Technology Connectors for Knowledge Sharing

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Larry Chait and Lynda Moulton

Practical knowledge management…

About you…

Tell us a little about yourselves…

‣ Who are you?

‣ Why are you here today?

Knowledge and technology

> Knowledge Leverage is the operational force applied to derive institutional benefit from available and authoritative information resources (expert people, knowledge codified in content, and organizational know-how)

- Centrality of human beings—***Only knowledgeable people can determine appropriate fit*** of new technologies to knowledge initiatives
- State of flux—Impacts of a changing environment on knowledge processing

Questions:

The changing environment…

▸ In what ways have changes in the environment impacted how your organization processes knowledge?

▸ For example: Changes in case law and litigation discovery requiring corporate email retention

Critical "gut check"

Long before technology connectors are acquired or planned for a knowledge opportunity, the leader of a knowledge initiative—and an organization as a whole—must do a serious gut check.

Critical "gut check"

In a "gut check," ask these questions:

▸ Given who you are and what you know, can you and your organization address your knowledge opportunity effectively?

▸ Can the needed people and resources be marshaled?

▸ Can you define and convincingly defend the initiative?

▸ Are you—and the organization—willing to take the risk?

Critical "gut check"—critical elements

▸ People—the "who"—what knowledge and competencies are needed, and who are the key stakeholders

▸ Goal—the "what"—what is the value proposition; what will the initiative do and how will it provide value?

▸ Scope—the "how big"—how much of the initiative is in whose domain, and what can realistically be accomplished?

Questions:

"Gut checks" in your organization…

▸ Has your organization done effective "gut checks" before launching knowledge initiatives?

　　▸ If so, to what advantage?

　　▸ If not, with what consequences?

Role of technology

Tensions across roles and when defining appropriate technologies

Users - Drivers	I/T - Responders
Demand that tools meet the true needs of knowledge initiatives	Rely on standard tools to ensure a stable environment
Are expert in their business and its needs	Are expert in technology and its application
Define business needs for technology	Address technology needs
Ensure that applications are implemented and used effectively	Plan for ongoing resource and security issues
Identify technology functions and usability features that must be incorporated	Integrate disparate software systems
Focus on how processes work	Focus on how technology works
Require knowledge initiatives to leverage knowledge	Support information-technology initiatives to respond to knowledge leverage

Questions:

Technology in your organization…

▸ What role has technology played in your knowledge initiatives?

  ▸ When has it been appropriate?

  ▸ When has it been inappropriate?

Types of knowledge-centric initiatives

- **Collaboration**
  - *Collaborative Software*
  - *Knowledge-sharing activities*
- **Human Discovery**
  - *Knowledge Analysis*
  - *Knowledge Discovery*
  - *Benchmarking*
- **Repositories**
  - *Databases*
  - *Expertise applications*
- **Accessibility**
- **Electronic Discovery**

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Question: Where does technology connect?

The plan—essential building blocks

- Project description
- Objectives
- Scope
- Culture
- Staffing
- Communication
- Technology

- Project plan/schedule
- Costs, benefits, and justification
- Measurement
- Implementation plan
- Refinement and evolution

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▸ Lynda Moulton
  LWM Technology Services

▸ lmoulton@lwmtechnology.com
  978-660-1845

▸ Larry Chait
  Chait and Associates, Inc.

▸ lpchait@chaitassociates.com
  617-299-0290