



**September 2017**

## **The 4 types of Knowledge Management training your organisation needs.**



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Most organisations embark on a Knowledge Management Journey only once, and so are trying something they have never done before. Training is therefore essential, in order to develop an understanding of the journey ahead, and to gain the necessary skills that effective KM will require.

This newsletter covers the 4 types of [Knowledge Management training](#) that organisations need as they go through [the implementation process for Knowledge Management](#).

### **The 4 audiences for KM Training**

There are four main stakeholders or actors involved in Knowledge Management, and each of these groups require some form of training to develop either their understanding of Knowledge Management, or their KM skills. These four audiences are as follows:

**The senior managers** are one of the first groups who need KM training, to develop their awareness of what Knowledge Management actually is, how it will affect their organisation. what their competitors are doing in KM. and what they will

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need to do to support the development of KM in their own organisation.

The second group is **the Knowledge Management team** themselves, who need to understand the issues involved with implementing KM, and to develop some of the skills they will need in the early stages.

The third group is **the people with specific KM roles within the business** - the Community Leaders, Lessons facilitators, Best Practice owners and so on - who need to understand that this role entails, and also need to develop a new set of skills.

The final group is **the Knowledge Workers** - the users of the new Knowledge Management system, who need to be aware of what they need to do in KM terms, and also how any new processes and technologies might work.

Hopefully you will have mapped out these stakeholders as part of your stakeholder mapping in the KM early stages, and will have some idea of what the training will be required. Generally the first people to engage are the senior managers followed by the KM team, who will need training in the early stages of KM implementation. Training for the people with KM specialist role comes later, once you have defined what these roles will be, and identified the role-holders. Finally once the [Knowledge Management Framework](#) has been finalised, you will need a run of user training, and probably also will need to re-engage the senior managers.



Training participants in Greece engaged in our Bird Island exercise

[Contact Knoco](#) if you want more help with implementation planning, stakeholder mapping or development of a KM training plan.

## Awareness training for Management

The senior managers are the ones who will sponsor Knowledge management and provide the implementation budget. Given they are paying the money, they need to know what they are paying for and what they will receive as a result. And remember - senior managers do not want KM per se, they want the benefits that KM will bring. So before submitting the KM budget request, you need to conduct an awareness workshop, or awareness training, for senior managers. This should cover:

- An introduction to Knowledge Management, and what it means in your organisational context;
- A vision for what Knowledge Management will deliver for your organisation, and the benefits it will bring;
- If time allows, a clear demonstration of KM value such as our Bird Island exercise;
- Case studies of best practice KM as applied by your peers or competitors;
- A discussion of what will be involved in KM implementation; and
- Agreement on the next steps.

If this agenda is successful, then the senior managers should understand KM and its benefits well enough to make an informed decision to support the next stage of the KM implementation program.

In the later stages of KM implementation you may need a second round of awareness training for the next level of management - the middle managers, divisional leaders and heads of discipline. The time for this is once the Knowledge Management Framework has been finalised and agreed, and you are about to roll out the roles, processes, technology and governance. The middle managers need to understand their role, particularly how they set expectations for KM in their teams and divisions, how they recognise and reward the good performers, and how they react to people who shirk their KM duties. This second round of training should cover:

- The rationale for Knowledge Management in the organisation;
- Success stories from the piloting phase;
- The details of the KM Framework;
- A discussion of the management role within this framework, particularly as part of the governance element;
- A discussion of what will be involved in KM implementation;
- An overview of the roll-out timetable, and
- Agreement on the next steps.



Engagement training for managers in Hungary

[Contact Knoco](#) to learn more about developing awareness of Knowledge management at senior management level.

## Training for the KM team

The KM team, assuming they have not conducted a Knowledge Management Implementation before, have a lot to learn. In the early stages of KM implementation you should schedule a Masterclass in KM theories and models, KM skills and techniques, and the processes of KM implementation. We find that the best approach is to combine this training with workshop activity, so that (for example) training in KM strategy is followed by a strategy development workshop.

and training in knowledge capture is followed by a knowledge capture session from an expert or a project team. Training and on-the-job application can then be mixed into a "Knowledge Management Starter Week" for the KM team and some or all of the KM champions, with an agenda such as the one below:

**Day 1** of the week covers introduction and strategy:

- An introduction to Knowledge Management;
- The Bird Island simulation;
- Identification and prioritisation of business drivers;
- KM visioning workshop;
- Critical Knowledge Analysis workshop;
- KM Intervention options.

**Day 2** covers the KM Framework, and consists of an Assessment and Framework workshop addressing:

- Knowledge creation and capture;
- Knowledge ownership and synthesis;
- Knowledge seeking and reuse;
- Knowledge sharing and discussion;
- KM Governance.

**Day 3** covers identification of the KM Framework components and KM skills development in these components, such as;

- Skills training in knowledge capture;
- Training in knowledge packaging;
- Training in community of practice development;
- Training in meeting facilitation (if needed).

**Day 4** covers Knowledge Management, including: the KM implementation roadmap; Pilot project selection; Implementation planning; Communication and culture change.

- Skills training in knowledge capture;
- Training in knowledge packaging;
- Training in community of practice development;
- Training in meeting facilitation (if needed).

**Day 5** is set aside for further development work based on days 1 through 4. This might involve Further skills training; Knowledge retention approach and strategy; Knowledge audit: KM culture audit: Development of a KM communication pack:

Technology user case development.



Training a KM team in China

[Contact Knoco](#) to learn about how we can help you design a KM starter week program for your organisation.

## Skills training for the people with a KM role

Introducing a [Knowledge Management Framework](#) means introducing a number of specific KM roles to the organisation - many of them part-time, but some of them potentially full-time. These roles might include some of the following, depending on your organisational context:

- Community of Practice leader;
- Community of Practice facilitator;
- Owner for a specific knowledge topic (a subject matter expert, subject author, or research field leader for example);
- Project or department knowledge manager;
- Lesson capture facilitator;
- Lesson management team;
- Knowledge base content owner;
- Knowledge base administrator.

You may need to train these people so that they fully understand their new role and develop the skills they need. Some examples of the training they might need are below.

The **community leaders and facilitators** need to understand:

- How communities of practice work, and how they are different from other business structures;
- How to define a community charter and business case;
- How to launch and grow a community;
- How to manage and facilitate online discussion;
- How the community software works;
- How to track value delivered by a community;
- How to measure community development and maturity;
- How to link community activity with other elements of the KM framework.

The **knowledge topic owners** need to know:

- The different between documented knowledge and other forms of information;
- How to synthesise knowledge from many sources;
- How to develop best practice;
- How to run events such as knowledge exchange and wikithon;
- How to write and structure knowledge to make it maximally useful for the user;
- How the knowledge base software works;
- How documented knowledge is updated with new material, new lessons and new community input.

The **lessons facilitators, lesson management team and project knowledge managers** need to know:

- How projects and divisions are required to create and apply knowledge;
- How to capture knowledge from individuals and from project teams, including interviewing skills and facilitation skills;
- How to document captured knowledge to retain as much value as possible:



- How to use audio, video and pictures as part of documented knowledge;
- How to write and structure lessons;
- How the lesson management software works;
- How lessons are linked to the communities of practice and knowledge owners.



Training for community of practice leaders in the UK

[Contact Knoco](#) for advice on the roles you will need in your organisation, and on developing training courses to provide them with the necessary skills.

## General training for the Knowledge Workers

The final suite of training will be for the users of the new Knowledge Management Framework - the Knowledge Workers themselves. They need to know the new way they will be expected to work, and they need to be familiar with new processes and technologies. Ideally training should be offered to every team and every division in the organisation, covering the following topics:

- What Knowledge Management means for the organisation, and why it is important;
- The new expectations for Knowledge Management - what they are, and how they will be measured and rewarded;
- The new KM processes - how they work and when they will be applied;
- The new technologies for KM - how they work and what they do (ideally including hand-on training);
- The new KM roles. and the people who will take those roles:



- The important knowledge that needs to be managed.



Training for Knowledge Workers in Indonesia

[Contact Knoco](#) to help plan and develop your KM user training.

## News from Knoco

Some updates from across the Knoco family are listed here.

### Welcome to [Knoco Brazil](#)



Fabio Batista

Knoco has now opened its first franchise in Brazil, under the leadership of Fabio Batista, KM Manager at Summit Quality Systems Consultores Associados. Fabio has been working as researcher, academic, practitioner and consultant in the field of KM for many years, and for 15 has published a book intitled "KM Framework for Brazilian Public Administration: How to implement KM to produce results to benefit citizens". One of the organizations where Fabio provided KM implementation consultancy services, the Brazilian National Aviation Agency, was the winner of the 2nd Knowledge Management and Intellectual Capital Excellence Awards 2016

### Welcome to a new [Knoco Russia](#)

Knoco Russia is now under the leadership of Timur Gareev of Novus-KM. Timur has wide experience in knowledge and innovation management, and has published a knowledge management book based on the best practices and methodologies – "Knowledge management in learning organization, a practical guide".



Timur Gareev

Founded by Timur in 2013 Novus-KM, is a leading expert consultancy in the field of knowledge management in Russia. The company, its experts and partners have implemented dozens of projects, from knowledge management strategy development, best practices analysis to implementation of holistic knowledge management systems in various industries.

### **Indonesia Knowledge Summit**

Sapta and Iqbal ([Knoco Indonesia](#)) organised and delivered the second Indonesia Knowledge Summit last month in Jogjakarta, Indonesia. This 2 day conference was a great success, attracting attendees from every part of Indonesia to listen to the talks and take part in the workshops.



Speakers, organisers and attendees at the 2nd Indonesia Knowledge Summit

### **Public KM Masterclasses**

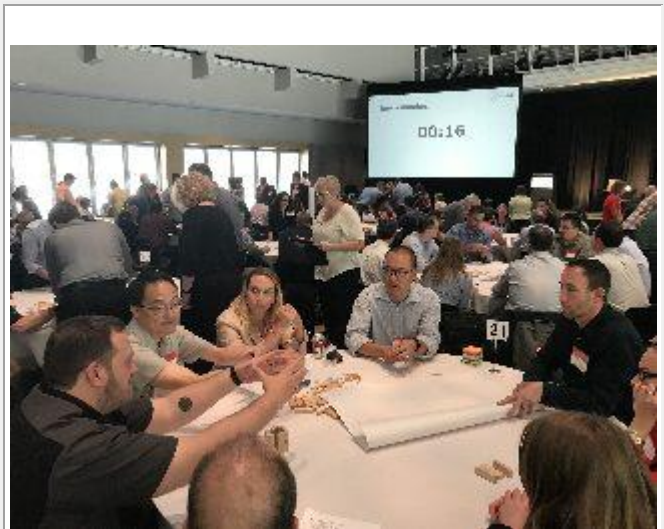
[Knoco Indonesia](#) will hold a public KM Masterclass on 27-29 November 2017. The aim of this course is to transfer some of the skills and techniques of knowledge management to your employees. Through a mixture of tutorial and exercise work, the participant will develop skills in the capture, packaging, and transfer of knowledge, and will develop implementation plans for business pilots. Techniques and strategies for cultural change will also be covered. The course will also cover transferring the keys skills and techniques of knowledge management. and its

strategic implementation. [Contact Iqbal for details.](#)

[Knoco Russia](#) will conduct a public KM training course during international conference INNO-WAVE 2017 <http://2017.inno-wave.ru/> in Moscow on October 12th. The topic of master-class is "Knowledge management. How to improve the efficiency of a modern company". [Contact Timur for details.](#)

### **The biggest Bird Island exercise in the world**

In early May, Rupert Lescott ([Knoco UK](#)) and Don Dressler ([Knoco USA](#)) ran the largest Bird Island workshop to date. Over 200 people took part at the annual KA Connect conference in San Francisco. KA Connect is an annual KM conference aimed at the AEC industry (Architecture, Engineering and Construction), and since Bird Island involves building towers, it was a great fit. If you're interested in using Bird Island to demonstrate the link between knowledge and performance, please [contact us](#).



200 people engaged in the Bird Island exercise

### **KM for Firefighters**

Fabio ([Knoco Brazil](#)) recently lectured on Knowledge Management to the National Firefighters KM Committee in Goiania, Brazil.





Meeting with members of the National Firefighters KM Committee in Goiania, Brazil

### Activity in Chile

[Javier \(Knoco Chile\)](#) has a number of activities coming up, including the following:

- starting a project to develop the critical knowledge map for the maintenance and engineering departments of the Aconcagua Refinery of ENAP (National Oil Company in Chile) <https://www.enap.cl/>;
- beginning an assessment and critical knowledge map for Methanex <https://www.methanex.com/location/south-america/chile>;
- participating in the 10th "Learning, education and neurosciences" international seminar <http://www.educacionyneurociencias.cl/wp/wp-content/uploads/2017/07/Programa-X-JornadaE.pdf>.

### Knoco at KM World

Two of our Knoco consultants are presenting at KM World in Washington DC in November. Nick Milton ([Knoco UK](#)) will be presenting a half-day workshop on November 6th, the theme of which will be "Practical Ways to Demonstrate the Value of KM". [Contact Nick for details](#). The following day, Cory Cannon ([Knoco Kansas](#)) will be talking about "Collaborative Tools and Solutions" based on his military work. [Contact Cory for details](#).

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