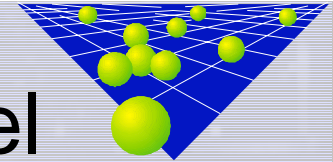


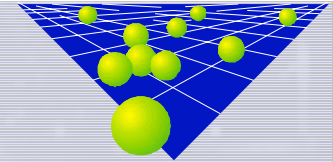
Knowledge Management Maturity Model



Holistic Development of Knowledge Management

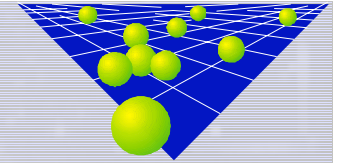


Siemens AG
Karsten Ehms



Holistic Development of Knowledge Management

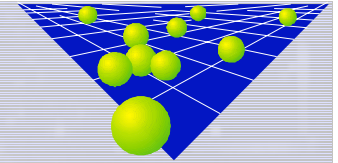
- ▶ Introduction
- ▶ Development Model
- ▶ Analysis Model (“holistic“)
- ▶ Procedure of a KMMM[®] Assessment
- ▶ Results of a KMMM[®] Assessment
- ▶ Experiences, Conclusions, Discussion



KM 2001 – Situation and Trends

- ✓ first wave / hype is over → more awareness & sensitization
- ✗ systematization and orientation
- ✗ approved method for the first step in KM projects, i.e. ...
- ✗ **comprehensive assessment for organizational KM**
- ✗ „Metrics“ for KM evaluation

- ▶ KM must get from confession to **profession**



Ideas driving KMMM[®] Development



holistic and systematic assessment of KM position



deliver quantitative and qualitative results



adaptive – focussed on the next step



oriented toward KM interventions



use different methods and perspectives



use well-known and approved models (CMM, EFQM)

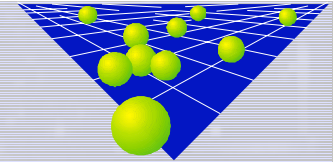
KMMM[®]

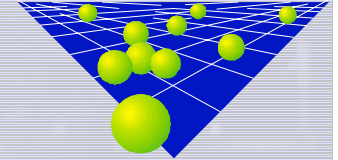
Knowledge Management Maturity Model

The KMMM[®] is a structured Method to assess an organization's overall position in Knowledge Management.

Goals:

- ▶ get a „real“ picture – on site, efficiently
- ▶ point to the right interventions
- ▶ deliver comparable results

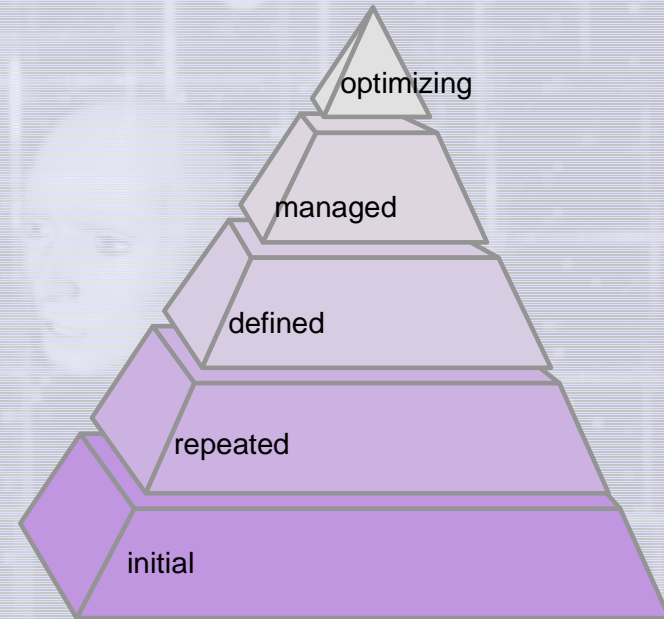


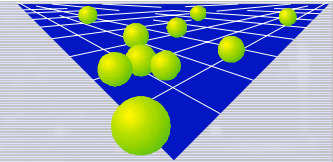


Structure of the KMMM®

Analysis

Development



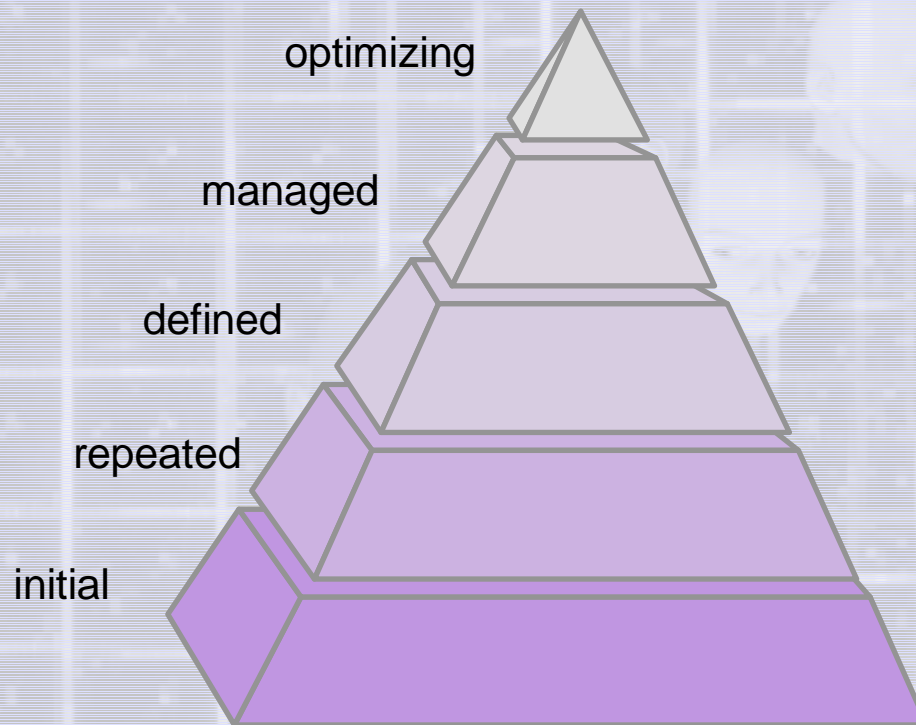
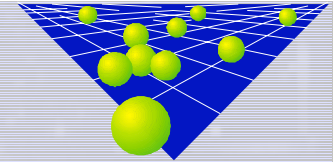


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Development of KM in Maturity Levels



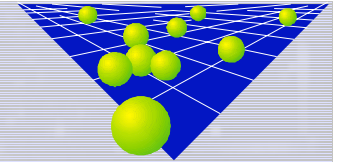
KM is developed continuously and self organized

Creation, sharing and usage of Knowledge is organizationally integrated and improved (measurement!)

Standardized processes make creation, sharing and usage of knowledge efficient.

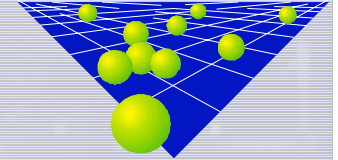
Pilot projects and single activities labelled as „KM“

KM activities are non systematic and ad-hoc. No language for describing org. phenomenons from a knowledge point of view.



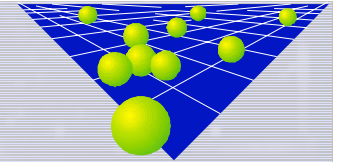
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Key Areas of the KMMM[®]





Holistic Development of Knowledge Management



Introduction



Development Model



Analysis Model (“holistic“)



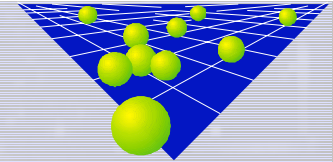
Procedure of a KMMM Assessment



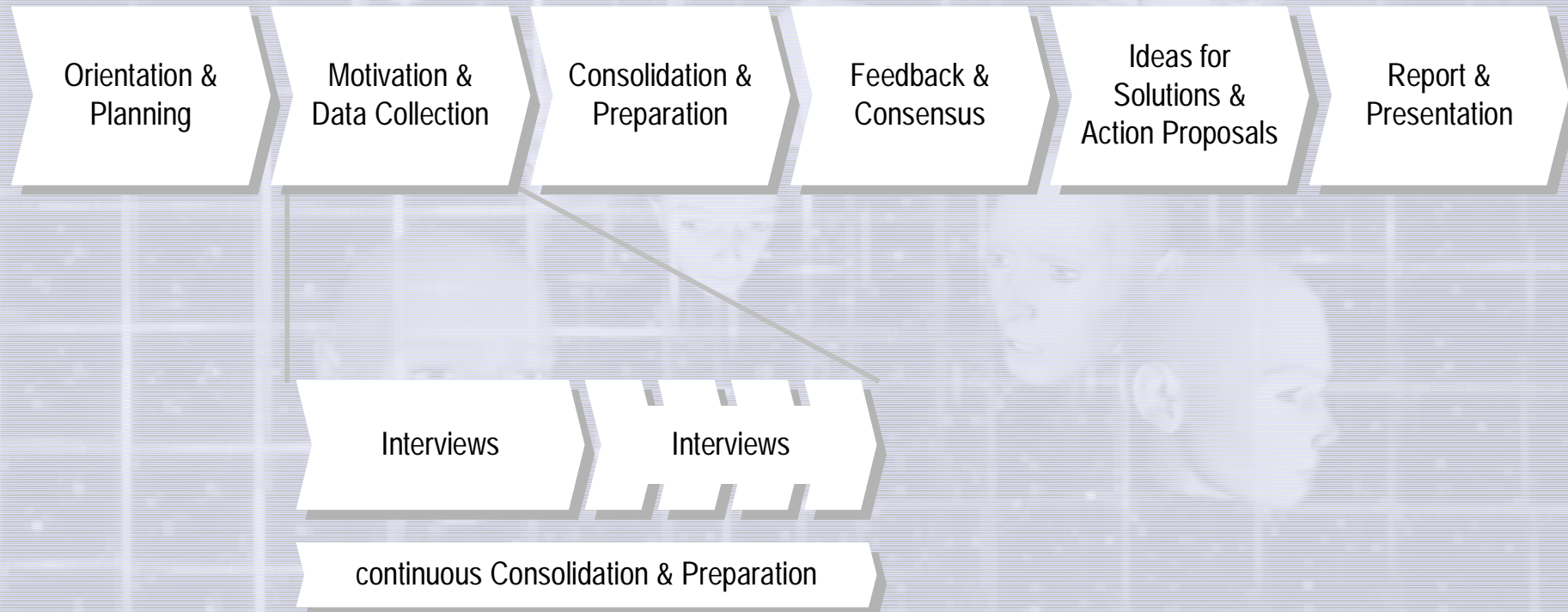
Results of a KMMM Assessment

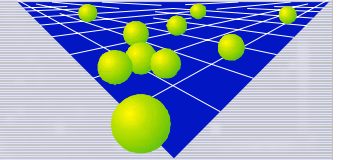


Experiences, Conclusions, Discussion

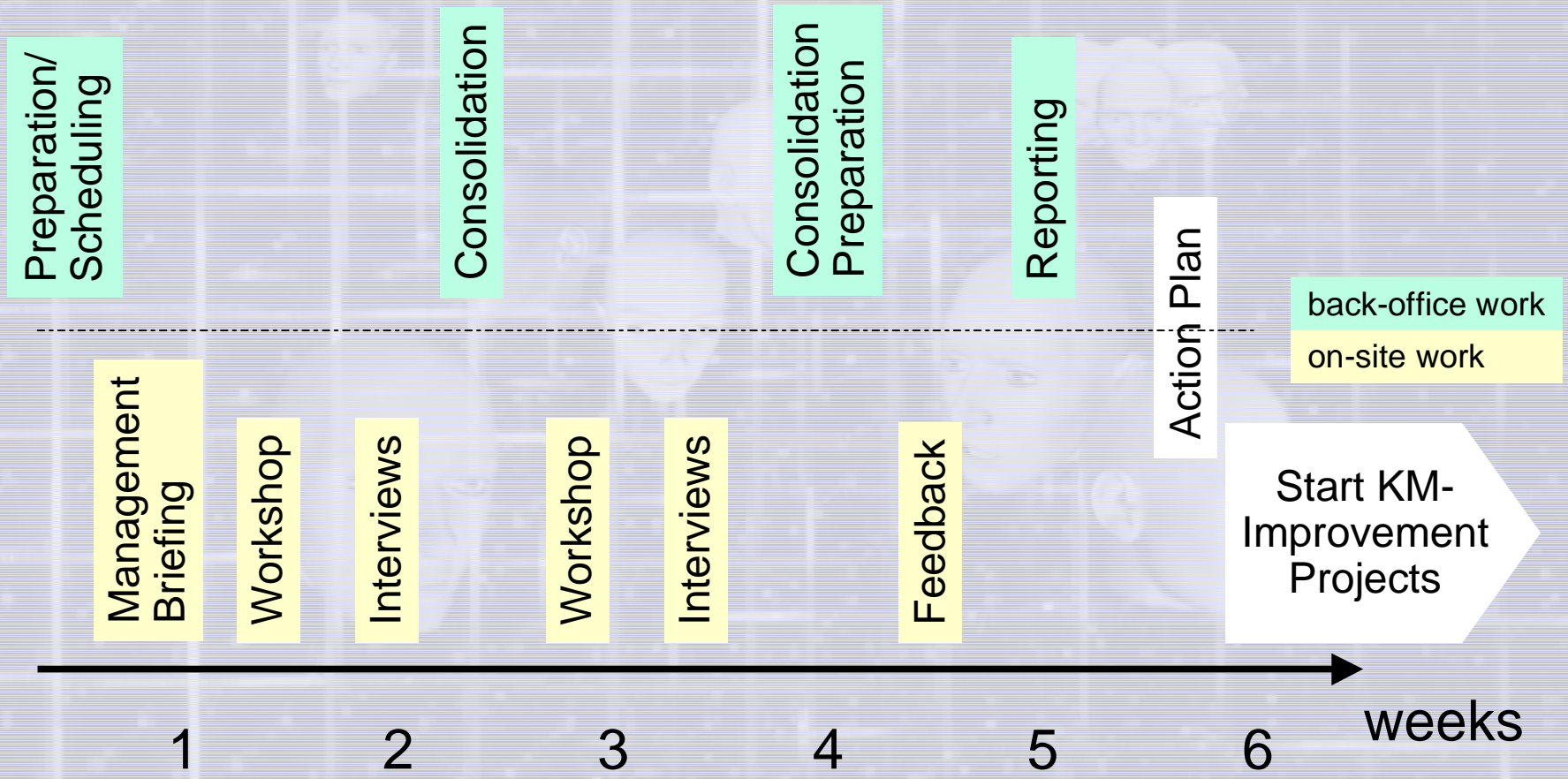


KMMM[®] Assessment Process

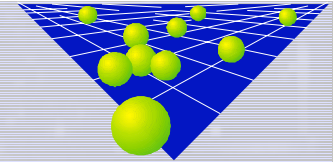




KMMM[®] Assessment Process



Tool Support



8 Prozesse, Rollen, Organisation

A Prozesse / Dokumentation

- 2 Wir haben unsere wissens-intensiven Prozesse identifiziert und beschrieben.
- 3 Unsere Prozesse werden vollständig, einschließlich ihrer Wissens-Aspekte dokumentiert.
- 4 Der Nutzen der Prozessdokumentation überwiegt den Aufwand.

Themen

8 Prozesse, Rollen, Organisation 273

B Geschäftsprozesse

S	Beschreibung
2	Wissensmanagement-Aktivitäten werden teilweise in die Geschäftsprozesse eingefügt.
3	Die Geschäftsprozesse sind systematisch um WM-Aktivitäten erweitert worden.
4	Wir erfassen systematisch Indikatoren zur Prozess-Qualität.
5	Unsere Prozesse werden kontinuierlich unter WM-Gesichtspunkten weiterentwickelt.

Datensatz: 58 von 64

Geschäftsprozesse

Wissensmanagement-Aktivitäten werden teilweise in die Geschäftsprozesse eingefügt.

Die Geschäftsprozesse sind systematisch um WM-Aktivitäten erweitert worden.

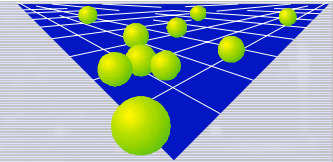
Wir erfassen systematisch Indikatoren zur Prozess-Qualität.

Unsere Prozesse werden kontinuierlich unter WM-Gesichtspunkten weiterentwickelt.

Wissens-Explizierung

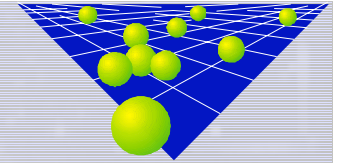
Es werden zusätzliche Verfahren angewendet, implizites Wissen soweit wie möglich zu explizieren.

Methoden zur Nutzung impliziten Wissens werden ständig verbessert



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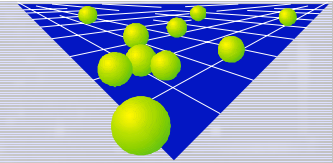
Results – General Remark

The main result of a KMMM-Assessment is, that it helps to **select** the KM interventions which are most appropriate for a specific organization!

The results are backed up with the everyday practices of this organization.

These practices are the starting point for promising interventions.





Condensation of Data (Example)

Key Area

**Processes, Roles,
Organization**

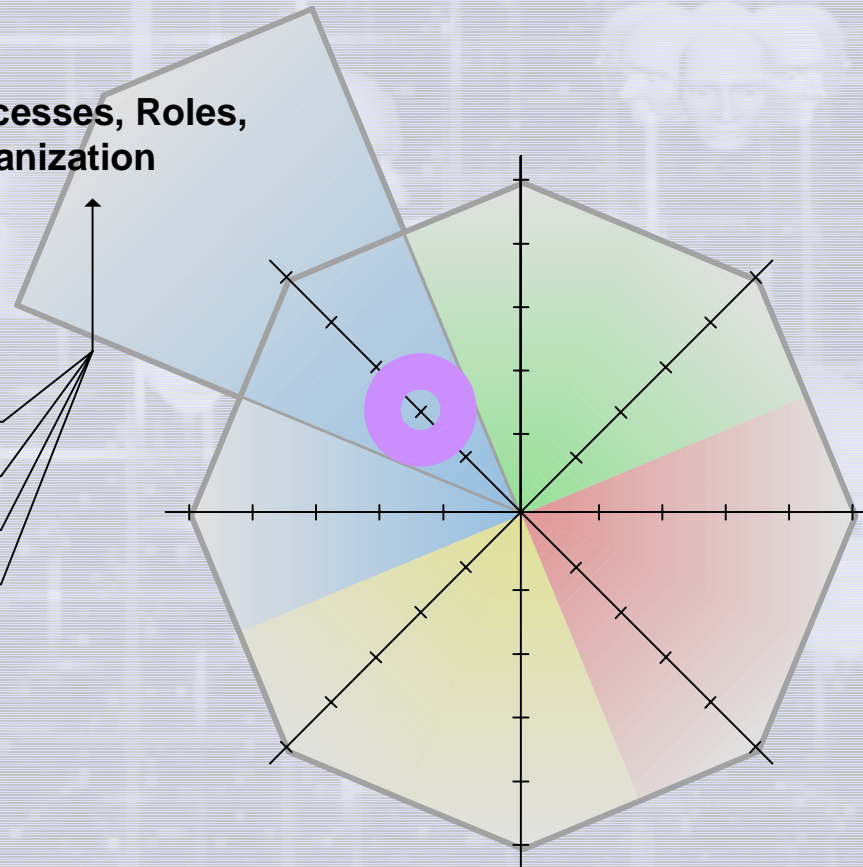
Topics

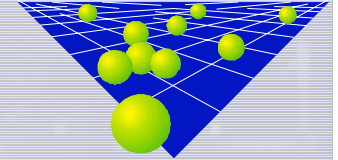
Documentation

BP-Integration

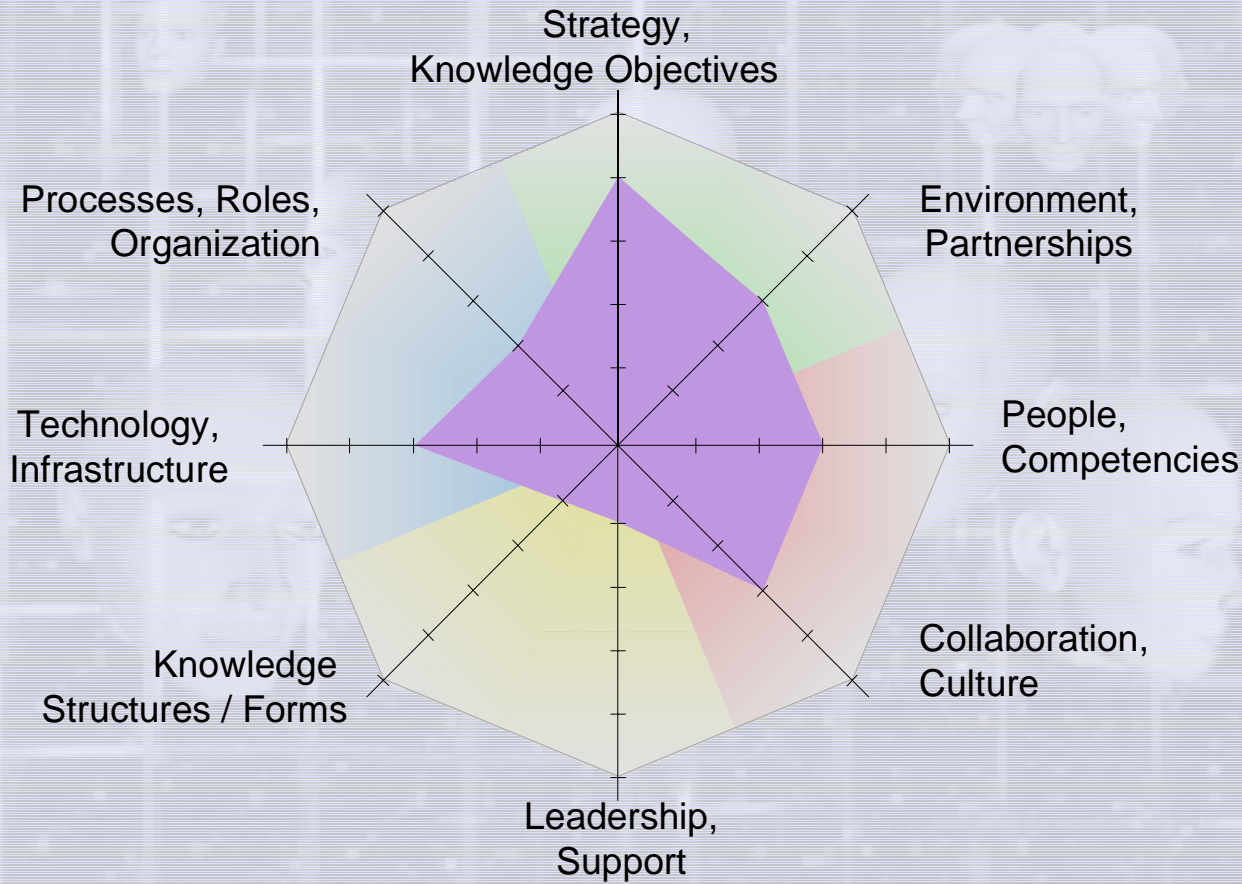
Knowl.-Explication

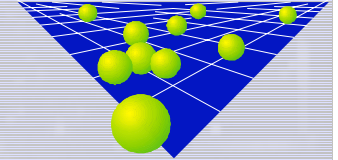
...



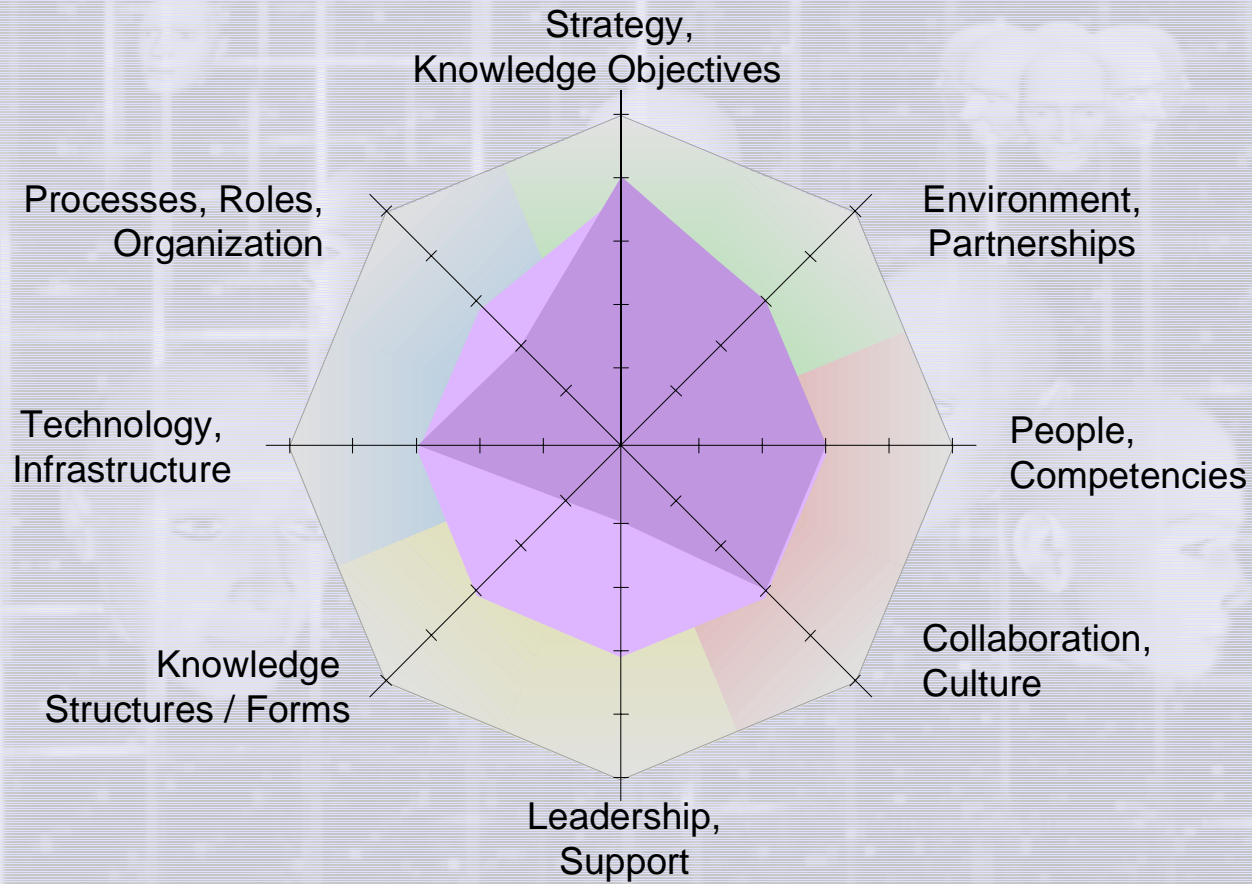


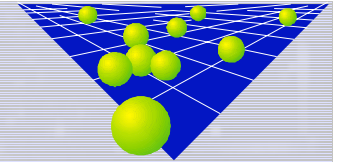
Quantitative Results (Example)





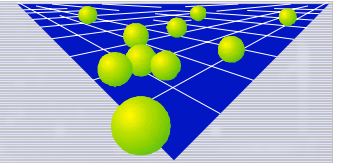
Quantitative Goals (Example)





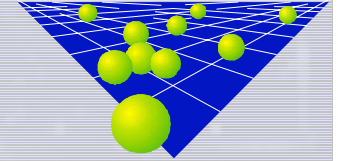
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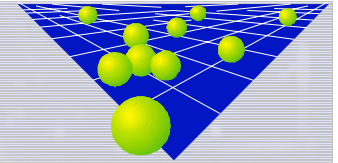
Experiences

- + model seems to be easy understandable
- + method has proofed to be applicable and effective
- + creates transparancy (needed ! – wanted ?)
- + integrated into Siemens KM strategy process and recommended to the groups



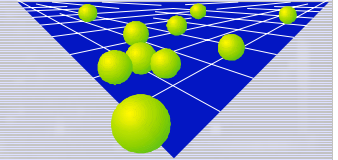
Benefits of KMMM[®]

- + holistic and systematic approach
- + uses different methods and perspectives
- + delivers quantitative and qualitative results
- + oriented towards KM interventions
- + adaptive – focussed on the next optimal step
- + model is easy understandable
- + draws from successful models (EFQM, CMM)



Current Working Issues

- ▶ quick & self assessment
- ▶ indicator systems at topic level
- ▶ considerations on spreading beyond Siemens boundaries
- ▶ ...

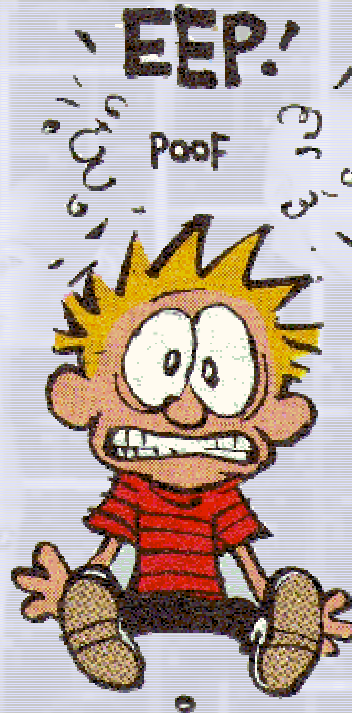


Thank You for Your attention !

Comments ?

Questions ?

... ?



KMMM®

More Information:

<http://www.kmmm.org/>

karsten.ehms@mchp.siemens.de