates
• Dilemma: domain vs KM knowledge
• Confirmed: technology an enabler

“KM is the thin red line”
core skills

“Future role of the Knowledge Manager: The Knowledgeur?”

Source: http://www.knowledgeetal.com/?p=1877
contact details

knowledge et al
when the journey is as important as the destination

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# Paul J Corney...

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<th>A few career highlights</th>
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<td>Saudi International Bank (Senior Manager) 1978-98</td>
<td>Brighton University Business School (Faculty Member)</td>
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<td>Zurich Financial Services (Vice President) 1998-99</td>
<td>Member BSI KM Standards Committee</td>
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<td>Sopheon PLC (Business &amp; Strategy Advisor) 1998 - 2002</td>
<td>CILIP (Knowledge &amp; Info Management Ambassador)</td>
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<td>Sparknow LLP (Managing Partner) } 2008 - 12</td>
<td>Plan Zheroes Charity (Founding Knowledge Trustee)</td>
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<td>knowledge et al (Managing Partner)} 1999- 19</td>
<td>Royal Institute of International Affairs (Member)</td>
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