ОТ KNOWLEDGE ACQUISITION К KNOWLEDGE MANAGEMENT

КСЕНИЯ АНТОНОВА, T-SYSTEMS RUS

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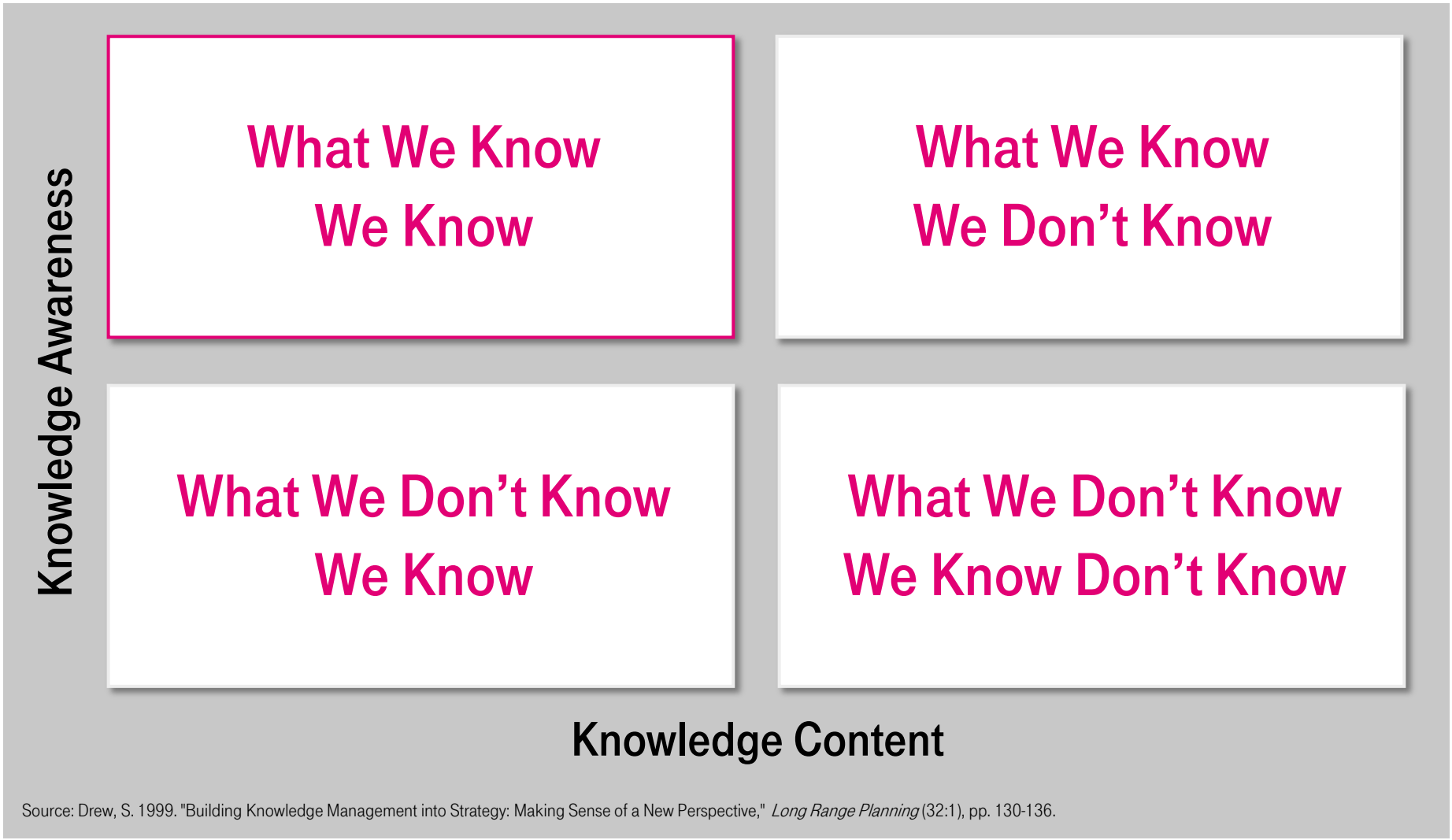
KNOWLEDGE MANAGEMENT

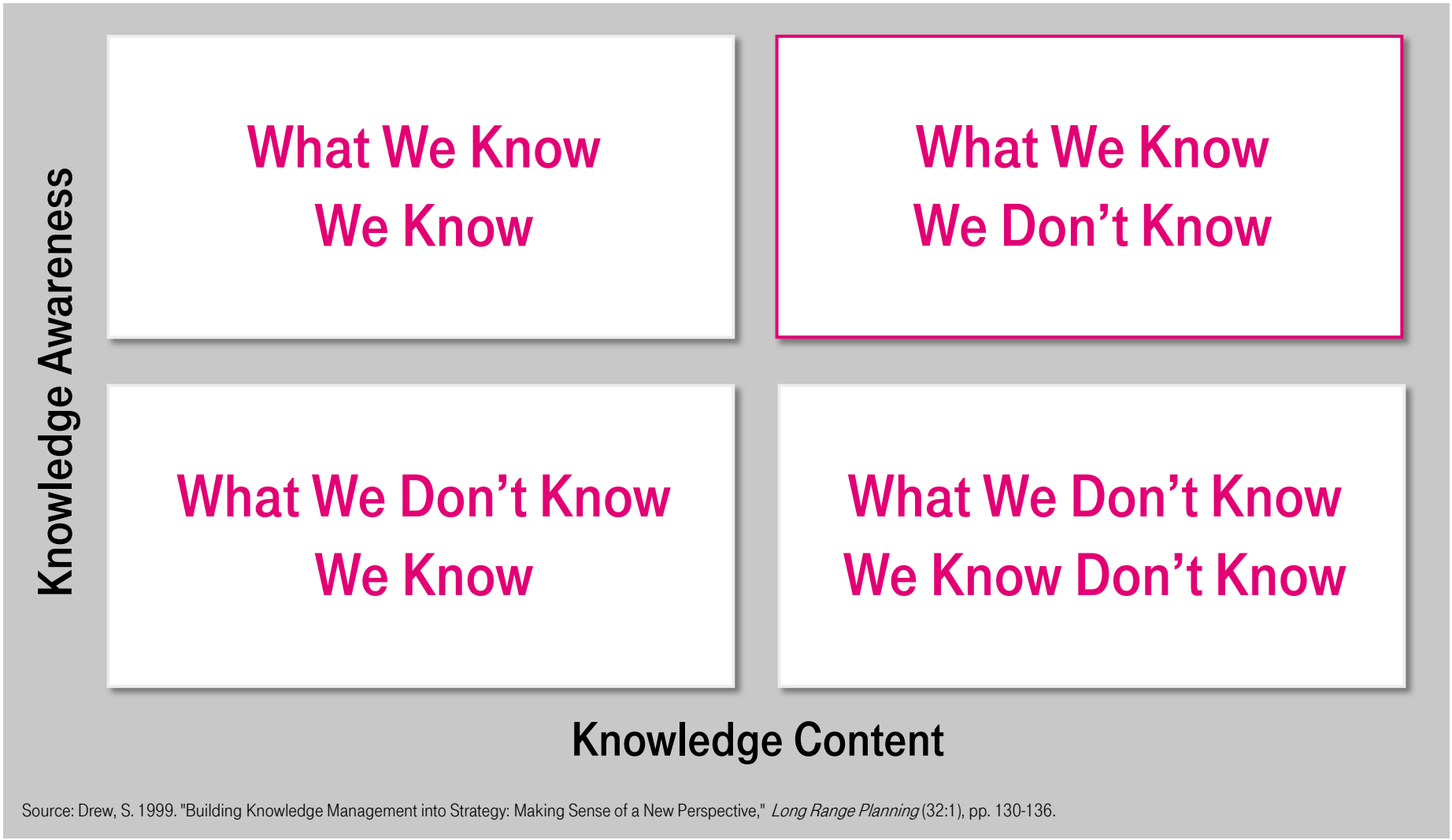
T · · Systems ·

KNOWLEDGE IS ...



Source: Drew, S. 1999. "Building Knowledge Management into Strategy: Making Sense of a New Perspective," *Long Range Planning* (32:1), pp. 130-136.

KNOWLEDGE IS ...



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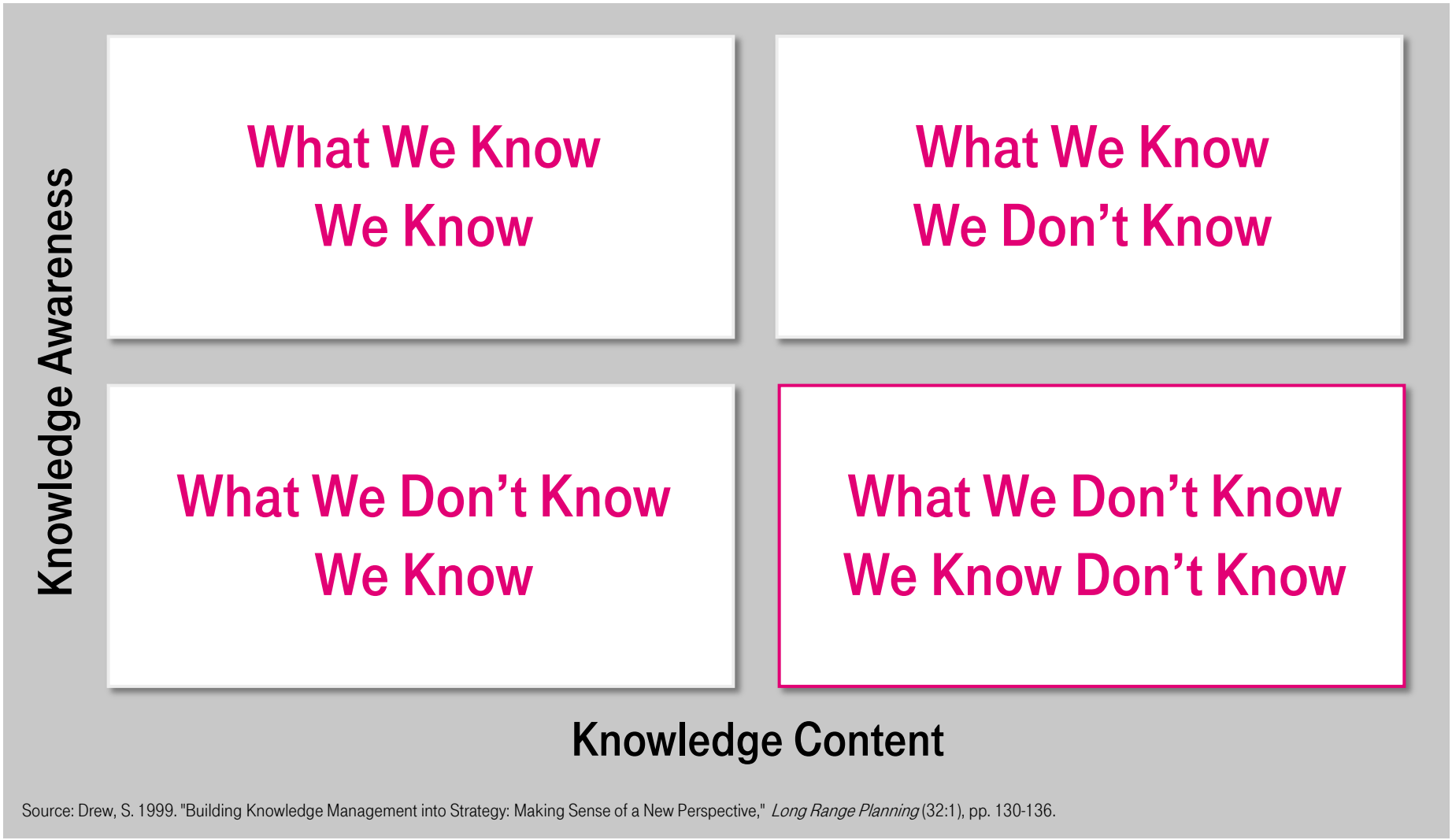
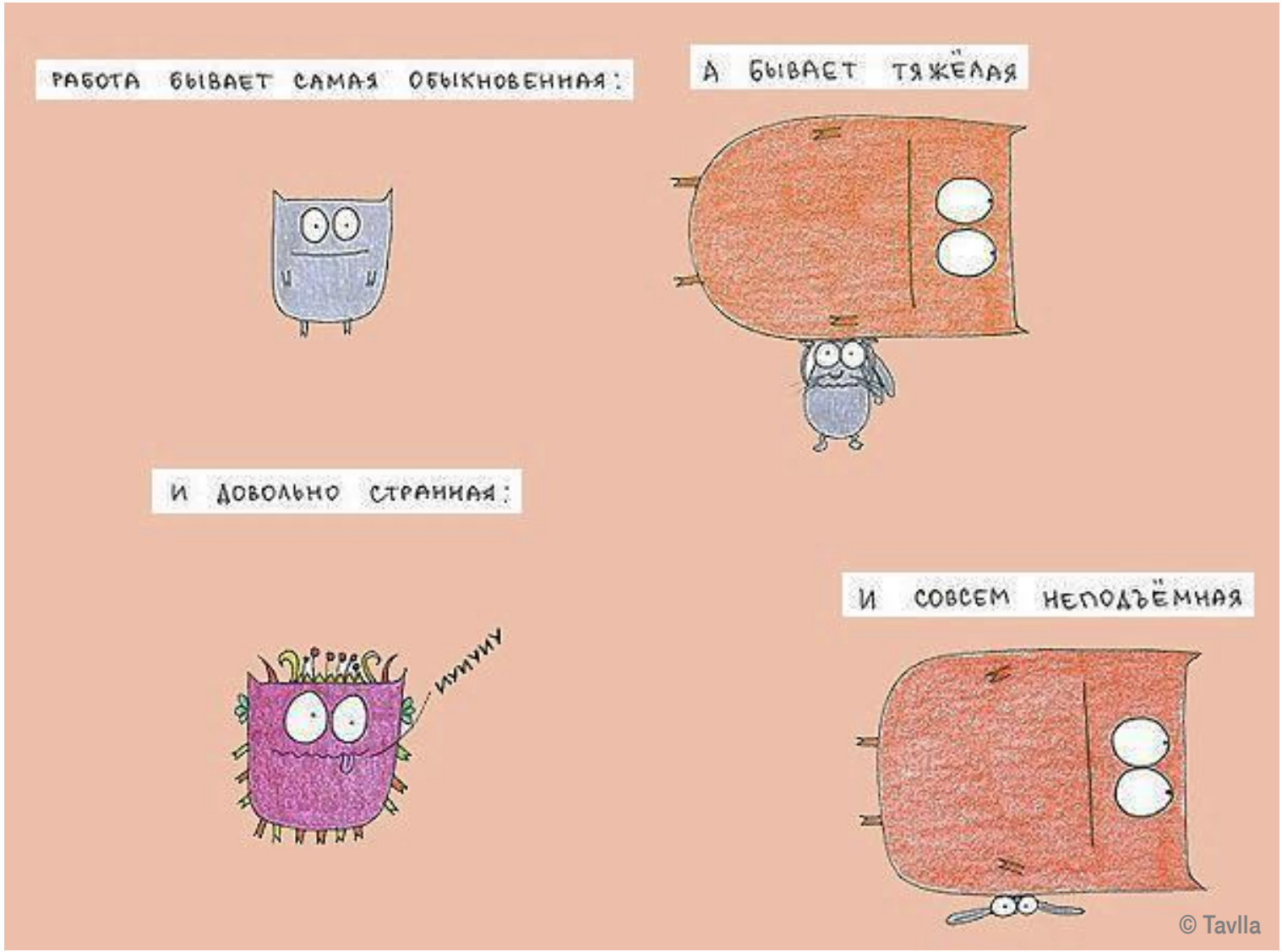


Source: Drew, S. 1999. "Building Knowledge Management into Strategy: Making Sense of a New Perspective," *Long Range Planning* (32:1), pp. 130-136.

CONTEXT. OUR PROJECTS

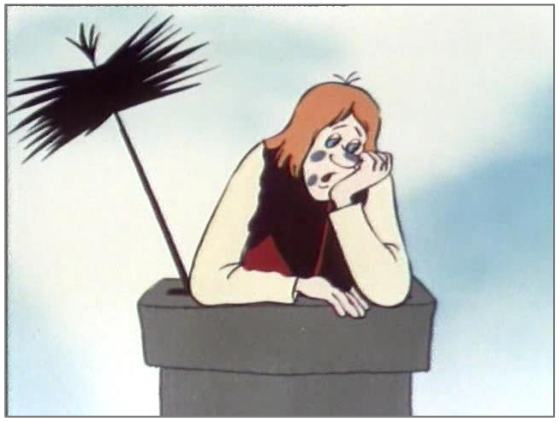


CONTEXT. PROJECT START

New Project

CONTEXT. PROJECT START

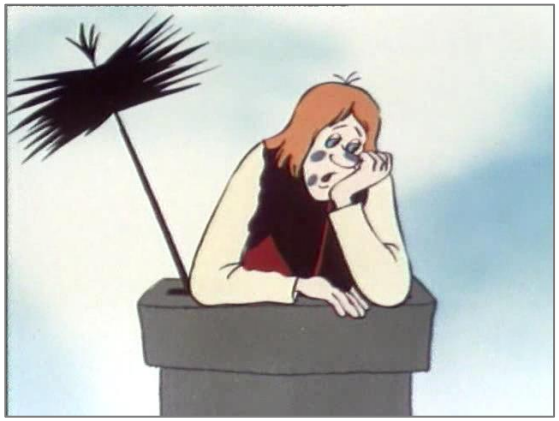
New Project



- Collaboration

CONTEXT. PROJECT START

New Project



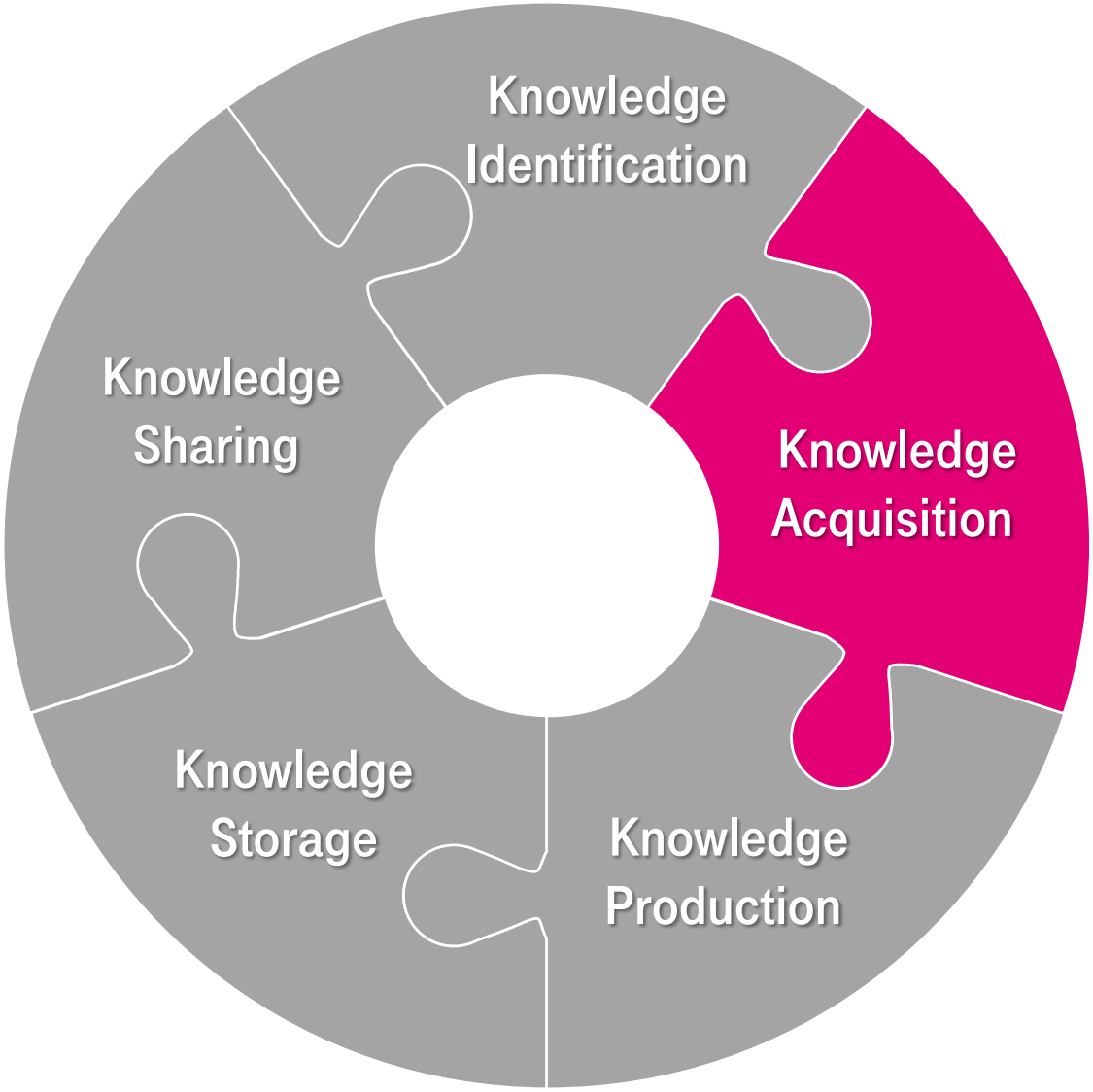
- Collaboration

- Collaboration
- + Knowledge Transfer

PART I

KNOWLEDGE ACQUISITION

KNOWLEDGE MANAGEMENT



TRANSITION PROCESS

TRANSITION PROCESS

TRANSITION PROCESS

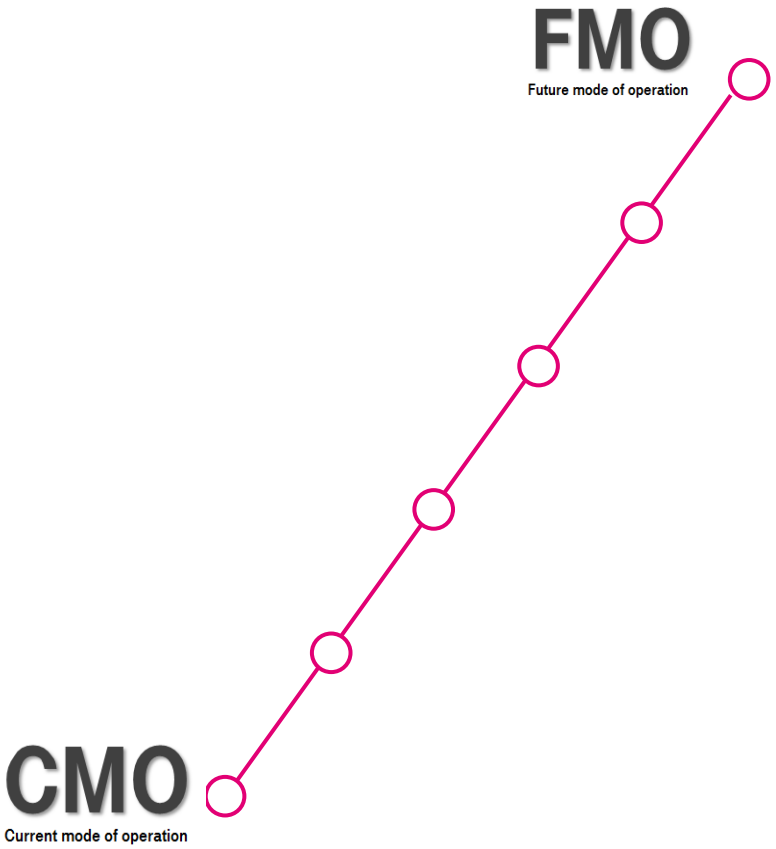
Transition

CMO → FMO

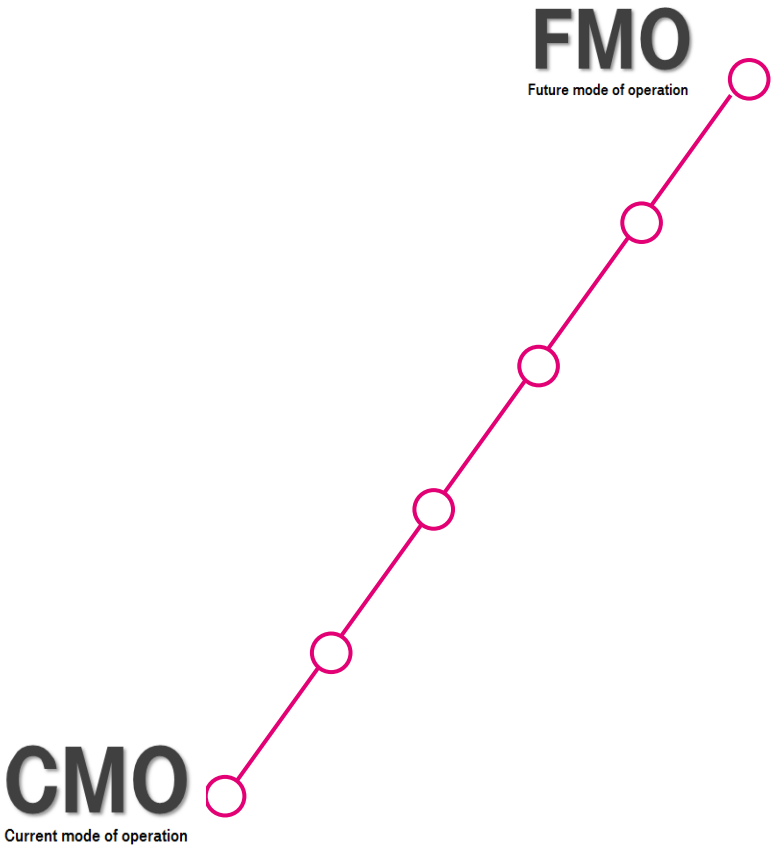
Current mode of operation

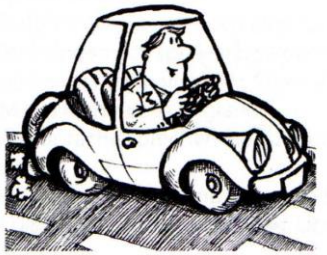
Future mode of operation

TRANSITION EXECUTION



TRANSITION EXECUTION





TRANSITION EXECUTION

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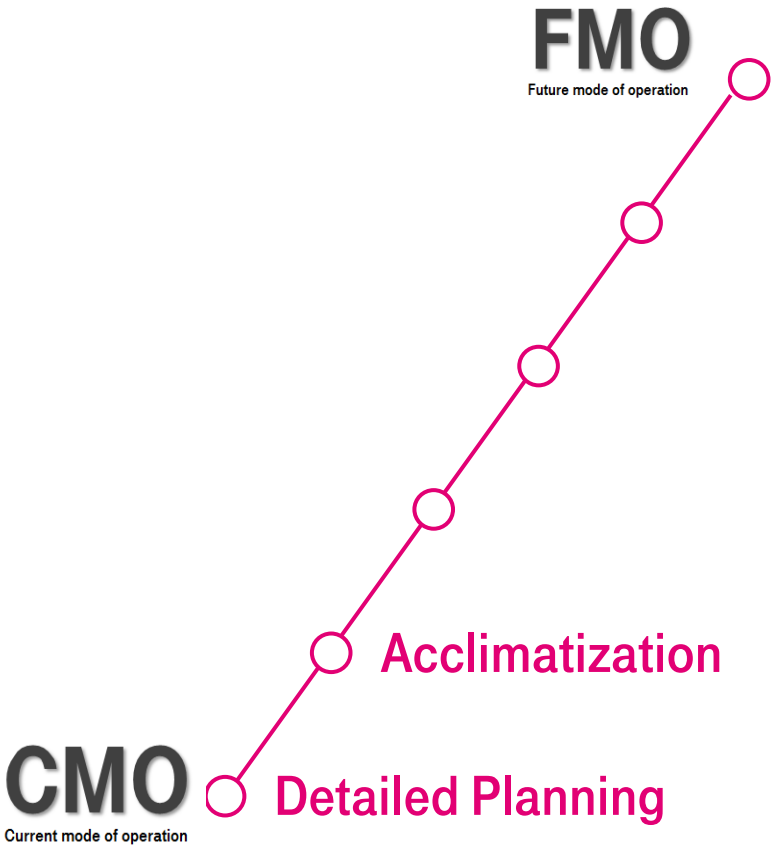
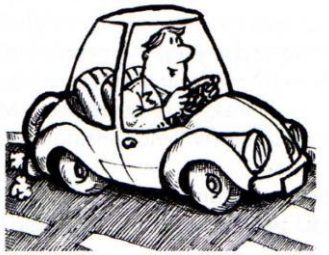
TRANSITION EXECUTION





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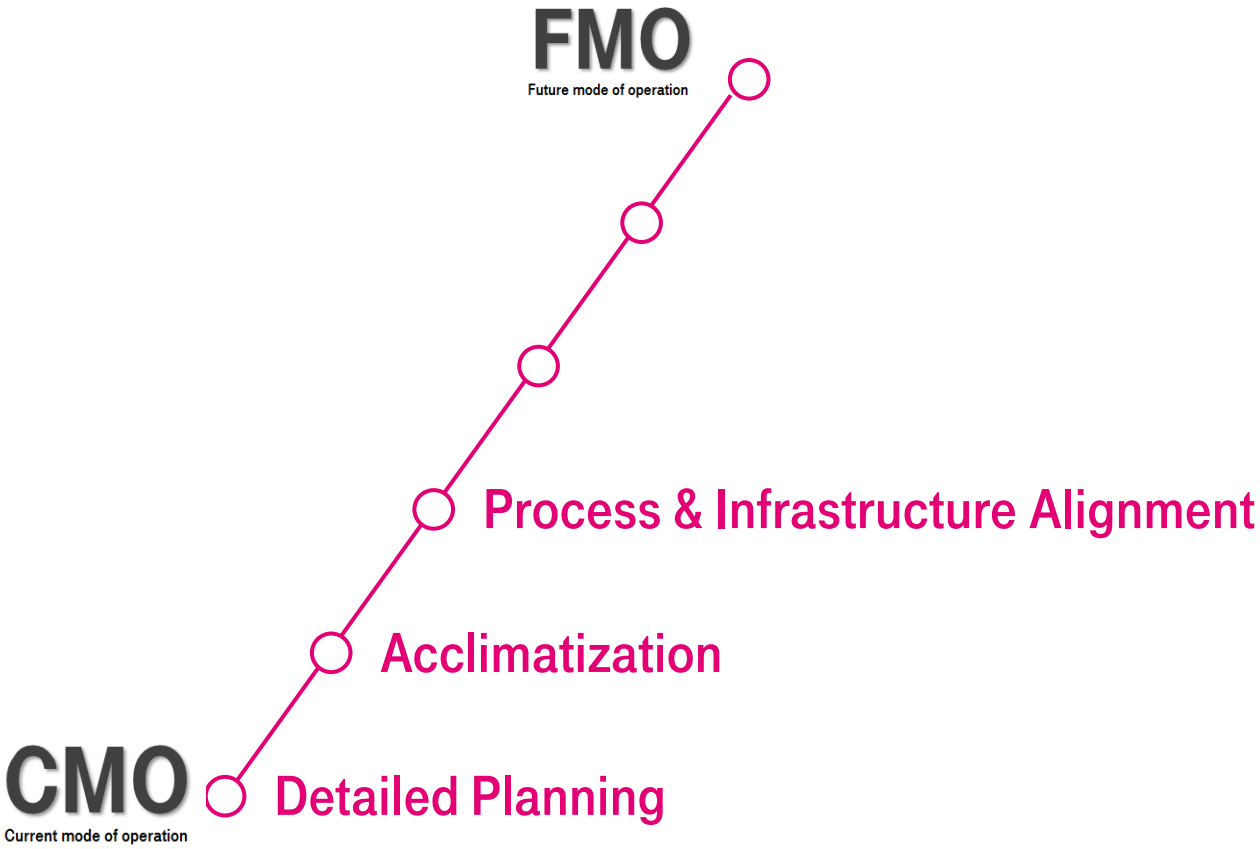
TRANSITION EXECUTION



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TRANSITION EXECUTION

FMO
Future mode of operation

Knowledge Transfer (="learning")

Process & Infrastructure Alignment

Acclimatization

CMO
Current mode of operation

Detailed Planning

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TRANSITION EXECUTION

FMO
Future mode of operation

Shadow, Share (="practice")

Knowledge Transfer (="learning")

Process & Infrastructure Alignment

Acclimatization

CMO
Current mode of operation

Detailed Planning

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TRANSITION EXECUTION

FMO
Future mode of operation

- Lead (="probation")
- Shadow, Share (="practice")
- Knowledge Transfer (="learning")
- Process & Infrastructure Alignment
- Acclimatization
- Detailed Planning

CMO
Current mode of operation

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TRANSITION EXECUTION

End-Of-Transition Assessment

FMO
Future mode of operation

Lead (="probation")

Shadow, Share (="practice")

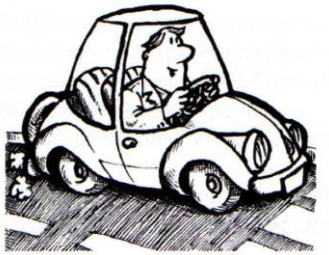
Knowledge Transfer (="learning")

Process & Infrastructure Alignment

Acclimatization

CMO
Current mode of operation

Detailed Planning



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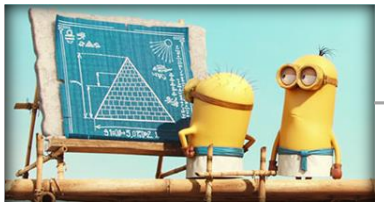
END-OF-TRANSITION ASSESSMENT (ETA)

End-of-transition Assessment Checklist



- Transition Plan & Objects
- Knowledge Retention & Verification

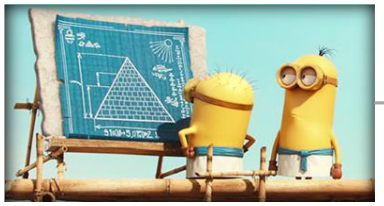
- Team's Understanding:
  - Environment, Process workflow
  - Application

- Infrastructure
- Staffing

- Workshare and Collaboration (FMO)
- Conclusions

END-OF-TRANSITION ASSESSMENT (ETA)

End-of-transition Assessment Checklist



- Transition Plan & Objects
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- Team's Understanding:
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- Conclusions

ETA CHECKLIST. KNOWLEDGE RETENTION

2 Knowledge Retention and Verification

Knowledge Storage

✓ Created

ETA CHECKLIST. KNOWLEDGE RETENTION

2 Knowledge Retention and Verification

Knowledge Storage

- ✓ Created

Transfer sessions

- ✓ Performed
- ✓ Results documented

ETA CHECKLIST. KNOWLEDGE RETENTION

2 Knowledge Retention and Verification

Knowledge Storage

- ✓ Created

Transfer sessions

- ✓ Performed
- ✓ Results documented

Tasks & Performance

- ✓ Successful
- ✓ Met requirements
- ✓ Results documented

ETA CHECKLIST. KNOWLEDGE RETENTION

2 Knowledge Retention and Verification

Knowledge Storage

- ✓ Created

Transfer sessions

- ✓ Performed
- ✓ Results documented

Tasks & Performance

- ✓ Successful
- ✓ Met requirements
- ✓ Results documented

Documents

- ✓ Created
- ✓ Verified

END-OF-TRANSITION ASSESSMENT (ETA)

ETA Score => 100 %

Scale description
n/a - not applicable
0 - not done at all
10 - hardly done
25 - one-quarter done
50 - only half done
75 - three-quarters done
90 - almost done
100 - completely done

German side point of view	Russian side point of view	Agree measures
100	75	X
90	90	X
100	100	

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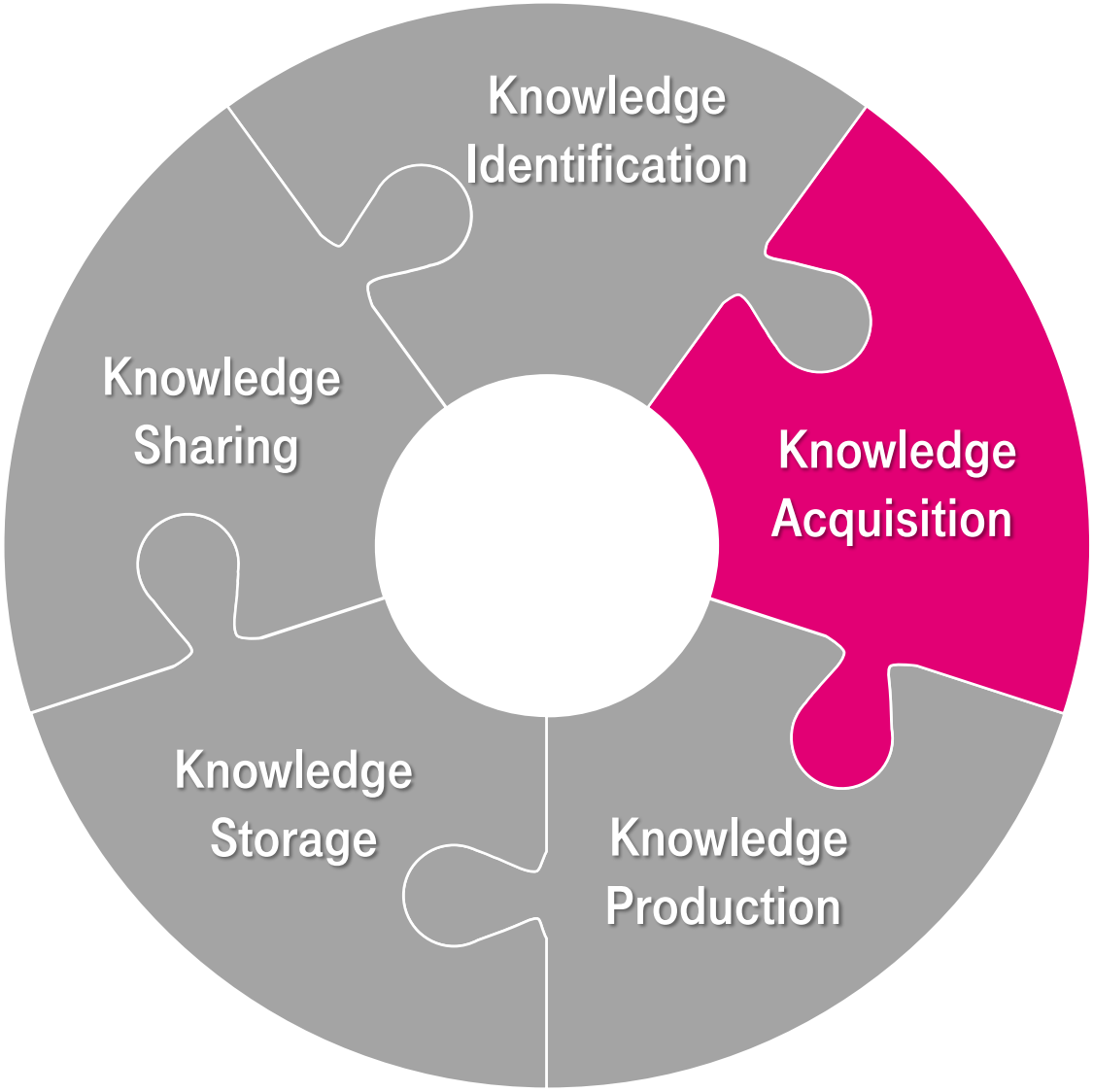
KNOWLEDGE MANAGEMENT



WHAT ELSE? WHAT'S MORE? WHAT'S NEXT?

- Нам нужно больше проектов, больше ответственности!

  (Мы же можем!)

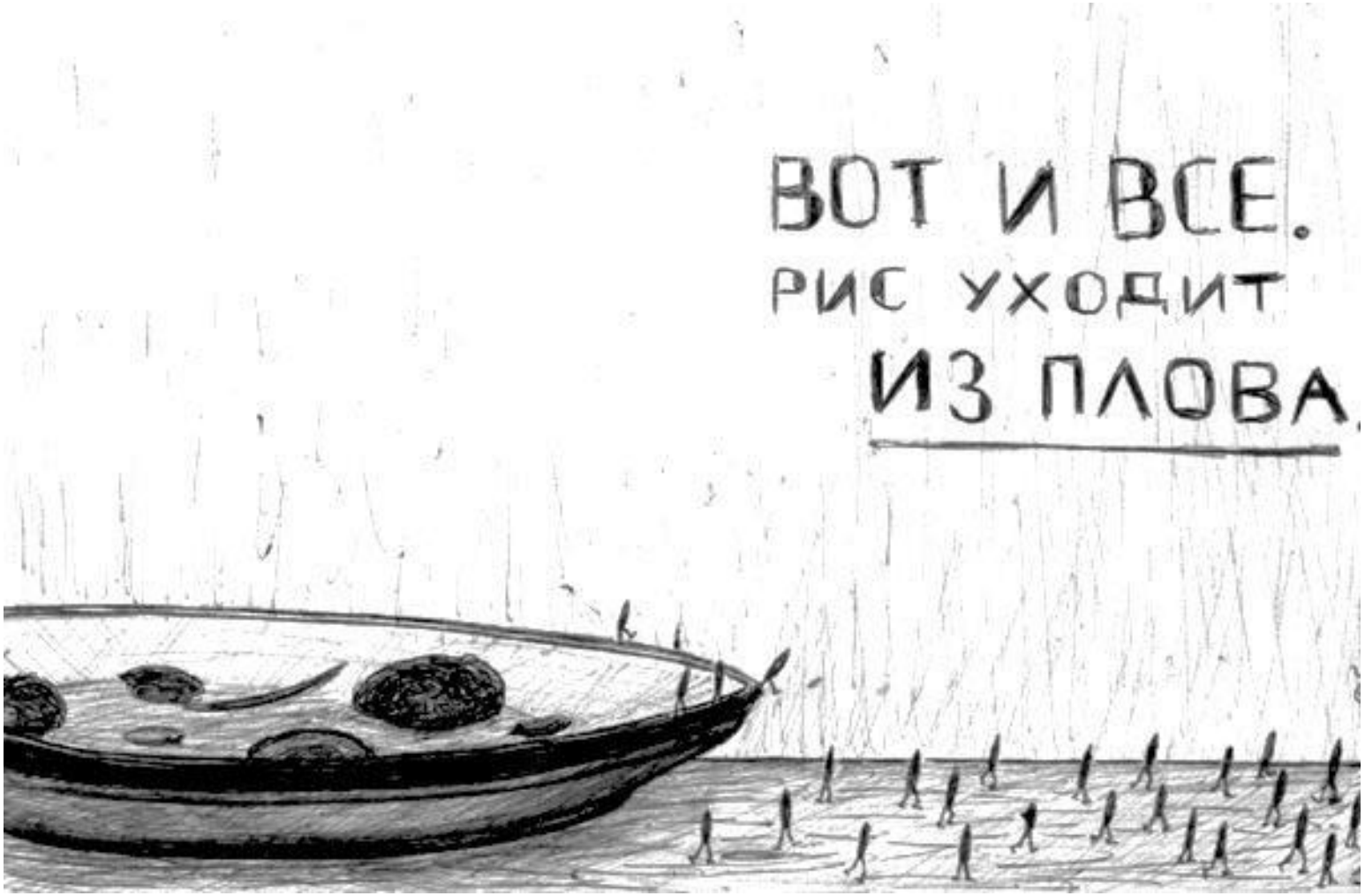
- Нам нужно «осознать» и зафиксировать имеющийся опыт.

  (… и познать Дзен)

- Геополитические риски

  («Низя!»)

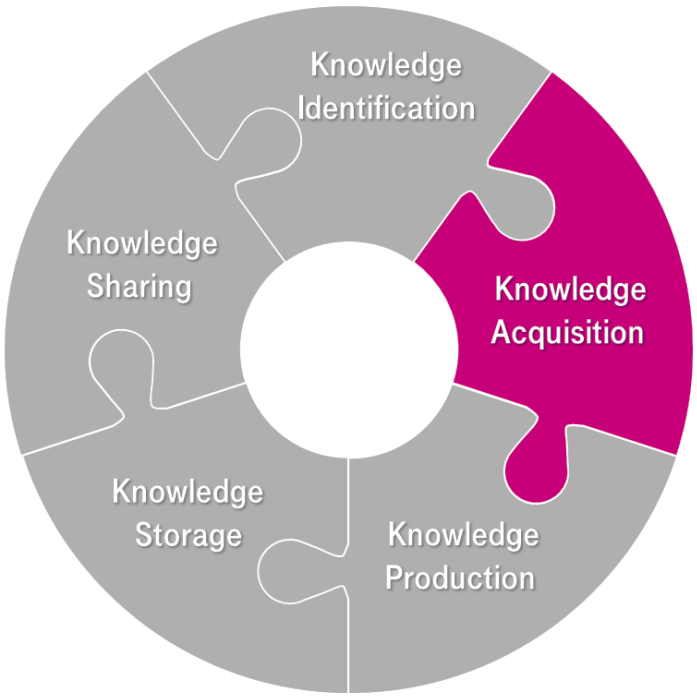
KNOWLEDGE LOSS RISK



PART II

KNOWLEDGE MANAGEMENT

KNOWLEDGE MANAGEMENT



CMO

Current mode of operation

FMO

Future mode of operation

KNOWLEDGE MANAGEMENT

Best Practices from Projects

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KNOWLEDGE MANAGEMENT

Best Practices from Projects

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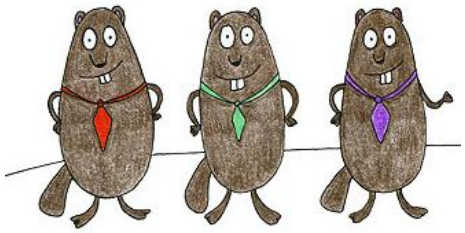
KNOWLEDGE MANAGEMENT AUDIT

Total number of practices: 25



2.1 Practice	
Not implemented at all	0 %
Implemented, but don't documented	20 %
Implemented, partially documented	50 %
Implemented, documented and stored somewhere	80 %
Implemented, documented, stored centrally	100 %

3. Knowledge Production		
72%		
2.1 Practice	Answer	75%
2.2 Practice	Answer	50%
2.3 Practice	Answer	65%
2.4 Practice	Answer	80%
2.5 Practice	Answer	90%

Work Group

- Experts

Checklist

- Practices
- Weights

Audit

- Gaps
- Improvements
- Measures

KNOWLEDGE MANAGEMENT CHECKLIST

1. Knowledge Identification

2. Knowledge Acquisition

1 Practice	Answer	50%
2 Practice	Answer	30%
3 Practice	Answer	80%
...	...	...

3. Knowledge Production

4. Knowledge Storage

5. Knowledge Sharing

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KM AUDIT: KNOWLEDGE IDENTIFICATION (1)

KM AUDIT: KNOWLEDGE IDENTIFICATION (2)

Project roles: skill requirements per role

0%

are not clearly defined

30%

are partly defined

70%

are described per role in corresponding guides

100%

are fully defined and centrally stored

KM AUDIT: KNOWLEDGE IDENTIFICATION (3)

Project scope: knowledge areas under RUS team responsibility

0%

are not clearly defined

10%

are meant implicitly

50%

are agreed, but not documented

100%

are clearly documented during transition and kept actual

KM AUDIT: KNOWLEDGE IDENTIFICATION (3)

Project scope: knowledge areas under RUS team responsibility

0%

are not clearly defined

10%

are meant implicitly

50%

are agreed, but not documented

100%

are clearly documented during transition and kept actual

Bonus: and controlled via knowledge matrix

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KNOWLEDGE MATRIX

	Knowledge Area 1	Knowledge Area 2	Knowledge Area 3
Ivan Ivanov		X	X
Petr Petrov	X		
Olga Stepanova	X		X
Maria Petrova			X

KM AUDIT: CHECKLIST

1. Knowledge Identification

1. Knowledge Identification		
50%		
2.1 Practice	Answer	50%
2.2 Practice	Answer	50%
2.3 Practice	Answer	50%
2.4 Practice	Answer	50%
2.5 Practice	Answer	50%

2. Knowledge Acquisition

2. Knowledge Acquisition		
75%		
2.1 Practice	Answer	75%
2.2 Practice	Answer	75%
2.3 Practice	Answer	75%
2.4 Practice	Answer	75%
2.5 Practice	Answer	75%

3. Knowledge Production

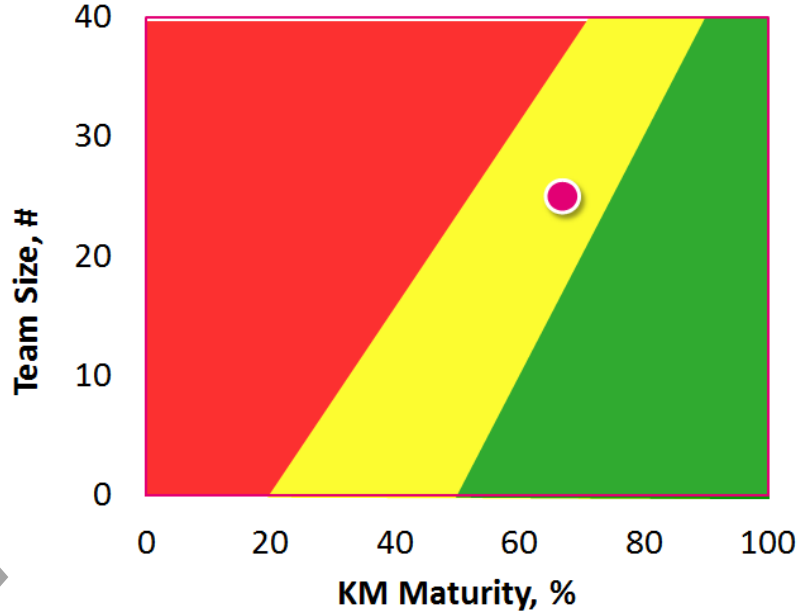
3. Knowledge Production		
91%		
2.1 Practice	Answer	75%
2.2 Practice	Answer	100%
2.3 Practice	Answer	90%
2.4 Practice	Answer	100%
2.5 Practice	Answer	75%

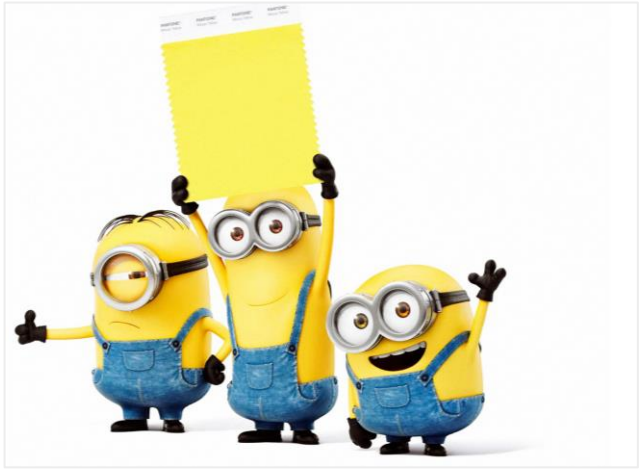
4. Knowledge Storage

4. Knowledge Storage		
93%		
2.1 Practice	Answer	93%
2.2 Practice	Answer	93%
2.3 Practice	Answer	93%
2.4 Practice	Answer	93%
2.5 Practice	Answer	93%

5. Knowledge Sharing

5. Knowledge Shardam		
72%		
2.1 Practice	Answer	75%
2.2 Practice	Answer	50%
2.3 Practice	Answer	65%
2.4 Practice	Answer	80%
2.5 Practice	Answer	90%





Follow-up Session

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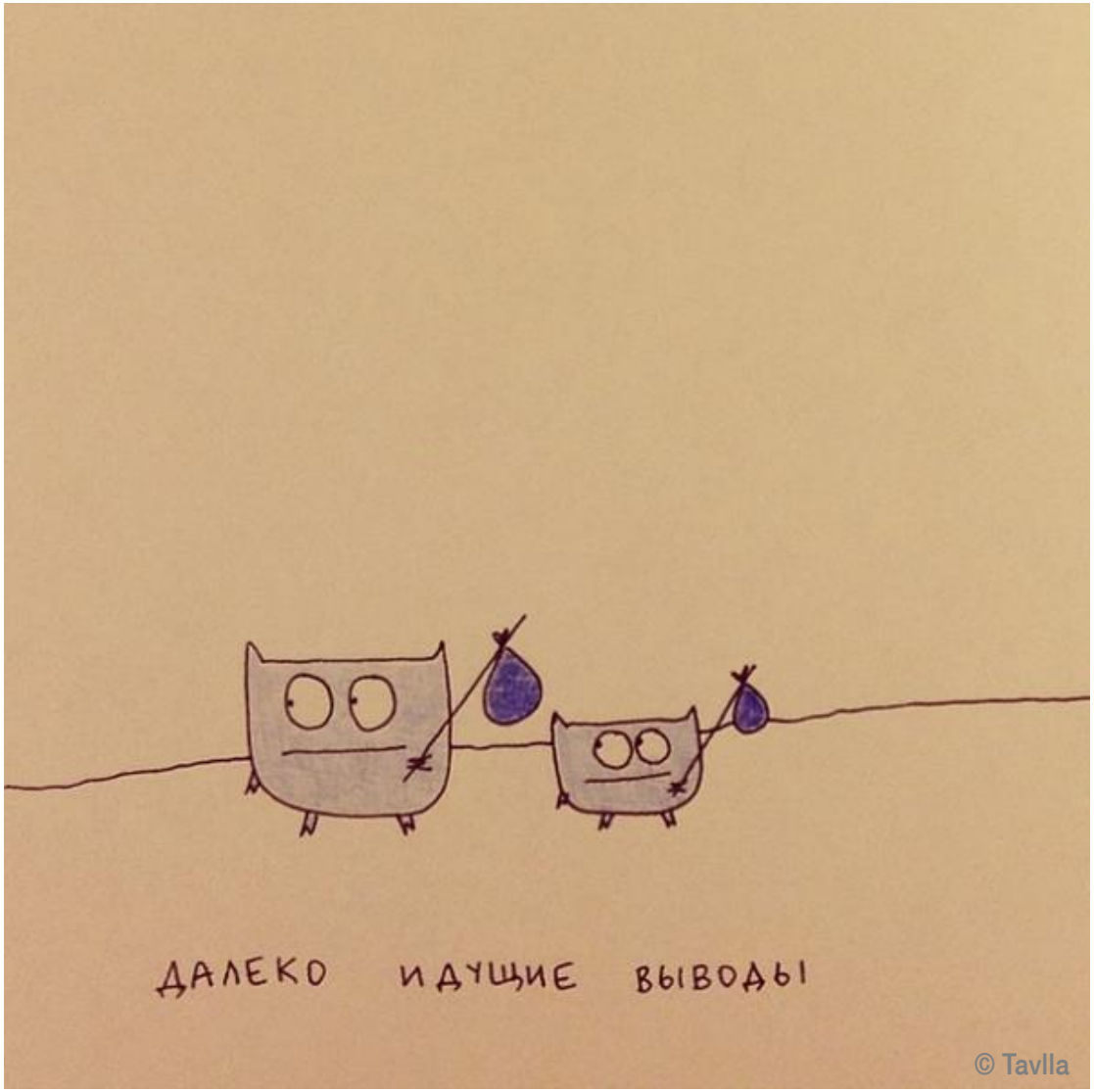
KNOWLEDGE MANAGEMENT AUDIT

THUS...



THUS...

- Knowledge Management Audit – все области Knowledge Management «посчитаны»
- Knowledge Management Audit – инструмент для Project Manager'а, позволяющий выявить области для улучшения
- Knowledge Management Checklist выступает как гайдлайн

THANK YOU!
LIFE IS FOR SHARING.

ANY QUESTIONS?

WHO'S THERE?!

E-Mail: Ksenia.Antonova@t-systems.ru

Ксения Антонова

Специалист по качеству

T-Systems RUS, с 2012 г.

- Проведение аудитов
- Участие в разработке подхода Knowledge Management Audit
- Обучение новых сотрудников
- Улучшение процессов разработки ПО
- Координация Knowledge Management активностей в группе качества