

Knowledge Management Maturity Model – KMMM®

Methodology for assessing and developing maturity in knowledge management

Trends and motives

The effective handling of internal company knowledge is increasingly being recognized as a make-or-break factor of competition. In many enterprises knowledge management (KM) is already practiced, although it is seldom understood in all its facets. This makes it impossible to recognize the potential gains from systematically and professionally developing KM activities and turn them into a positive contribution to economic value added. For organizations which are interested in knowledge management it is often difficult to carry out an objectified assessment of the current position. This uncertainty presents a barrier to the introduction of suitable measures for improving knowledge management.

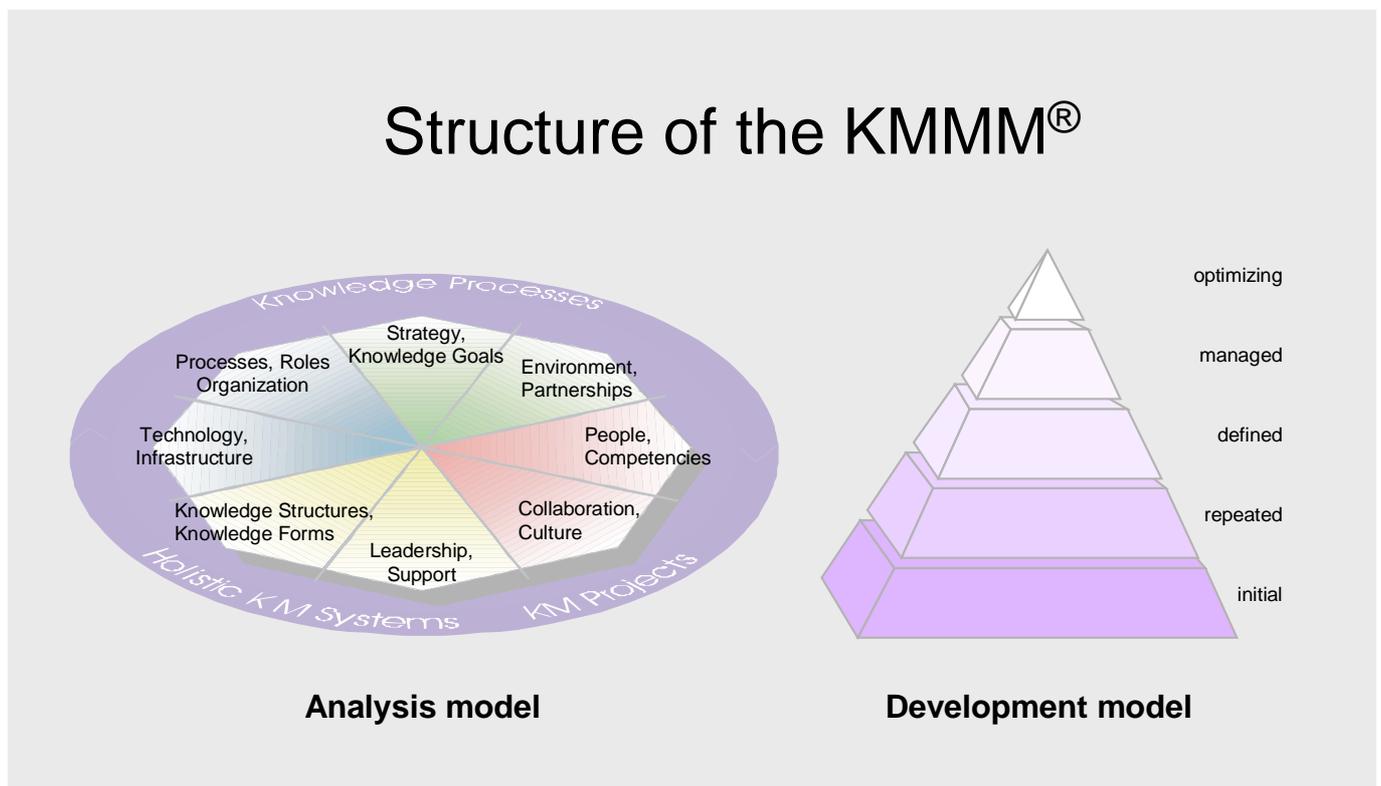
Your requirements

To design your KM activities you need a suitable instrument for defining the current position and assessing your development requirements. This instrument should cover all structural areas of knowledge management in order to allow its integral development. The organizational scope of knowledge management must be appropriately sized so as to permit the derivation of systematically suitable measures.

The process in your organization should be supported by professional consultants with broad experience in knowledge management.

Our concept

The Knowledge Management Maturity Model (KMMM®) comprises an analysis model and a development model. The analysis model creates transparency in all key areas of knowledge management and thus demonstrates in concise form the potential for improvement. The development model provides valuable information for reaching the next maturity level. The combination of these two elements can ensure the synchronous development and thus the ideal interlinking of the various key areas. We place particular emphasis on this synchronization in an integral development process, because we know that isolated solutions have no chance of working in knowledge management. There is not much point, for example, in introducing the most advanced I&C technologies if they run up against implicit rules which prevent the distribution or shared use of knowledge.



Reference models

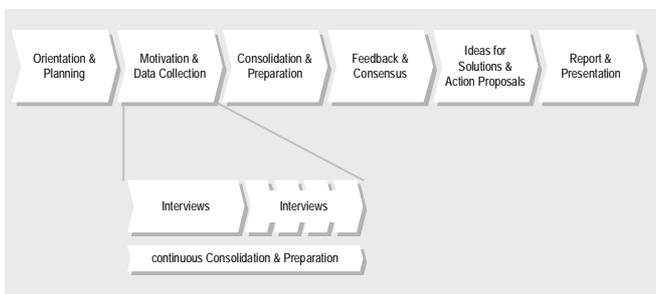
The KMMM[®] was developed along the lines of the CMM (Capability Maturity Model) of the *Software Engineering Institute (SEI)* at *Carnegie Mellon University*. The methods, which have been checked many times in the course of software-process assessments, are thus transferred to knowledge management activities via our development model.

A further important reference point for our analysis concept is the EFQM (European Foundation for Quality Management) Model for Business Excellence. When the key areas of the KMMM[®] were defined, it was ensured that they were compatible with the "EFQM enablers".

Procedure

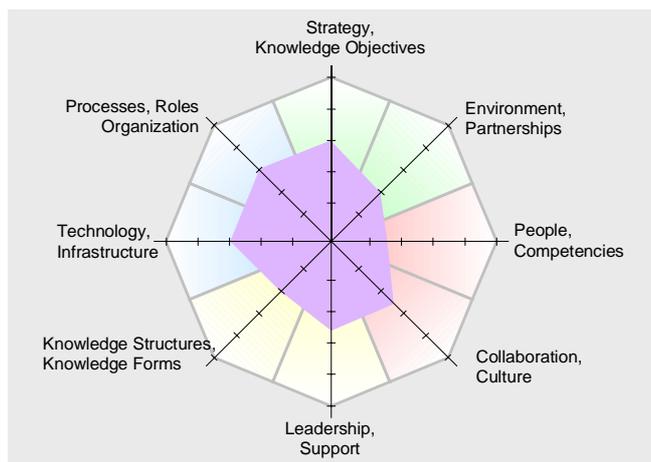
We know from experience that a critical point in the diagnosis lies in the different ways of looking at one and the same symptom. For this reason the KMMM[®] is applied only by experienced knowledge management consultants who work on site in order to get as objective as possible a picture of the relevant maturity level of the knowledge management.

The combination of different methods (e.g. interviews with groups and specific individuals, inclusion of different roles in the organization) is designed to minimize the bias from subjective representations.



Our KMMM[®] consultants work with situational descriptions from approx. 60 subtopics, by means of which the maturity level can be determined. For example, in the key area 'Culture', subtopics such as the culture of trust, culture of learning, and cooperation are taken into account. For each topic in the key area, different requirements are formulated at each maturity level, and these are assessed with regard to how far they are met.

The next step after this is to establish the degree of maturity in the eight structural fields of knowledge management. Using a valuation chart, the degree of maturity of the organization as a whole can then be determined from these individual values.



Your advantage

The KMMM[®]-based diagnosis of knowledge management maturity provides a sound guide for deciding on and planning knowledge management activities in your organization. Furthermore, it offers accurate improvement proposals for the synchronous development of the various key areas. All in all, the presented model and the development potential derived from it represent a significant contribution to organization-wide knowledge management. The KMMM[®] can additionally be used for the medium-term control of KM successes.

Interested? Then take a look at our internet page:

<http://www.kmmm.org/>

You can also apply our procedure under license as an internal consulting service provider and have your KMMM[®] consultants trained by us.

Contact

Dr. Manfred Langen
 ZT IK 1, Competence Center for Knowledge Management
 Tel.: +49 89 636-52732
 e-mail: manfred.langen@mchp.siemens.de