Leveraging an Enterprise Knowledge Management System for Project Execution

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Project Summit – 2007 - Boston
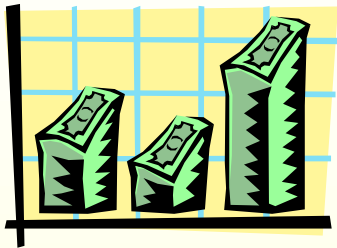
Sinapses ™ - *Making Connections*[SM]

Agenda

- Overview
- Impact on Project Management
- Challenges and Solutions
- Results
- Summary
- Q&A

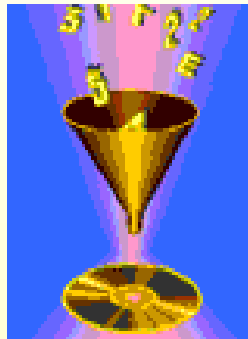*Real knowledge is to know the extent of one's ignorance.*
~Confucius~

Overview
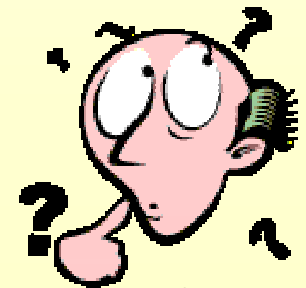
- Business need

  Increase services revenues

- Approach

  Use KM

- First target

  Reduce delivery methodology gap

Impact on Project Management

- Risk reduction
    - Better effort estimation up-front
        - More accurate scope, schedule and costs
        - Body of Knowledge
    - Better resource management
        - Faster use and interchange of consultants $\Rightarrow$
    - Consistency $\Rightarrow$ Quality & Efficiency
        - Standard Communications worldwide
        - $\Leftarrow$ Faster delivery, competitive pricing
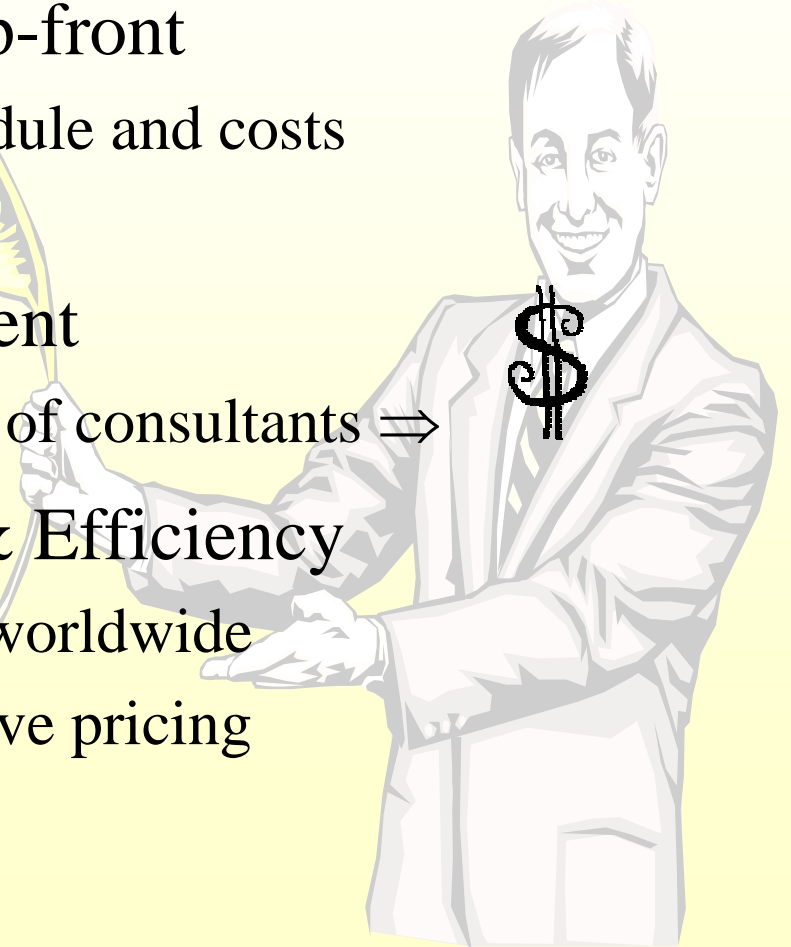
From Vision to Execution
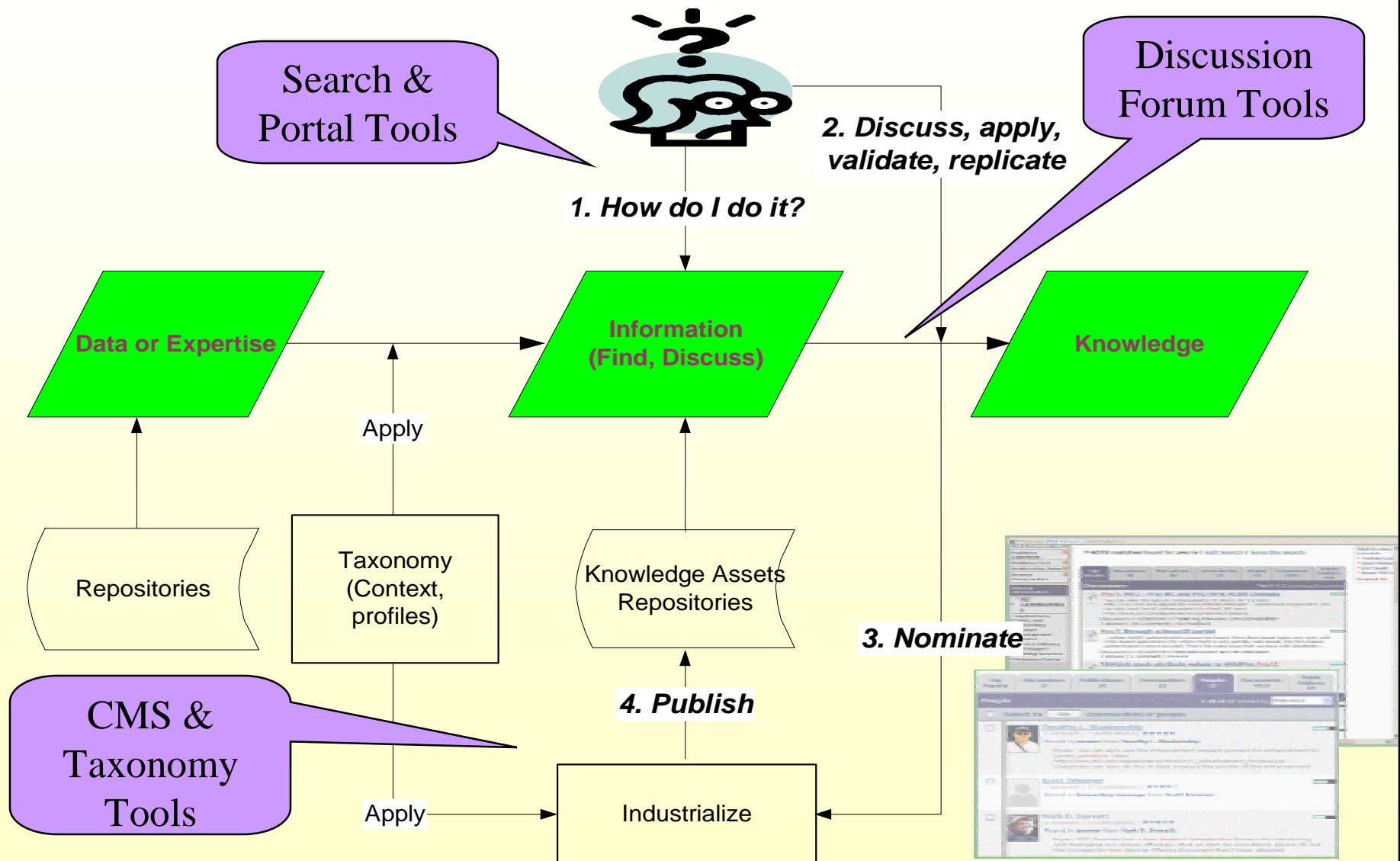
- Challenges K M

- What is knowledge management ?
- What should we crawl (data sources)?
- Which tool to use?
    - Wiki *vs.* Discussion Forum *vs.* Portal *vs.* *Email*
- What integrations are required?
- Where do we start?
- Taxonomy?
- Governance?
    - Roles, metrics, players, data quality, naming conventions

A KM Framework

Search & Portal Tools

Discussion Forum Tools

2. Discuss, apply, validate, replicate

1. How do I do it?

Data or Expertise

Information (Find, Discuss)

Knowledge

Apply

Repositories

Taxonomy (Context, profiles)

Knowledge Assets Repositories

3. Nominate

CMS & Taxonomy Tools
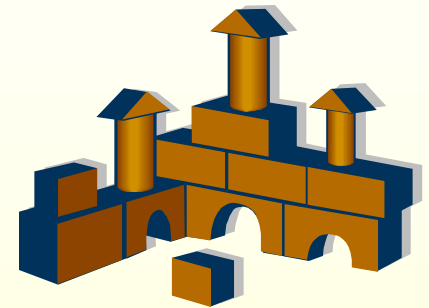
4. Publish

Apply

Industrialize

Program Tracks

- IT aspects (development, QA, production)

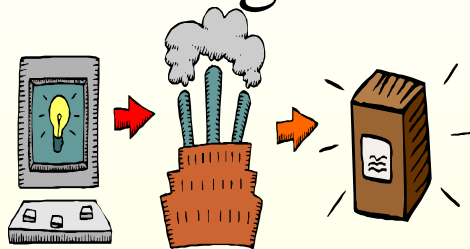- Architecture of the KM tools.

- Change Management

- Data cleansing

Program Tracks – cont'd

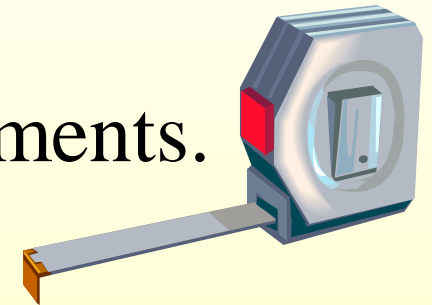- Definition and management of the categories and profiles (role based).

  - Business Processes

- Definition and monitoring of measurements.

  - Management of communities

  - QA

Results

- Exponential growth to over 1700 users in less than 12 months.

- Systematic product management of 10 systems.
  - Open requests: 70 to < 20 in 5 months
  - Reduced change management resistance.

Component	Rate	Feasibility	Rate	Step	Rate	System	Rate	Severity	Rate
Content	6	SE only	6	Access (1)	6	Forum	6	Immediate	6
Training	6	SE +1	6	Extract (4)	6	Portal	6	High	6
Usability	6	SE +2	3	Nominate (3)	3	Creation	3	Medium	3
Integrations	3	SE + IT	3	Q&A (2)	3	Wiki	1	Low	1
Reporting	3	Vendor	1	Package (5)	1	Others	1		
General	1								
Infrastructure	1								
Security	1								
Technology	1								
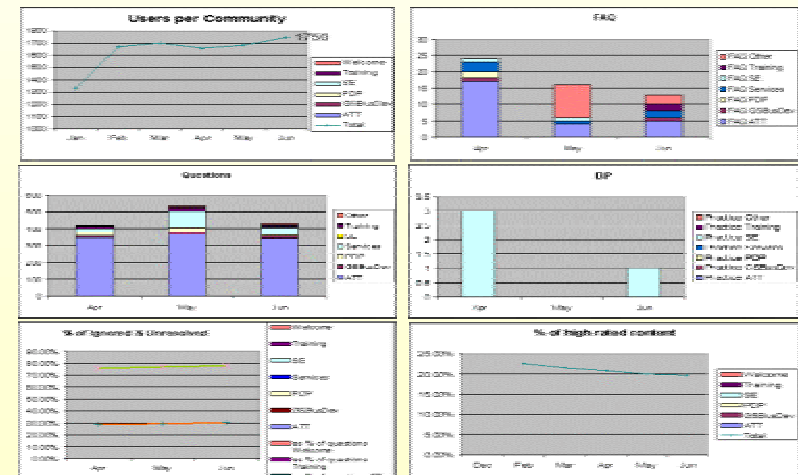
- Location of current information and the right experts.

Summary

- KM: A *process* that makes *information* and expertise accessible so people can *apply* it and companies can *capture* its IP.

- Huge impact in PM as it reduces project risks and improve margins and satisfaction.

- Need systematic approach - Framework
  - Make business goal succinct and clear!
  - Manage *people* and change
  - Data to knowledge *process* support
  - *Tools* suited for different stages of knowledge
  - Multiple project tracks in parallel phases
  - Long-term commitment

Q&A

"…the Knowledge Management Program is being defined as the most successfully deployed internal system in Company's history." – Sr. VP