

PMO

Conference
London



2017

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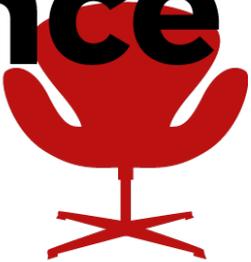


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Knowledge Management and the PMO

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Purpose of the Session

Knowledge is critical to the successful delivery of project and programmes. How best can PMOs support the identification, creation and use of the required knowledge?

This session will challenge your understanding of what knowledge is and provide an insight into the contextual considerations that are key to determining effective knowledge management activities for projects and programmes.

Takeaways:

- A broader understanding of knowledge management
- An insight into the contextual considerations key to determining knowledge management activities within a project environment
- An understanding of how the PMO can support knowledge management across projects and programmes

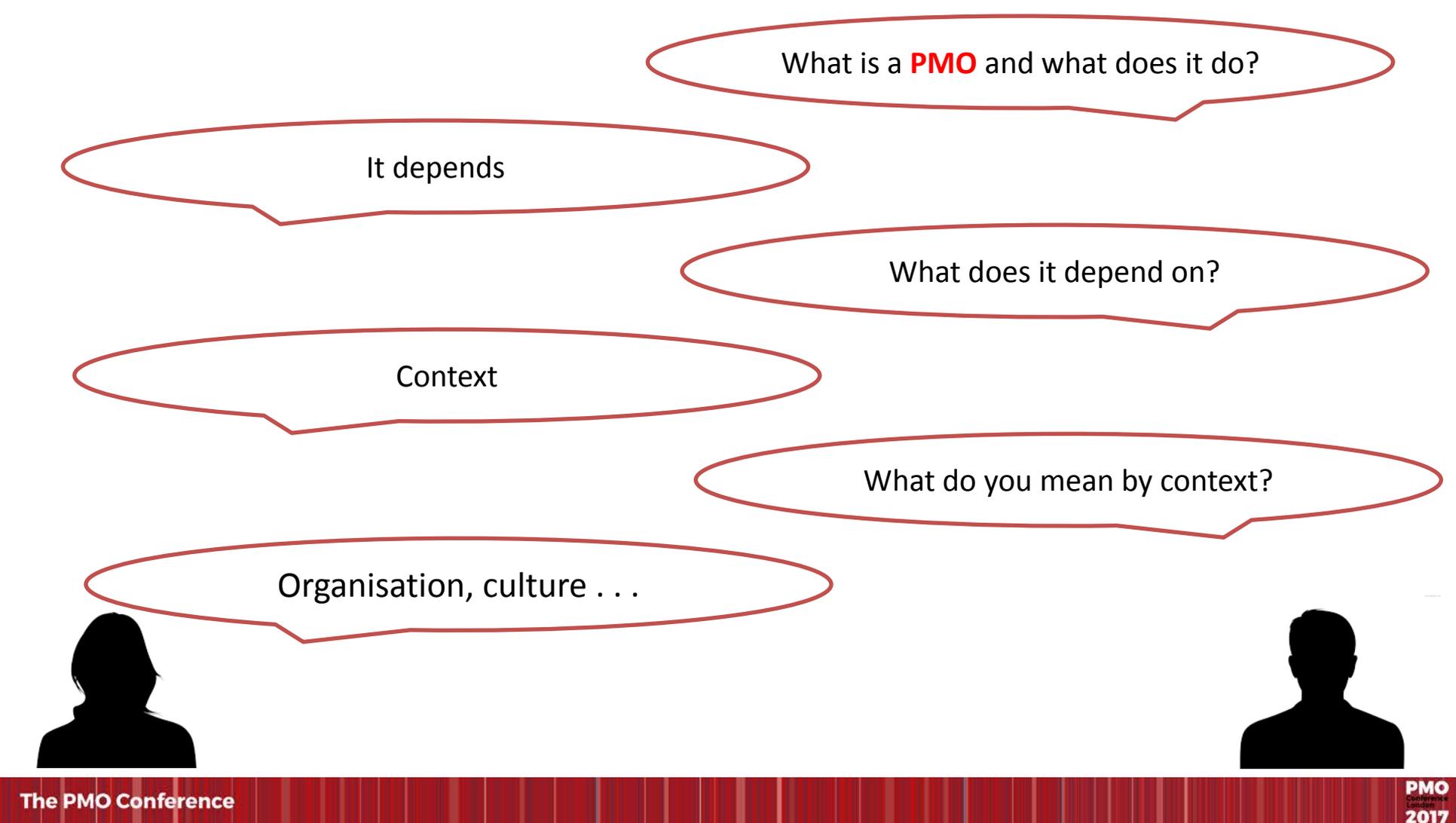
Introductions



PM Bod



KM Bod



What is a **PMO** and what does it do?

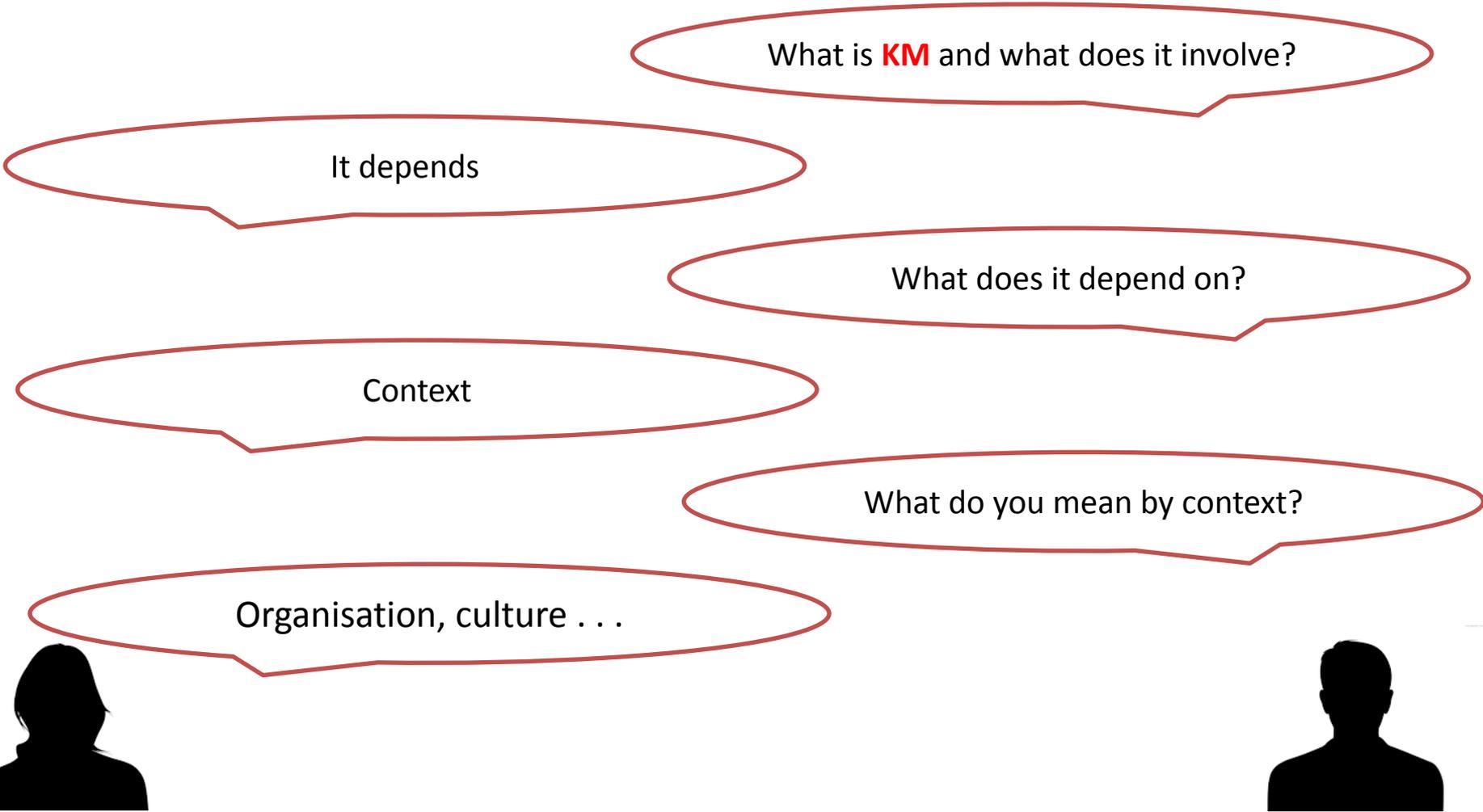
It depends

What does it depend on?

Context

What do you mean by context?

Organisation, culture . . .



What is **KM** and what does it involve?

It depends

What does it depend on?

Context

What do you mean by context?

Organisation, culture . . .

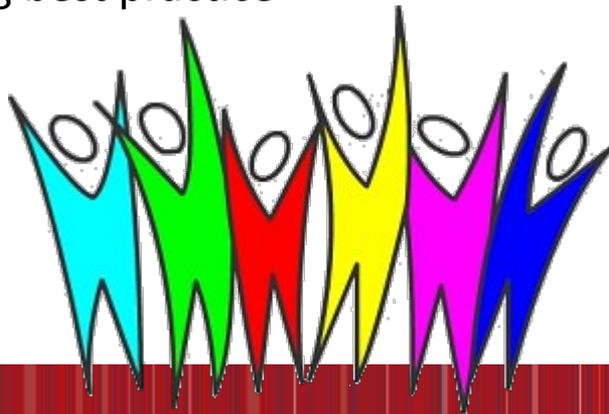
KM. You're already doing it . . .

. . . as an individual

- Conversations with colleagues
- Asking for/ giving advice
- Going to conferences to learn new stuff
- Spreading best practice

. . . within your PMO role

- Maintaining a lessons learned database
- Supporting communities of practice
- Connecting people with each other
- Writing methods, guides, templates, manuals





Which of the following best describes your understanding of 'knowledge'?

- a) knowledge is a thing that can be captured and shared
- b) knowledge is a social process of knowing
- c) knowledge is a social process of knowing that is bound up with practices in professional groups



Which of the following best describes your organisation's approach to knowledge management?

- a) capture knowledge and disseminate it to people and groups
- b) encourage people to build relationships, networks and trust so that they will share knowledge when they need to
- c) get people with different perspectives and backgrounds together to learn from each other and solve problems

Three perspectives on K and KM

	'thing' thinking	'knowing' thinking	'doing' thinking
knowledge is:	a resource that can be captured and shared	a process of knowing, negotiated by interactions in social groups	a process of knowing, bound up with practices in professional groups
approach to KM:	capture knowledge and disseminate it	encourage people to build relationships, networks and trust so they will share knowledge when they need to	get people from different disciplines and backgrounds together to learn from each other and solve problems
typical KM practices:	lessons learned databases; document management systems; good practice manuals	networking; social network analysis; communities	overlapping communities of practice; facilitated problem-solving workshops

Based on Newell, Robertson, Scarbrough and Swan

Can knowledge be managed?

Knowledge (intangible)



Information (tangible)



What are we actually doing when we manage knowledge?

- Create an environment that encourages people to **create**, share, integrate and **use** knowledge
- Provide tools 
- Lead by example
- Understand your KM context and make it work for you

*Hire smart people
and let them talk to
one another*

Davenport and Prusak, 1998

What does this mean for a PMO?

Creating new knowledge



Reusing knowledge



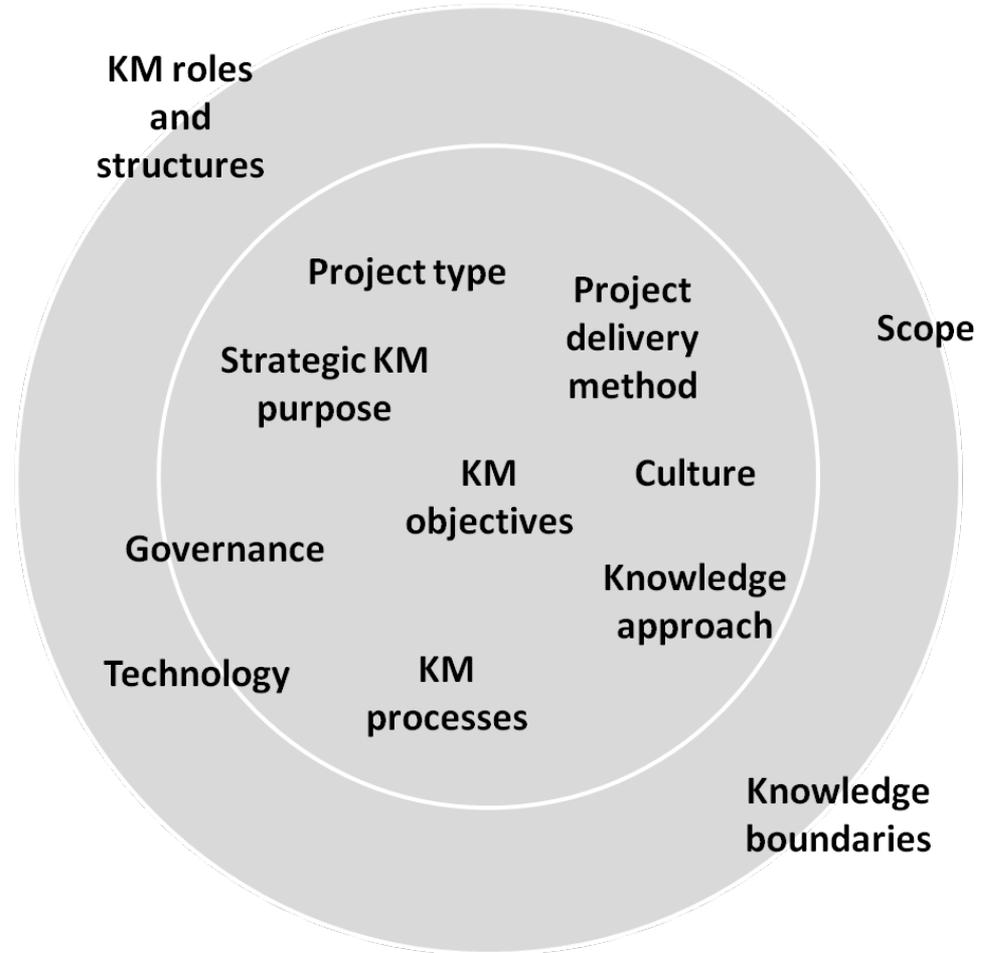
Lessons Learned Database





FILE
LESSONS LEARNED
REPORTS HERE
SO WE CAN CONTINUE
TO REPEAT FAILURE

The KM context



Support and Funding



KM principles to take away

1. Be clear about what you want to achieve with KM. KM is a means, not an end.
2. Develop working definitions of knowledge and KM, so that when you talk about them you are talking about the same things.
3. Design your KM to improve alignment between context factors. The context has to be in harmony for KM to be effective.

KM principles to take away

4. Focus on the KM environment rather than on KM tools and techniques. No-one will share what they know if they don't want to.
5. Experiment and use feedback to discover what works in practice. KM can't be reduced to a neat, systematic process in which following pre-defined steps leads to guaranteed success.
6. Link KM activities to strategic goals and objectives. Knowledge is intangible and KM is a way of unlocking its potential. Focus on the impact of KM over time. Measuring hits on an intranet page is futile!

Beware of elephant traps



1. Failing to appreciate the strategic value of KM
2. Confusing knowledge with information
3. Sending conflicting messages by failing to align context factors
4. Giving in to the temptation to jump to a specific KM tool or technique without considering the KM environment
5. Falling into habitual PM process thinking without experimentation to find out what works in practice
6. Measuring the value of KM using simple quantitative measures and attempting to establish relationships between them

KM resources

- Newell, Robertson, Scarbrough and Swan *Managing knowledge work and innovation*
- Davenport and Prusak *Working knowledge*
- <http://www.nickmilton.com/>
- Courageous Conversation videos
https://www.youtube.com/playlist?list=PLQzq_ylfBVzJuLDrfnIhpLjEI09XHoHj8

Any questions?



Thank you for listening

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12.30 Lunchtime

In the Exhibition Hall



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