Knowledge Management Maturity Model

Holistic Development of Knowledge Management

KMMM®

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# Holistic Development of Knowledge Management

## Overview

- **Introduction**
- **Development Model**
- **Analysis Model ("holistic")**
- **Procedure of a KMMM® Assessment**
- **Results of a KMMM® Assessment**
- **Experiences, Conclusions, Discussion**

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KM 2001 – Situation and Trends

✔ first wave / hype is over → more awareness & sensitization
✘ systematization and orientation
✘ approved method for the first step in KM projects, i.e. ...
✘ comprehensive assessment for organizational KM
✘ „Metrics“ for KM evaluation

► KM must get from confession to profession
Ideas driving KMMM® Development

- holistic and systematic assessment of KM position
- deliver quantitative and qualitative results
- adaptive – focussed on the next step
- oriented toward KM interventions
- use different methods and perspectives
- use well-known and approved models (CMM, EFQM)
KMMM®
Knowledge Management Maturity Model

The KMMM® is a structured Method to assess an organization’s overall position in Knowledge Management.

Goals:

► get a „real“ picture – on site, efficiently
► point to the right interventions
► deliver comparable results
Structure of the KMMM®

Analysis

- Strategy, Knowledge Goals
- Processes, Roles, Organization
- Technology, Infrastructure
- Knowledge Structures, Knowledge Forms
- Leadership, Support

Development

- Optimizing
- Managed
- Defined
- Repeated
- Initial
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Development of KM in Maturity Levels

KM is developed continuously and self organized

Creation, sharing and usage of Knowledge is organizationally integrated and improved (measurement!)

Standardized processes make creation, sharing and usage of knowledge efficient.

Pilot projects and single activities labelled as „KM“

KM activities are non systematic and ad-hoc. No language for describing org. phenomenons from a knowledge point of view.
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KMMM® Assessment Process

- Preparation/Scheduling
- Management Briefing
- Workshop
- Interviews

- Consolidation
- Workshop
- Interviews

- Consolidation Preparation
- Feedback

- Reporting

- Action Plan

- Back-office work
- On-site work

Start KM-Improvement Projects

1 2 3 4 5 6 weeks
### Prozesse, Rollen, Organisation

#### A. Prozesse / Dokumentation

1. Wir haben unser wissens-intensiven Prozess identifiziert und beschrieben.
2. Unsere Prozesse werden vollständig, einschließlich ihrer Wissens-Aspekte dokumentiert.
3. Der Nutzen der Prozessdokumentation überwiegt den Aufwand.

#### B. Geschäftsprozesse

- Wissensmanagement-Aktivitäten werden teilweise in die Geschäftsprozesse eingefügt.
- Die Geschäftsprozesse sind systematisch um Wissens-Aktivitäten erweitert worden.
- Wir erfassten systematisch Indikatoren zur Prozess-Qualität.
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- Unsere Prozesse werden kontinuierlich unter Wissens-Gesichtspunkten weiterentwickelt.

**Beschreibung**

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<tr>
<th>S</th>
<th>Beschreibung</th>
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<tr>
<td>1</td>
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<td>5</td>
<td>Methoden zur Nutzung impliziten Wissens werden ständig verbessert.</td>
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Results – General Remark

The main result of a KMMM-Assessment is, that it helps to **select** the KM interventions which are most appropriate for a specific organization!

The results are backed up with the everyday practices of this organization.

These practices are the starting point for promising interventions.
Condensation of Data (Example)
Quantitative Results (Example)
Quantitative Goals (Example)
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6. **Experiences, Conclusions, Discussion**
Experiences

+ model seems to be easy understandable
+ method has proofed to be applicable and effective
+ creates transparancy (needed! – wanted?)
+ integrated into Siemens KM strategy process and recommended to the groups
Benefits of KMMM®

- holistic and systematic approach
- uses different methods and perspectives
- delivers quantitative and qualitative results
- oriented towards KM interventions
- adaptive – focussed on the next optimal step
- model is easy understandable
- draws from successful models (EFQM, CMM)
Current Working Issues

- quick & self assessment
- indicator systems at topic level
- considerations on spreading beyond Siemens boundaries
- ...
Thank You for Your attention!

Comments?
Questions?
...?

More Information:
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