Biggest KM Challenges

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Microsoft Services - Office of the CTO
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My KM Journey

1999
Sharing what we know... to shape our future

2007
Empower employees to deliver innovation

2012
Knowledge is our Business

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Microsoft Services @ a glance

- **75% of Fortune 1,000 Companies served**
- **191 countries**
- **46 languages**

- **21,000+ Microsoft Services employees worldwide**
- **LARGEST Division within Microsoft**
- **6,000+ Consultants & Architects**
- **5,000+ Support Professionals**

**Mission**

Lead and serve our customers and partners as they realize their full potential through Microsoft Devices and Services
At Microsoft Services, Knowledge is our Business, it is what we sell!
Microsoft Services Knowledge Transfer Strategy

- Personal Knowledge
- Organizational Knowledge
- Tacit Knowledge
- Collaborate
- Communities of Practice
- Knowledge Collaboration Culture
- Consume
- Champion
- Organizational IP
- Cultivate
- Organizational Artifacts
- Explicit Knowledge
- Capture
- Customer Engagements
- Content, Processes & Tools
- Codify
- Project Artifact

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Microsoft Services
KM Strategic Framework

Value Proposition/Outcome

Infrastructure
Culture
Measurements

Technology

Project Management

Adoption Change Management

Strategy

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# Re-Imagining Knowledge Collaboration - Work Streams

Microsoft Services Planning for 2017

<table>
<thead>
<tr>
<th>Work Stream</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>WS1:</strong> Value Proposition</td>
<td></td>
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<tr>
<td><strong>WS2:</strong> Infrastructure</td>
<td>A: Processes</td>
</tr>
<tr>
<td><strong>WS3:</strong> Culture</td>
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<tr>
<td><strong>WS4:</strong> Measures</td>
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</table>

**WS5:** Technology

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Microsoft KM Vision: Instant, Relevant Knowledge in Context

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100% of Microsoft Knowledge

100% of the Time

100% of the Customers
Knowledge Collaboration Culture - Knowledge Collaboration Culture

Knowledge Collaboration Culture

Knowledge Collaboration Culture

Knowledge Collaboration Culture

Knowledge Collaboration Culture

Knowledge Value

Discover

Share

Re-Use

Source

Biggest KM Challenges
Biggest KM Challenges:

- Source
- Personal Network
- Social Network
- Company Network

Ecosystem

Knowledge

Volume, Variety, Velocity

Time

Knowledge Collaboration Culture - Source, Share, Discover, Re-Use
Biggest KM Challenges

Share

Culture

- Need Not to Know
- Responsibility to Share
- Working Out Loud
Biggest KM Challenges

Share

Process & Technology

Ubiquitous

Integrated in the Work Style
Click picture to play the video

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Delve – Search and Discovery Across O365 -- WOL --

Stay In the Know

Find What you Need

Discover New Connections

Stay In the Know

Find new information tailored to you from your network

Find just the right results from any source and take action

Connect with the right experts and learn more about their content.

Powered by Office Graph
Hi. I’m Cortana your knowledge assistant.

What can I do for you today?

Go find any internal or external articles on 3D printing technology and store them in my 3D folder on OneDrive

Ranked these by date, the most recent on the top

Alert me when you have 10 or more

Disclaimer: Idea concept, not product announcement...
Biggest KM Challenges

Re-Use

Trust

People

Knowledge Objects

Re-Using Decision

= Knowledge Relevancy $\times$ Trust

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### Biggest KM Challenges:

**Knowledge Value**

#### Knowledge Value

- **Defining**

#### Knowledge

<table>
<thead>
<tr>
<th>Re-use potential</th>
<th>Define knowledge value for all key business processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Small</td>
</tr>
<tr>
<td>High</td>
<td>Long</td>
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</table>

#### Half-life period

- **Drive Innovation**
- **Increase productivity & predictability & quality**
- **Readiness to cope with faster release cycles**
- **Manage knowledge retention**
<table>
<thead>
<tr>
<th>Measure</th>
<th>Method</th>
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<tbody>
<tr>
<td>Value</td>
<td>Survey</td>
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<tr>
<td>Adoption &amp; Consumption</td>
<td>Telemetry</td>
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<tr>
<td>Activity</td>
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</table>
Collaboration Behavior

Knowledge is power

Leadership

Knowledge Shared is Power Squared!

Microsoft Performance Management Principles
Biggest value achieved through successful combination of 3 inter-related factors

Key accomplishments that contribute to...
- team
- business
- customer results

SHARE:
Your contributions to the success of others

RE-USE:
Your use of others’...
- work
- ideas
- effort
to create a greater impact & innovate

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Biggest KM Challenges.

Common Practices
Operating Structures
Leadership Style and Company Values

Knowledge Collaboration Culture - Knowledge Collaboration Culture

Discover
Knowledge Value
Re-Use
Source
Share

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Knowledge Collaboration

as **durable** competitive advantage to drive **productivity & innovation**

jemoney@microsoft.com

See our knowledge collaboration platform show case [here](#).

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