A Knowledge Strategy Resource

Excerpts from a TRB Workshop

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MAY 7, 2019
Putting Knowledge to Work: Knowledge Management in Practice

• Summary of 2019 Transportation Research Board Annual Meeting Workshop
• Prepared by Dr. Maureen Hammer, Battelle Memorial Institute
• Considerations for developing a KM Strategy
Knowledge Management (KM) Roles

- **Strategist**: defining the role of knowledge management in reaching organizational goals and objectives
- **Persuader**: making the business case to invest in knowledge management techniques and approaches that makes sense to decision makers
- **Organizer**: providing oversight and infrastructure to KM activities
- **Facilitator**: providing active support to participants in KM activities
- **Measurer**: ensuring there are quantitative and qualitative metrics that demonstrate the value of KM
Strategy Defined

• **Strategic**: have a vision and end goal
• **Tactical**: create the infrastructure (partnerships and systems)
• **Operational**: what specific projects and activities will be performed
Defining your organization’s KM Scope

• What does KM mean to this organization?
  – to mitigate the potential loss of knowledge due to retirements and the changing workforce;
  – to make knowledge and information findable;
  – to improve performance; and
  – to support innovation.

• Can you articulate the vision and end goals/outcomes desired?

• Does your organization have intent to manage knowledge?
  – Transfer knowledge
  – Retain knowledge
  – Create knowledge
Tactical Questions to Answer

• What is the perspective/attitude towards KM?
  – Who are my stakeholders
  – Who needs to be persuaded
  – Who is ready
  – Who needs to be connected

• What “systems” do I need?
  – Are there existing processes you can leverage or must they be built
  – Do you need technology or is that available
    • This includes access to information and data
Operational Questions to Answer

- Where am I going to start
  - Where are the opportunities
  - Where are the champions
  - What will provide the most compelling story
- How will you measure success?
- What is the timeframe?
- How much will it cost?
Strategic Plan Worksheet

1. Introduction and Background
   - Vision, Mission, and Strategic Goals of Your Organization
   - Definition of KM in the Context of Your Organization
   - KM Activities already in use
   - KM Challenges

2. Stakeholders and Systems
   - Who are the stakeholders?
   - Technology or processes needed

3. KM Vision and Goals
   - KM Vision and Goals
   - Purpose of KM

4. Strategic Areas of Focus
   - Projects and Activities

5. Budget and Timeframe
   - Funding Needed
   - Timeframe

6. Assessment and Evaluation
   - Checkpoints, Milestones, Baseline, and Measures
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