

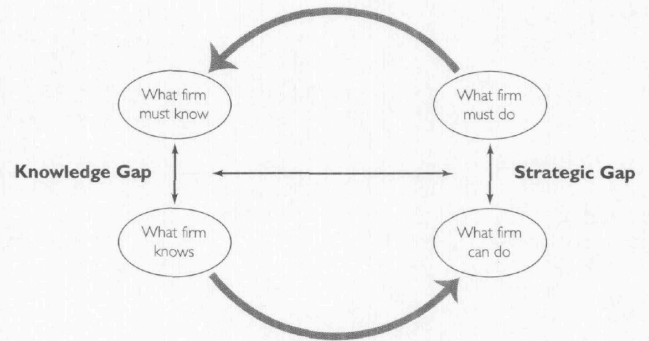
Knowledge Strategy

What is it?

A Knowledge Strategy specifies how specific knowledge services will be implemented to bridge the gap between an organization's current knowledge capabilities and the capabilities needed to accomplish its strategic objectives. It also outlines opportunities for exploiting existing knowledge stores.¹

Zack, M. "Developing a Knowledge Strategy," California Management Review, Vol. 41, No. 3, Spring, 1999, pp. 125-145

FIGURE 3



How do I start?²

Step 1

Identify knowledge services to be implemented

Based on the strategic objectives of the organization, identify the knowledge services that will best assist the organization with meeting its strategic objectives. (If a knowledge audit was conducted, the audit recommendations will state which knowledge services are needed.)

Step 2

Identify people, processes, & products associated with each knowledge service

This information defines who must be involved, which processes (including technology) will be required, and which products will be enhanced by these knowledge services.³

Step 3

Craft a project management plan

The plan spells out the expectations, key steps, and resources required for developing each knowledge service, including key change management aspects such as gaining the sponsorship of senior executives and communicating to employees how the project will be implemented.

Step 4

Develop a pitch

The goal of the pitch is to attract the executives and stakeholders that you need to support your project.

1. Based on the target audience, develop a compelling story to explain why the selected knowledge services are critically important.
 - a. Start by stating the organization's challenges and the resulting impact if these challenges are not rectified.
 - b. Explain how the selected knowledge services will help to overcome these challenges and the benefits that will follow. List the benefits that the audience members will be most interested in. (What's in it for me?)
 - c. Provide a high-level summary of the expectations, key steps, and resources outlined in the project plan.
 - d. Whenever possible, provide evidence that the project is gaining traction. For example, identify key supporters or show proof of concept that already exists.
2. Close with a compelling reminder of why it's critical to take action or provide support. Make it easy for the audience to comply with your request.

¹ Kasten, Joseph. Knowledge strategy and its influence on knowledge organization. Retrieved from <https://journals.lib.washington.edu/index.php/nasko/article/download/12838/11319>

² (Inspired by) Hoffman, Ed, Ph.D. Building Effective Knowledge Services for Organizations Course. Information and Knowledge Strategy Program, Columbia University. Retrieved from <https://www.youtube.com/watch?v=aH4wmjoDc0U>

³ Skyrme, David. The Knowledge Advantage. Retrieved from <http://www.skyrme.com/pubs/knwstrat.htm>

Knowledge Strategy

Important Tips

- It is common for knowledge management initiatives to immediately be drawn to technical solutions, including tools, systems, and databases. While these can enhance the initiative, they should always be in support of a people or process component.⁴ Knowledge strategy follows business strategy, and technology follows both strategies.⁵
- Try to identify opportunities to imbed the knowledge services into every day processes. Knowledge services are more likely to be successful when incorporated into the way employees currently work. Typically, additional time and energy is required for implementing knowledge services if the services require procedures that are materially different from the procedures currently used by employees.

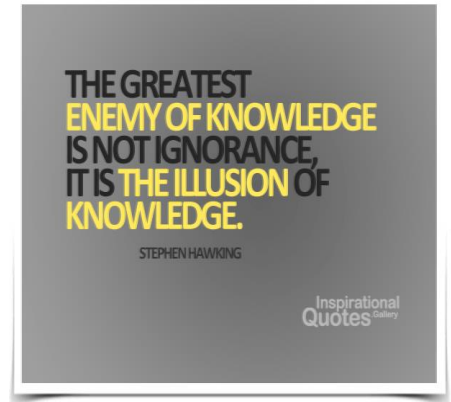
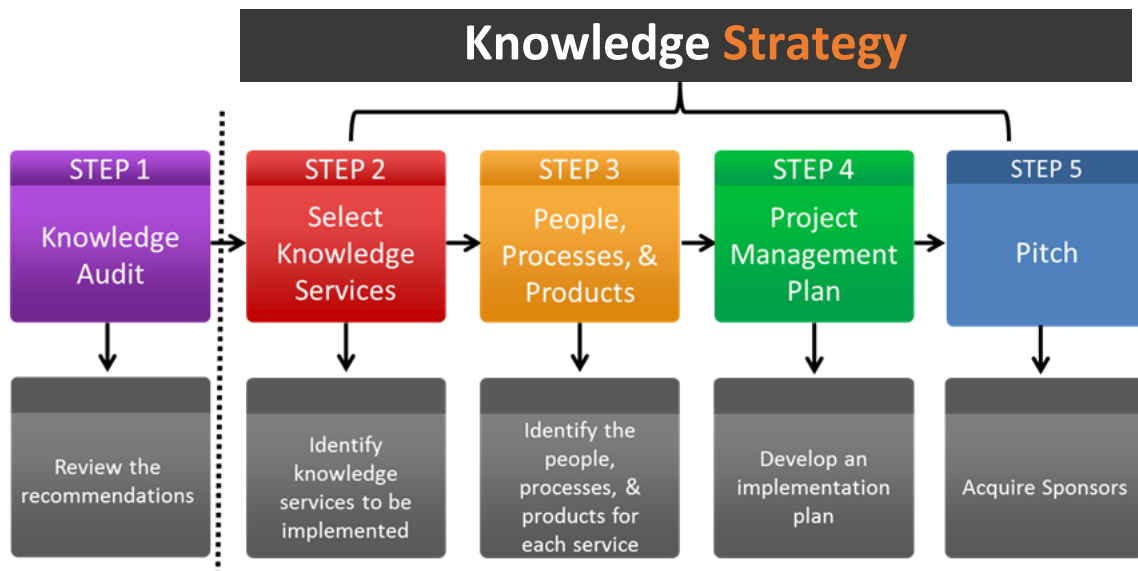


Image source <http://inspirationalquotes.gallery/wp-content/uploads/2014/03/The-greatest-enemy-of-knowledge-is-not-ignorance-it-is-the-illusion-of-knowledge.png>



How can I learn more?

- **Video - How to implement knowledge management in an organization**
https://www.youtube.com/watch?v=yEAhqHsx_fo
- **What's Your Strategy for Managing Knowledge**
<https://hbr.org/1999/03/whats-your-strategy-for-managing-knowledge/ar/1>
- **Knowledge strategy and its influence on knowledge organizations**
<https://journals.lib.washington.edu/index.php/nasko/article/download/12838/11319>
- **Crafting a Knowledge Strategy**
http://www.tlinc.com/articl145_files/image013.jpg

⁴ Garfield, Stan. Implementing a Successful KM Programme. Retrieved from <http://www.amazon.com/Implementing-Successful-Programme-Stan-Garfield/dp/B001DERCW6>

⁵ Jones, Peter H., Ph.D. Knowledge Strategy: Aligning Knowledge Programs to Business Strategy. Retrieved from https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0CCKQFjAA&url=http%3A%2F%2Fdesignresearch.com%2Fks-kmw2000.htm&ei=ekZ5VO28D87-sATDtIKABQ&usq=AFOjCNFW3v60Fy9NP_7tah8qzH-07d7z6g&bvm=bv.80642063,d.cWc