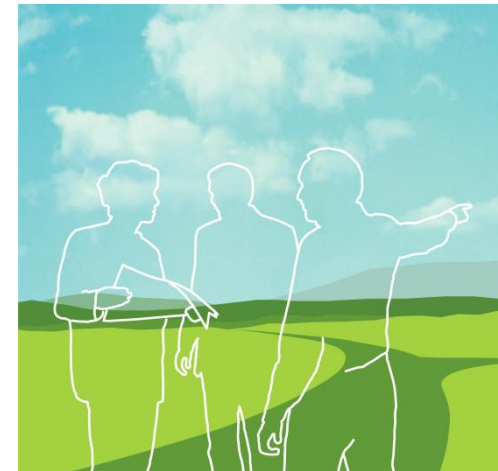


Strategic Instruments for Planning and Controlling Knowledge / Intellectual Capital and KM / Intellectual Capital Management

Research in Progress
Intellectual Capitalizing, Business Processes
and Network Analysis, ICKM, 27 August 2007, Wien



Dr.-Ing. Josef Hofer-Alfeis
Unternehmensberater für Wissens- & Innovationsmanagement
Integriertes Management des Intellektuellen Vermögens -
Kompetenzen | Vernetzung | Information | Ideen | Patente | Standards

Partner, Amontis Consulting, josef.hofer-alfeis@amontis.com

Knowledge / Intellectual Capital (IC)

- IC is Knowledge in a very general perspective
- IC – definition by (knowledge) elements:
 - Knowledge: individual proficiencies, organizational capabilities and information
 - Ideas and innovation approaches (new knowledge),
 - Intellectual property (legally protected knowledge)
 - Standards and regulations (cross-organizationally and strongly codified knowledge)
- IC – definition by capital categories
 - Human capital
 - Structural capital
 - Relationship capital

Agenda

1

Strategic Planning & Controlling in KM / ICapM: Overview

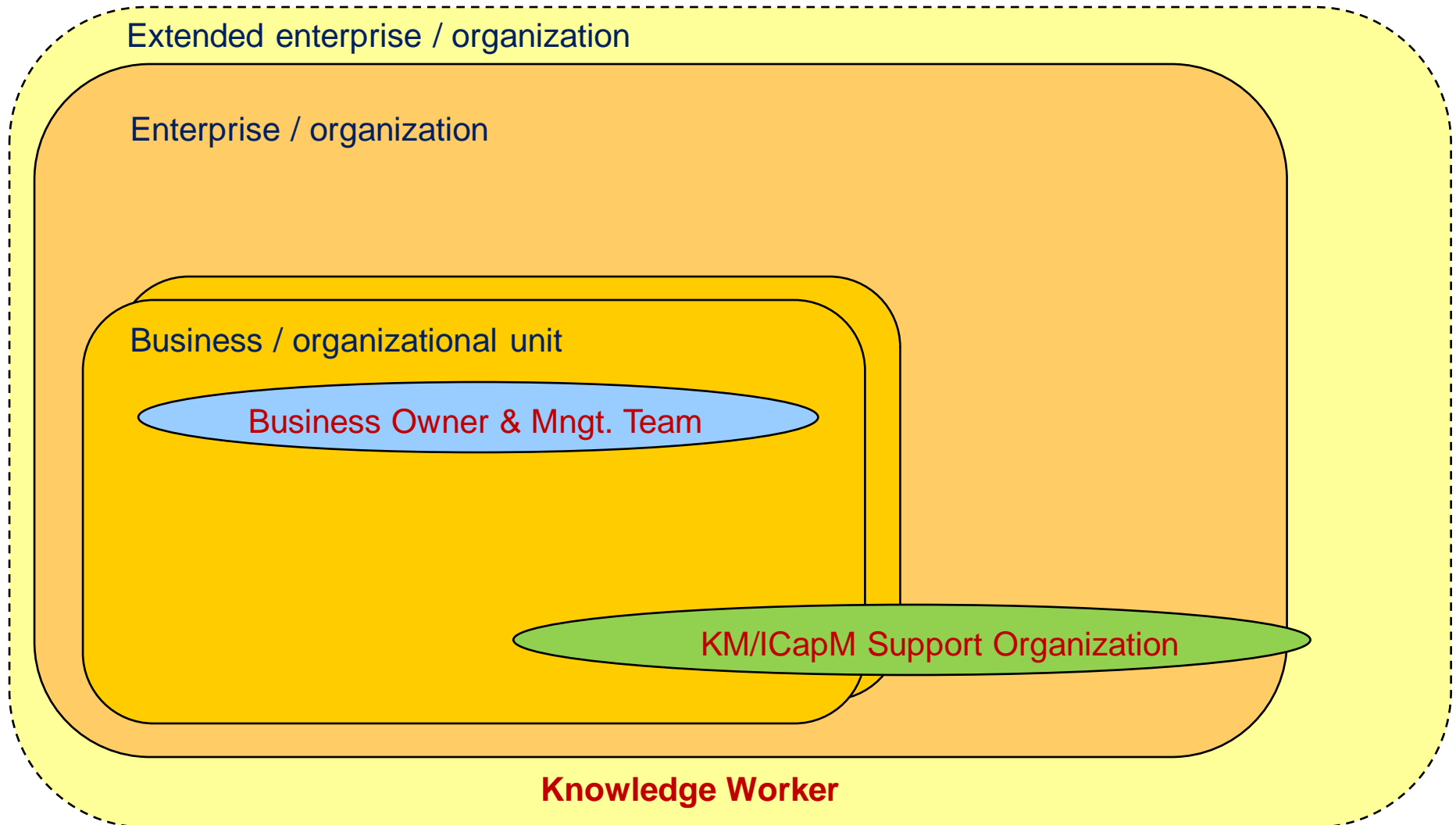
2

Example: Knowledge / ICap Strategy

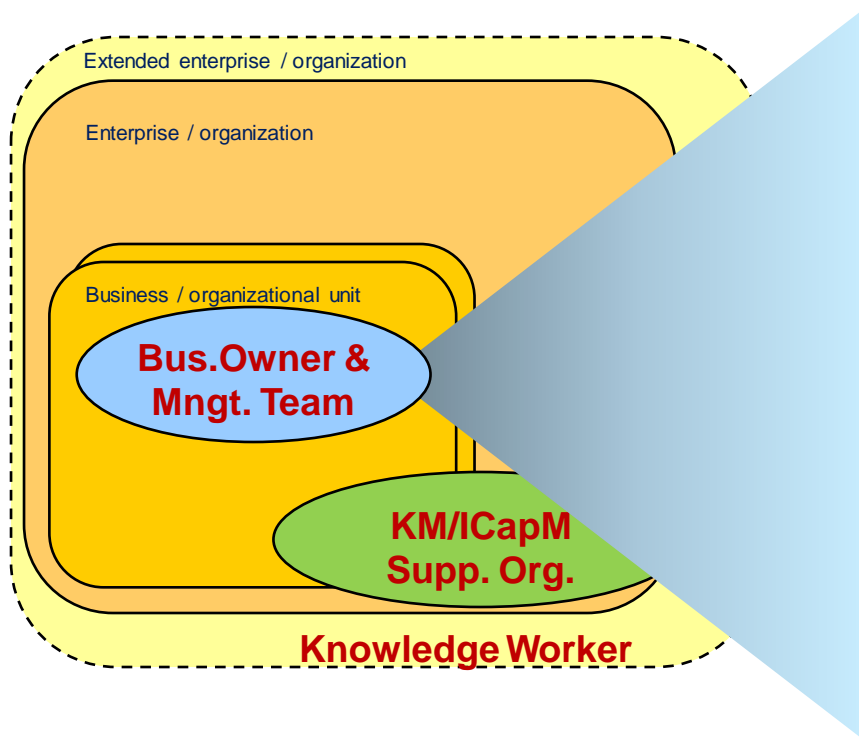
3

Examples: KM / ICapM System and Process Assessments

Organization Model and Key Players in KM / ICapM



Key Players and their Strategic Instruments for Planning & Controlling Knowledge / Intellectual Capital and KM / ICapM (1)



Business Transformation

Knowledge/ICap Strategy Process

- Knowledge Portfolio
- K area-specific KM/ICapM Action Plans

Business Pain Point

Knowledge Pain Point Analysis

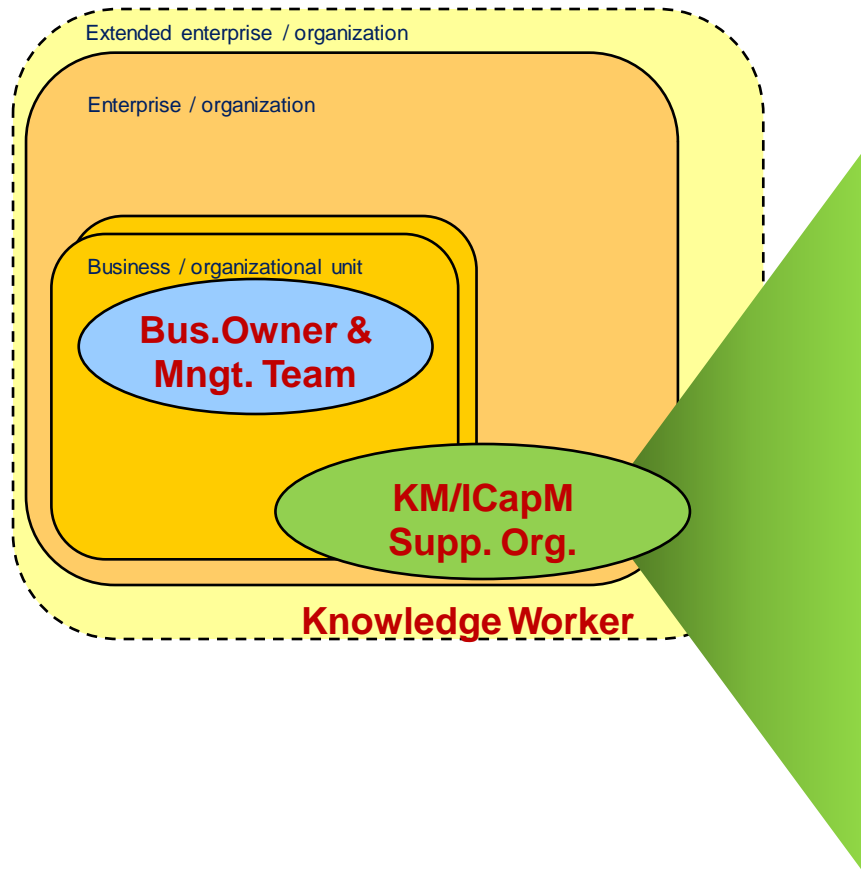
- Pain point-specific KM Action Plan

Business Strategy

K/ICap Analysis/Rating & Reporting

- Indicator-specific Controlling
- [KM/ICapM Action Plan to be derived]

Key Players and their Strategic Instruments for Planning & Controlling Knowledge / Intellectual Capital and KM / ICapM (2)



KM/ICapM Mission, Needs and SWOT

KM/ICapM Strategy (~ Roadmaps)

- KM/ICapM Agenda

KM/ICapM Needs

KM/ICap Systems Analysis

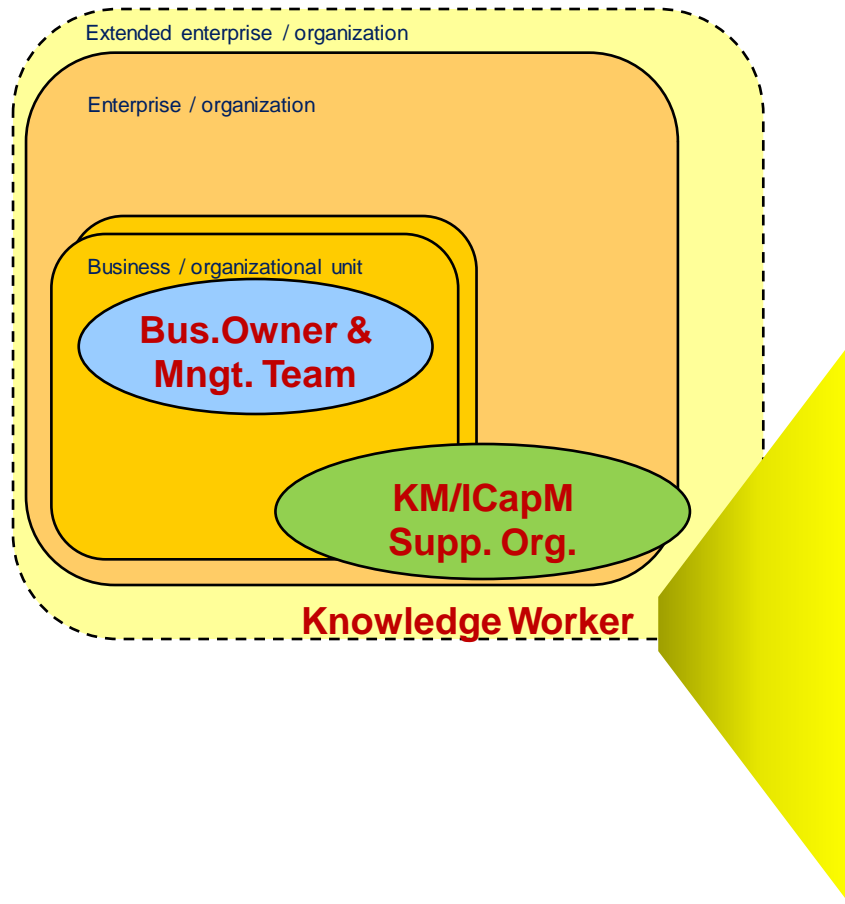
- System element-specific KM/ICapM Action Plan

KM/ICapM Needs

KM/ICapM Processes Assessment

- Processes-specific KM/ICapM Action Plan

Key Players and their Strategic Instruments for Planning & Controlling Knowledge / Intellectual Capital and KM / ICapM (3)



Business Objectives and Needs

Business ICap / K Strategy and KM/ICapM Plan aligning

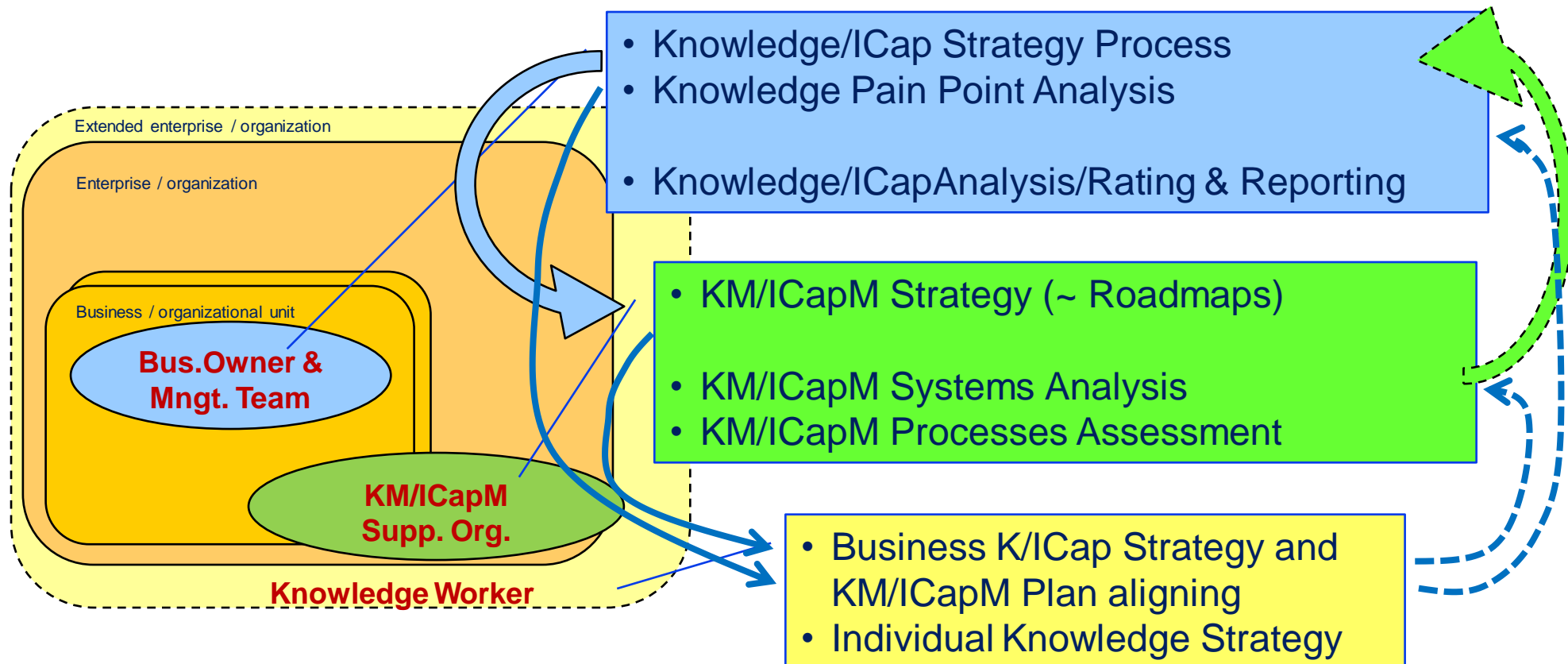
- Personal KM/ICapM Action Plan 1
- Success Measurements

Personal Ambitions

Individual Knowledge Strategy

- Personal KM/ICapM Action Plan 2
- Personal ICap Reporting/ Success Measurements

Interactions between Strategic Instruments for Planning & Controlling



Agenda

1

Strategic Planning & Controlling in KM / ICapM: Overview

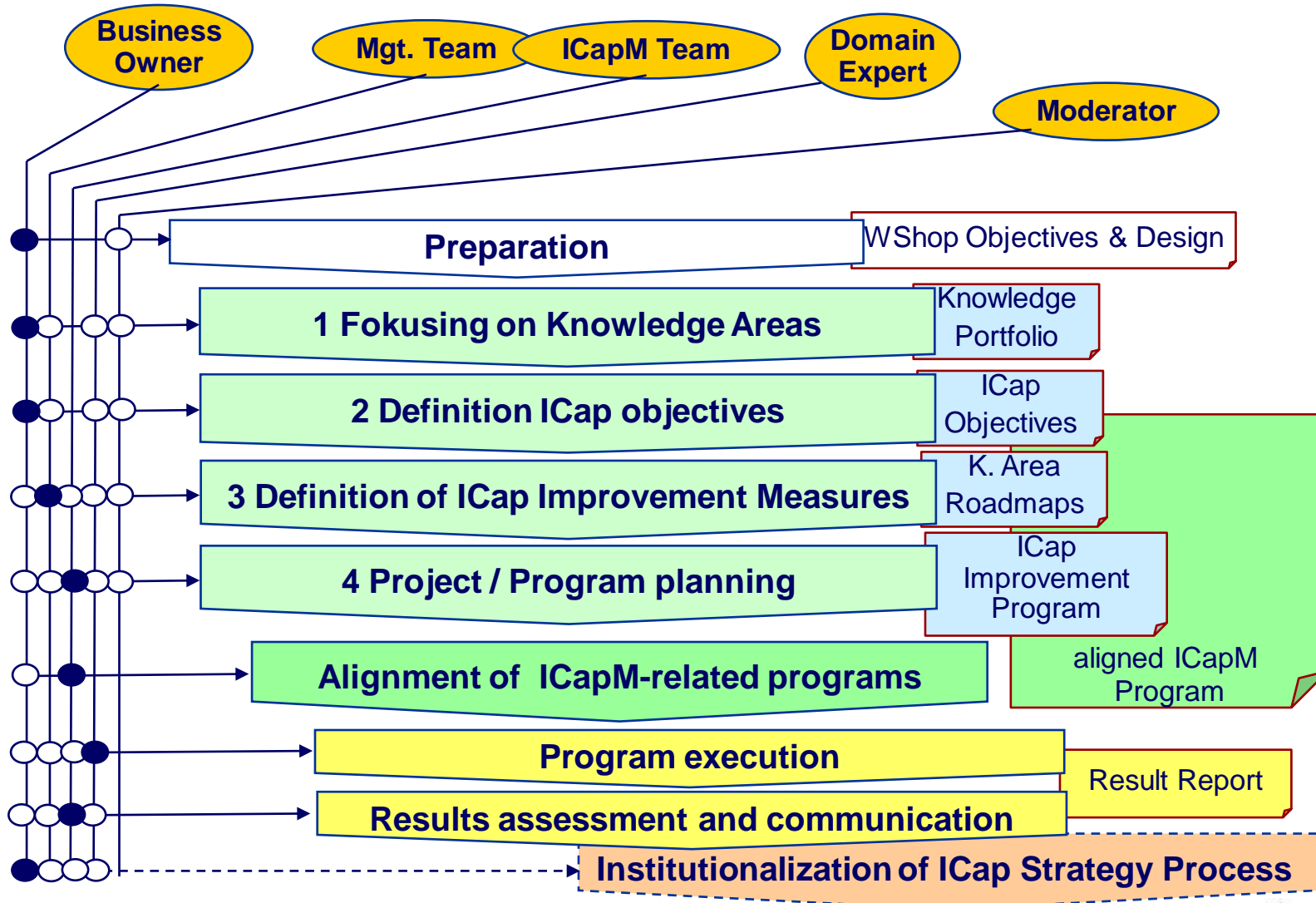
2

Example: Knowledge / ICap Strategy

3

Examples: KM / ICapM System and Process Assessments

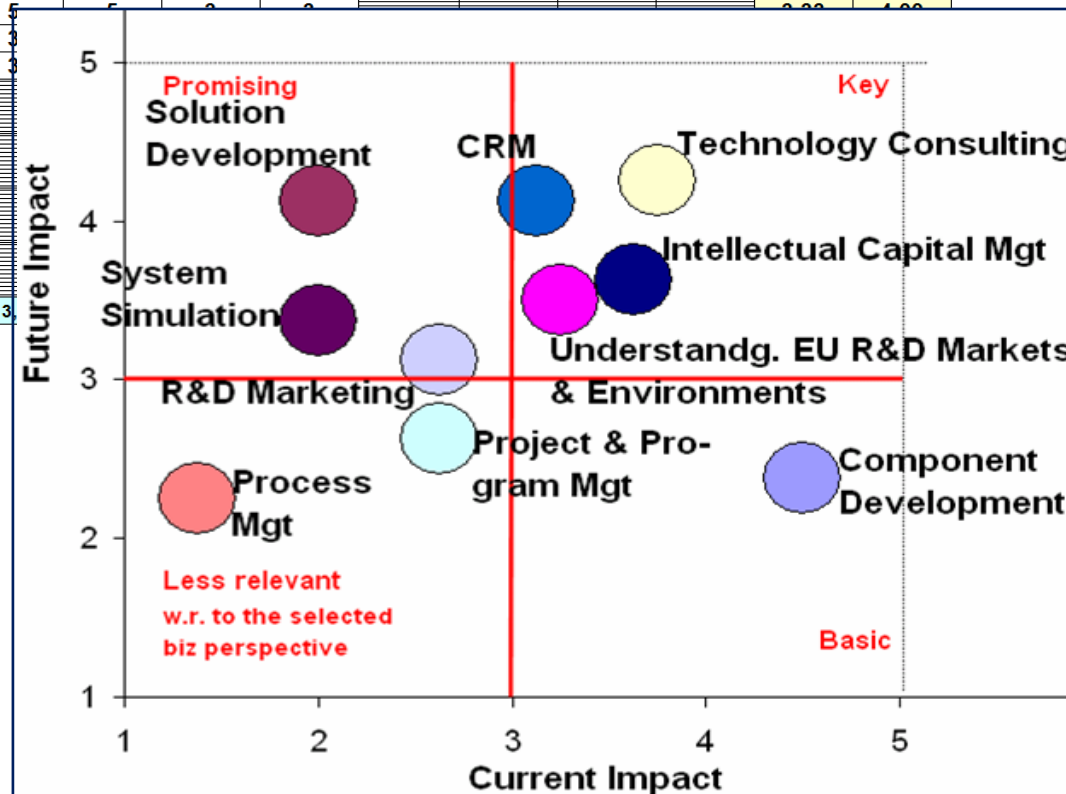
Defining and Executing a Knowledge/ICap Strategy – process, results and involved roles

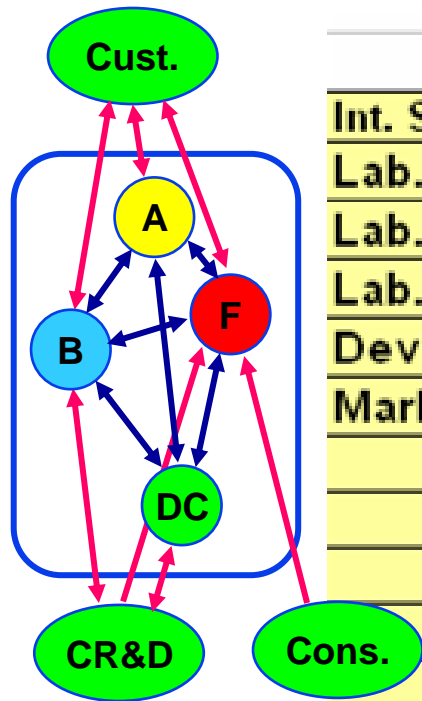


Example for a major result: „Knowledge Portfolio“ of business-critical knowledge areas

Step 4a: Scoring Knowledge Areas for Knowledge Portfolio

Weight Factor	1		1		1		0		0		Total	
Key Performance Indicator	Customer success and satisfaction		Project and Process		Employee Satisfaction							
Knowledge Area	current	future	current	future	current	future					current	future
aaa	3	5	2	2	2	5					2,33	4,00
bbb	2	4										
ccc	2	2										
ddd	3	4										
Average impact per KPI	2,5	3,8	3									



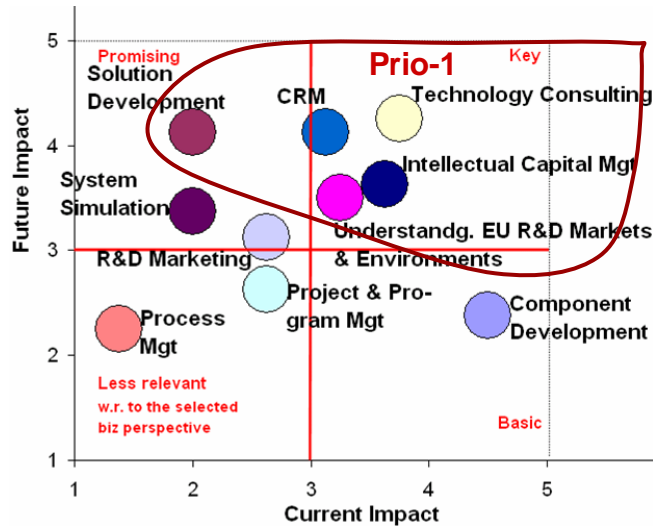


Defining
„Knowledge
Objectives“
for
Proficiency,
Codification
and
Diffusion

	Proficiency			
Int. Stakeholder	Intra-Group Diffusion	as-is	to-be	Objective
Lab. A	„Learners“	2	3	raise
Lab. B		3	2	decrease
Lab. F		2	4	raise strongly
Devlopmt. Center		3	3	consolidate
Marketing & Sales		2	2	consolidate
	„Sources“			
Ext. Stakeholder	Intra-Group Diffusion	as-is	expected	
Corp. R&D		3		
Customer C		3		
Consultancy B		4		

	Codification		
	as-is	to-be	Objective
Codification Dec.	2	3	raise

From prioritization in the Knowledge Portfolio to strategic Knowledge / ICap Improvements (examples)

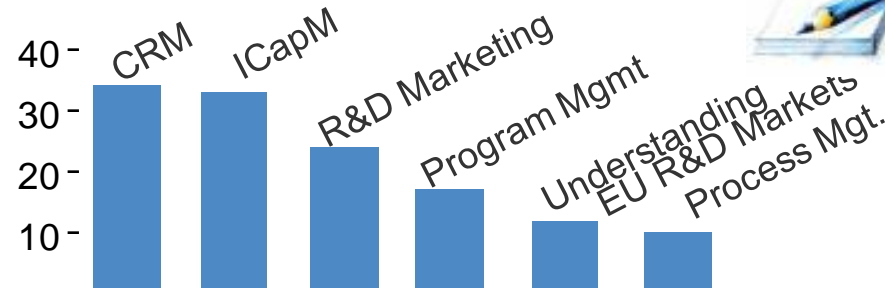


Portfolio of business-relevant Knowledge Areas and expected impact on business

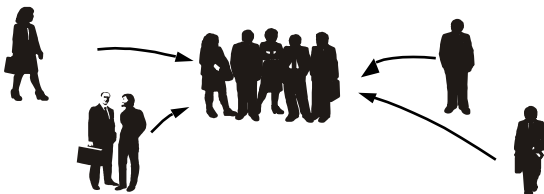
- Definition of area-specific knowledge objectives
- Derivation of ICap Improvements, e.g.

ICap Risks / Debriefing needs

Strategic training needs



Strategic Communities of Practice



Business-driven ICapM Program

ICap Improvement Planning: typical KM actions

Define – install – operate – create - promote ...

Proficiency Building

- Subject Matter Expert for ... / Business Alliance in ...
- Role and Career for Project Managers
- Reflection ... Experiments ... R&D ...

Diffusion

- Knowledge Transfer Workshops with internal/external Knowledge Stakeholders for ...
- Community of Practice for ...
- Learning with clients in project ... / Expert Exchange ...

Codification

- Cookbook / Framework / Guideline / Training module for ...
- Taxonomy ... Content structure in ...

combined & ... org changes

- Regular project / leaving expert debriefings in ...
- Training courses / e-learning system for ..
- Sustaining Lessons Learnt / Best Practice Sharing in ...
- Process model and implementation for ...

Agenda

1

Strategic Planning & Controlling in KM / ICapM: Overview

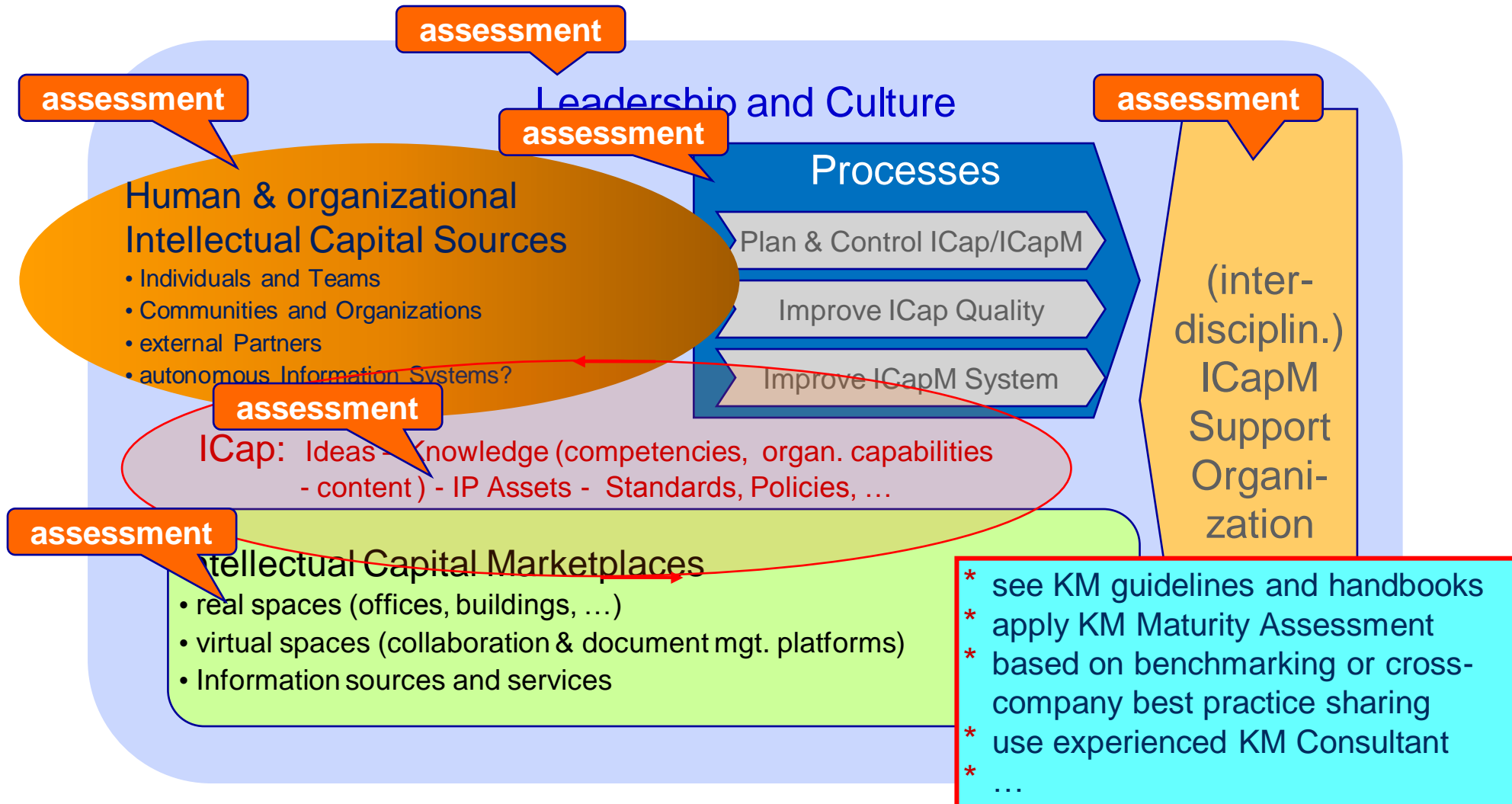
2

Example: Knowledge / ICap Strategy

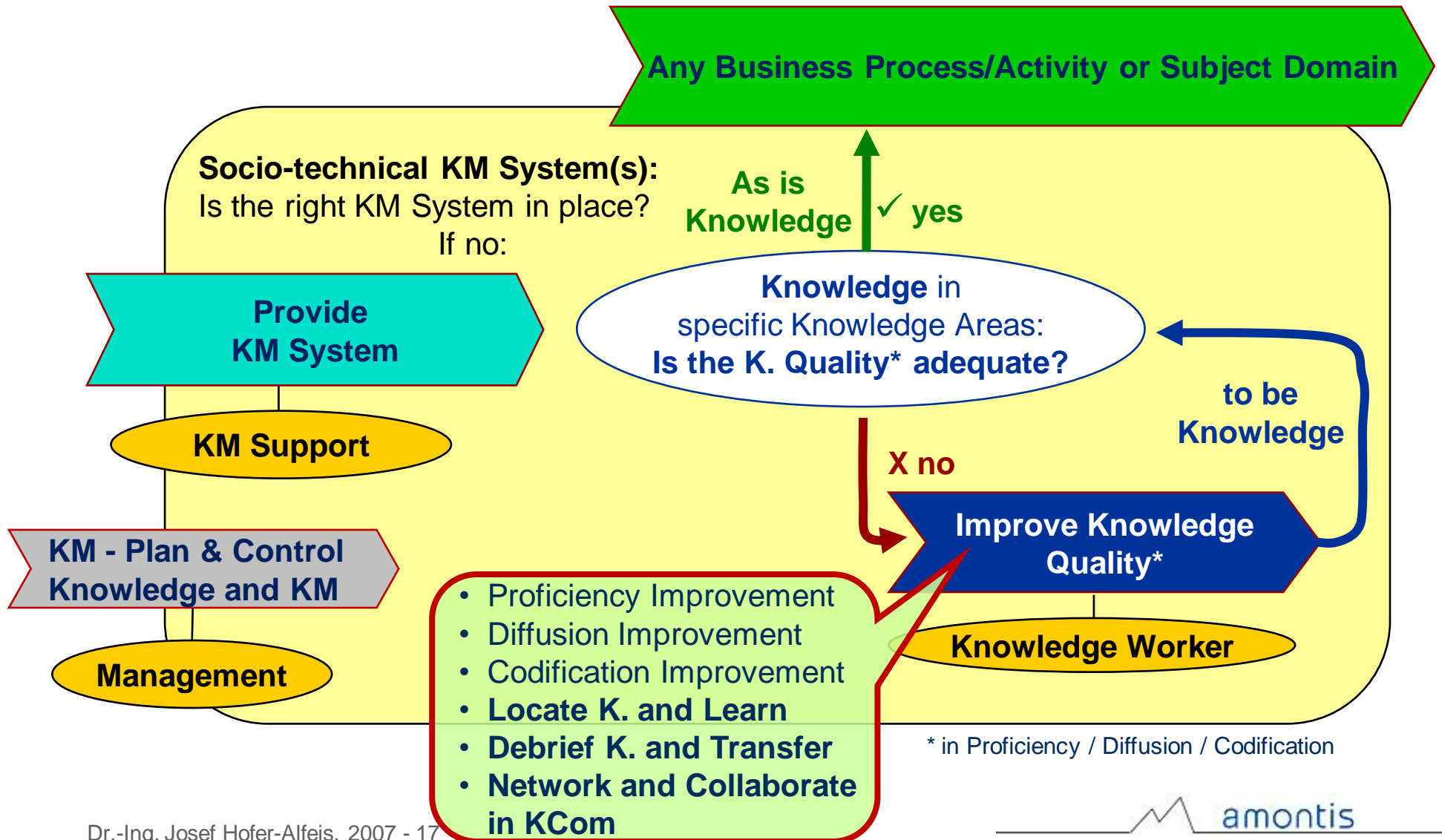
3

Examples: KM / ICapM System and Process Assessments

Reference ICapM System and optional element assessments*



KM Process Assessment based on the three KM Reference Processes



KM Process Systematic of BITKOM Ak KEM: Section

Download: http://www.bitkom.org/de/publikationen/38337_45785.aspx

B2 umfassende „mehr-dimensionale“ Vorgehen

B2.1 W Lokalisieren & Aufnehmen (pull)

- Experten/Community/Kompetenzzentrum über Wissensprofil-/Wissenskarten-System suchen und Wissen austauschen (via ...)
- Dokumentiertes Wissen suchen, z.B. via Suchmaschinen, und Wissen erschließen (via ...)
- Dokumentiertes Wissen suchen und Wissen erschließen via Alert-Dienste setzen und nutzen und lernen (via...)

[\[zu Beispiel-Diagnosefragen B2.1\]](#) [\[zur Anwendungsgeschichte B2.1\]](#)

B2.2 W Erfassen & Transferieren (push)

- Leaving Expert Debriefing & Knowledge Transfer
- Project Team Debriefing (z.B. Significant Milestone Reviews, Post Project Reviews, Peer Assists, After Action Review) & Knowledge Transfer
- Experten- und Gruppen-Debriefing (+ Ideen-Generierung) und systematische Gruppendurchmischung (z.B. World-Cafe, Syntegration-Methode von Malik, XENIA-Ansatz, Open Space Ansatz, ...)
- Training/Schulung aufbauen und durchführen
- Experten-/Ratgebersystem erstellen und einsetzen
- Lessons Learned erfassen und transferieren
- Best Practice Sharing and Replication

[\[zu Beispiel-Diagnosefragen B2.2\]](#) [\[zur Anwendungsgeschichte B2.2\]](#)

B2.3 im W-Gebiet Vernetzen & Zusammenarbeiten (pull & push)

- Arbeitsgruppe bilden und zusammenarbeiten

B2.1] Firma A recherchiert alle interessanten Wissensquellen für „Produktionsbetrieb in China betreiben“ (Experten, Wissensnetzwerke und Informationssysteme) und setzt geeignete Benachrichtigungsmaßnahmen ein, um immer auf dem Laufenden zu sein, wenn etwas Neues zu diesem Thema auftaucht. Je nach Art der Wissensquelle ...

[\[zurück zur Prozess-Systematik B2.2\]](#)

Zu B2.1: Gibt es Prozesse und andere Unterstützung um (fehlendes) Wissen aufzufinden und zu übernehmen (lernen)? s. Detailprozesse Sind sie verständlich und zugänglich für alle, die sie brauchen?

[\[zurück zur Prozess-Systematik B2.2\]](#)

Contact

Dr.-Ing. Josef Hofer-Alfeis

Consulting for Knowledge and Innovation Management
Integrated Strategies and Solutions for the Intellectual Capital -
Competencies | Knowledge Networking | Information | Innovation |
Intellectual Property | Standards & Regulation

Josef-Sterr-Str. 4, D-81377 München

T +49 89 85661623

F +49 6221 141693

M +49 173 9775943

Skype JHofer-Alfeis

Email josef.hofer-alfeis@amontis.com

Partner

Competence Center Knowledge | Innovation | Intellectual Capital
Management

Amontis Consulting AG

Kurfürsten Anlage 34

D-69115 Heidelberg

Germany



Further Readings and other KM sources

Current Publications

www.amontis.com → Publications → Intellectual Capital Management

Contributions to KM books and publications

- T. Davenport, G. Probst (eds): Siemens KM Case Book, 2nd edition, Wiley/Publicis, 2002
- M. Bellmann, et al (Hrsg): Praxishandbuch Wissensmanagement, Symposion, 2002
- C. W. Holsapple (ed.): Handbook on KM, Springer, 2002, pp. 443-466
- Deking, I, Management des Intellectual Capital, Gabler Verlag, 2003
- Hofer-Alfeis, J.: Effective Integration of Knowledge Management into the Business Starts with a Top-down Knowledge Strategy. Journal of Universal Computer Science, vol. 9, no. 7 (2003), 719-728
- Hofer-Alfeis, J.: Mehrwert und Zukunft von Wissensmanagement liegen im trans-disziplinären Vorgehen. In: KnowTech Konferenzband 2005, BITKOM, www.knowtech.net
- Hofer-Alfeis, J.: Wissensmanagement im prozess-orientierten Unternehmen: Ist Prozessmanagement das pragmatischere Wissensmanagement? Beitrag in: KnowTech Konferenzband 2006, „Mit Wissensmanagement besser im Wettbewerb!“ München, 25.-26. Oktober 2006, www.knowtech.net
- Contributions to special edition “Wissen managen” of “Mensch & Büro”, Ausgabe 3, 2006; www.office-work.net

Recommended links on KM

www.knowledgebusiness.com
www.wimip.de
www.knowledgeboard.com
www.cibit.com/site-en.nsf/p/-News
www.APQC.org
www.eknowledgecenter.com
<http://www.hrm-auer.ch>

Books

- Boisot, Max H.: Managing Knowledge Assets – Securing competitive advantage in the information economy. New York: Oxford University Press, 1998,
- Knowledge Management in Organisations: a critical introduction – Nov 2004 Donald Hislop, ISBN: 0199262063
- Learning to fly: practical knowledge management from leading and learning organisations – Nov 2004, Chris Collison, Geoff Parcell, ISBN: 1841125091
- Working knowledge: how organisations manage what they know – 2000 Thomas H. Davenport, Laurence Prusak, ISBN: 1578513015