



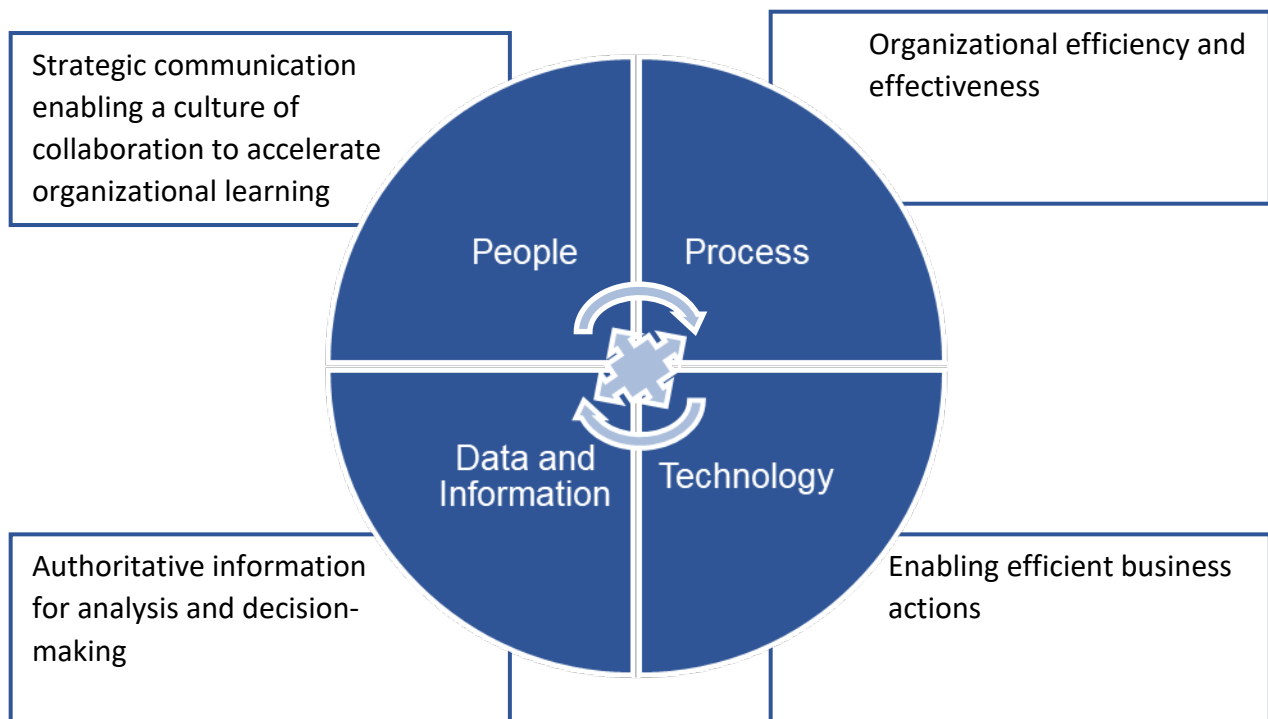
## Knowledge Management Job-aid: *Key Terms and Principles*

This job-aid is provided to accompany the webinar presentation “*The Knowledge Management Journey*” by Maureen Hammer, PhD, sponsored by the AASHTO Committee on Knowledge Management (CKM). This document’s intent is to provide a summary of key terms and principles to aid you in your discussions and explanations within your own agency concerning Knowledge Management (KM). This document is only a reference and should be used within the context of the full KM body of knowledge, including additional resources published by the AASHTO CKM at: <https://km.transportation.org/>.

### *What is Knowledge Management (KM)?*

The identification, collection, organization, dissemination, and use of critical knowledge within an organization. It is an attempt to identify what knowledge an organization and employees hold, who has need of it and how to provide it to the right people at the right time.

## The Four Pillars of KM



# Two Types of Knowledge

## Tacit

Experience and expertise  
influenced by context

## Explicit

Codified data and information

## Common Purposes for KM in an Organization

### Mitigate Knowledge Loss

- Are you anticipating a retirement wave?
- Do you have a lot of new employees
- Do you have movement within the organization?
- Has employee tenure shortened?

### Make Knowledge and Information Findable

- Do you have an intranet or knowledge portal where corporate, data and information is housed?
- How many technology systems do you have and how do they relate?
- Do you have a library?
- Do you have an expertise directory?
- Does your organization have a data governance practice?

### Support Innovation

- Do you want to encourage creative thinking?
- Do you want to build new services or functions?
- Do you want to deploy new research or ideas?
- Does your organization encourage ideas and learning?

### Improve Performance

- Do you want to decrease time for completion of tasks?
- Do you want to better integrate functions?
- Do you want to streamline processes?

# KM Roles in an Organization

Roles	
<p><b>Strategist</b></p> <p>defining the role of KM in reaching organizational goals and objectives</p>	<ul style="list-style-type: none"> <li>• Ability to think globally</li> <li>• Access to organizational leadership</li> <li>• Organization has a strategic plan and well-articulated goals</li> <li>• Understanding of the critical pain points, challenges, and opportunities</li> <li>• Awareness of the state of the transportation world</li> <li>• Ability to articulate a strategic plan</li> </ul>
<p><b>Persuader</b></p> <p>providing oversight and infrastructure to KM activities</p>	<ul style="list-style-type: none"> <li>• Understanding what is compelling for the decision-makers and what keeps them up at night</li> <li>• Accuracy in the cost-benefit analysis of your proposed approach</li> <li>• Trusting relationships and strong history of delivering</li> <li>• Develop case studies based on pilots and projects</li> </ul>
<p><b>Organizer</b></p> <p>providing oversight and infrastructure to KM activities</p>	<ul style="list-style-type: none"> <li>• Authority to stand up the infrastructure</li> <li>• Staff to help deliver or identified champions in the organization you can tap</li> <li>• Buy-in from middle management</li> <li>• Ability to clearly articulate the activities and what is needed to meet the goals</li> </ul>
<p><b>Facilitator</b></p> <p>providing oversight and infrastructure to KM activities</p>	<ul style="list-style-type: none"> <li>• Authority to stand up the infrastructure</li> <li>• Staff to help deliver or identified champions in the organization you can tap</li> <li>• Buy-in from middle management</li> <li>• Ability to clearly articulate the activities and what is needed to meet the goals</li> </ul>
<p><b>Measurer</b></p> <p>providing active support to participants in KM activities</p>	<ul style="list-style-type: none"> <li>• Ability to be neutral</li> <li>• Ability to provide whatever support participants need to be successful -- requires strong networks within the organization so that you can call on people</li> <li>• Support the production of reports and other products created by the participants, e.g., lessons learned, case studies, improved processes</li> </ul>

## Developing a KM Strategy

<i>Perspectives</i>	<i>Questions to Answer</i>
<p><b>Strategic</b></p> <p>Have a vision and end goal</p>	<p>What does KM mean to this organization?</p> <ul style="list-style-type: none"> <li>• to mitigate the potential loss of knowledge due to retirements and the changing workforce;</li> <li>• to make knowledge and information findable;</li> <li>• to improve performance; and</li> <li>• to support innovation.</li> </ul> <p>Can you articulate the vision and end goals/outcomes desired?</p> <p>Does your organization have intent to manage knowledge?</p> <ul style="list-style-type: none"> <li>• Transfer knowledge</li> <li>• Retain knowledge</li> <li>• Create knowledge</li> </ul>
<p><b>Tactical</b></p> <p>Create the infrastructure (partnerships and systems)</p>	<p>What is the perspective/attitude towards KM?</p> <ul style="list-style-type: none"> <li>• Who are my stakeholders</li> <li>• Who needs to be persuaded</li> <li>• Who is ready</li> <li>• Who needs to be connected</li> </ul> <p>What “systems” do I need?</p> <ul style="list-style-type: none"> <li>• Are there existing processes you can leverage or must they be built</li> <li>• Do you need technology or is that available</li> </ul> <p>This includes access to information and data</p>
<p><b>Operational</b></p> <p>What specific projects and activities will be performed</p>	<p>Where am I going to start</p> <ul style="list-style-type: none"> <li>• Where are the opportunities</li> <li>• Where are the champions</li> <li>• What will provide the most compelling story</li> </ul> <p>How will you measure success?</p> <ul style="list-style-type: none"> <li>• What is the timeframe?</li> </ul> <p>How much will it cost?</p>

# Phases of KM Development

