Measuring Success

Knowledge Maturity Model
• Review SAP Maturity Model Categories
  – Feedback
  – Describe NASA each level

• Review APQC Maturity Model Categories
  – Feedback

• What would it take to move up a level?
  – Example from Initial (Level 1) to Developed (Level 2)

• Self Asses vs. External Assessment
  – Pro
  – Cons
# SAP Model

<table>
<thead>
<tr>
<th>Key Process Categories</th>
<th>People</th>
<th>Governance</th>
<th>Process</th>
<th>Content</th>
<th>Infrastructure</th>
<th>Tools / Techniques</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Levels</strong></td>
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<tr>
<td>5 Leader - optimizing process</td>
<td>Learning Organization</td>
<td>KM as a Strategic Asset</td>
<td>Continuous Improvement/Institutionalized Processes</td>
<td>Intellectual Property as a Marketable Asset</td>
<td>Extended Enterprise Extranet</td>
<td>Personalized/Artificial Intelligence</td>
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<td>4 Advanced - managed process</td>
<td>Enterprise Competencies</td>
<td>Cross-Department KM Oversight Group</td>
<td>Proven Content Value with Planned Collaboration</td>
<td>Strategically Prioritized and Productized</td>
<td>Consistent and Accessible Platform Across the Enterprise</td>
<td>Targeted, Advanced Searching</td>
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<td>Enhanced - organizational standards and institutional processes</td>
<td>Community and Team Competencies</td>
<td>Global and Regional Knowledge Management Offices</td>
<td>Embraced Content Life Cycle and Collaborative Processes</td>
<td>Qualitatively Managed</td>
<td>Consistent and Accessible Platform Across a Line of Business</td>
<td>Connected Knowledge Repositories</td>
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<tr>
<td>2 Developed - structured process and standards</td>
<td>Individual Contributions to Strategic Knowledge Assets</td>
<td>Community Roles and Responsibilities</td>
<td>Defined Content Life Cycle and Collaborative Processes</td>
<td>Individually Created</td>
<td>Community Knowledge-Sharing Platforms</td>
<td>Community-Specific Knowledge Repositories</td>
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<tr>
<td>1 Initial</td>
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**Key Process Areas (KPAs)**

- No documented processes, few formal procedures, few formal roles and responsibilities, few knowledge repositories, and limited content created
• Process
• Leadership
• Culture
• Technology
• Measurement

APQC
Knowledge Management Assessment Tool (KMAT)
P1. Knowledge Gaps are systematically identified and well-defined processes are used to close them.

P2. A sophisticated and ethical intelligence gathering mechanism has been developed.

P3. All members of the organization are involved in looking for ideas in traditional and nontraditional places.

P4. The organization has formalized the process of transferring best practices, including documentation and lessons learned.

P5. “Tacit” knowledge (what employees know how to do, but cannot express) is valued and transferred across the organization.

Total of items P1 through P5. __________________
L1. Managing organizational knowledge is central to the organization’s strategy.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

L2. The organization understands the revenue-generating potential of its knowledge assets and develops strategies for marketing and selling them.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

L3. The organization uses learning to support existing core competencies and create new ones.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

L4. Individuals are hired, evaluated and compensated for their contributions to the development of organizational knowledge.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

Total of items L1 through L4. _________________
Knowledge Management Culture

C1. The organization encourages and facilitates knowledge sharing.
   - 1
   - 2
   - 3
   - 4
   - 5

C2. A climate of openness and trust permeates the organization.
   - 1
   - 2
   - 3
   - 4
   - 5

C3. Customer value creation is acknowledged as a major objective of knowledge management.
   - 1
   - 2
   - 3
   - 4
   - 5

C4. Flexibility and a desire to innovate drive the learning process.
   - 1
   - 2
   - 3
   - 4
   - 5

C5. Employees take responsibility for their own learning.
   - 1
   - 2
   - 3
   - 4
   - 5

Total of items C1 through C5.  __________________
T1. Technology links all members of the enterprise to one another and to all relevant external publics.

☐ 1  ☐ 2  ☐ 3  ☐ 4  ☐ 5

T2. Technology creates an institutional memory that is accessible to the entire enterprise.

☐ 1  ☐ 2  ☐ 3  ☐ 4  ☐ 5

T3. Technology brings the organization closer to its customers.

☐ 1  ☐ 2  ☐ 3  ☐ 4  ☐ 5

T4. The organization fosters development of “human-centered” information technology.

☐ 1  ☐ 2  ☐ 3  ☐ 4  ☐ 5

T5. Technology that supports collaboration is rapidly placed in the hands of employees.

☐ 1  ☐ 2  ☐ 3  ☐ 4  ☐ 5

T6. Information systems are real-time, integrated, and “smart.”

☐ 1  ☐ 2  ☐ 3  ☐ 4  ☐ 5

Total of items T1 through T6.  ________________
M1. The organization has invented ways to link knowledge to financial results.

☐ 1  ☐ 2  ☐ 3  ☐ 4  ☐ 5

M2. The organization has developed a specific set of indicators to manage knowledge.

☐ 1  ☐ 2  ☐ 3  ☐ 4  ☐ 5

M3. The organization’s set of measures balances hard and soft as well as financial and non-financial indicators.

☐ 1  ☐ 2  ☐ 3  ☐ 4  ☐ 5

M4. The organization allocates resources toward efforts that measurably increase its knowledge base.

☐ 1  ☐ 2  ☐ 3  ☐ 4  ☐ 5

Total of items M1 through M4.  __________________