

MANAGING PROJECT KNOWLEDGE

Research Sponsorship Opportunity

PROJECT OVERVIEW AND SCOPE

One frequently overlooked benefit of complex, large-scale projects is the wealth of knowledge they generate. As a project team moves a project toward completion, it constantly discovers new contextual information, better ways of doing things, and less successful methods that other teams should avoid. By insisting that project teams document and share what they learn, organizations can ensure that relevant best practices and lessons are applied in other, similar projects and situations. This both helps sustain project benefits over time and amplifies the impact of projects beyond their envisioned range of influence.

Despite the inherent value of knowledge transfer within and among project teams, many project management approaches fail to account for the effective handling of project-related knowledge. In a recent survey, APQC asked project management professionals about the hard and soft skills their project management offices (PMOs) currently lack, but need to develop in the near term. Of the 18 skills included on the survey, knowledge management (KM) was cited as the most common area of need, with 49.5 percent of respondents reporting that their PMOs lack KM skills and need to develop them in the next two years.

To help project management teams and offices build the right KM capabilities, APQC is pursuing new research exploring the intersection of knowledge and project management. This research will focus on how organizations leverage KM approaches such as communities of practice, enterprise social networking, lessons learned methods, collaboration platforms, and content repositories to support project management methodologies and processes.

The study team will interview at least three organizations with mature initiatives to handle project-related knowledge in order to understand how KM is incorporated into each stage of project management, what KM approaches are most effective, and what enterprise-level support is required. After conducting the interviews, the research team will look across the collected information to identify themes and applicable best practices.

AUDIENCE

- ◆ KM leaders/teams
- ◆ PMOs and project management leaders/teams
- ◆ Project-focused industries

RESEARCH QUESTIONS

- ◆ How do organizations build knowledge transfer, sharing, and reuse into their project management methodologies and processes?
- ◆ What are the most efficient and effective KM interventions to pursue during project initiation, planning, execution, and close-out?
- ◆ What role do central functions, such as a KM core group or project management office, play in supporting and enabling the management of project knowledge?
- ◆ What tips and lessons learned can mature organizations share based on their experiences?
- ◆ How can capturing and reusing project knowledge (both within and across individual projects) improve project outcomes and value?

RESEARCH METHODS

This research project will be conducted by collecting and analyzing data from multiple sources via interviews and case studies featuring organizations with mature capabilities.

DELIVERABLES

- ◆ Input into data collection tools
- ◆ Survey summary results report
- ◆ Full research report including sponsor's perspective
- ◆ Research overview
- ◆ Promotions for research deliverables across multiple media platforms
- ◆ Webinar event showcasing research results and sponsor's thought leadership
- ◆ Presentation and recording
- ◆ List of attendees who opt-in to share name and organization
- ◆ Case study of vetted, targeted organizations included in the research report

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ABOUT APQC

APQC helps organizations work smarter, faster, and with greater confidence. It is the world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management. APQC's unique structure as a member-based nonprofit makes it a differentiator in the marketplace. APQC partners with more than 500 member organizations worldwide in all industries. With more than 40 years of experience, APQC remains the world's leader in transforming organizations. Visit us at www.apqc.org, and learn how you can make best practices your practices.