



Set Up, Implementation and Assessment of NKM Projects

risk management and assessment for business

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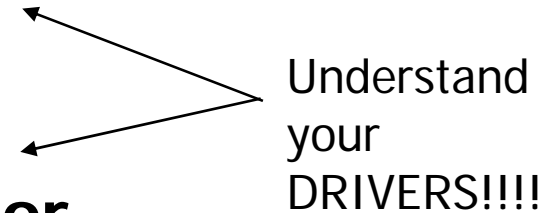
Selecting NKM Projects

Reactive

- **Legislation**
- **Customer/stakeholder requirements**

Proactive

- **Benchmarking studies & competitor analysis**
- **KM audit/maturity models**
- **Business issues**
- **Business improvement initiatives**

A diagram consisting of two arrows pointing from the text "Understand your DRIVERS!!!!" to the "Reactive" and "Proactive" section headers.

Understand
your
DRIVERS!!!!

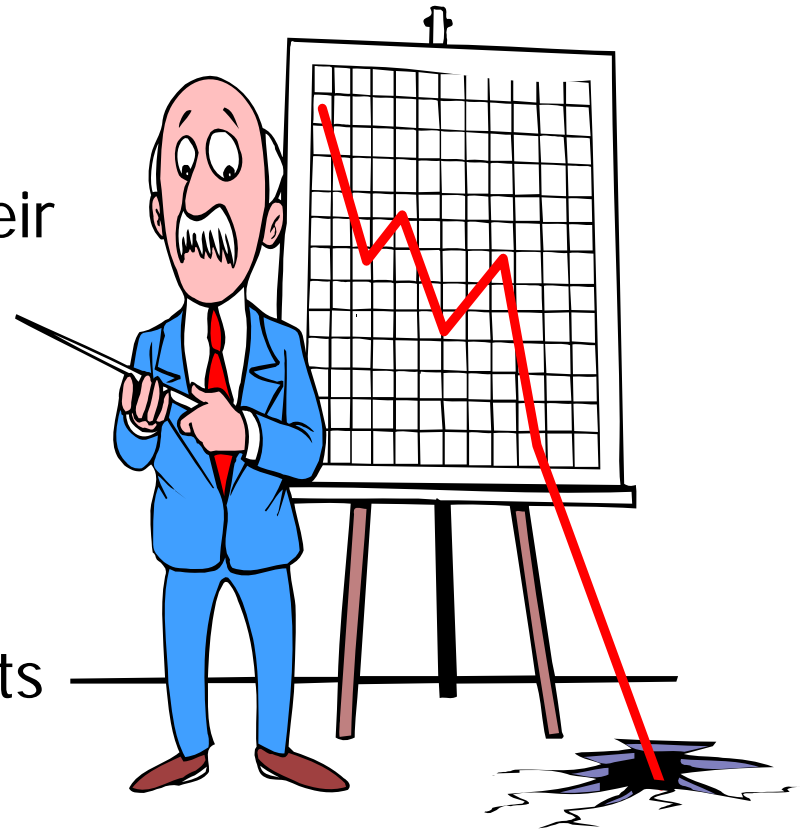
There's Room For Improvement

75% of IT projects are behind schedule

55% of all IT projects exceed their initial budget

37% failed to meet project requirements

And some, after huge investments of time and money, are simply never complete.....





Project Prerequisites 1

Before the project begins:

- ✓ Does the project align with organisational needs?
- ✓ Is the purpose of the project clearly defined?
- ✓ Are the benefits understood and well communicated?
- ✓ Is there top level management support/commitment?
- ✓ Is there a senior management sponsor?
- ✓ Is a project manager assigned?
- ✓ Are resources made available?
- ✓ Is there sufficient 'know how' in the project team?

Project Prerequisites 2

For sustained benefit, cultural issues need to be addressed:

- ✓ Is knowledge sharing encouraged?
- ✓ Is knowledge regarded as critical to individual and organizational success?
- ✓ Is innovation encouraged?
- ✓ Is self/organizational learning and development the norm?

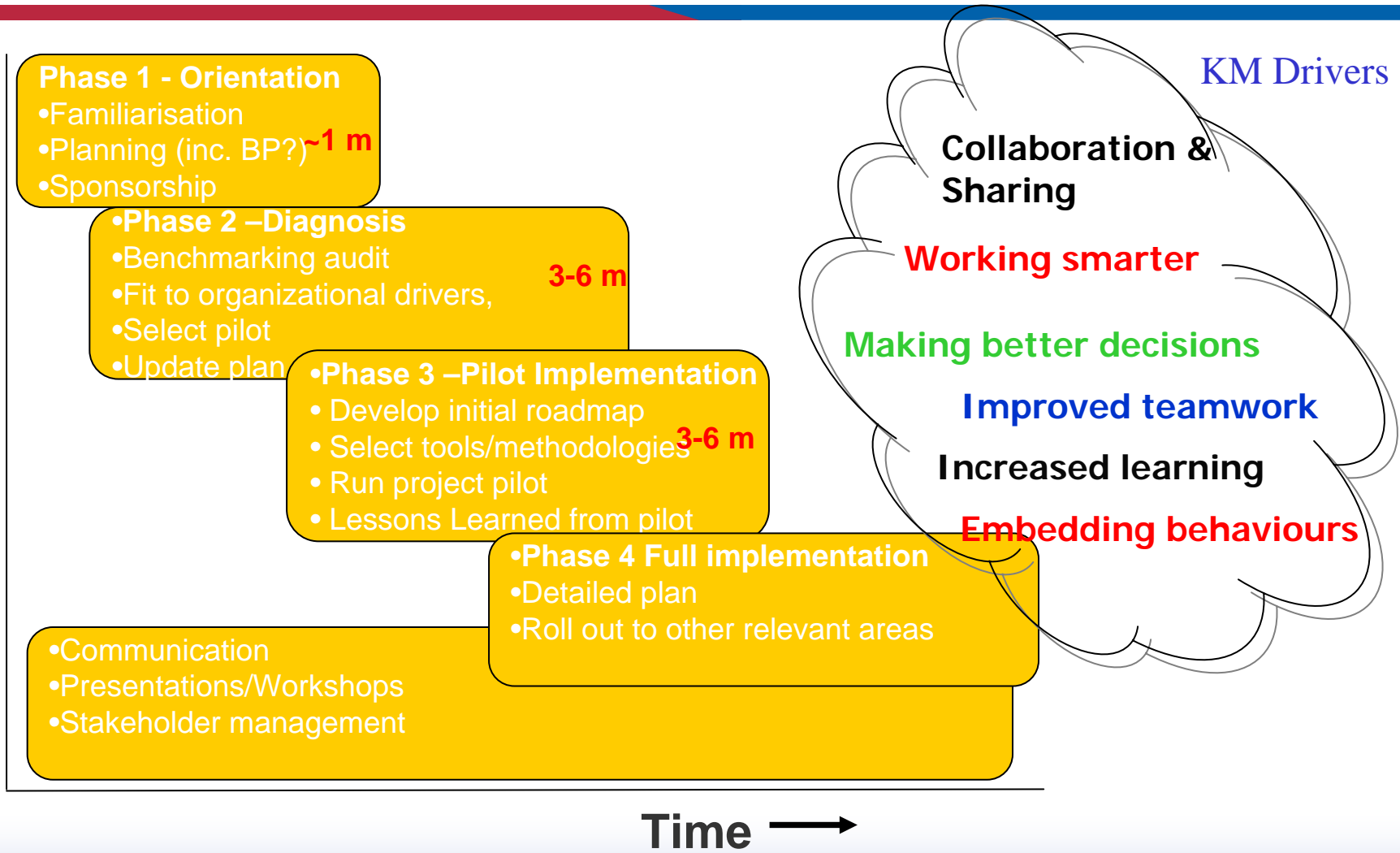
If the above are not in place, the project may also need to be treated as part of a cultural change initiative

Project Scope

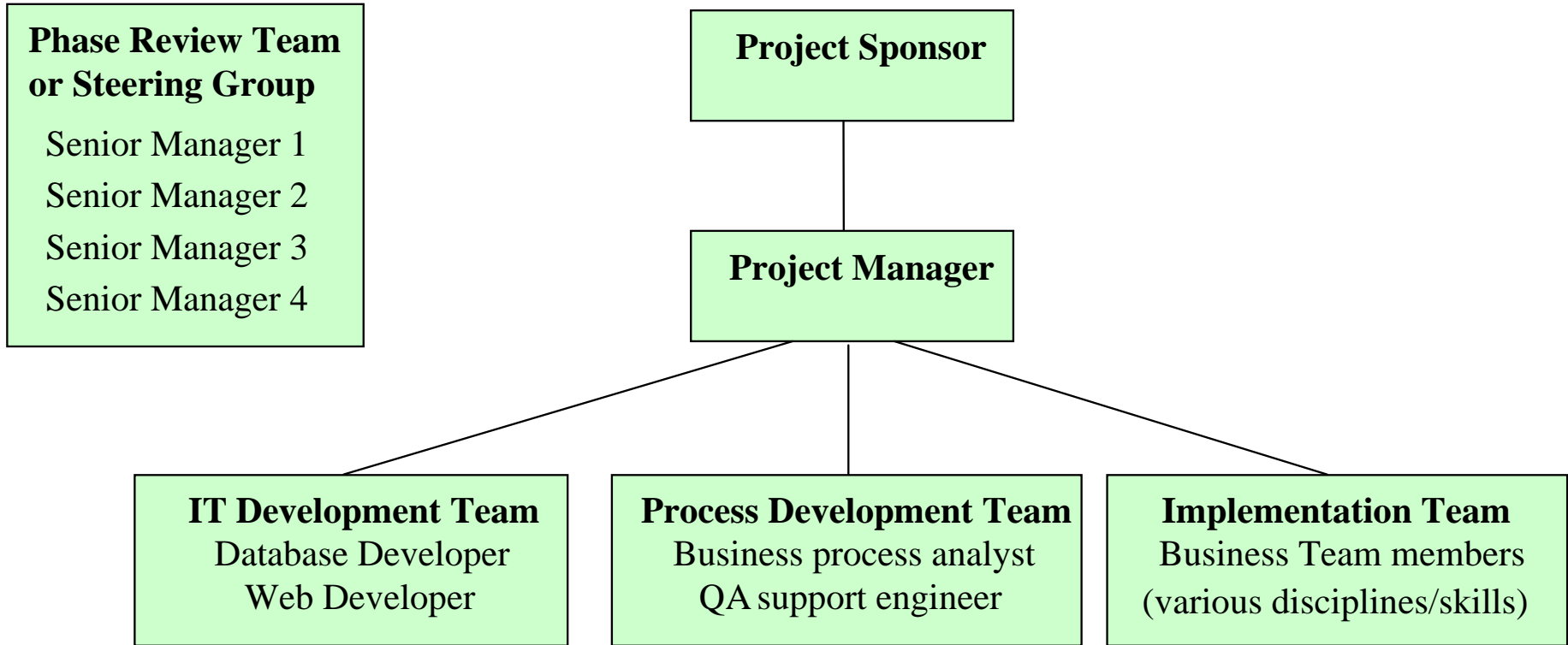
- Is there a need for a pilot project?
- Is full implementation intended?
- Local or Company wide?
- Is a KM “programme” required – see later



Typical Implementation Methodology (Including a Pilot Project Phase)



Example KM Project Structure



Full Implementation Strategy

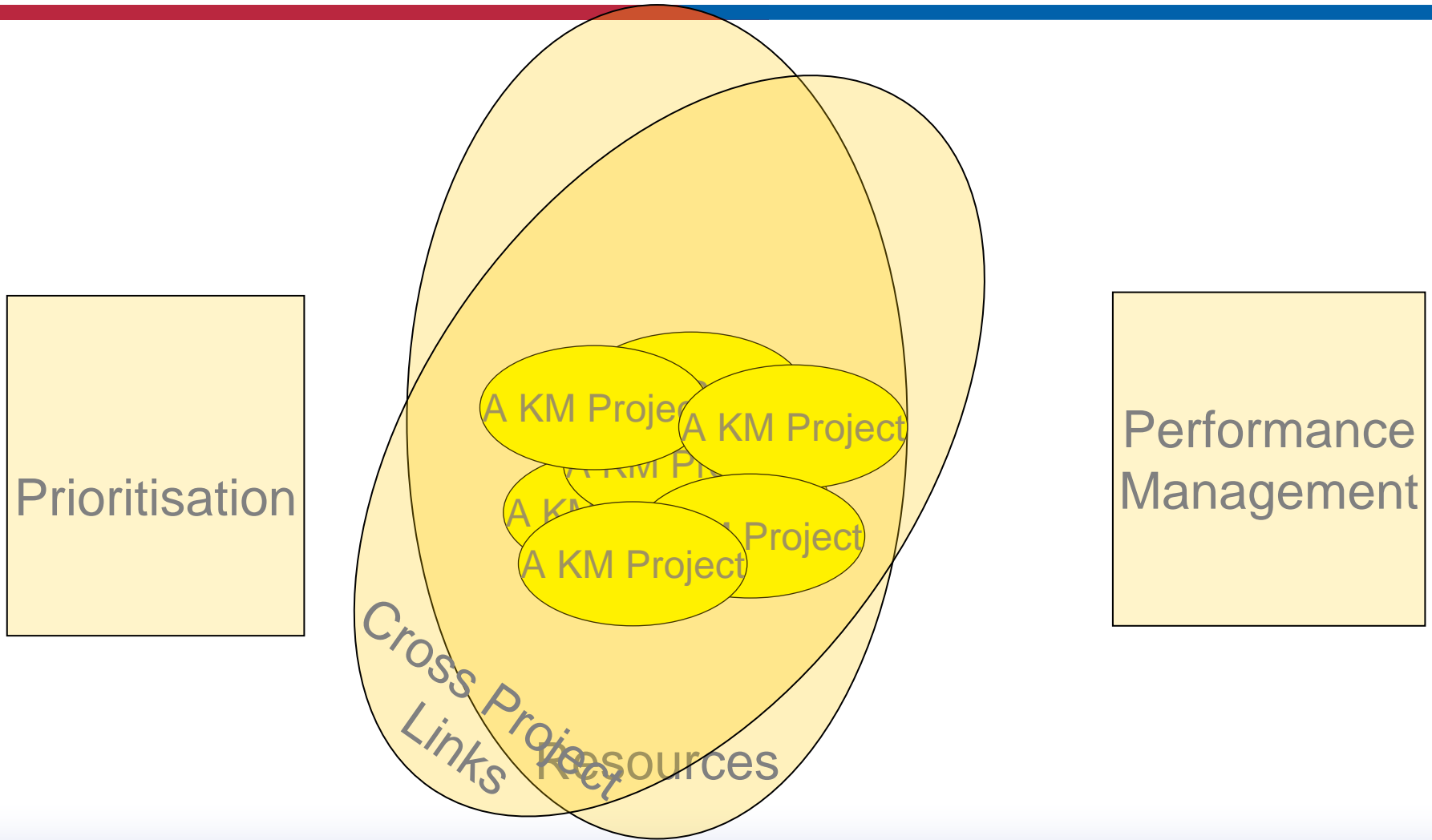
- **Pilot outcome very important**
- **Receptiveness of organisation to cultural change is very important**
- **Options for full implementation:**
 - **“Wide & thin” (limited functionality but across a large number of units)**
 - **“Narrow and thick” (rich functionality but across one or two business units)**
 - **“Hybrid” (a portfolio of initiatives)**

KM Projects - Key Learning Points

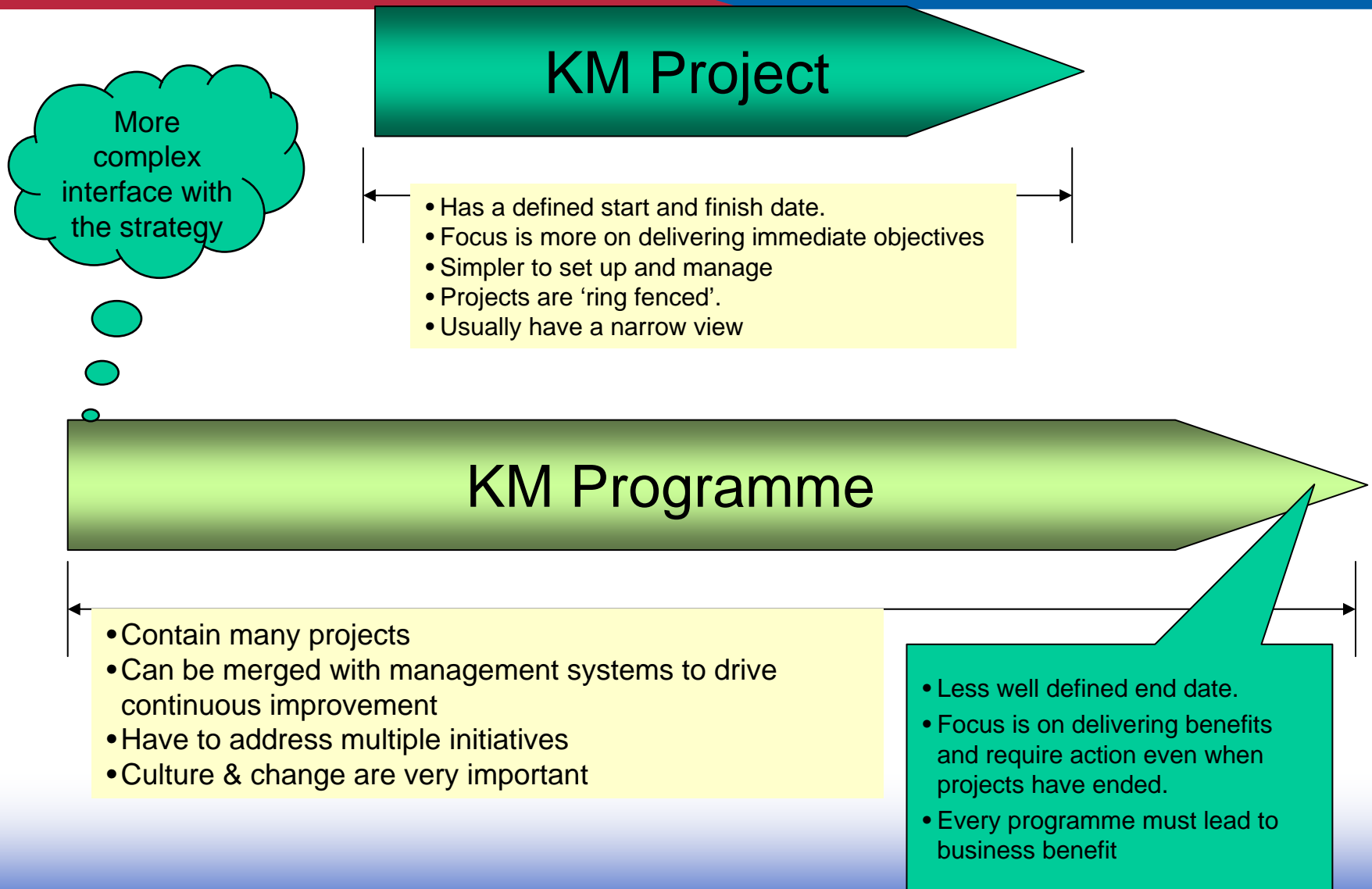
- **KM methodologies and technologies work!**
- **KM projects work best when they are focussed on real business issues**
- **KM has many aspects and techniques. Selection of the best approach is very important**
- **Much can be done without massive IT expenditure**
- **Savings & benefits are very difficult to quantify - hidden by other initiatives (e.g. restructuring, change in external conditions, new IT systems)**
- **Ensure adequate resources are allocated**
- **Beware of time overruns!**



KM Programme Management

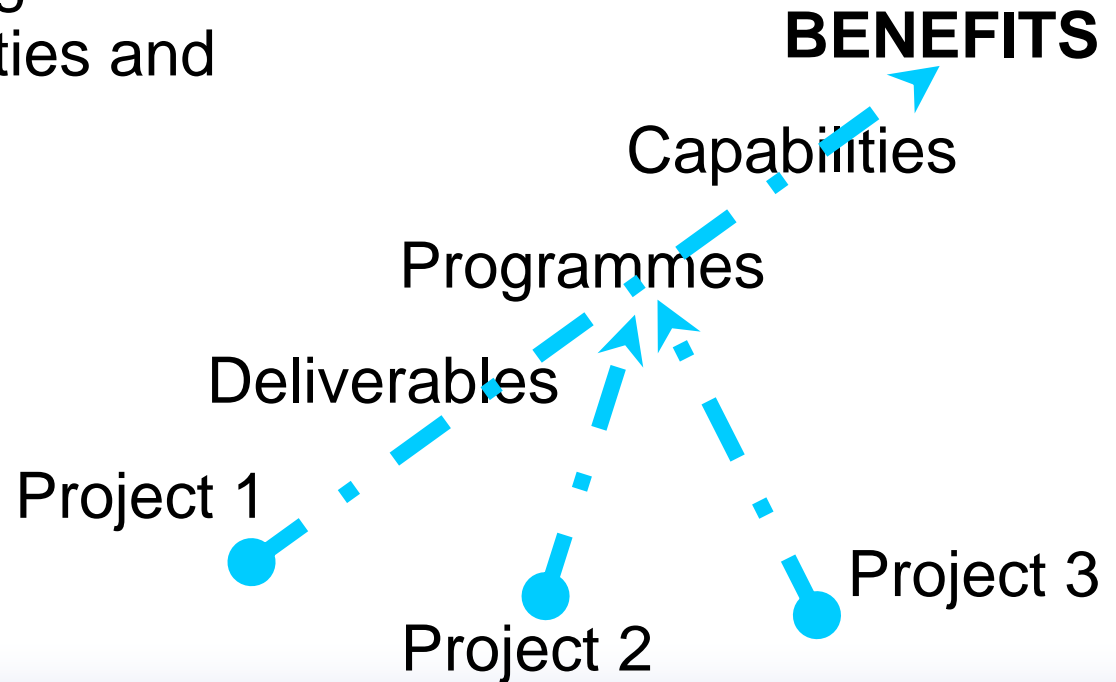


KM Programmes vs KM Projects



The Value Path

KM Projects create deliverables.
Programmes combine
deliverables to create
capabilities. The organisation
utilizes the capabilities and
gains **BENEFITS**



Review of KM Projects

Project Reviews or 'post-mortems' are examinations at the end of a project to determine if:

- **the objectives of the project were achieved**
- **the intended benefits were realised**
- **lessons can be learned for future projects**

Assessment Techniques

- Objective checklist
- Questionnaires to determine perception of project success
- Pre and post project KPIs



Objective Checklist



Questionnaires or Critiques

KM Project Questionnaire

2.1 Did the mission team experts demonstrate a thorough knowledge and understanding of their subjects?

1: 2: 3: 4: 5:

2.2 Please provide comments, if any:

3.1 Was the KM self assessment beneficial to your organization?

1: 2: 3: 4: 5:

3.2 Please provide comments, if any:

4. What would you consider were the main strengths of this Assist Mission? (Please try to be specific)

5. What would you consider were the main faults or weaknesses of this Assist Mission? (Please try to be specific)



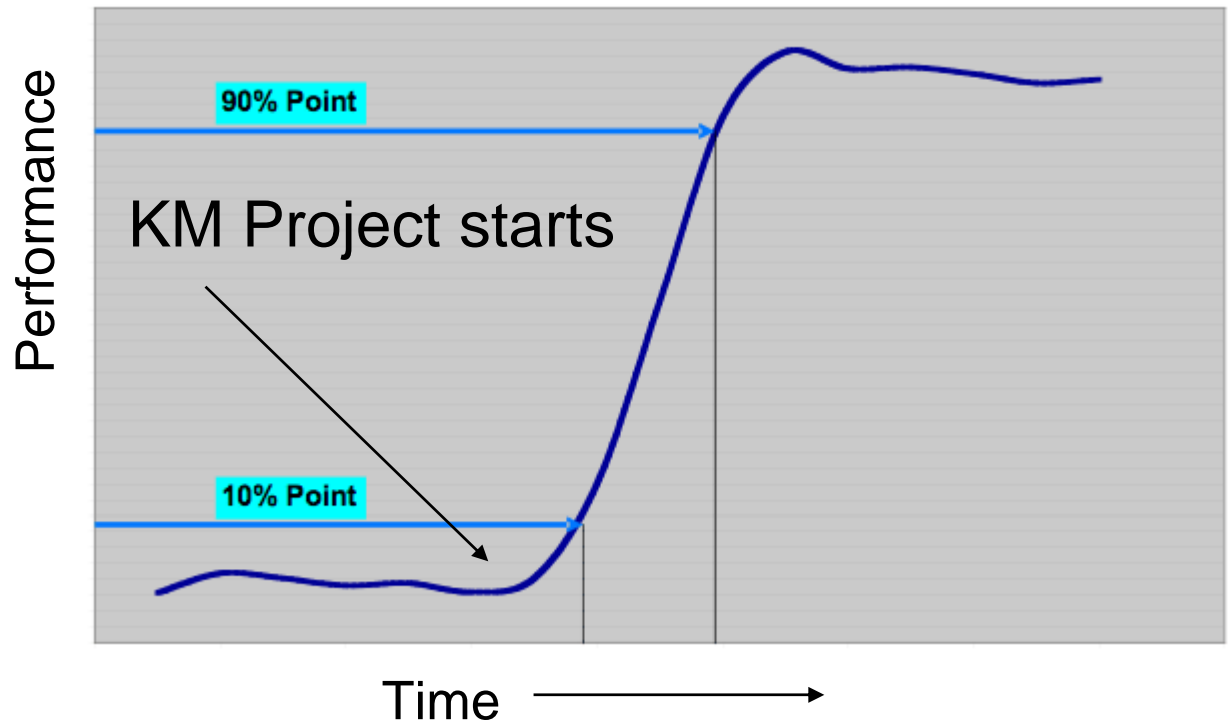
Using KPIs



What a great project!!



Key Performance Indicator 1



Summary

- **There are key success factors to consider at the outset when selecting and planning NKM projects**
- **Certain pre-requisites must be in place to ensure success**
- **Managing NKM projects is very similar to managing 'change management projects'**
- **Portfolio management or programme management is used to run multiple KM initiatives**
- **Different techniques can be used to determine success of NKM projects**

**Thank You For Your
Attention**

Questions ?