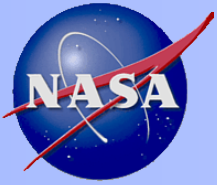
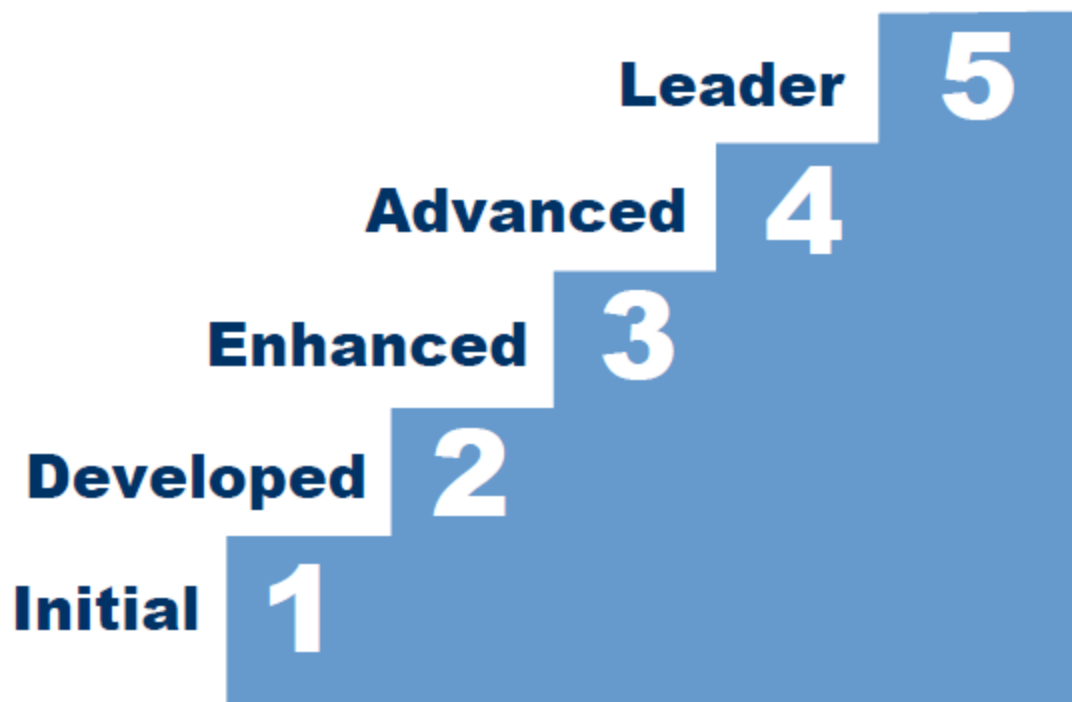


*Measuring Success*

# **Knowledge Maturity Model**



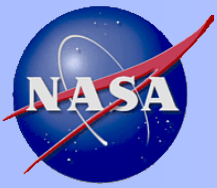
- **Review SAP Maturity Model Categories**
  - Feedback
  - Describe NASA each level
- **Review APQC Maturity Model Categories**
  - Feedback
- **What would it take to move up a level?**
  - Example from Initial (Level 1) to Developed (Level 2)
- **Self Asses vs. External Assessment**
  - Pro
  - Cons





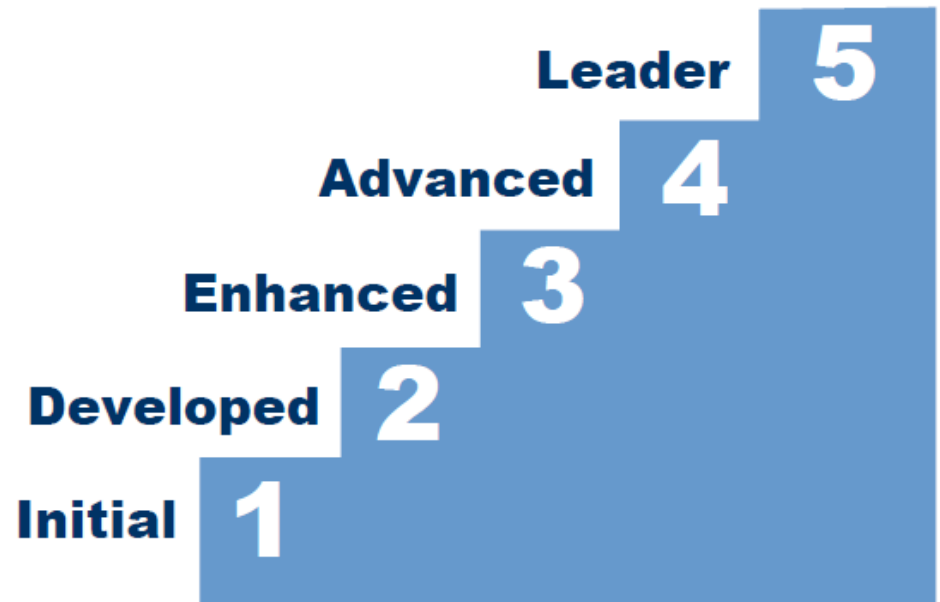
# SAP Model

Key Process Categories		People	Governance	Process	Content	Infrastructure	Tools / Techniques	
<b>Levels</b>		<b>Key Process Areas (KPA's)</b>						
<b>5</b>	Leader – optimizing process	▪ Learning Organization	▪ KM as a Strategic Asset	▪ Continuous Improvement/ Institutionalized Processes	▪ Intellectual Property as a Market-able Asset	▪ Extended Enterprise Extranet	▪ Personalized/ Artificial Intelligence	
	4	Advanced – managed process	▪ Enterprise Competencies	▪ Cross-Department KM Oversight Group	▪ Proven Content Value with Planned Collaboration	▪ Strategically Prioritized and Productized	▪ Consistent and Accessible Platform Across the Enterprise	▪ Targeted, Advanced Searching
	3	Enhanced – organizational standards and institutional processes	▪ Community and Team Competencies	▪ Global and Regional Knowledge Management Offices	▪ Embraced Content Life Cycle and Collaborative Processes	▪ Qualitatively Managed	▪ Consistent and Accessible Platform Across a Line of Business	▪ Connected Knowledge Repositories
	2	Developed - structured process and standards	▪ Individual Contributions to Strategic Knowledge Assets	▪ Community Roles and Responsibilities	▪ Defined Content Life Cycle and Collaborative Processes	▪ Individually Created	▪ Community Knowledge-Sharing Platforms	▪ Community-Specific Knowledge Repositories
<b>1</b>	Initial	<b>Ad Hoc</b> No documented processes, few formal procedures, few formal roles and responsibilities, few knowledge repositories, and limited content created						



# *APQC Knowledge Management Assessment Tool (KMAT)*

- **Process**
- **Leadership**
- **Culture**
- **Technology**
- **Measurement**





# The Knowledge Management Process

**P1. Knowledge Gaps are systematically identified and well-defined processes are used to close them.**

- 1                       2                       3                       4                       5

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

- 1                       2                       3                       4                       5

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

- 1                       2                       3                       4                       5

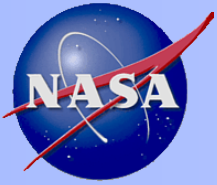
**P4. The organization has formalized the process of transferring best practices, including documentation and lessons learned.**

- 1                       2                       3                       4                       5

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

- 1                       2                       3                       4                       5

Total of items P1 through P5. \_\_\_\_\_



# *Leadership in Knowledge Management*

**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.**

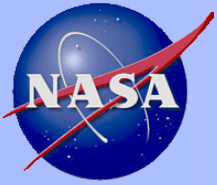
- 1                       2                       3                       4                       5

**C5. Employees take responsibility for their own learning.**

- 1                       2                       3                       4                       5

Total of items C1 through C5. \_\_\_\_\_





# Knowledge Management Technology

**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

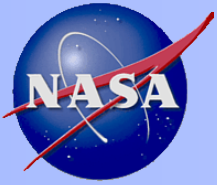
**T5. Technology that supports collaboration is rapidly placed in the hands of employees.**

- 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. \_\_\_\_\_



# Knowledge Management Measurement

**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. \_\_\_\_\_