

KNOWLEDGE MANAGEMENT TALKS:

**3rd GENERATION KNOWLEDGE MANAGEMENT
... and Beyond!**

Even given its short life span, Knowledge Management has clearly evolved through three distinct eras, and is already entering a fourth. The four generations include the *Technology Era*, *Service Era*, *Deep-Knowledge Era* and now the emerging *Personalization Era*.

The Technology Era began in the early to mid-1990s in response to the need to store documents to protect against legal or financial challenges. Sophisticated document management software and hardware products enabled organizations to capture volumes of content that was formerly retained on paper. For many organizations, however, it has become a “store and ignore” reality.

By adding repeatable work flows to repository products, organizations are able to enhance help desk operations as they responded to calls for customer or product support. This Service Era of Knowledge Management provides procedures and needed information to resolve specific questions and problems.

In the Deep Knowledge Era, organizations are learning to dig below the surface of procedures and documents to understand the knowledge that is often locked away inside the heads of employees. Advanced discovery and capture methods are transforming knowledge that was formerly classified as *tacit* into *explicit* form.

While many organizations strive to create comprehensive knowledge portals, emerging trends suggest that usable knowledge must be partitioned into smaller applets that may be selected and uniquely arranged by smart phone and tablet-toting users. This Personalization Era will not negate integrated corporate knowledge portals, but it will alter the way knowledge is consumed and refined.

These generations are not mutually exclusive events, but building blocks. In this presentation, KM researcher and author, Chuck Tryon, will explore these generations and clarify how they apply to your organization. Recognizing the distinction of these generations is the basis for Mr. Tryon’s new book “MANAGING ORGANIZATIONAL KNOWLEDGE: 3rd Generation Knowledge Management ... and BEYOND! that will be published by Francis and Taylor in Fall, 2011.

**An Introduction To
MANAGING ORGANIZATIONAL KNOWLEDGE
*A Project-Centric Approach to Knowledge Management***

Organizations of all types and sizes are struggling to discover, capture, retain, transfer and use vital knowledge needed to thrive in a challenging times. New market opportunities, business

complexity and changing technologies fuel a growing demand for new knowledge. At the same time, seasoned workers are retiring at rates unseen in the history of business.

A new management discipline, *Knowledge Management (KM)*, is emerging with the promise to help organizations recognize, retain and share organizational knowledge. While Knowledge Management is dominating discussions in executive suites, this topic remains conceptual and intangible for many.

Part of this breakdown is due to KM's classical focus on individual and encyclopedic knowledge. This presentation focuses instead on the three elements of *organizational* knowledge that must be the foundation for any Knowledge Management strategy.

In this fresh and innovative presentation, noted speaker, author and seminar leader, Chuck Tryon of *Tryon and Associates*, introduces several major breakthroughs in KM thought including...

- The definition of organizational knowledge elements.
- The Knowledge Retention Policy as an framework for a knowledge inventory.
- A new model that integrates projects, best practices and resulting artifacts.

This presentation is an ideal introduction for a new seminar by the same name.

Managing Organizational Knowledge is the by-product of over twenty-five years of research by Mr. Tryon into implications of the *knowledge age* on organizations. Chuck holds a masters degree in Knowledge Management from the University of Oklahoma and is responsible for several breakthrough concepts that result from his research and study.

Additional information on Mr. Tryon and this approach to Knowledge Management may be found on the home page of www.TryonAssoc.com. For additional reading, download "Bridging the Knowledge Gap: Parts One and Two" and "Project-Based Knowledge Management" from the Tryon and Associates website.

WHY KNOWLEDGE MANAGEMENT MATTERS

To Your Organization and YOU!

When Knowledge Management (KM) was initially introduced to organizations, it was primarily focused on the acquisition of repository products designed for document and records management. While this capability is necessary and valuable, it fails to provide for the true retention and transfer of organizational knowledge.

Over the past decade, KM has matured into a formal discipline composed of a collection of knowledge processes and practices. In *Why KM Matters*, Chuck Tryon explains this evolution and describes each of the KM elements. He then explains how each knowledge process and practice directly impacts organizations and people within the organization.

This presentation also provides insights into the most significant challenges facing organizations as they implement a Knowledge Management strategy designed to share and transfer both tacit and explicit knowledge.

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MORE BRICKS, LESS STRAW

Improving Productivity of Knowledge Workers on Single-Time Efforts

As organizations become more dependent on single-time efforts to generate new value, great pressure is applied to the people resources who will do the work. Management often responds to the demands for rapid delivery by applying industrial era practices that worked well when operating factories and general staff. These measures, however, do not fit the realities of modern knowledge workers.

The result on projects is a limited number of people are commonly assigned to far too many projects. While this may “look” productive to high-level observers, it is failing miserably. Projects are taking far too long to complete, project planning is largely ignored and knowledge professionals are being blamed and compromised in the process. As a result, morale is low in many project organizations.

This presentation examines the reasons for these problems and identifies behaviors that are creating the loss of productivity. A series of specific strategies are then provided that should be implemented by modern project-dependent organizations to more fully utilize knowledge professionals on their projects.

As Peter Drucker noted, “...making knowledge workers more productive requires changes in the attitude not only on the part of the individual knowledge worker, but on the part of the whole organization.”

The concepts presented in this paper are the result of a six month research project conducted by Chuck Tryon. Over 30 senior project professions ranging from CEOs to experienced project team members, participated in this research. This research is an by-product of Chuck’s work with the University of Oklahoma on Knowledge Management.

Enabling Effective...
KNOWLEDGE SHARING AND REUSE

“How can we create a culture where sharing knowledge is the norm?” This question follows almost any serious discussion of Knowledge Management. People are often reluctant to share what they know due to the fear of becoming less valuable to their organization.

While there is no “silver bullet” to address this challenge, the *Theory of Planned Behavior* (TPB) may hold some clear directions for your organization to follow. It explains how to increase the *intent* to perform a behavior by understanding the underlying beliefs of the individual and their peers.

In this presentation, KM consultant, Chuck Tryon, explains the basic concepts of this highly respected and proven concept. He also examines its use to improve knowledge sharing and knowledge reuse.

While TPB has been applied to highly diverse behavior changes, because this presentation is targeted specifically to knowledge sharing and knowledge reuse, a basic understanding of Knowledge Management processes and practices is recommended.

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GUESS WHO'S COMING TO DINNER! *The Changing Face of Knowledge Management*

Knowledge Management is emerging as a significant answer to a critical organizational problem. Numerous enterprise-wide strategies are being touted as the path to capture and transfer vital organizational knowledge. This approach, while conceptually valid, will find significant resistance from organizations due to the size of the required effort.

In contrast, Project Based Knowledge Management allows organizations to leverage naturally occurring projects and related disciplines to discover, refine, capture and transfer organizational knowledge. This approach utilizes the strengths of established disciplines such as Project Management and Requirements Engineering to deliver high-quality intellectual by-products that comprise the very heart of organizational knowledge.

While the established practitioners of these disciplines are only now realizing their role in the Knowledge Management world, they are not new to knowledge efforts. Their role, perspectives, deliverables and strategies are based on decades of refinement. They will provide great strength to corporate KM efforts.

As any form of Knowledge Management initiative is a project, it must be managed as such. Project Management has many insights for controlling these corporate initiatives as well as contributing to the growing pool of intellectual assets.

In addition to exploring the influence of these new players in the KM field, noted seminar leader and corporate consultant, Chuck Tryon, will also describe the purpose for and content of a Knowledge Retention Policy. The KRP provides the needed structure to organize knowledge elements contributed by projects.

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PROJECT MANAGEMENT TALKS:

What's So MODERN About PROJECT MANAGEMENT?
Thriving in the Knowledge Age

Project Management is changing. Originally intended to plan, organize and control industrial, assembly line activities (Continuing Efforts), the discipline is now used to manage Single-Time Efforts (to create new products and apply new technology). These project types have distinct assumptions and require different management styles and a fresh application of familiar Project Management techniques.

Many organizations are finding that the Project Management skills they developed for one type of work are conflicting with and complicating newer project types. The resulting culture clash frustrates everyone involved and often dooms viable projects.

While both types of projects coexist in most companies, focus is shifting away from traditional, predictable efforts toward high-risk Single-Time Efforts where the unknowns overwhelm known information.

In **What's So MODERN About PROJECT MANAGEMENT**, Chuck Tryon contrasts the assumptions of the Continuing Efforts and Single-Time Efforts. He also identifies some of the most critical issues Knowledge Age organizations must address. This material is based on over two decades of research, consulting and training with some of the largest organizations in the United States. The concepts presented are also applicable to any organization engaged in aggressive product development activities.

This presentation is a natural lead into a one-day *Modern Project Management* workshop that continues the exploration into making project management more relevant in modern organizations.

CHASING THE RIGHT RABBITS
Creating Useful Project Goals and Objectives

Ancient wisdom tells us that “where there is no vision, the people will perish.” Today, it is our projects at risk. While scope and outcomes may be fuzzy, a strong project vision must be established and shared by all members of the project organization, from the owners to every project team member.

Based on research and over 25 years of application, this session can help you understand the core components of defining clear goals and objectives for your project. The presentation provides you with the five questions that must be answered for each goal and provides tips on how to establish measurable, provable objectives for each goal.

“Goals” have been used to define many aspects of personal and business life. This presentation, however, focuses on your project and how to bring your organization to a common set of expectations. It is funny, thought-provoking and, most important, very practical.

GREAT IDEAS! *Capturing Inspired Thought to Dramatically Improve Your Organization*

Where do your projects come from? This isn't the question of a young child trying to understand the meaning of life. It is a common issue that seems to elude many project professionals. As a result, they assume that projects come from someone else and are based on thinking that is beyond them.

In reality, great ideas for projects should be coming from people across your organization. People of all levels see needs that should be resolved. Some of these needs simply require a management decision while others demand the focus and resources of a formal project.

Great Ideas! is far more than a suggestion box. It is a proven program that equips people to take their ideas and refine them into a formal proposal that triggers management attention and action. The concept provides employees with a vehicle to communicate answers to real problems or opportunities. It gives senior management a source of new possibilities that would otherwise not be heard.

This session provides a fun and challenging introduction to a one-day workshop by the same title. Following this short version, you may find a strong interest in scheduling the one-day workshop that gives attendees the practical tips on transforming their great ideas into great proposals.

WHAT'S YOUR CHARTER?

One of the first acts of any project should be to create a Project Charter. Webster describes a charter as "a declaration or document setting forth the aims and principles of a group united in an undertaking." We define a Project Charter as...

...a formal agreement between the creators and consumers of project deliverables that establishes the purpose, boundaries, directions, limitations and participants of a project.

The goal of a Project Charter is to achieve consensus between all the key players ... at the start of the project when there is the greatest opportunity for agreement. Creating a well-defined Project Charter is simply good business. It is a highly professional act that pays dividends throughout the life of the effort.

If you can't get your customers, owners and team members aligned on the project at the very beginning, what are the chances of it happening later? Simply stated, no charter ... no project.

This presentation explains the nine core Charter components proven by scores of organizations over the past twenty years of use.

IMPLEMENTING PROJECT MANAGEMENT

With over twenty years of working with organizations of all sizes and industries, *Tryon and Associates* has distilled twelve key activities that prove critical when implementing Project Management as a formal discipline in your organization.

During this presentation, each of these keys is explored and specific activities are suggested to prepare for or implement the idea.

This presentation may be applied at either an individual or organizational level. It is also very helpful to validate processes you are currently using in your organization.

CREATING A PROJECT OFFICE THAT WORKS!

To fully implement and support the Project Management discipline, organizations must create a Project Management Office (PMO), even if it is a group of ONE! But with all challenges and options facing the implementation of Project Management, it is critical to create a PMO that provide real value to your organization. The goal must be to create a Project Office that **WORKS!**

For the past two decades, Chuck Tryon of *Tryon and Associates* has consulted with scores of leading organizations, helping them launch and equip the Project Office function. In this presentation, Mr. Tryon explains different models you may wish to consider for establishing or refining the PMO function in your organization. He also presents a set of roles and responsibilities that should be assumed by the people in the Project Office. This will insure that the PMO will benefit individual projects, validate proper use of the Project Management methods and reduce the risk of project failure.

BUSINESS REQUIREMENTS TALKS:

UNDERSTANDING BUSINESS REQUIREMENTS
Discovering and Capturing Organizational Knowledge

One of the first challenges for many newly launched projects is to capture a set of *business requirements* to feed into a product design process. This is especially true for reengineering, software development, outsourcing or package selection initiatives.

Unfortunately, this activity is often so poorly understood that it becomes a nebulous search for undefined matter. Before we can understand the business requirements on a project, it is vital that we first create a common understanding of what ARE business requirements.

This presentation provides a requirements framework that distinguishes between *essential policies and rules*, the apex of business requirements, and *solution characteristics* that describe five various elements of an intended solution. Each type of business requirement is defined and their relationship in a *requirements management* process is explained.

Based on over three decades of research by *Tryon and Associates*, this presentation concludes with specific factors that will help both a project and the total organization be more successful “understanding business requirements.”