

APQC's On-Site Two-Day Training Course Outline: KM Strategies and Tactics for Business Results

In this interactive, two-day session, participants will learn about the resources, facilitation, processes, and tools necessary to design and implement KM initiatives, from developing a KM strategy and recruiting executive support to selecting the right approach and staging an effective rollout.

Introduction

- » Welcome
- » An APQC overview including background in knowledge management (KM)
- » Course objectives:
 - Assess organization's readiness to use KM principles and practices
 - Learn about key decisions, actions, and milestones through APQC's Stages of Implementation
 - Utilize proven methodologies for strategy development, project design, and implementation
 - Understand the infrastructure needed to support knowledge sharing and transfer approaches
 - Distinguish between various approaches to knowledge sharing and learn how to identify the best one

APQC's Road Map

- » Overview of the five stages: key lessons
 - Stage One: Getting started
 - Stage Two: Explore and experiment
 - Stage Three: Pilots and KM Initiatives
 - Stage Four: Expand and scale up
 - Stage Five: Institutionalization
- » Obstacles to implementing KM
- » Embedding KM into the work of the organization
- » Activity: Where are you on the KM journey?

Stage One: Getting Started

- » Identify objectives and key tasks for "getting started" in KM
- » Use storytelling as a tool to help people better understand and support KM
- » Learn how other organizations started their KM initiatives
- » Pinpoint KM opportunities in your organization
- » Develop a business rationale for KM

Stage Two: Develop Strategy

- » Understand leadership's role in KM
- » Develop a KM strategy for achieving results
- » Identify and select pilot project opportunities
- » Address KM infrastructure and resource issues
- » Activity: Begin case study and simulation throughout all stages of implementation

Stage Three: Design and Launch KM Initiatives

- » Identify the major design components for KM pilot projects
- » Select members for a KM design team
- » Identify three KM approaches for sharing and transferring knowledge
- » Assess the enabling factors that support KM initiatives

Approaches to Leverage Knowledge: Self-Service

- » Identify the various self-service approaches that can best be supported by IT
- » Assess the challenges and issues of a self-service KM approach
- » Understand the key components when designing a self-service KM approach

Approaches to Leverage Knowledge: Networks and Communities

- » Understand the importance of using networks and communities of practice (CoP) to operationalize KM activities
- » Identify the key elements and characteristics of a CoP
- » Understand the role CoPs play in validating information and knowledge for the organization
- » Design, launch, and implement a CoP for a KM initiative

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Approaches to Leverage Knowledge: Facilitated KM Approaches

- » Understand the benefits of facilitated KM approaches
- » Identify the resources required to implement facilitated KM approaches
- » Identify factors that point to the need for facilitated KM approaches

Measuring KM

- » Understand measurement as it relates to the Stages of KM Implementation
- » Identify various KM measures:
 - Input measures
 - Process or activity measures
 - Output measures
 - Outcome measures
- » Identify principles and guidelines for developing KM measures

Managing Change

- » Understand key KM behavioral principles
- » Identify change management issues and the skills needed to support knowledge sharing and transfer initiatives
- » Understand the importance of communication and training when implementing a KM initiative
- » Identify the critical components necessary to structure a rewards and recognition program for KM activities

Stage Four: Expand and Support

- » Understand the critical issues when developing a KM expansion strategy
- » Identify activities used to communicate the KM strategy
- » Understand the importance of aligning rewards and performance evaluations to reinforce KM activities
- » Identify the major obstacles to implementing KM at Stage Four

Stage Five: Institutionalize KM

- » Understand the steps necessary to embed KM activities, principles, and tools into the business model
- » Identify various categories of KM expenditures
- » Understand the elements of a KM business case
- » Understand the issues of balancing central and local control of KM