Knowledge Management Series

MANAGING ORGANIZATIONAL KNOWLEDGE
A Project-Centric Approach to Knowledge Management

The loss of corporate knowledge may be the most serious challenge faced by organizations of all sizes today. Fueled by employee turnover, baby-boomer retirement and poor planning, companies watch vital organizational knowledge walk out the door.

Over the past few years, Knowledge Management has matured far beyond its document retention roots into a discipline that helps organization share their explicit and tacit knowledge across organizational and personal boundaries. This capability allows an organization to maximize the value of current knowledge, build new knowledge assets and prevent knowledge erosion. KM has matured into a discipline the encompasses knowledge discovery, capture, organization, use, transfer and retention. But despite this promise, many organizations consider Knowledge Management to be an impractical, academic exercise.

With **MANAGING ORGANIZATIONAL KNOWLEDGE,** that is about to change. This new *Tryon and Associates* session establishes a revolutionary and bold strategy based on harvesting knowledge from an activity already familiar to most modern organization … *projects!*

Projects are the mechanism organizations use to create new products and services and make major revisions to current products and services. These products and services are critical to meeting the expectations of external customers and satisfying internal business needs. Projects, by their very nature, are rich in organizational knowledge.

Successful project-oriented companies depend on mature Project Management and formal processes to perform the work of a project. Yet few are capitalizing on the natural by-products these disciplines offer as a foundation for Knowledge Management.

The content of this seminar was published in 2012 by Taylor and Francis in a book also titled *Managing Organizational Knowledge.* It was authored by course creator, Charles Tryon. The presentation materials and book are also used in graduate level programs at several major universities.

This information-packed seminar compresses the results of over four years of intense research, evaluation and live implementation. It explains the realities that make Knowledge Management a vital discussion as well as the concepts that make KM understandable. Included in the seminar is the fundamental definitions needed to make this a organization-wide discussion. It also defines the components of a Knowledge Retention Policy that will provide an umbrella for you vital knowledge. The seminar concludes with presentations on a new model that will help you create a sustainable KM implementation along with a series of proven implementation strategies.

The *core assumptions* for this session are…
- Organizational knowledge is a vital institutional asset and must be managed as any other valuable asset.
- People are the creators and users of organizational knowledge. They must be treated with great respect for their contributions to the knowledge of an organization. Their role in identifying organizational knowledge and transferring it to other should increase the value of these individuals to the organization.
- The transfer of organizational knowledge must follow an intentional path that is actively supported by executive management.
- As naturally occurring projects conducted by an organization are the primary source for new organizational knowledge as well as the most significant user of current knowledge, these projects provide an ideal opportunity to identify, refine, retain and transfer organizational knowledge.

MANAGING ORGANIZATIONAL KNOWLEDGE explains how your organization can utilize projects as the most significant source of organizational knowledge. Topics addressed in this seminar include…
- The evolution and expansion of Knowledge Management through the technology and service eras into the generation of thought that pursues the deep knowledge of an organization.
- The business realities and drivers for Knowledge Management.
- A definition of the Knowledge Management discipline based on Knowledge Management Practices and Processes.
- The core concepts and terminology of Knowledge Management that enables a valid organizational discussion.
- A distinction between individual, encyclopedic and organizational knowledge.
- The Knowledge Retention Policy that provides a clear structure for knowledge within your organization.
- A formal model to guide launching a KM initiative.
- Recommendations on how to initiate meaningful change in your organization using the concepts of persuasion theory.
- A series of proven activities proven to help create a high-performing KM culture.

Each of these topics lead to practical, realistic processes your organization can immediately apply. This session also integrates with more detailed strategies, techniques and templates offered in other seminars offered by *Tryon and Associates.*

MANAGING ORGANIZATIONAL KNOWLEDGE is available in two formats. A two-day workshop explores all of the listed topics and incorporates a series of group exercises to help participants understand how to apply these concepts to their organization. A reduced one day event can be tailored based on the specific needs of your audience.

MANAGING ORGANIZATIONAL KNOWLEDGE should be the lead session for any organizational training initiative on Knowledge Management, Project Management or

Requirements Management. This seminar may be combined with other *Tryon and Associates* educational programs to create customized training sessions that fit your needs.

Learning Objectives
The specific goals and objectives for this seminar are to provide each attendee with…
- Meaningful definitions of Knowledge Management (KM).
- The importance and value of KM to modern organizations.
- Useful KM concepts and terms.
- How to create a Knowledge Retention Policy to guide the retention of process and knowledge artifacts.
- What role projects play in Knowledge Management.
- How knowledge assets may be harvested from organizational projects.

Seminar Content
MANAGING ORGANIZATIONAL KNOWLEDGE is divided into the following units…
        Session 1: THE NEW REALITIES OF THE KNOWLEDGE AGE
        Session 2: KNOWLEDGE MANAGEMENT PROCESSES AND PRACTICES
        Session 3: KNOWLEDGE MANAGEMENT FUNDAMENTALS
        Session 4: CREATING A KNOWLEDGE INVENTORY
        Session 5: A MODEL FOR MANAGING ORGANIZATIONAL KNOWLEDGE
        Session 6: IMPLEMENTING KNOWLEDGE MANAGEMENT
        Session 7: ENABLING EFFECTIVE KNOWLEDGE SHARING
        Session 8: IMPROVING KNOWLEDGE WORKER PRODUCTIVITY

Audience
This seminar targets a broad range of knowledge workers including senior decision makers of any organization in any industry. Potential participants include Chief Executive Officers, Chief Information Officers, other members of the senior executive staff, business unit management and staff management. Other key attendees include knowledge managers, project managers and key staff members who create or maintain knowledge assets.

Prerequisites
There are no prerequisites for this session.

Duration
MANAGING ORGANIZATIONAL KNOWLEDGE compresses a large number of issues into a very stimulating and fast-paced two-day workshop. A reduced one-day session can be customized based on the specific needs of a group.

Format
This seminar utilizes an instructor-led format. Consistent topic coverage is insured by the use of easy-to-follow seminar notes. The instructors introduce each topic adding illustrations, examples and analogies to explain the material. Seminar attendees are encouraged to add their

observations or ask questions at any time. Workshops will help illustrate specific topics, stimulate questions and facilitate physical deliverables from the class.

Materials

Each attendee receives a full set of presentation materials used by the instructor during the seminar. Various articles, examples, templates and common processes that are identified during the course may also be distributed. A comprehensive bibliography is provided of all books and reference materials noted during the seminar.

Author

MANAGING ORGANIZATIONAL KNOWLEDGE is authored by *Tryon and Associates* founder Charles Tryon. Chuck Tryon has created over a dozen seminars on Knowledge Management, Project Management and Requirements Management. His book on *Managing Organizational Knowledge* was published in 2012 by Taylor and Francis. For five years, he was the co-chair and moderator for the annual Knowledge and Project Management Symposium. Since 1981, Chuck has taught thousands of people how to manage their projects and define business requirements. Chuck holds a Master of Science in Knowledge Management degree from the University of Oklahoma to compliment his undergraduate degree in Business Administration from the University of Tulsa. Mr. Tryon has presented dozens of conference talks. He has also authored numerous papers that are available at *www.TryonAssoc.com*.

Scheduling and Pricing

This seminar is typically scheduled on-site for a specific client. Please review the general scheduling and pricing policies on the *Tryon and Associates* website. A price quote will be provided on request. On occasion, this seminar is offered on a public basis. Contact *Tryon and Associates* for more information about scheduling or attending this seminar.

Contact Information

Additional information on this and other *Tryon and Associates* seminars may be obtained by calling (918) 625-8258. Seminar descriptions and other helpful information are available at *www.TryonAssoc.com*.

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Attendee Comments

"Sessions 2 and 3 were excellent because there's not a lot of clarity out there about what KM is. "

"The model (KIPPAR Model) definitely communicated in a meaningful way to me. What I took from it was we are on the right track with our approach to project management and our vision for maintaining the artifacts coming out of our projects. It gave me a more solid understanding of how it all fits."

"I appreciate the templates. Learned a lot and really enjoyed it."

"Excellent job, I really enjoyed it."

"Great seminar!"

When I left (the seminar), my initial reaction was disappointment in not being able to get into more practical application of KM. As I drove home, however, I realized I felt disappointment more from having to disengage from the conversation, because I found it to be so valuable."

"I believe that you can help push this forward as I see the rest of the KM world has stalled – stuck in the same paradigm."