

Big data..... needs big knowledge management

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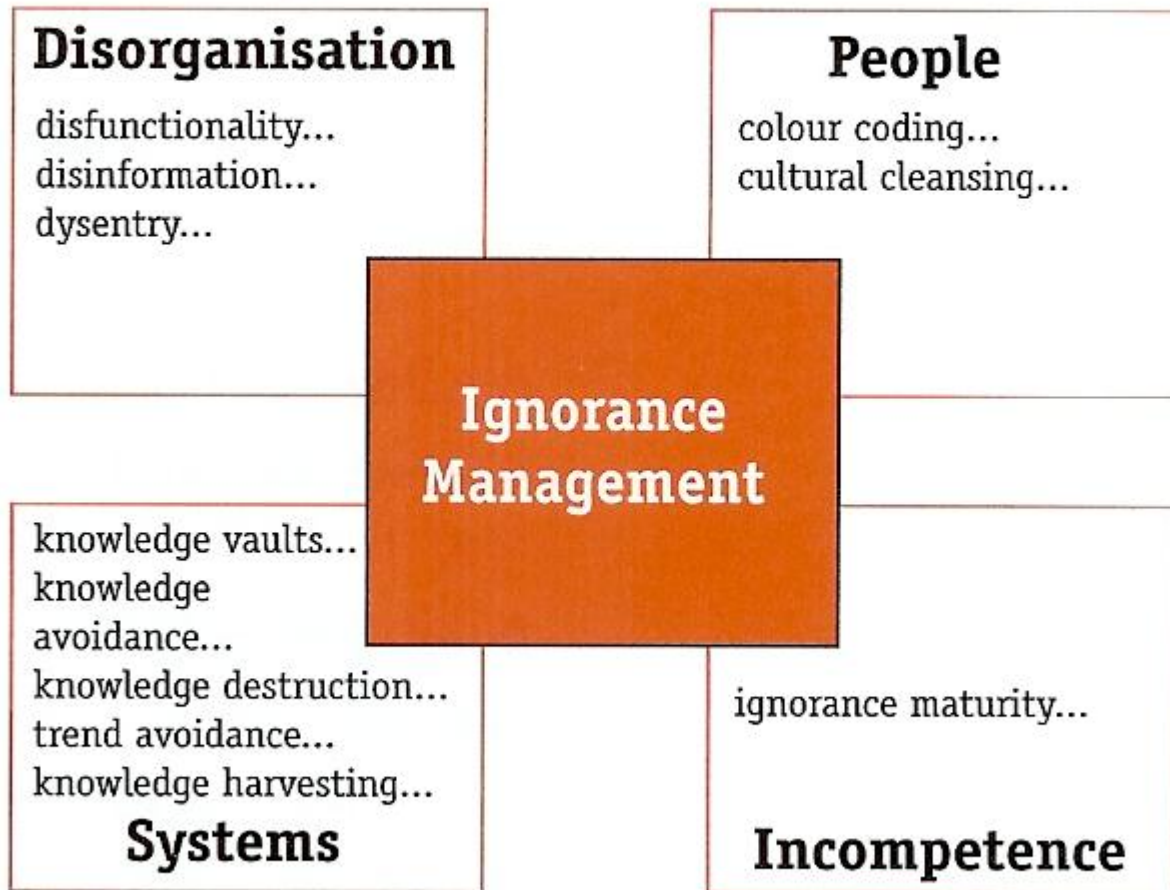


"Never
before has
it been possible
to share and have access
to ignorance on such an
enormous
scale..."

M.I.5 - Five Principal Rules

1. Ignorance is bliss.
2. A little knowledge is a dangerous thing.
3. Knowledge is power. Power corrupts, so keep it away from the workers.
4. What you don't know won't hurt you.
5. The penalty for leaking knowledge is execution.

The Ignorance Environment



Current situation....

- > Multiple channels, multiple content, multiple updates
 - high maintenance
- > Multiple channels, multiple searches - information retrieval difficult
- > Ownership, responsibilities, processes and strategic framework not in place, enforced or centrally managed
- > Content inadequate
- > Platform inadequate

A technology viewpoint

- > Where big data goes technology follows
- > Model, manage, monitor, secure, are words that still apply
- > It is not just an IT problem, it is an Information problem
- > What you do with the information is more important than finding a way to store it
- > Technology is the answer but to what question?
- > Big data will get bigger.....

IT impact

- > Revenue streams
- > Capacity planning
- > Volume, variety and velocity we live in a 7/11 world (or 7/24 if you are younger.....)
- > Applications becoming inter-dependent
- > New data-oriented applications
- > Data mobility and security
- > Data science will be the new black...

IM: Strategic and Business

- > Which of these statements most applies to your “strategy” regarding IM?
- What’s a strategy?
 - Our strategy is to develop a strategy.
 - Our strategy exists in the head of our glorious leader and is kept well away from those who don’t need to know, i.e. the rest of the organisation.
 - Our strategy encompasses the ignorance of top management only and bears no resemblance to events in the real world.
 - Our strategy is based upon the combined ignorance of our whole workforce and as such nobody can make any sense of it whatsoever.
 - Our strategy is clearly aimed at making us excel in chosen areas of ignorance far above that of our competitors.

IM: Intellectual and Learning

- > Which of the following statements best reflects your organisation's approach to incompetence management?
 - We ensure our employees are already incompetent when we hire them.
 - It is through diligent application of ignorance that our employees obtain total incompetence.
 - Anybody can be incompetent. The trick is knowing which incompetence's you need to excel at.
 - We facilitate our workers by grouping specific ignorant workers into clusters of total incompetence where they can annoy each other.
 - We give our employees on the job training and coaching to ensure the right level of incompetency.
 - If they still don't get it we use electro-shock therapy.

A general perspective

- > The opportunity is making sense of the data and finding useful patterns
- > Current technology is a limiting factor
- > There is a skills issue involved, many good practices exist but have not been in use
- > Volume is not as important as quality
- > Data is a strategic issue
- > Structured and unstructured data are different challenges
- > Identity and access management will increase in importance

IM: Information Management

- > Which of the following statements reflects your organisation's competence in Ignorance Management?
- Don't tell anybody anything.
 - Only tell people what they don't need to know.
 - Tell people enough to know that you know and that's all that matters.
 - Tell them everything in triplicate so that they can't see the tree of knowledge through the indiscriminate forest of information.
 - Tell them they have all the knowledge at their disposal, but don't tell them how they can get at it.
 - Tell them that knowledge is out there somewhere... their mission – should they chose to accept it – is to try to find something worthwhile on the internet.

Where do we want to be?

- > For customers: provide a single navigable and searchable interface to knowledge base from multiple channels
- > For internal people: develop the required infrastructure (technical and business) to support high quality, low-maintenance content provision

**Intended
Audience**

people

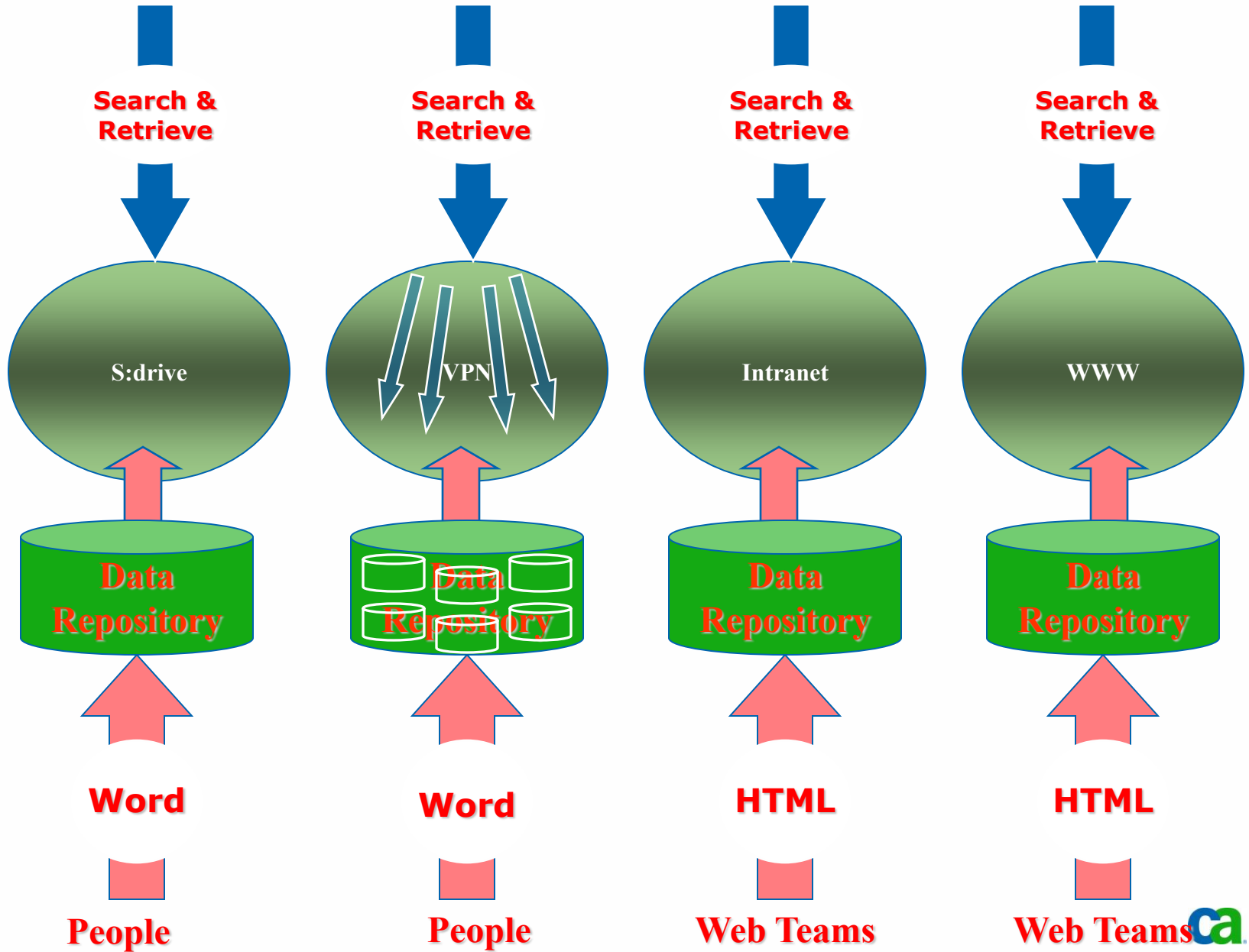
'On the road'

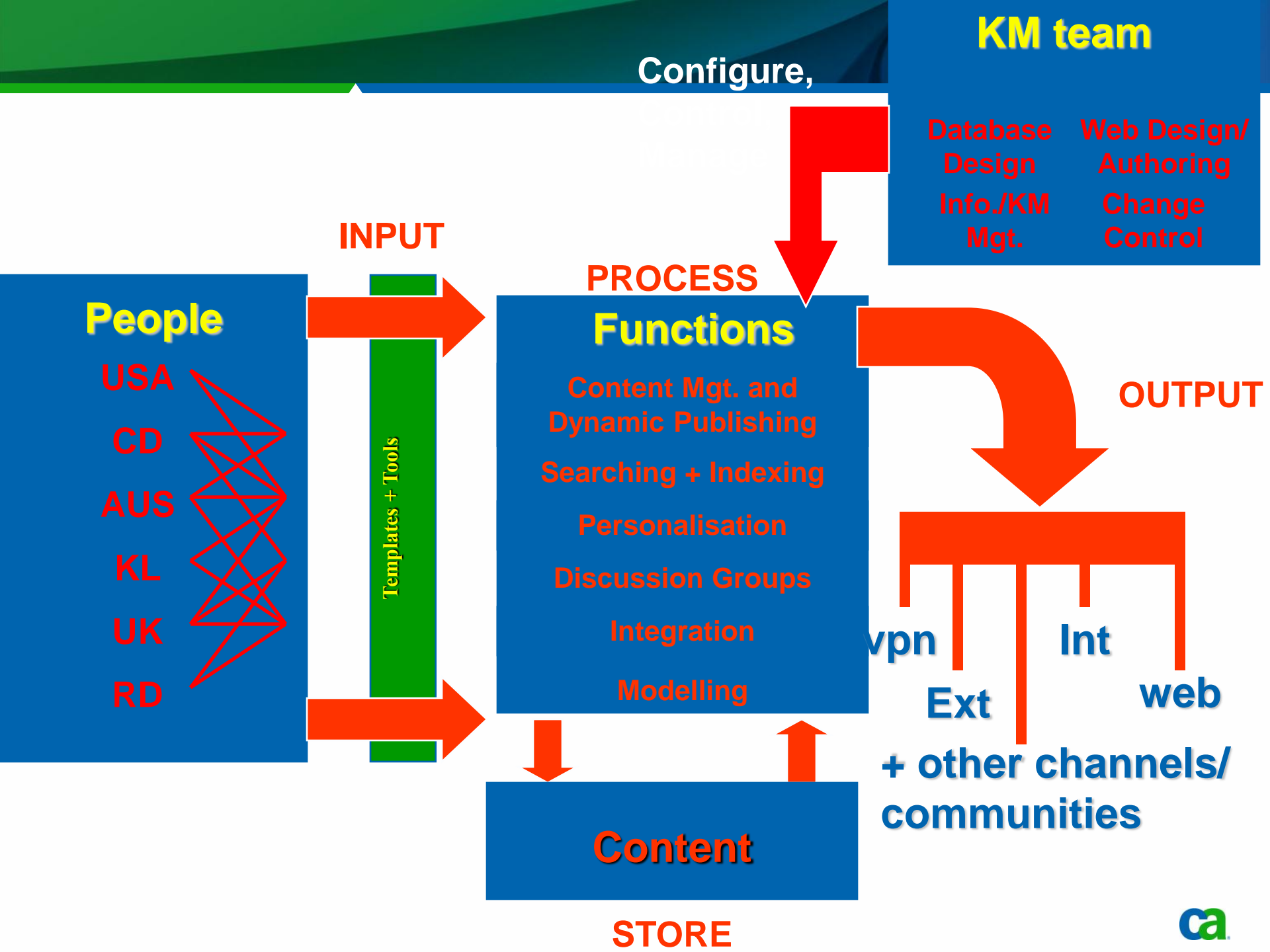
Communities



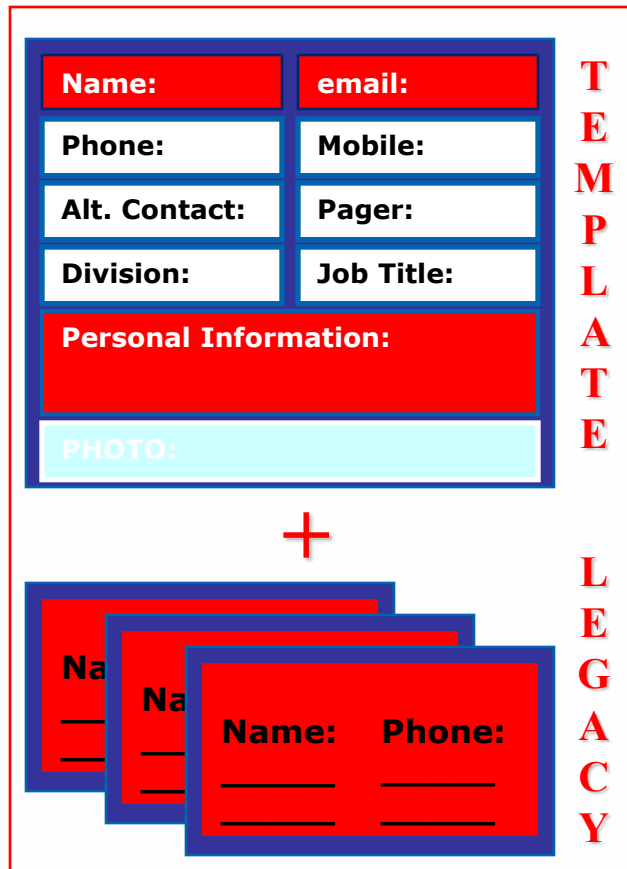
Channel

**Content
Provision**

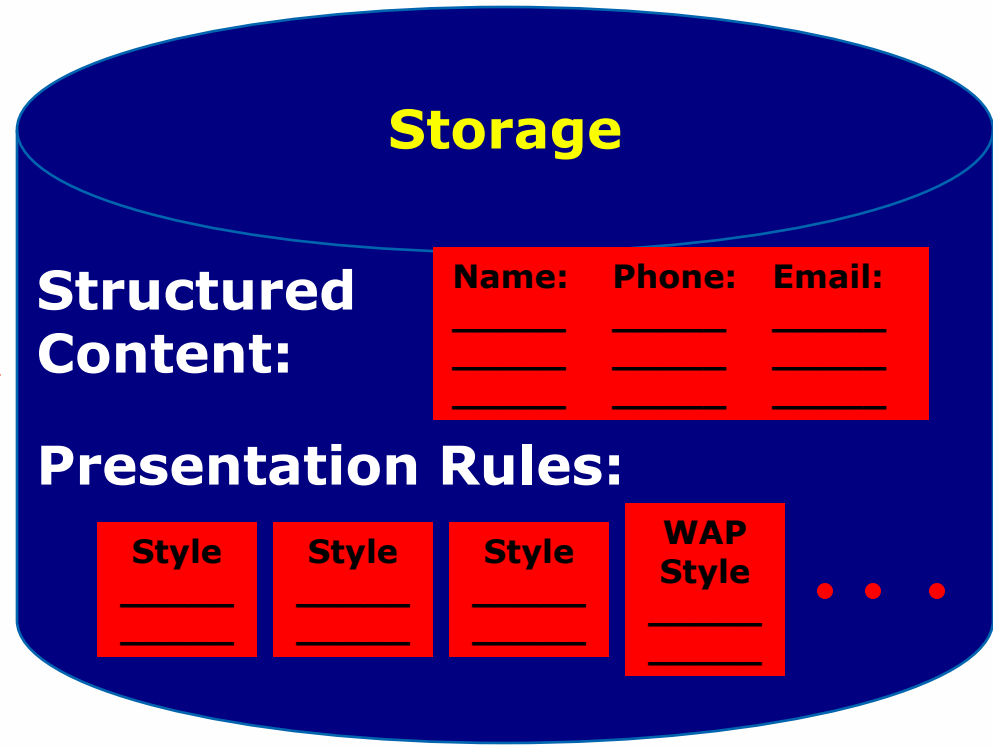




Content Re-purposing



Input



Output Channels



Ext

Web

WAP

Paper

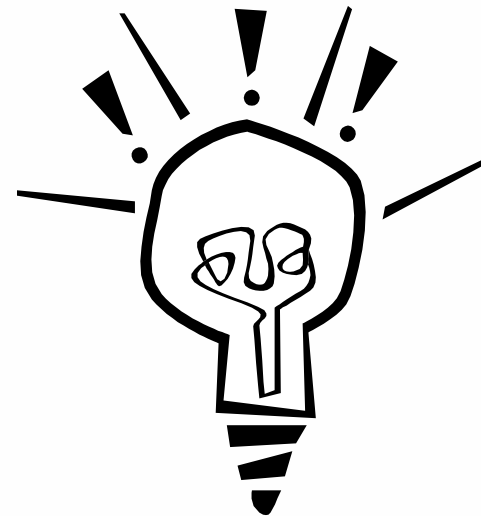
?

Exchange

- single input
- single storage
- multiple outputs

Business Life Events

- > Services & Information organised around business life
- > Navigation more intuitive
- > Process - oriented
- > Not really radical
- > Not a total solution

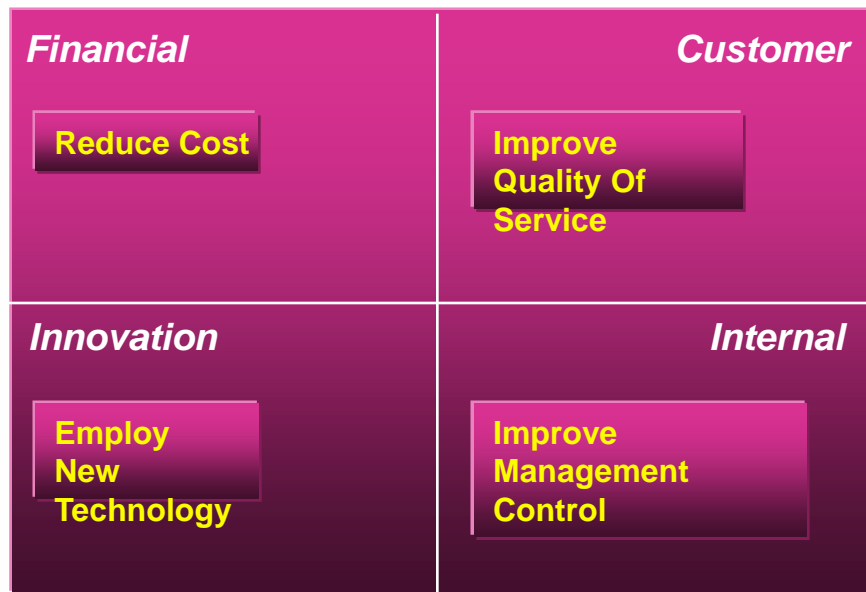


Business Life Events

- > ***Joining your organisation***
- > ***Buying Stuff***
- > ***Having a family***
- > ***Hiring***
- > ***Holiday***
- > ***Sickness***
- > ***Managing Staff Resources***
- > ***Managing Financial Resources***
- > ***Managing a Service***
- > ***Managing a Division***
- > ***Moving Job or Location***
- > ***Office/Desktop Services***
- > ***Programme Management***
- > ***Project Management***
- > ***Sharing Knowledge***
- > ***Travelling***
- > ***Customers***
- > ***Flexible Working***
- > ***Working from Home***
- > ***Training***
- > ***Leaving the Organisation***

Balanced Score Card Approach – Kaplan & Norton

Goals



In order to understand something you must look at it more than one way

Process Measures

Example

- Value
- Quality
- Throughput
- Compliance

Objectives

- > To identify and prioritise xx strategic Knowledge Management goals
- > To understand current capabilities
- > To confirm and prioritise actions needed to meet those goals
- > To provide a report to xx including observations and recommendations to assist xx in planning for enabled Knowledge Management.

KM Focus Areas

- > Strategic and Business
- > Management
- > Information Management
- > IT
- > Communications
- > Intellectual and Learning

- > Which of the following statements best describes the IM management system in your organisation?
- We use bits of paper with joined up forms of writing.
 - We have standard forms for recording ignorance and make basic use of PC's for things other than playing games and installing trendy screen savers.
 - We have corporate information systems with complex security codes that exclude everybody.
 - Anything that moves is turned into an information system that is openly and widely available to all those that don't need it.
 - We have a corporate database with meaningless search algorithms and search keys to ensure that nobody can find the knowledge they need.
 - We have intranets, extranets, internets and any other kind of net we can use for plugging our PC's into for flooding the rest of the world with ignorance.

Capabilities and Skills: Strategic and Business

- > Business Awareness / Experience
- > Business Process
- > Business Planning
- > Change Management
- > Entrepreneurial
- > Forward Thinking
- > Globalisation issues
- > Industry / Sector Knowledge
- > Leadership
- > Organisational Design
- > Organisational Skills
- > Prioritisation
- > Process Understanding
- > Risk Management
- > Strategic Thinking
- > Strategic Planning
- > Understanding Value Chain
- > Visioning

Capabilities and Skills: Management

- > Administration
- > Business Process
- > Change Management
- > Co-ordination
- > Cost Control
- > Financial Management
- > Leadership
- > Measurement
 - Performance
 - Impact
 - Value
- > People Management
- > Process Mapping
- > Project Management
- > Persuasion
- > Prioritisation
- > Quality Assurance
- > Relationship Management
- > Team Building
- > Time Management
- > Training and Development
 - Skills Mapping
 - Needs Analysis



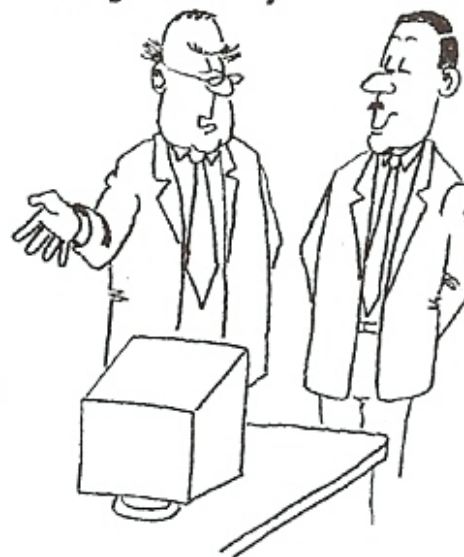
The knowledge manager is showing his knowledge base tool to senior company directors...

...and so gentlemen... this is our state of the art knowledge bank for capturing our company "know-how".



Over 37,000 pieces of captured best practice knowledge, representing three years of continual learning...

Excellent... perhaps you'd like to give us a demonstration...



...Ughhh... I...errr... I don't know-how to use it



Why does he keep
putting his finger
in his ear when I
tell him something?



It's part of a new Knowledge
Management initiative.
Normally whatever you
tell him goes in one ear
and straight out the other...



An 8-Step Model for Introducing Change (John Kotter)

**12 step models
also work....**

Step	Tips for success
creating a sense of urgency	tell people 'this change is very important, let me put it another way if it doesn't work you're all fired!'
forming a guiding coalition, a group with enough power to lead the change effort	find yourself a group of scapegoats and 'yes' men to goad into doing what you want.
creating a vision, to help direct the change effort	create for yourself a vision of change such that nobody really knows what it means in terms of real change, particularly change as in jobs will go. E.g 'there will be new challenging opportunities for all employees' (being able to sign on is a challenging opportunity)
communicating the vision	communicate in terms open to any manner of interpretations, such that you can't be pinned down to any specific, concrete meaning
'empowering' others to act on the vision	find yourself a group of scapegoats who you can blame if things go wrong, arm them with enough authority to kick the organisation around, but not enough authority to be able to turn on you
planning for and creating short term wins	if jobs are to go capitalise on the opportunity for sacking awkward, objectional managers to show that even the management team must make sacrifices
consolidating improvements and producing still more change	kick them when they're down
institutionalising new approaches	ensure that feedback is given on people failing to follow procedures, make examples of them and sack them