



Managing Organizational Knowledge

3rd Generation
KNOWLEDGE MANAGEMENT
...and Beyond!

Charles A. Tryon, Jr.



CRC Press
Taylor & Francis Group

Managing Organizational Knowledge

3rd Generation
KNOWLEDGE MANAGEMENT
...and Beyond!



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

Managing Organizational Knowledge

3rd Generation
KNOWLEDGE MANAGEMENT
...and Beyond!

Charles A. Tryon, Jr.



CRC Press

Taylor & Francis Group

Boca Raton London New York

CRC Press is an imprint of the
Taylor & Francis Group, an **informa** business

CRC Press
Taylor & Francis Group
6000 Broken Sound Parkway NW, Suite 300
Boca Raton, FL 33487-2742

© 2012 by Charles A. Tryon, Jr.
CRC Press is an imprint of Taylor & Francis Group, an Informa business

No claim to original U.S. Government works
Version Date: 20120125

International Standard Book Number-13: 978-1-4398-8236-8 (eBook - PDF)

This book contains information obtained from authentic and highly regarded sources. Reasonable efforts have been made to publish reliable data and information, but the author and publisher cannot assume responsibility for the validity of all materials or the consequences of their use. The authors and publishers have attempted to trace the copyright holders of all material reproduced in this publication and apologize to copyright holders if permission to publish in this form has not been obtained. If any copyright material has not been acknowledged please write and let us know so we may rectify in any future reprint.

Except as permitted under U.S. Copyright Law, no part of this book may be reprinted, reproduced, transmitted, or utilized in any form by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying, microfilming, and recording, or in any information storage or retrieval system, without written permission from the publishers.

For permission to photocopy or use material electronically from this work, please access www.copyright.com (<http://www.copyright.com/>) or contact the Copyright Clearance Center, Inc. (CCC), 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400. CCC is a not-for-profit organization that provides licenses and registration for a variety of users. For organizations that have been granted a photocopy license by the CCC, a separate system of payment has been arranged.

Trademark Notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

Visit the Taylor & Francis Web site at
<http://www.taylorandfrancis.com>

and the CRC Press Web site at
<http://www.crcpress.com>

*To my wife, Tresa.
The love of my life.
To my daughters, Amanda and Casey.
You bring me so much joy.
To the memory of Ashley Rhea.
Never forgotten.
To my mother and father.
The leaders of our band.*



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

Contents

Acknowledgments	xi
Introduction	xv
Chapter 1 Knowledge as an asset—Really?	1
Chapter 2 The new realities of knowledge management.....	5
The growing knowledge gap	6
“Boomer” retirements	6
Downsizing	7
Unforced resignations	7
Internal promotions	7
Market globalization.....	8
Technology advances.....	8
Business complexity.....	8
Knowledge opportunities	8
Return on investment.....	9
A call to action	11
Chapter 3 KM beliefs.....	13
Knowledge sharing and reuse	15
Learning organization.....	16
Best practices.....	17
Communities of practice	19
Conclusion.....	20
Chapter 4 KM processes.....	21
Knowledge discovery	21
Knowledge capture.....	22
Knowledge organization.....	23
Knowledge use	24
Knowledge transfer	26
Knowledge retention	26
Conclusion.....	28

Chapter 5 Defining organizational knowledge.....	31
Knowledge categories.....	32
Individual knowledge	32
Global knowledge	32
Organizational knowledge	33
Explicit, tacit, and implicit knowledge.....	34
Explicit knowledge.....	34
Tacit knowledge.....	34
Implicit knowledge	35
Knowledge characteristics.....	37
Why bother?.....	38
Conclusion.....	39
 Chapter 6 Recognizing organizational knowledge.....	 41
Data	42
Information	43
Decision making	44
Conclusion.....	45
 Chapter 7 The knowledge retention policy—Level one	 47
General management statement	48
Knowledge asset inventory	49
Knowledge areas	50
Knowledge topics	51
Knowledge expert	53
Organizational importance	53
Transfer status	54
Knowledge transfer mechanisms	54
KRP activities.....	56
Conclusion.....	59
 Chapter 8 The knowledge retention policy—Level two.....	 61
Documentation.....	62
Training	63
Apprenticeships	64
Mentoring/coaching	65
Cross-training.....	65
Communications	65
Conclusion.....	66
 Chapter 9 A model for managing organizational knowledge.....	 67
KIPPAR Model.....	67
The knowledge inventory	68
The artifacts pillar.....	69

The processes pillar	70
The projects pillar	71
Repository products.....	72
KM or ECM.....	73
Conclusion.....	74
Chapter 10 Implementation strategies.....	75
KM initiation activities.....	75
Establish common definitions	75
Define your knowledge management vision	76
Assess organizational beliefs	77
Encourage communities of practice	78
Launch your KM effort as a project.....	79
Build a knowledge portal.....	80
Create a sample knowledge retention policy	81
KM operational activities.....	81
Define personal knowledge goals.....	81
Harvest knowledge assets from projects.....	83
Engage contributing disciplines	84
Emphasize “management” elements of KM	84
Conclusion.....	87
Chapter 11 Knowledge management solutions.....	89
Functionality.....	90
Usability	91
Personalized knowledge apps.....	92
Organizational portals	93
Project portals.....	94
Common entry point	95
Distinct presence	95
Administrative versus functional content.....	96
Transition artifacts	97
Conclusion	99
Appendix A: KM Vision Statement	101
Appendix B: KRP—General Management Statement	103
Appendix C: KRP—Intellectual Assets Inventory	109
Appendix D: KRP—Knowledge Transfer Details	113
About the author	125



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

Acknowledgments

"If you would not be forgotten, as soon as you are dead and rotten, either write things worth reading, or do things worth the writing."

Benjamin Franklin

Authors often open their books by thanking the many people who contribute to their work. So please pardon this personal indulgence. These names may not be recognizable to you but they have each touched me in a notable way.

Thousands of very bright people have attended my workshops over the years. Although it is impossible to remember or credit each of them, they have stimulated many of the ideas you will find in these pages. They have also helped me understand how a wide variety of businesses work. I hope you guys buy this book and then send me your comments. You honored me simply by being part of my growth process.

I've examined the implications of the knowledge age since the early 1980s, however, my formal research into knowledge management began when I met and collaborated with Dr. Suliman Hawamdeh while he was a professor at the University of Oklahoma. Suliman, thank you for the many hours of stimulating and insightful discussion. You gave me an early forum to explore many of the topics included in this book.

In [Chapters 7](#) and [8](#), I introduce a knowledge inventory called a Knowledge Retention Policy, or KRP. I created the first KRP for the City of Tulsa Police Department. After being rejected by two clients (too conceptual), Chief of Police Dave Been (ret.) agreed to put his management team at my disposal to see what would happen. I'm sure he didn't really understand what he was agreeing to do but he trusted me. Thank you, Dave. Keep hitting 'em straight.

There were several dozen people engaged in the Tulsa PD effort, but Major Paul Williams deserves the bulk of the credit. He had the insights I needed to identify their knowledge areas and knowledge topics. He also saw the long-term value of the document, even when a new command staff

for Tulsa PD did not. By the way, next time you travel through Springfield, Missouri, give Chief Paul Williams a shout. And, yes, there is a correlation to his work on the KRP.

Fortune brought Phillip Barnett and Lenard Jaszczak, of Price-waterhouseCoopers, my way. Based on their work creating a KM organization for PwC, they immediately connected with my efforts and have provided encouragement and validation. Thank you for your shared insights.

I am no self-made man. I am especially grateful to a handful of people who shaped my professional skills. They include Ed Yourdon, Tim Lister, and Tom DeMarco. If you recognize that trio of names, you are also a methodology junkie, and as old as I am. To that group of distinguished thinkers I add a great personal friend and mentor, Franklin L. Kastl, III. Frank, you have benefited the lives of so many people. You were one of the first people I met in business who understood our responsibility to share our knowledge. You led by example.

To my family, thank you for your patience and helping me to become the person I am. My parents, Drs. Charles and Lottie Tryon, Sr., inspired me to tirelessly pursue education and creative ideas. Mom and Dad, you helped set my life compass by sharing your faith with me. You also displayed an unflinching belief that I would succeed. You deserve much credit for anything I accomplish.

To my wife, Tresa, you have been my best friend for more years than we can imagine. You remain the only love of my life. You and I shared the joy of raising two beautiful daughters, Amanda and Casey. You were also there during the dark days when we lost Ashley. Both the love and the sorrow made me a better person.

My favorite name is now "Papa." Mandy, those three grandkids have redefined my world. No struggle or challenge has been too great that it was not overcome by the hugs, kisses, and wrestling matches with Madeline, Landon, and Cailyn. They are the absolute delight of my days. Nothing can ever replace the memories of holding their young hands or feeling them reach out to me while they sleep. I cannot thank you and John enough. Little ones, you will grow into your own dreams and plans. Although you may not remember much from your youngest years, frozen in my mind are your images at this writing. You will never know how much you encouraged me during some very trying times. Your unconditional love is undeserved and overwhelming. And Mandy, I will forever treasure the special times we shared on your way to adulthood.

Casey, your sense of humor and sarcastic wit has launched many a conversation with, "Have you heard what Casey did?" You are one intelligent, talented, and funny young lady. You make me smile.

Thanks also to Dr. David Kendrick who offered me the opportunity to lead an ultimate knowledge project at MyHealth Access Network.

Thank you to those who reviewed this manuscript and encouraged me to keep going, with special recognition and appreciation to Joe Colannino.

Lastly, thank you, reader. For without you electing to ponder this content, it would be a rather futile effort in self-indulgence. Writing these words helps clarify my thoughts, but knowing that others also find value in what I think is a humbling and gratifying notion. Enjoy.



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>