

Knowledge Management Consulting Method

Part 4 – KM Development Plan

Module 4.1 – Analyse and Leverage the Business Process

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Introduction

An Overview of the KM Consulting Methodology

The KM Consultancy Methodology enables structured thinking and planning for a knowledge management project. The KM Consultancy Methodology is designed to be modular so that an organisation can choose to start at different levels depending on its readiness, needs and requirements.

The KM Consultancy Methodology is divided into 6 parts of learning and activity. Part 1 concentrates on KM Education, understanding what KM is, the terminology used and why it is important. Part 2 introduces the individual to the importance of KM frameworks, and more importantly, the framework used for the KM Consulting Methodology.

Parts 3, 4 and 5 focuses on the planning, developing and implementing KM within and organisation. This involves looking at the initial or the planning stage of the strategic planning for knowledge management, in Part 3. Part 4 looks at developing the knowledge organisation, looking at how to KM enable the organisation and the need to iteratively develop the KM initiative. Part 5 looks at implementing the KM initiative, from a small pilot project, to a organisation wide KM roll-out and then to an inter-organisation wide KM roll out.

Part 6 focuses on the knowledge and skills required to successfully conduct KM on a daily basis. This involves fundamental skills, such as utilising the KM system and working effectively as virtual teams through to understanding the new roles and responsibilities of the Chief Knowledge Officer, Knowledge Manager, Knowledge Administrator and the Knowledge Workers.

Part 7 introduces the 9 steps of the KM Process. The KM process enables organisations to introduce, implement and assess how an organisation can become KM enabled. This part will introduce the 9 Steps and describe their purpose and importance. A KM Maturity Model is introduced to allow users to start assessing how effectively they are KM enabling their organisation/process/project.

Part 4 - Develop the KM Organisation

Part 4 of KM Consulting Method concentrates on developing the KM organisation. There are six different modules as follows:

- Modules 4.1 are an audit-leverage pair that focuses on business processes.
- Modules 4.2 are an audit- leverage pair that focuses on organisational structures and networks of people.
- Modules 4.3 are an audit- leverage pair that focuses on technology issues.
- Module 4.4 focuses on the development of the underlying model for knowledge asset organisation and is essential for the customisation of KM System tool, such as Knowledger.
- Module 4.5 focuses on the knowledge assets measurements
- Module 4.6 is a module that synthesises and documents the changes that the organisation is implementing as a result of the knowledge management initiative.

The purpose of this Part 4 is that it is iterative in nature, where an organisation will constantly analyse and leverage the knowledge for continuous further improvements. Modules can run in parallel and can be repeated several times throughout the knowledge management initiative. Three simple steps underlie the proposed iterative approach. First, diagnose the most critical problems and opportunities facing the organisation with respect to knowledge management and sketch out a possible solution. Second, quickly, over a few months, translate the sketch of a solution into new work processes and systems; include new ways of working as well as new computer systems, and begin using both for real. If, for example, the problem at hand is customer knowledge management, use the new process to manage some important customers at several offices (or business areas). Given this real-world experience, determine where these new processes and systems succeed or fail, and quickly fix the failures. In other words: do it, then fix it. Third, scale up systems for rollout across the whole organization. Communicate the proven success of the trials in order to build momentum for change.

The essence of the iterative prototyping approach is rapid learning from doing. Speed ensures that change is always relevant, it forces trade-offs so that limited resources are devoted to pursuing goals of real value, it allows top people to participate in change, and it builds unstoppable momentum. Trying out new ideas in the real world allows their shortcomings to be rooted out by the harshest of tests - real-world experience - and their successes to be proven beyond challenge from the most cynical critics. By stressing speed of change and using the real world as a laboratory to learn from, the iterative prototyping approach makes change and improvement a constant fact of corporate life.

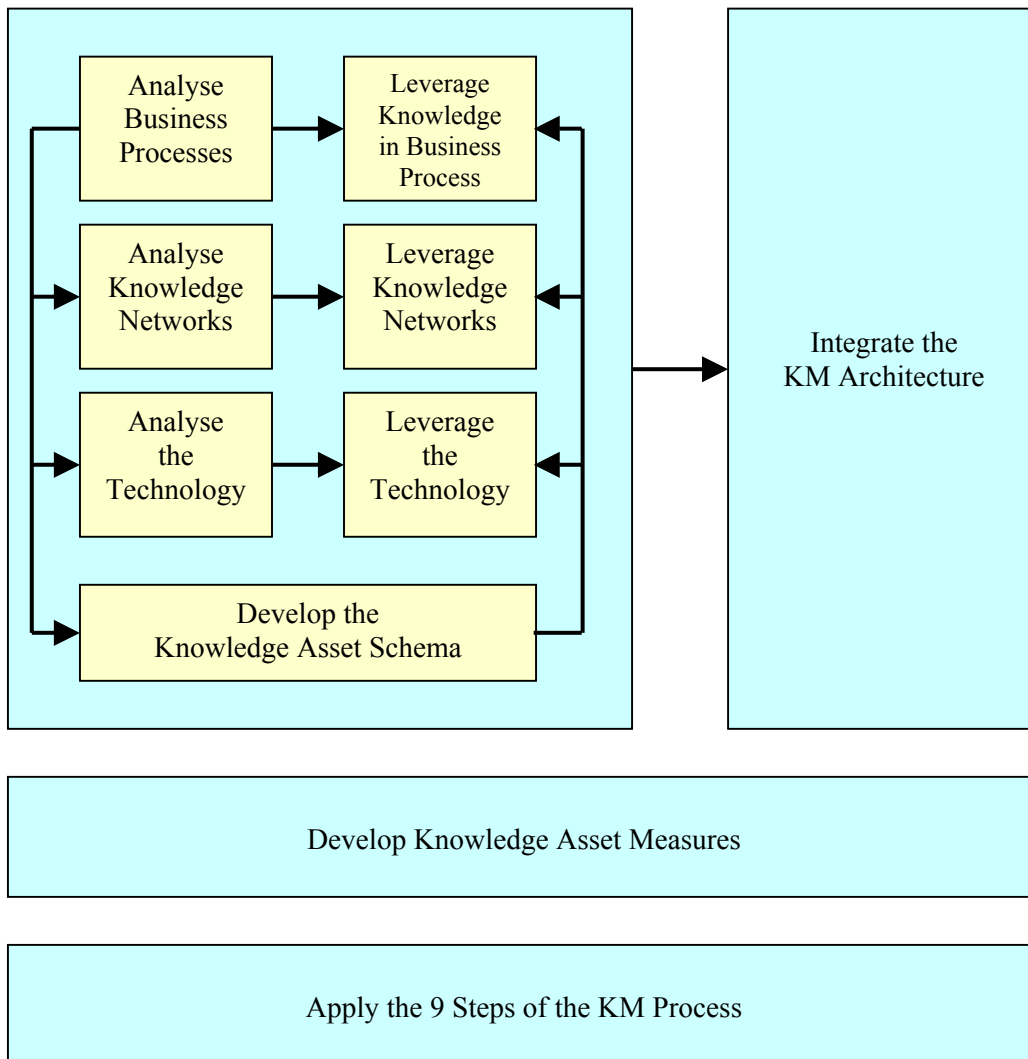


Figure 1 – Develop the KM Organisation

Summary of Activities per Module

Module		What is it used for?	Who is involved?	What are its prerequisites?	Comment
4.1	Analyse Business Processes	This module helps you audit the knowledge requirements of business processes.	Consultant and employee that 'governs' BUSINESS process. Additional interviews with employees involved in process.	High-level identification of key knowledge assets and key business areas of the organisation.	This module is useful: in relatively structured environments when there is a need to better manage knowledge in specific business processes
	Leverage Knowledge in Business Processes	To design and implement additions / modifications in business processes to improve knowledge management within process	Consultant and employee that 'governs' business process. Additional interviews with employees involved in process.	An analysis of the existing process; Knowledge Asset Schema	
4.2	Analyse Knowledge Networks	This part of the module helps you understand the informal flow of knowledge within networks of people in the organisation.	Consultant and Change Agent. Additional interviews with people in knowledge networks.	High-level identification of key knowledge assets and key business areas of the organisation.	This module is to be used only in environments that there already exist informal networks of people that focus on a specific knowledge asset or business area
	Leverage Knowledge Networks	This part of the module helps you design and moderate Knowledge Networks within the organisation.	Consultant and Change Agent. Additional interviews with people in knowledge networks.	Knowledge Asset Schema	This module is used by organisations that wish to build communities that will be collecting, storing and advancing key knowledge assets of the organisation. Particularly important for dispersed organisations.

Module		What is it used for?	Who is involved?	What are its prerequisites?	Comment
4.3	Analyse the technology	Asses the current state of IT in the organisation and identify existing information sources	Consultant, Change Agent, CIO, IT director or similar		This module supports the integration with existing enterprise systems.
	Leverage the technology	Present the technology element in knowledge management	Consultant, Change Agent, CIO, IT director or similar	Ideally Modules 4.2 and 4.3	
4.4	Develop the Knowledge Asset Schema	Design the knowledge asset schema, knowledge objects and attributes, and ontology	Consultant with Change Agent		This module provides essential input for the design of the knowledge repository.
4.5	Develop the knowledge asset Measures	To measure, track and report on the organisations knowledge assets	Consultant with Change Agent	Knowledge Asset schema	This module is essential for knowledge accounting
4.6	Implement the KM architecture	Helps integrate people, process and technology changes into one holistic solution	Consultant with Change Agent		Practical tips on integrating the people, process and technology changes. Addresses cultural issues.
4.7	Applying the 9 Steps of the KM Process	To KM enable the organisation/process/project. To monitor and measure the progress of KM enabling your organisation.	Consultant with Change Agent	A clearly defined area to be KM enabled	This module supports integration of the KM process within an organisation.

Module 4.1 - Analyse and leverage the Business Processes

1.0 Analyse the business processes

1.1 Purpose

- To analyse selected business processes in order to understand how *business processes, people, systems* and *content*, are related and reveal *who* needs *what* knowledge and *when* they need it.
- To identify the knowledge gaps within the execution of the business process and elicit requirements for knowledge management within the business process.
- To provide input to the Knowledge Asset Schema (Module 4.4) by identifying knowledge *assets, objects*, and their attributes.
- To understand and depict the knowledge *flow* within the business process.

1.2 Where to start from

Based on the high level identification of strategic knowledge assets and business areas, the key business processes that support them, must be reviewed. Understanding the objectives of the organisation (enterprise, department, division, workgroup) allows you to focus on small KM projects without losing sight of the big picture. Based on the Key Business Areas, review the key business processes that are executed within the business area.

It is advisable to look for documentation of the business processes under examination before you start. If the organisation has recently undergone a re-engineering project for instance there should exist analyses of the business processes. In most cases however these business processes may not be formalised or explained anywhere. To start defining the process, an effective way is to set up small meetings with process experts or people who can steer you in the right direction. If the strategic orientation of your KM Strategy stresses quality and the organisation's customers have a low tolerance for defects, focus on the quality management business process. If the organisation's revenue over the next few years will be driven less by new sales and more by selling to the existing customer base, you need to focus at the customers value. You may even need to evaluate the suppliers' business processes.

Go through the steps presented below. You can use a flowcharting tool to visualise the process maps. Depicting in the form of charts the business processes is not compulsory

however. You can alternatively use the Module Template, in Appendix 1, as a way to report on the business process analysis.

Example – Analyse the Business Process

Suppose we are focusing on the service delivery business process of an IT consulting company. Such companies usually operate on a project-based approach. The service delivery business process for a technical product such as an Integrated IT System comprises the following steps / activities:

Initiate project: A project manager is assigned. The project manager identifies the scope of the consulting engagement, forms the project team, identifies the objectives of the assignment, and works out an overall work plan for the project.

Plan project: A more detailed plan is developed. The plan includes timeline, responsibilities of people, specific tasks, software development / systems integration details, financial budgeting, etc.

Execute project: This is the actual implementation phase where the project team works to deliver the system / study to the client.

Evaluate project: This is the closing phase of the project. The team evaluates the results, assesses the impact of the result, collects lessons learned and feedback from client, etc.

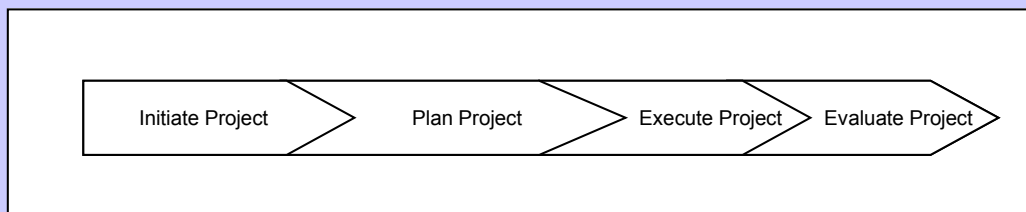


Figure 1.1. Sample “Deliver Services” Business Process

Things to look for when analysing the business processes:

- Understand where, when and what type of knowledge is needed within the business process
- Add the knowledge workers; what personnel are involved in the business process? What are their job descriptions and responsibilities? You may need to consult the HR department.
- Are there documents and expertise regarding the business process that are

- currently scattered around the company?
- How important and how feasible it is this information to be collected at an easy-to-access place?
- How can the needed information be delivered ideally to help those involved in the business process to do their jobs better? Through a Web page, e-mail, Personal Agent, new reports, better use of existing database?

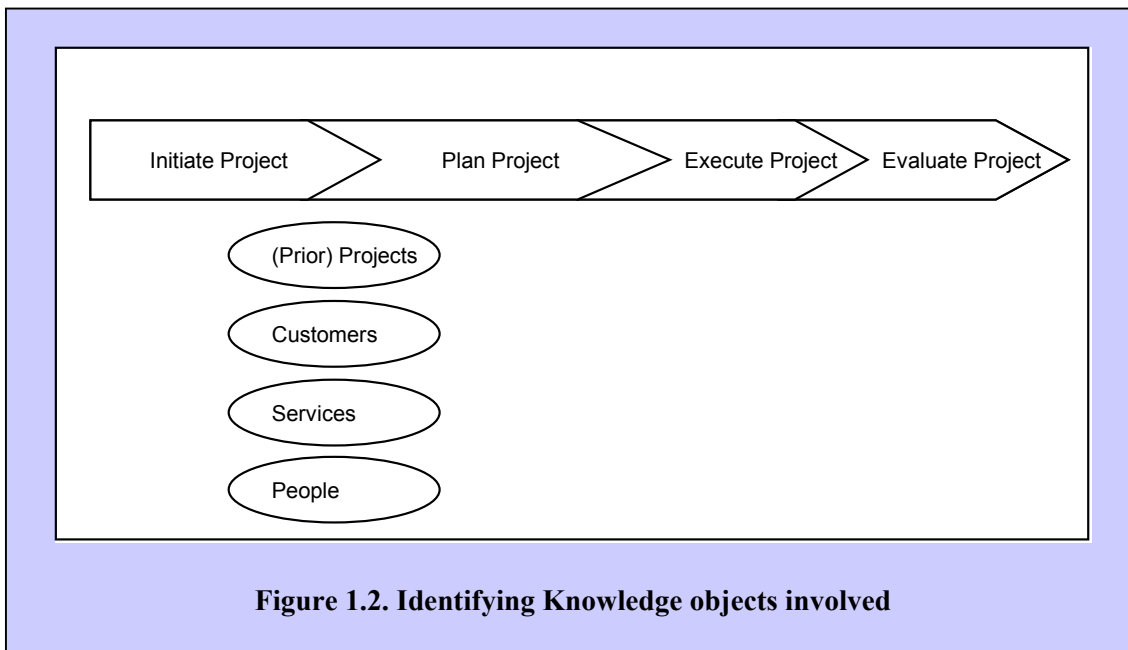
1.3 Identify the knowledge objects involved

This step helps identify what and how much information, tacit and explicit knowledge is used in the chosen business process. The aim of this step is to identify those events where people need to act effectively to move the process along. This step helps understand how content fits into each part of the business process and how to prioritise it.

Example – Identify the knowledge objects

We continue on the previous example and we focus on the first step / activity, namely "initiate project". When preparing the initial plan of the project the project manager:

- Looks for consultants / developers based on their competences; the project manager is looking for information about the current and previous assignments the consultant has been involved, the training seminars he/she has attended, his/her personal development plan for enhancing competences, his/her preferences, etc.
- Analyses how the company delivers such services. She/he looks at service / methodology descriptions, handbooks, etc.
- Refines the time, activity and resource plan for the new assignment based on the contract with the client and the previous experience within the company (if any). She/he looks at similar past assignments, locates their project plans, locates the people responsible for such plans, talks to these people, etc.
- Examines the resource availability of people in order to make staff allocations and define the consulting assignment project team. This would mean defining the required competences for the specific assignment, searching across the people competencies and checking their current and planned availability.
- Analyses previous company "knowledge" experience, i.e.
 - how have similar assignments been carried out by the company in the past?
 - which were the major problems (if any?)
 - which were the major results?
 - which are the "traps" a project director may fall in when defining the plan? etc.



Things to consider in identifying knowledge objects

- Do not hung up on perfection. Most business processes are not precise.
- Focus on a consensus or a general understanding.
- Interview key people involved. Ask about inefficiencies in the business process. Many people have a good understanding of where they succeeded or failed in such processes.

1.4 Add the people

In this step you identify the people that “consume” or “generate” knowledge at each step / activity of the business process, Who is responsible for executing each task? What are the relevant job titles? Write them on the map showing how they connect to the different steps and knowledge objects. You may need to talk to people who are recognised performers in the business process. What can they tell about who is involved? Interview these people if necessary to get insight on their knowledge requirements.

Example – Adding the People

As discussed above, the project manager is the main person involved in the first step / activity, namely "initiate project". You simply add the project manager to the map.

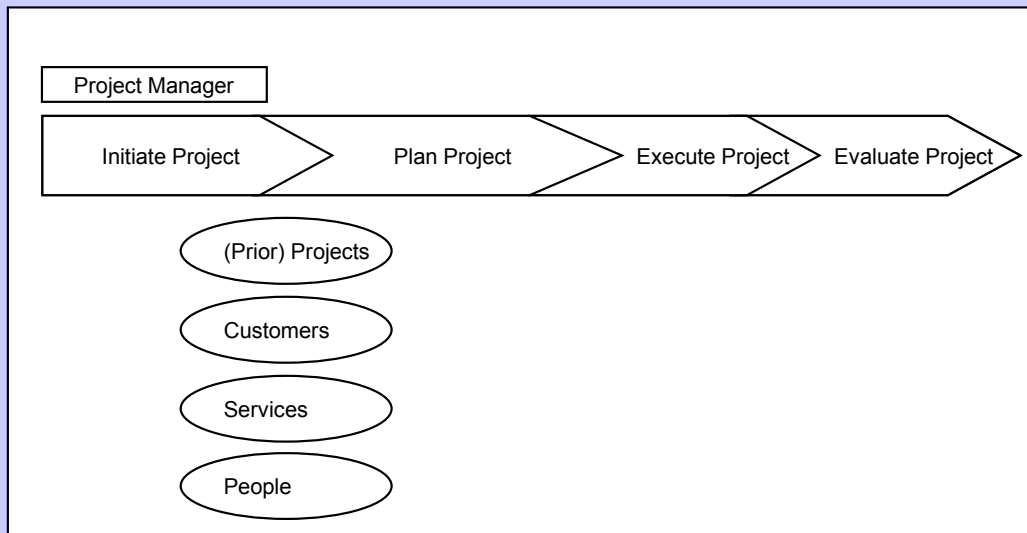


Figure 1.3. Adding the people

Things to consider when adding the people:

- Consult the Human Resource department. They can provide you with useful information such as job descriptions or point you to the right people involved in the business process.
- Talk to managers who govern the business process. They will also be able to point you to the people that are involved.
- Do not narrow your focus to people in the organisation alone. Consider people outside the organisation.

1.5 Identify detailed content

After you have identified the people and knowledge at each step in the process, you will need to identify in more detail the information and knowledge they need. This step normally involves interviews with the people that you have identified in the previous step. They are the best source for discovering what information they need to be successful.

An even better way to search for insight is to organise facilitated workshops with a small number of employees. In these workshops you may even include partners or customers or people who can give you suggestions that lead to a successful audit. It is advisable to set up focus groups with the people that you have identified in the previous step. You, as a facilitator, can elicit knowledge requirements by assisting and guiding people identify the real knowledge needs within their everyday work. To ensure that you effectively capture the information you require, it is advisable to devise interview questions that help you determine what information is necessary for them to act. (See Appendix 2 - Sample Questionnaire for a sample list of these questions.)

Example – Identify detailed content

We refine the knowledge objects based on a more detailed analysis of the task or an interviews with project managers. For instance as discussed above, the “service” knowledge object includes knowledge of company used methodologies (e.g. the Structured Systems Analysis and Design Method (SSADM), the Unified Modelling Language (UML), service descriptions, etc.

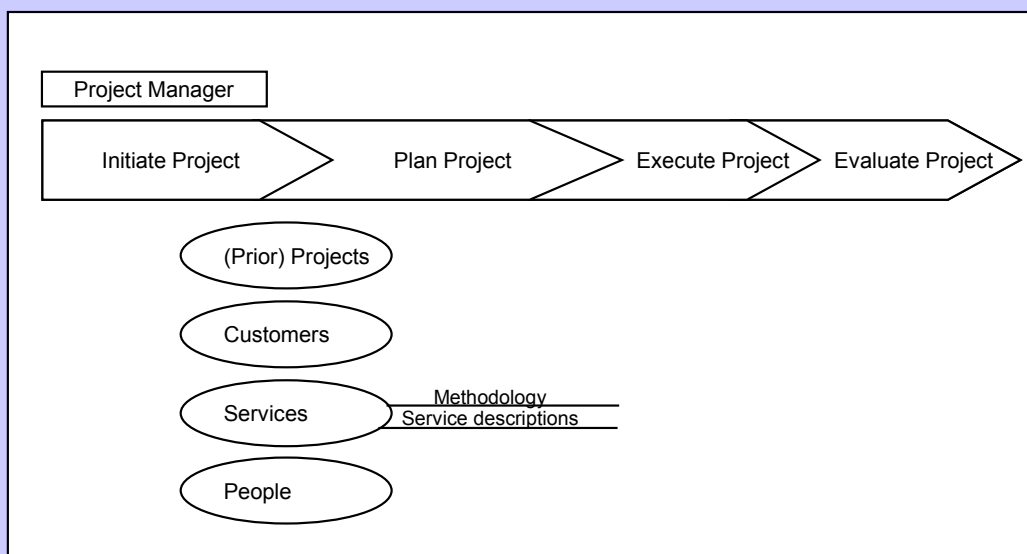


Figure 1.4. Identifying detailed content

Things to consider in identifying detailed content:

- Talking to the people involved in the business process allows you to refine your entire picture of the business process.
- Focus on understanding the content that helps people act.

1.6 Map the systems

This is the final step during which requires for you to identify the systems used to support the detailed content. Systems could be IT-based systems such as a Web server, a file, or a database, or non-IT systems such a report, a document stored in the library, etc.

Example – Map the systems

Let us assume that currently descriptions of the company services are stored on the “seminars database” of a Lotus Notes (ver. 4.6) server.

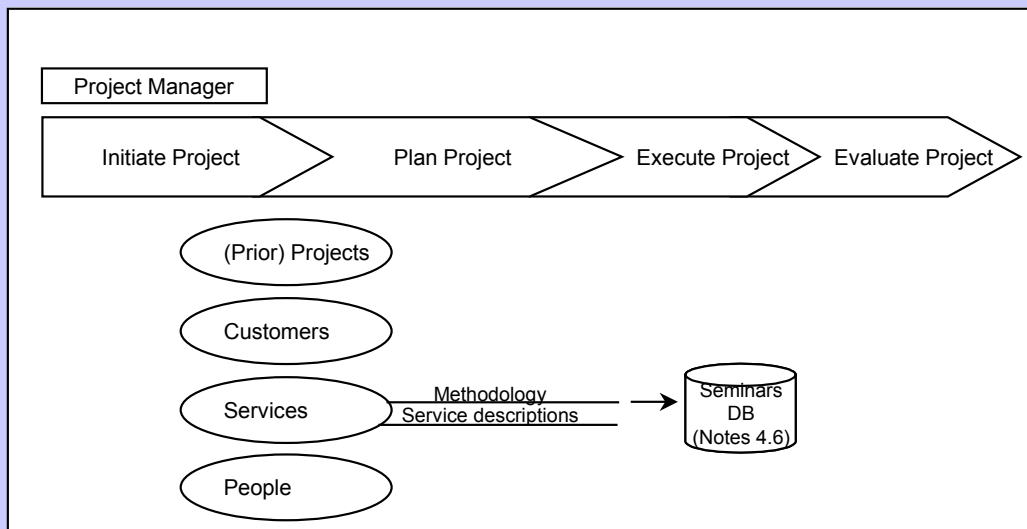


Figure 1.5. Mapping the systems

Things to consider in mapping the systems:

- Do not start from the IT department. Although people in the IT department know better the IT infrastructure of the organisation, they are not the ones that are using the information and therefore they do not know exactly where and how people are looking for information. This is even more true when people make heavy usage of the Internet.
- Having mapped the systems, talk to the IT department and have them verify that what you have recorded is according to the existing IT infrastructure.

Module interdependencies

- This module does not require any other module to have been used.
- This module develops a preliminary account of the knowledge objects and their attributes, which are used as input for Module 4.4 (Knowledge Asset Schema Blueprint).
- This module captures the knowledge flow within a specific business process. This information is used as input for Leverage Knowledge in Business Processes, which improves knowledge management within business processes.

2.0 Leverage Knowledge in Business Processes

2.1 Purpose of module

- To enhance knowledge management within the existing business processes.
- To design new business processes and knowledge management organisational roles for explicitly managing specific knowledge assets.
- To support the new design with IT applications and services.

2.2 Where to start from

Using the process map developed in section 1.0 (analyse the business process), you can think whether it is possible to enhance the management of a particular knowledge asset by improving the existing business processes or by designing completely new processes to explicitly support management of the specific knowledge asset.

2.2.1 Improve the existing process

If you have defined an existing process, as in section 1.0, this will be your starting point for thinking of new steps or activities that, if added, would enhance the management of the knowledge assets in question. Think also of the new organisational roles that are possibly required to undertake the new steps. Alternatively, assign responsibilities of new steps to existing organisational roles.

2.2.2 Design a new process

To design a new process for managing a knowledge asset there must exist a clear need for that, as well as an initial vision. A clear need may mean that management of a particular knowledge asset can not be facilitated within existing processes or that it is considered of such high importance that requires special handling. The clear vision should include answers to the how, in broad terms, the process will work and what it will achieve.

In the actual design of the new process you should perform similar steps to the ones followed in modifying an existing one. You should however, pay additional attention to identify critical success factors for the new process, potential barriers to implementation of the new process, and other similar issues that are related to the introduction of changes in the organisation.

2.3 Stakeholder Analysis

In any case it is most probable that you will need to perform a short stakeholders analysis. Stakeholders are individuals or groups who, at some time during the implementation of this module, will affect and be affected by what is happening. Depending on the scope of the change the stakeholder population could include customers, employees, process owners, business partners, etc.

No matter how long the list of stakeholders, it can be divided into two broad groups as depicted in the matrix below. This matrix has been developed by the Change Integration Team of Price Waterhouse Coopers¹. The two large groups are – those supporting change and those who are not motivated to change. It is important to analyse these stakeholders because on one hand, motivated stakeholders can have a multiplier effect on the process redesign and on the other, the de-motivated can seriously deter the progress.

It is easy to spot both kinds of stakeholders. The motivated stakeholders are constructively critical and proactive whereas the de-motivated ones tend to express their negative perceptions and emotions by skipping project meetings and being noncommittal. The latter cannot be simply ignored. It is important to engage and work with them.

The following template could be used to summarise the stakeholder analysis;

Area of change	Impact	Stakeholder	Anticipated Reactions/ Issues	Comm strategy & planned response

¹ Better Change; best practises fro transforming your organisation, The Price Waterhouse Change Integration Team, Irwin Professional Publishing

2.4 How to design the new activities / steps / process

You can design the added activities / steps or the entire new process based on the Knowledge Asset Schema, developed in module 4.4. You can do this by working around the knowledge assets and their attributes. With any additions / modifications to the business processes you design, make sure that in these steps all metadata, classification and indexing information required by the system are fulfilled.

The design of the new activities / steps or process must at least aim to introduce the knowledge leveraging steps within existing business process

Questions that need to be addressed, for each knowledge asset:

1. What knowledge is required to execute the process? Design steps that clearly take into consideration existing knowledge, e.g. for sharing knowledge on the subject that already exists in the organisation. Establish organisational roles with clear responsibilities as far as the execution of the new steps, e.g. a *topic expert* that can direct people to the right sources of knowledge.
2. What knowledge is produced within this process? Design steps that clearly capture new knowledge produced, e.g. for *distributing* knowledge created within the process. Establish roles with clear responsibilities as far as the execution of the new steps, e.g. a *topic expert* that develops competencies and experiences in this subject.
3. Is any knowledge produced as a by-product of this process? Design mechanisms to capture it.
4. What IT or other systems are going to be used in the new activities / steps?

Example – Adding new steps to the business process

Based on the example from the Analyse the Business Process, we have identified the need for capturing some project knowledge early, even before the project is actually started. This is a simple task and can be undertaken by an existing organisational role, the project manager. The information is going to be stored on the existing file server of the organisation.

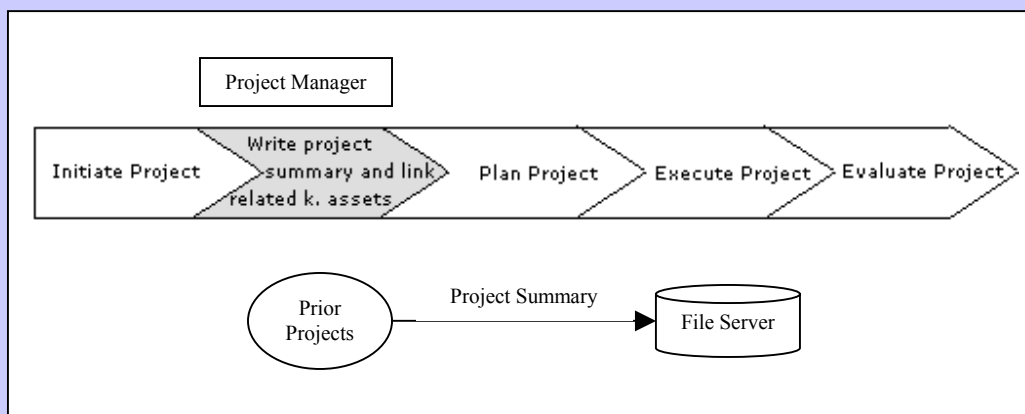


Figure 2.1 Add new steps in business process

Simplification and improvement of existing KM in business process:

1. Are many people involved in existing km in the business process? Try allocating resources more efficiently.
2. Are many different systems or documents used? Are there any documents used that are stored locally? Design a centrally-managed repository. Assign resources to manage this repository?
3. Is there a need for better managing existing KM in business process? E.g. is there duplication of km activities? (different people doing similar knowledge-related tasks, e.g. searching same internet sites for similar information). Assign clear responsibilities as to who does what, where information should be stored, when tasks should be done, consideration of review processes for knowledge created/consumed, etc.

Integration of KM activities within daily work practices:

1. Can there existing, non-KM steps / activities be slightly altered so that they accommodate the knowledge-leveraging steps. For instance, can you supplement an existing report that is an outcome of an existing step with a section that reports on knowledge generated in this step?
2. Can you assign KM responsibilities and ownership of specific content to people that are performing related activities as a standard work practice?

Automation of the new KM steps / activities:

1. What technology applications are suitable for supporting the redesigned process?
2. How will this technology compliment the present IT infrastructures, as depicted in the business process maps?
3. How will it be integrated and managed?
4. Will a new set of IT development skills be required?
5. Will automating the KM steps give us a long term leverage?

With respect to automation, a word of caution: automating processes for the sake of automation will not lead to significant improvement. It is not necessarily so that the new KM steps should be supported by IT, because this can be overwhelming. In some cases a good archiving mechanisms is all that is required.

Things to consider

Any additional tasks assigned to existing organisational roles should be done very carefully. You should try to embed these “overhead“ tasks to the existing work practices. Technology can be a significant enabler towards achieving this goal. If technology is required, any customisation should be defined in detail, to ensure that the technology can meet your needs. eg The KA Knowledger KM applications is fully customisation and supports the whole KM process. If required, user requirements should be documented for completely new applications or agent functionality and discussed with the KM team on the feasibility of developing them to specifically support the business process.

Any modifications to existing business process will almost certainly impinge on authority, power and culture. Such implications can present considerable barriers to the successful implementation of change initiatives and therefore, top management sponsorship is essential.

A steering committee of senior board members should be established. The steering

committee will have responsibility for:

- Defining the scope and initial vision of the business redesign.
- Define the key process characteristics and critical success factors.
- Giving direction and guidance.
- Appointing process design teams.
- Approving plans and providing resources (labour and cash).
- Tracking usage and performance.

Module interdependencies

- With this module, ideally, the analysis of existing business processes, should be conducted before the leveraging the knowledge in the business process.
- This module requires the blueprint of the Knowledge Asset Schema and classification schemata, to be defined.
- Having completed modules 4.1 – 4.7 will the knowledge architecture for the organisation to include:
 - Customisation for technology applications (if required)
 - Definition of Access Rights for Knowledge Objects and applications
 - Assignment of ownership to Knowledge Objects

Appendix 1

Analyse the Business Process - Module Template

The following table can be utilised to report on the analysis of the business processes.

Business Process	“Deliver Services”			
Step/Activity	Role	Knowledge Assets	Knowledge Objects	Systems
Initiate Project	Project Manager	<ul style="list-style-type: none"> ▪ (Prior) Projects ▪ Customers ▪ Services ▪ People 	Methodologies Service Descriptions	Seminars DB (Lotus Notes server) Company Profile (File server “Miracle”)
Plan Project				
Execute Project				
Evaluate Project				

Appendix 2

Analyse the Business Process - Sample Questionnaire

This section contains indicative questions for interviewing people involved in steps / activities of business processes under examination. The goal of this set of questions is to find out what knowledge needs do people have when executing a specific step / activity within a business process.

- What are the knowledge-centred characteristics of these steps / activities?
- What should knowledge management activities focus on?
- What kind of KM support could be appropriate?

Whom do you ask the questions?

Ideally you should interview the people identified during the analysis of the business processes. They are the key stakeholders and they know first hand what do they need to perform. If practical limitations prevent you from profiling all people involved, you can focus on the few people that „govern“ the business process are those that really understand it. For instance you can ask the manager that is responsible for the outcome of the process. If possible though, do not limit the interviews to veterans or long time business partners. Some of the most heavy knowledge seekers within the process come from those that are new to the organisation and are trying to get up to speed with their new tasks.

How do you ask the questions?

Profiling can be accomplished in many different ways. An effective way is to watch „a day in life“ of the employee. What are the employee’s sources of frustration? Where do processes seem to go very smoothly? Finding this information may involve travelling to remote offices to observe people’s daily lives.

Do not rely on sending out email surveys and expect people to answer them in a way that helps you. Most probably this way people will not give you the information you need. A good way to search for insight is to do focused interviews with a small group of key people that are involved in the business process. These people could also be outsiders (clients, suppliers, etc.)

Sample questions:

- What are the three or four typical situations in which lack of information hurts you or hinders your ability to do the specific step / activity effectively?
- How often do you perform the step / activity? Is it possible that it is not clear when a certain step / activity is finished, or that a finished step / activity must be considered again after some time?
- How important is the step / activity? Is it mission-critical?
- What improvement potential is there within the step / activity? Which things could be done better? Could be done easier? Could be done safer? Are often done wrong, insufficient, or inefficient? Are there obvious errors because certain documents, rules, information sources, old experiences, experienced colleagues, etc. were not regarded?
- How repetitive or how formal is the step / activity under consideration? Can you build a task lists saying what things must be done, and partly, in which order? Would such a structure be useful (e.g., for tracing open business processes)?
- How knowledge-intensive is the step / activity under consideration? Do they require much personal knowledge? Tacit knowledge, experience, social or communication skills, factual expert knowledge? Is the processing of internal or external knowledge sources (persons, databases, documents, archives, ...) important and central? Is it useful to have access to knowledge, artefacts, or documentation from older, similar business cases in order to reuse or adapt older decisions and experience?
- How „document-intensive“ is the step / activity under consideration? Are many paper-based or electronic inputs needed or outputs created? Are formal documents in use to support the business process, communication, or documentation? Is it usual to have personal archives, memos, notes, annotations to perform and document the process?
- How „communication-oriented“ is the step / activity under consideration? Why? How many people do work together? Where are they working? How often do they communicate? Always the same people? Do they know together? Why is communication required? Via which media do they communicate? Would it be possible and useful to have an archive of such communication?
- How „collaboration-oriented“ is the step / activity under consideration? How many people with which specific expertise and competencies do collaborate? How important are the different contributions for the end result? Is the collaboration process in some way structured or organised? Are there specific ways for collaboration required or would be useful, like shared document editing, shared design editing, shared artefact repositories, video conferences, telephone conferences, live meetings?
- What about change management? How stable is the step / activity, its input/output, constraints (market situation, competitors, legal restrictions, suppliers), results? How are changes noticed and what effects do they have on the tasks and the knowledge required? Are there specific knowledge and information sources to be constantly watched for noticing changes? Are there specific procedures to deal with change?

Glossary

Knowledge The ideas or understandings, which an entity possesses that are used to take effective action to achieve the entity's goals.

Knowledge management The ways to create, retain, share, account for, and leverage knowledge - at all levels, from the personal level to the team level, the organisational level, the inter-organisational level, and the global level.

Knowledge Asset A resource that an organisation wants to cultivate and manage. Human assets are people and networks of people, structural asset could be an automated sales process and market asset could be a corporate brand.

Business case A document describing the business issues driving the project, the project objectives, the project scope, the approach and time frame for achieving results, the budget and the project team.

Critical Success Factors The most important activities and processes the organisation has to make right to reach the goals outlined in the strategy. Examples include: product development, inventory reduction, time to market, customer service and so on.

Vision The dream of a future state for the organisation.

Change Agent The person responsible for the process of change and incorporating the principles and tools of change management into an organised and systematic plan of implementation.