

The post-covid KM landscape

**What will change, and why,
and what should we do as a
result?**



Who am I?

- Nick Milton
- Geologist by training
- KM consultant by vocation
- Director of Knoco Ltd
- 7 years working KM in BP
- 22 years as KM consultant to a variety of companies and industries
- Based near Bath, UK

nick.milton@knoco.com

www.knoco.com

www.nickmilton.com

@nickknoco





5 minutes

Please select a someone to introduce your top wish from this session through the chat channel

BREAKOUT AND INTRODUCTIONS

What effect has Covid had on KM?



**STAY AT
HOME** 

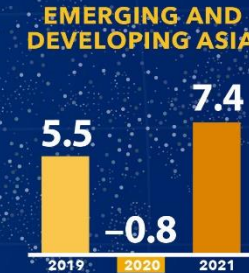
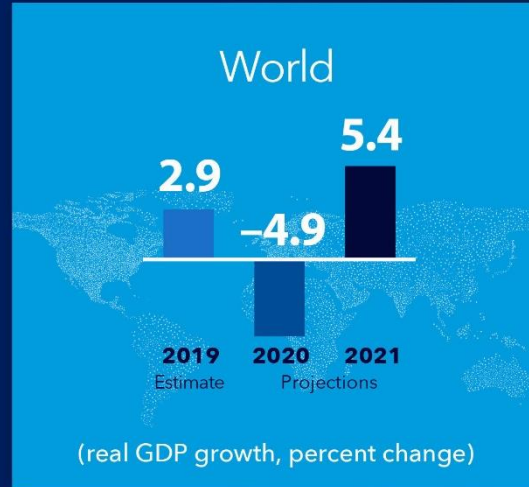
**PROTECT
THE NHS**

 **save
lives**

[NHS.UK/coronavirus](https://www.nhs.uk/coronavirus)

Latest World Economic Outlook growth projections

(percent change)



IMF.org/social

Source: IMF, World Economic Outlook Update, June 2020.

Note: Order of bars for each group indicates (left to right): 2019, 2020 projections, and 2021 projections.

<https://www.weforum.org/agenda/2021/01/global-economy-covid-vaccine-charts/>

Food and grocery

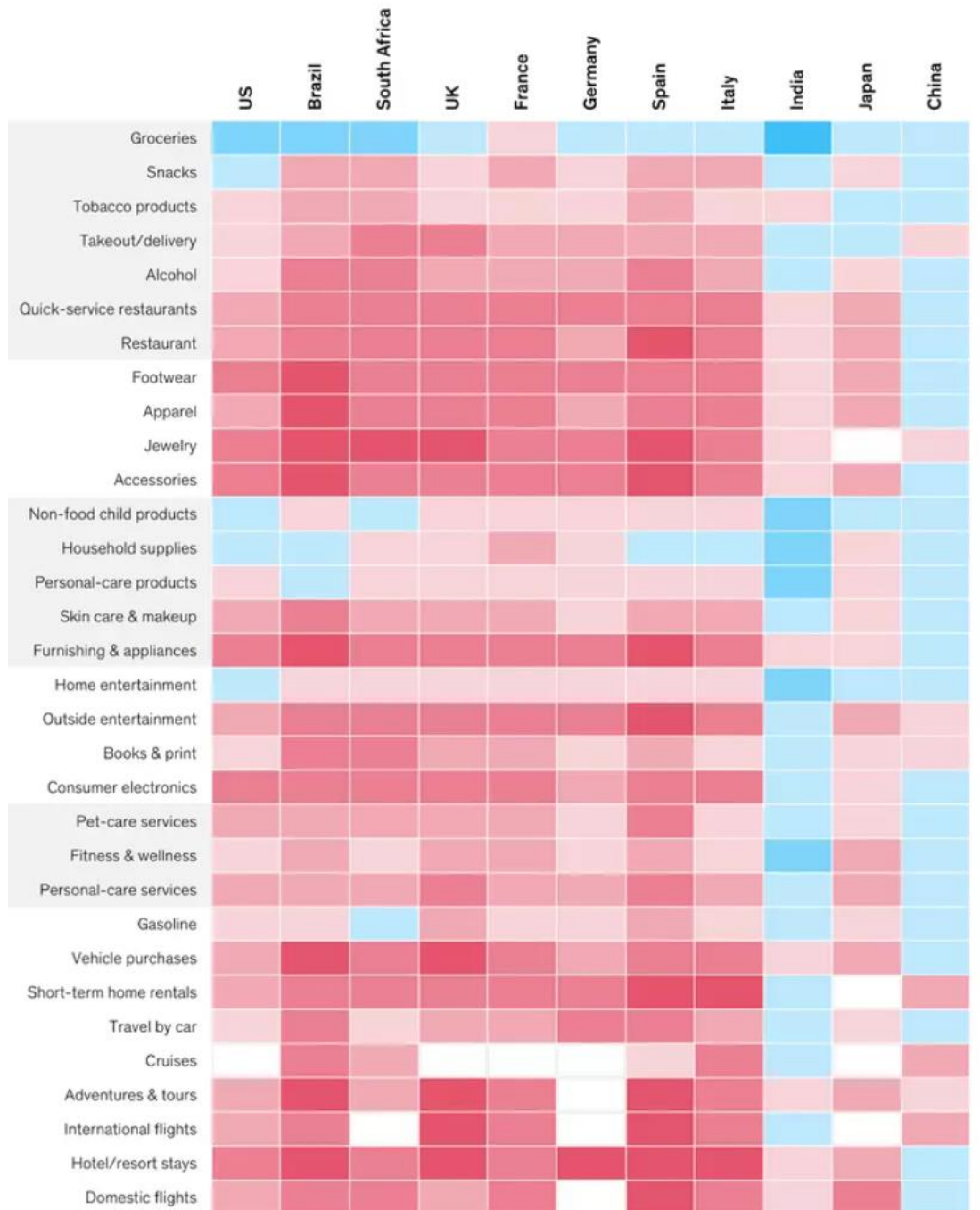
Clothes

Household

Entertainment

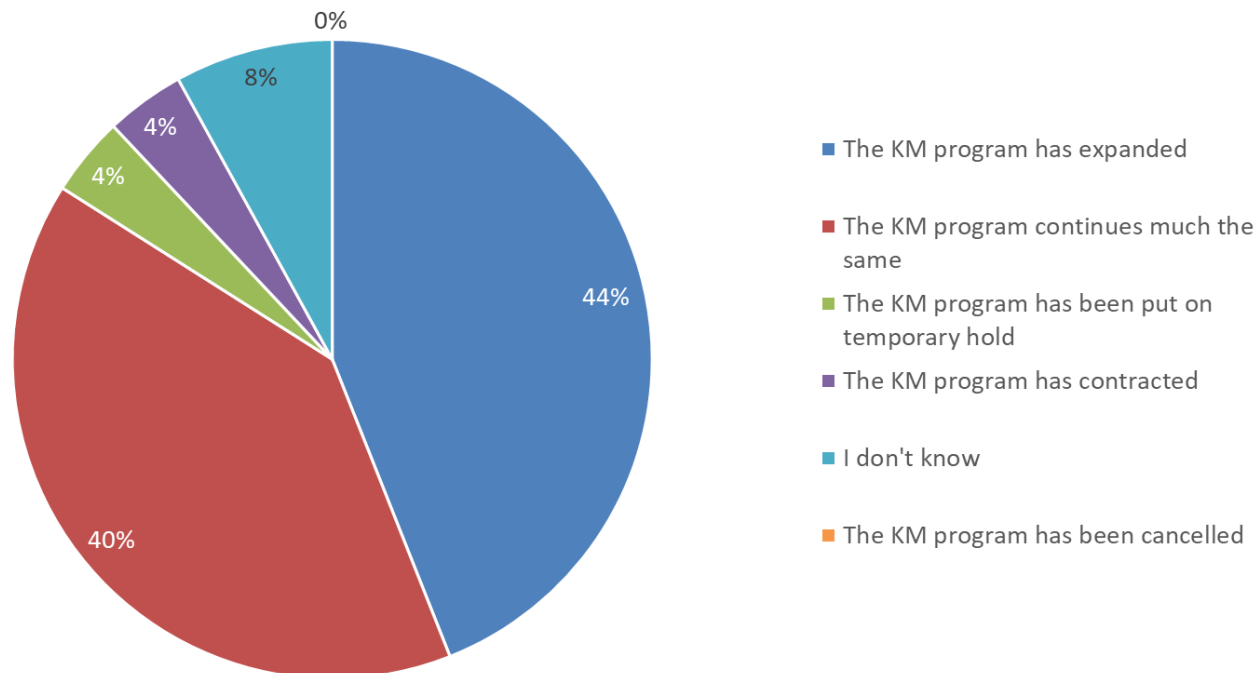
Services

Travel and transport

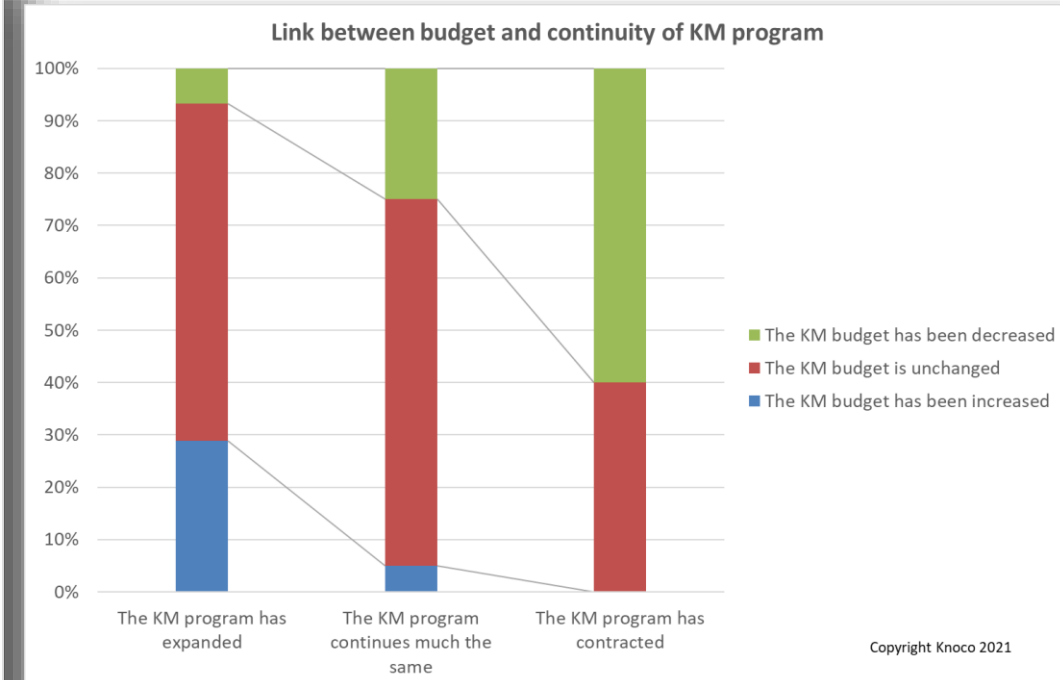


Has KM continued?

How has the pandemic/recession affected the existence of the KM program or KM function in the organisation for which you are answering? Please choose the most appropriate choice from the list below.

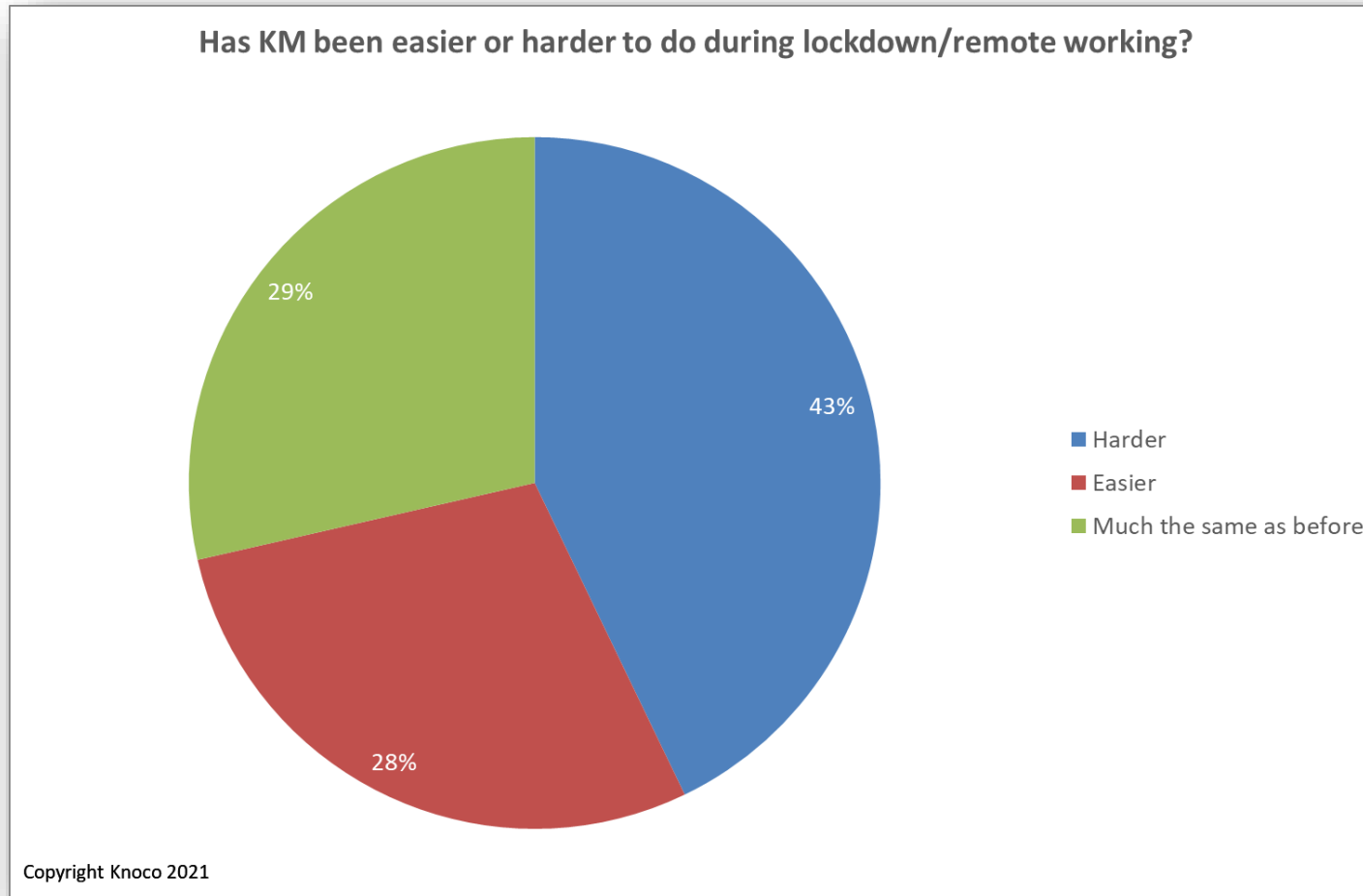


Copyright Knoco 2021



Copyright Knoco 2021

Is KM harder or easier?



Harder

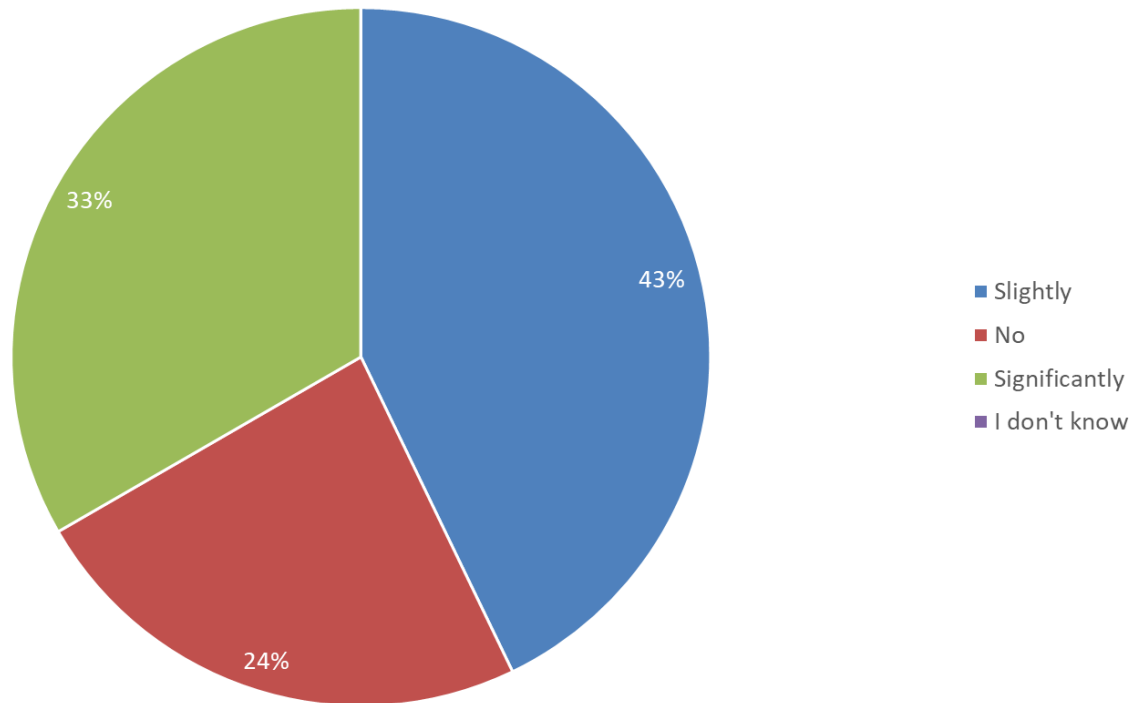
- No ftf
- No ad-hoc sharing
- Overloaded staff
- New skills needed
- Lack of engagement

Easier

- People see the value
 - Greater demand
 - More support
- Easier to reach remote people and collaborate

Change in focus/scope

Has the main focus of the KM program changed over the past year?



Copyright Knoco 2021

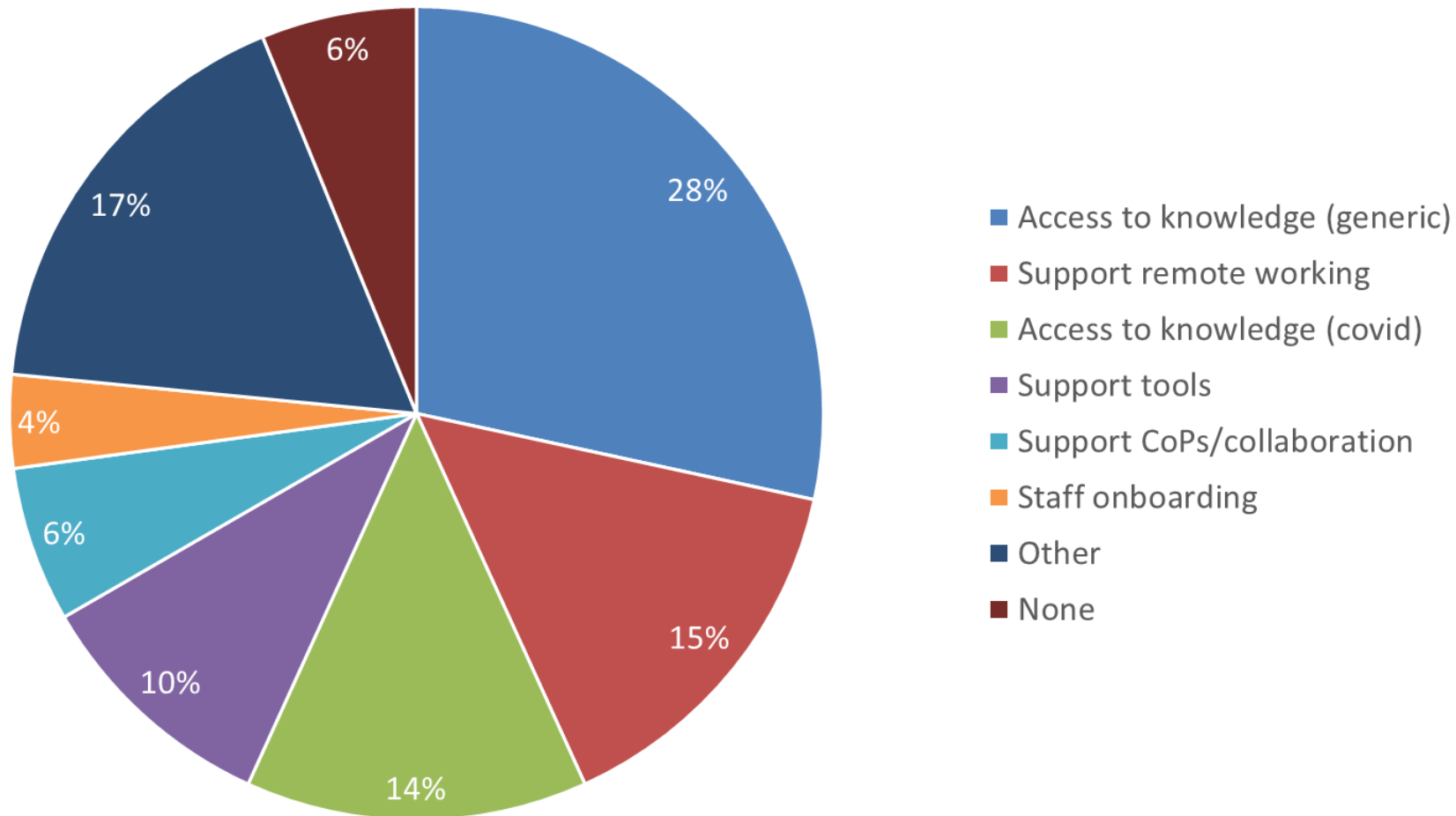
Added items

- Collaboration
- digital transformation,
- expansion within the organisation
- delivery/facilitation of online events
- KM supporting Covid

Removed items

- delivery/facilitation of ftf events
- KM training courses

How has KM supported the organisation during Covid?





What has your experience been?

Questions or comments via chat, or raise your hand



How will KM play out post-Covid?

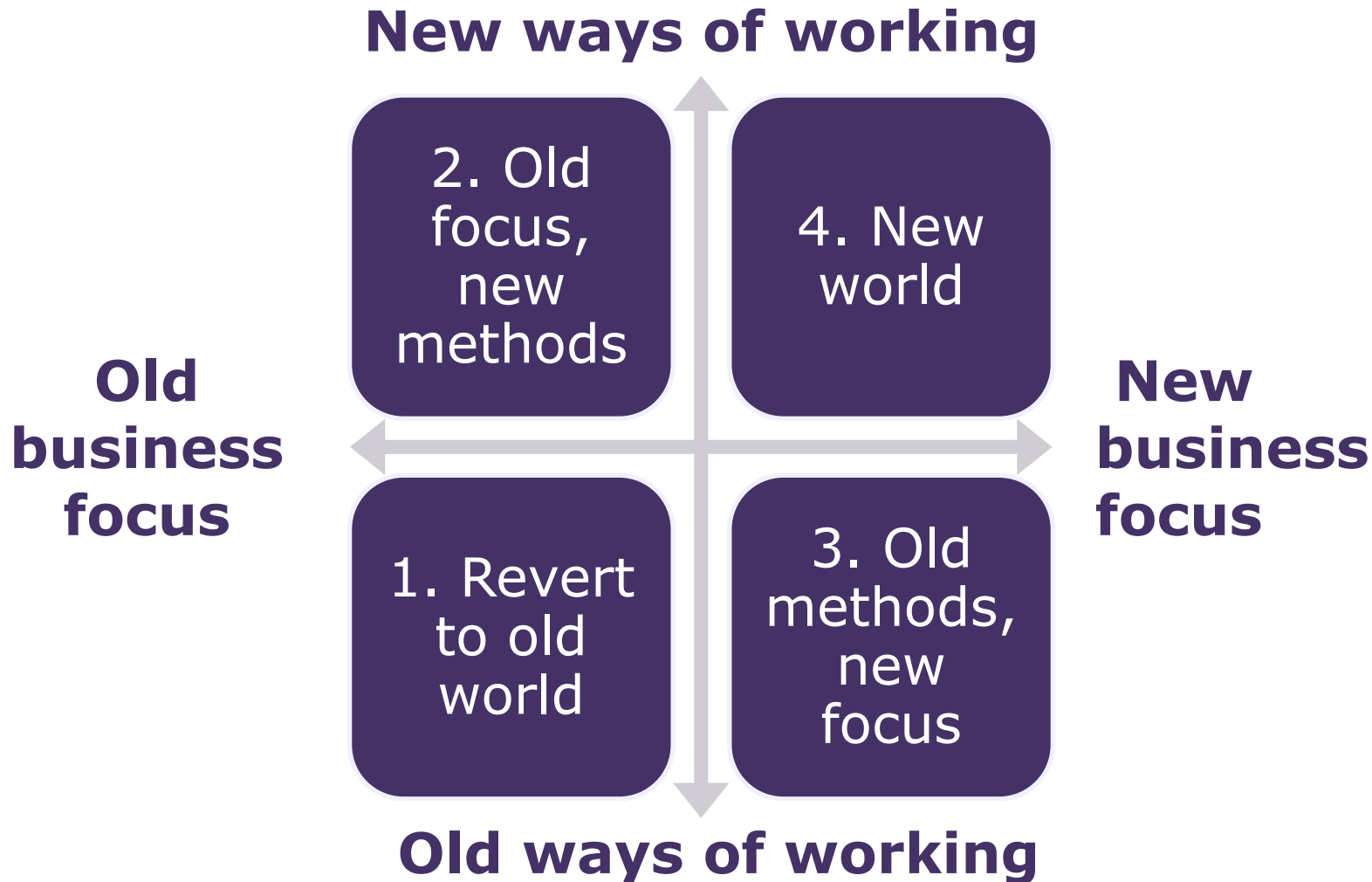
- Covid provides KM an opportunity to become part of the New Normal
- KM has gained status during lockdown
- It is up to KMers to seize this opportunity, and take a strategic role in the post-Covid world
- Note that the post-pandemic times may be chaotic – there may be an economic bounce-back as businesses fill the gaps and make up for lost revenue. BE READY!

What will change in the New Normal?



- You may change your ways of working, to include more remote working in future. Or you may not.
- Your business may change; offering new services or products. Or not.

4 quadrants



Question

Where do you think your organisation will be post-Covid?

Use "Annotation" option to put a star in the relevant quadrant

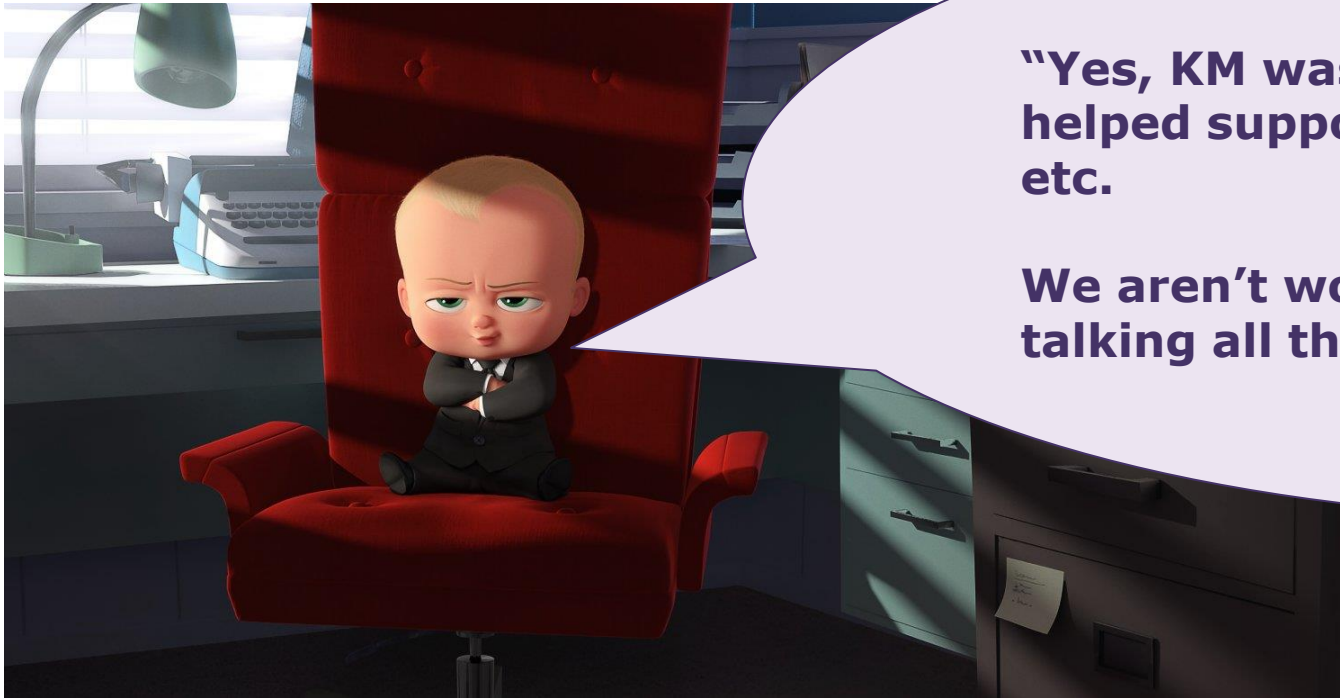


QUADRANT 1 – REVERSION TO THE OLD WORLD

Why return to the office?

- “**Innovation**'s a big one. I haven't seen the technology yet that replicates what it's like to be in a room with people and bounce off of each other”.
- “I do believe that people learn from each other more. There's more **collaboration**. I'm on so many Zoom meetings; it's really exhausting after a while. And there's a totally different feeling when you get together”.
- What we are really missing is that **creativity**, and that spontaneity and the ingenuity and talking to your teammates face-to-face. The whole creativity has kind of been gutted without people being together.
- <https://text.npr.org/1004021788>
- <https://edition.cnn.com/2021/05/17/success/going-back-to-the-office/index.html>

The danger for KM



"Yes, KM was vital during remote working, and helped support the use of Zoom, MS Teams etc etc.

We aren't working remotely any more, we are talking all the time, so we don't need KM"

[This Photo](#) by Unknown Author is licensed under [CC BY-ND](#)

WHAT YOU MUST DO RIGHT NOW

- Conduct a lesson capture exercise on the organisation's response to Covid, to draw lessons for emergency response. Involve the top management in this.

Show the value KM delivered

- Gather data on how KM supported the organisation through Covid.
- Gather success stories.
- Capture these on video.
- Focus on the delivery of value to the organisation through access to knowledge.
- Make the case that access to knowledge will still be needed even if everyone is back in the office.

Show the value KM can deliver back at the office



- Find out why the organisation wants everyone back (innovation, creativity, connectivity) and make the case for how KM can support this
 - Embed structured meetings for knowledge sharing (After Action Review, Retrospect, Knowledge Exchange)
 - Establish communities of practice with a best practice/innovation remit
 - Pilot innovation meetings/teams
- “Let’s not lose, by returning to the office, the things we gained from working remotely”

Offer to use KM to help the transition back

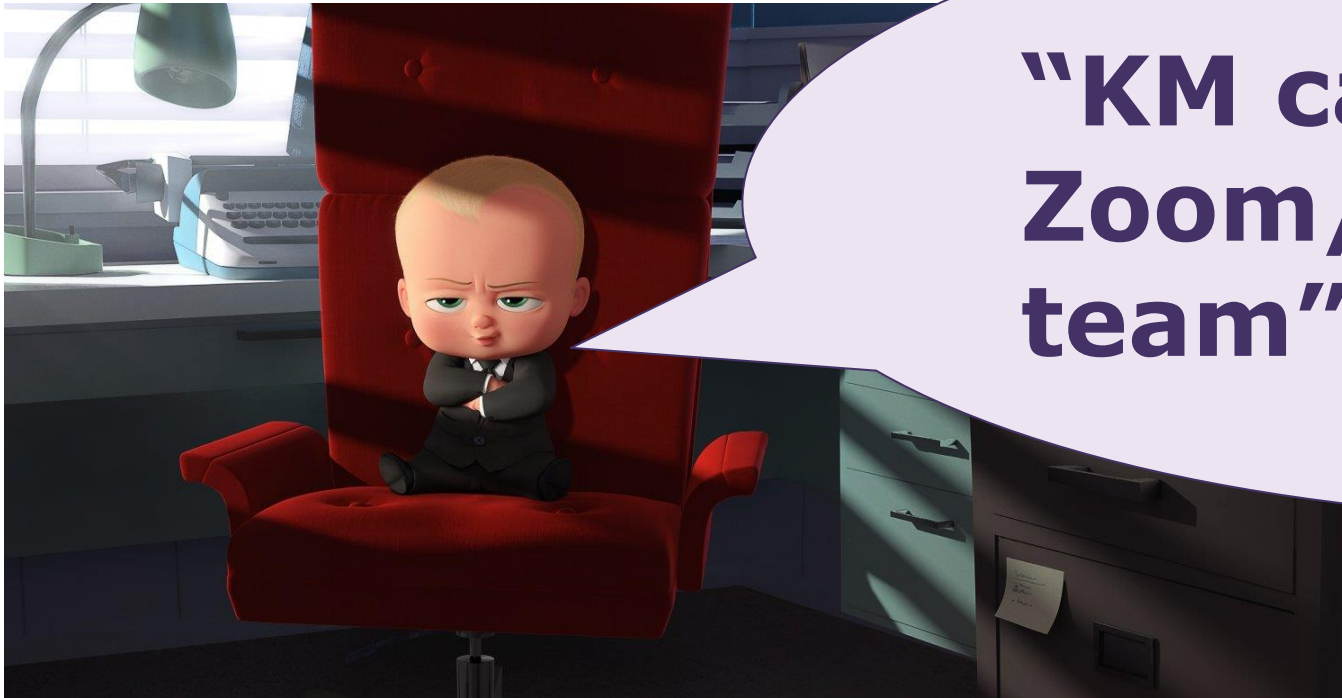


- Offer to use KM to help learn about the return to the office
- “Facebook recognizes that expanding flexibility is a big step, and will **learn** and iterate as needed to best support the health of the community, teams, and individuals working there. Facebook is taking a collaborative approach of building together thoughtfully, **learning** and iterating as they go.” Mark Zuckerberg, Facebook internal memo



QUADRANTS 2 AND 4 – NEW METHODS

The danger for KM



“KM can carry on as a Zoom/Teams support team”

[This Photo](#) by Unknown Author is licensed under [CC BY-ND](#)

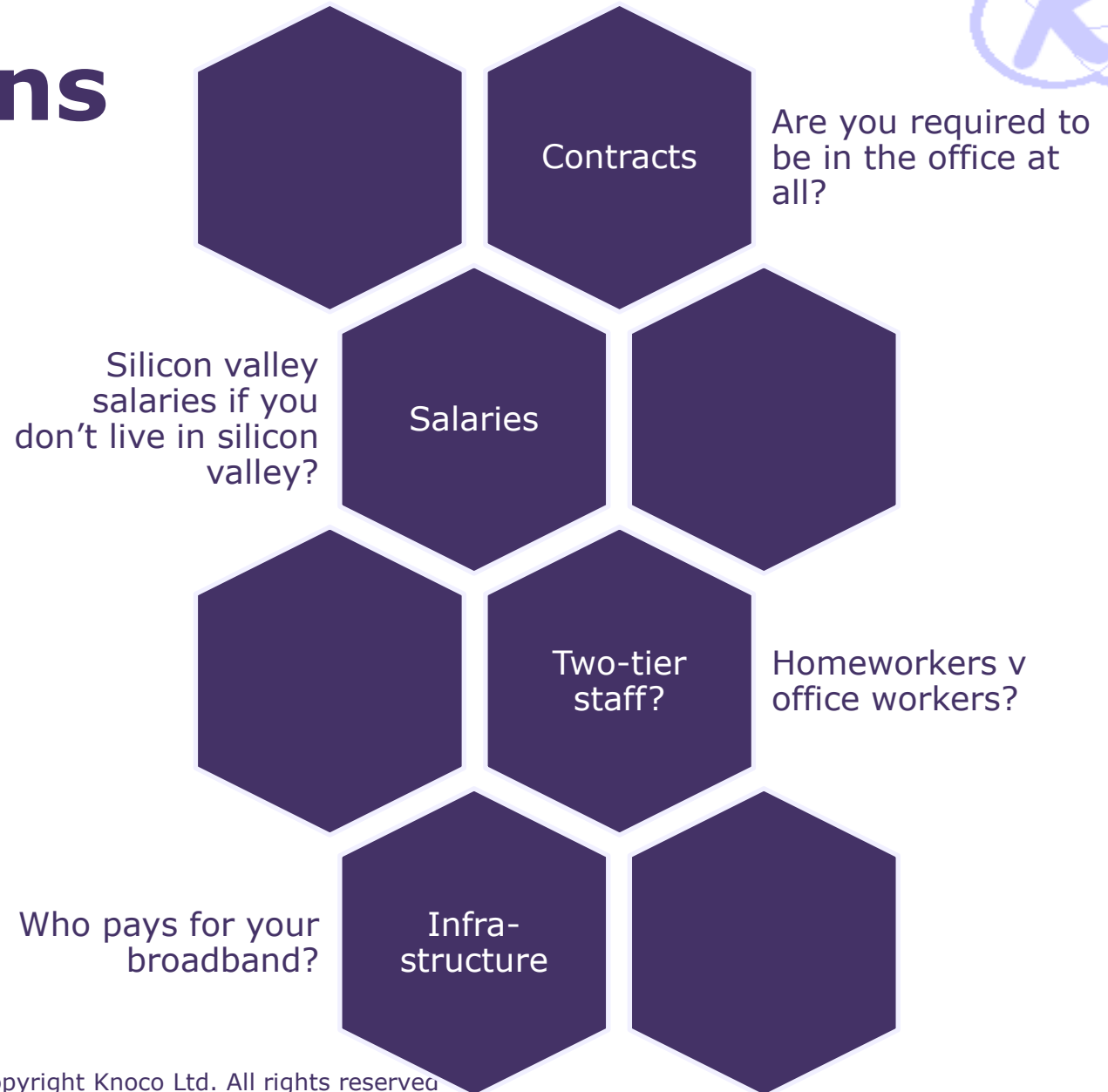
Hybrid working?

“While some employees want to work from home all the time after the pandemic, most would prefer a balance where they are in the office for some of the week and at home for the remainder. This has led to the use of a relatively new term: ***hybrid working***.

Many organisations are now considering what ‘hybrid’ means for them, how they might meet this new employee demand, and what will need to be in place in order for these new ways of working to be effective”.

Many unknowns

**Much to learn as
you move to a
hybrid model**



Task 1 for KM (strategic)

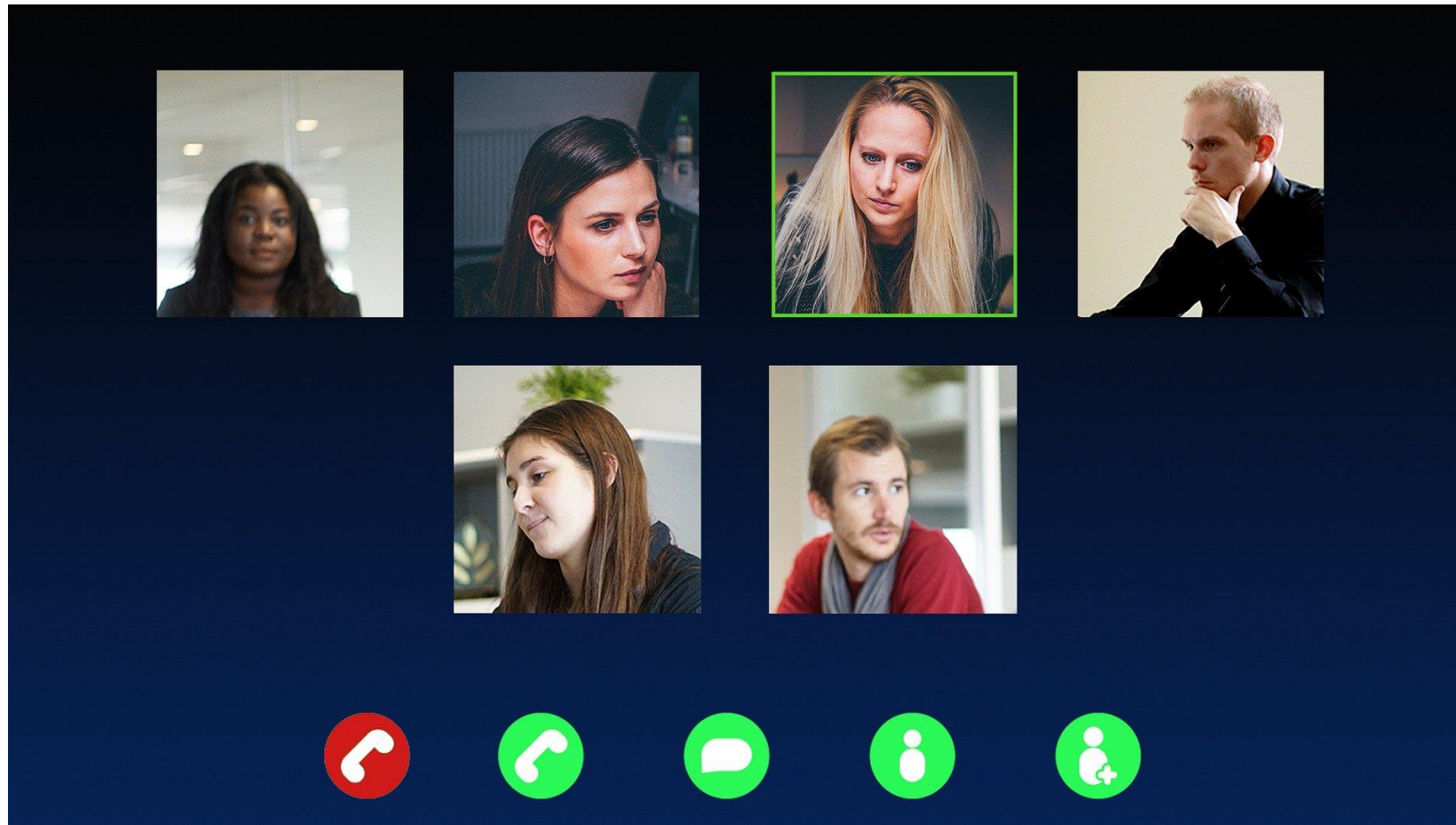
- Develop the knowledge on Hybrid Working
 - Run a gap analysis – “What do we not know”?
 - Plan pilots and activities to fill the gaps
 - Seek knowledge externally if needed
 - Capture lessons on remote working
 - Capture new lessons in real time as people return to work
 - Build the “Hybrid Working” knowledge asset collaboratively

Task 2 – define a hybrid KM Framework



- In a hybrid model you can no longer leave the exchange of tacit knowledge to ad-hoc café to face encounters. It needs to be planned

KM problems in remote teams



**Digital working
– YES**

**Knowledge
sharing – not
necessarily**



The Tacit dimension

“We know that between 70 and 90 per cent of learning in the workplace occurs through what people experience on the job and informally. This is because 90 per cent of the knowledge on which performance in real-world settings is based is tacit knowledge or knowledge that is not on paper or in manuals, but embedded in people’s heads.

“What’s happened with remote working is that people with valuable tacit knowledge are no longer co-located and there is no informal access to the traditional social interactions at work that enable sharing and thus learning. Tacit knowledge is central to organisational competitiveness. Without it they suffer.”

Professor Claire Dubbins, Dublin University

Productivity has not suffered, but Innovation has.

“These findings are not surprising because innovation is grounded in social interaction and a combination of tacit knowledge sharing and new learning. ... With increased remote working, social distancing in the workplace and fewer people in the office, the opportunities for these learning behaviours have been significantly reduced”.

Change the conversations

- Talk not only about progress, but also about knowledge
- Not only “What did we do” but “What did we learn”
- Not only “What do we need to do” but “What do we need to learn”
- Not just “project deliverables” but “knowledge deliverables”
- Not only within our teams, but across teams, and within communities

KM Framework will need to contain ...

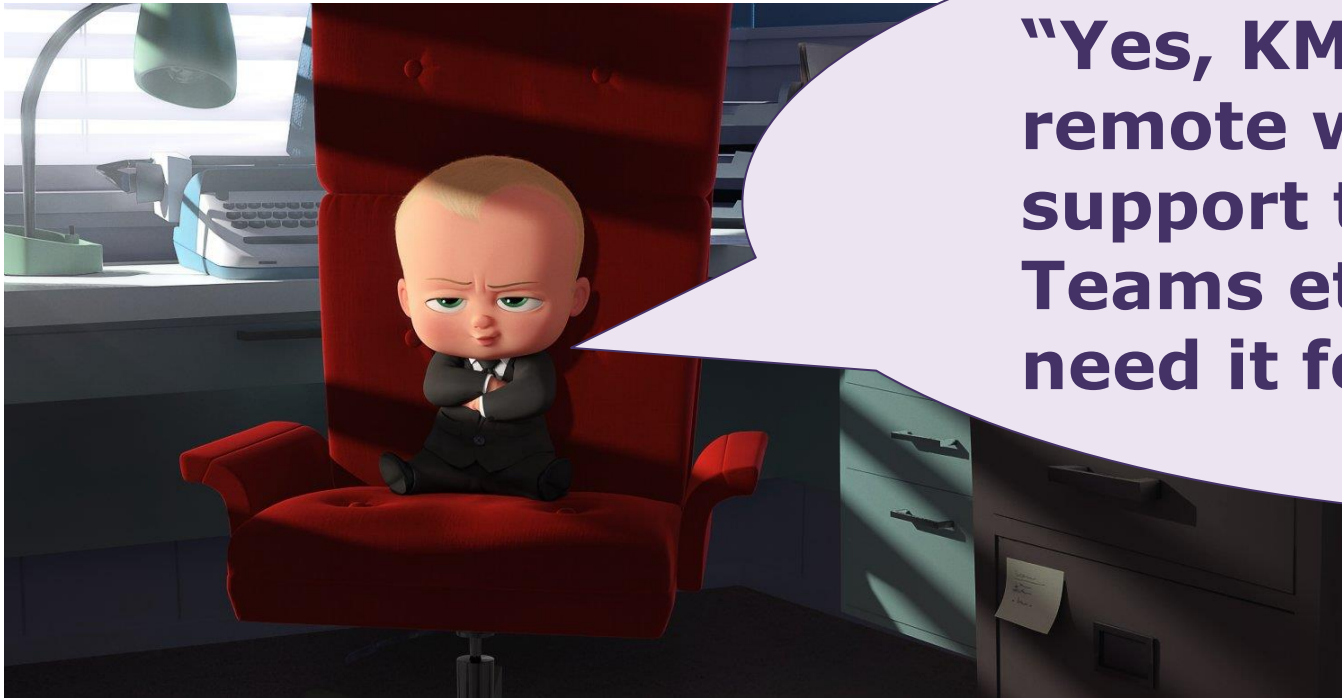


- Hybrid CoPs on all core knowledge domains
 - Question-driven, facilitated
- Online knowledge repositories on all core knowledge domains
 - Managed, owned, fed by CoPs, synthesised guidance and (evolving) best practice
- Hybrid KM events built into the work cycle
 - AARs, retrospects, peer assists, innovation teams etc
- Attention to Knowledge Retention



QUADRANTS 3 AND 4 – NEW FOCUS

The danger for KM



“Yes, KM was vital during remote working, and helped support the use of Zoom, MS Teams etc etc. But that’s all we need it for”

[This Photo](#) by Unknown Author is licensed under [CC BY-ND](#)

Actually -

- If the organisation is doing something new, then it is learning
- If it's learning, then it needs KM to help it learn better and quicker

So what's new?

- What's the new activity/service/product/issue?
- What critical knowledge is needed?
- What can KM do to help – what's the KM outcome

ISO 30401, clause 4.1

- The organization shall determine external and internal **issues** that are relevant to its purpose and that affect its ability to achieve the intended outcome(s) of its knowledge management system.
- The **outcomes** of the knowledge management system are a means to achieve organizational outcomes, and not an end in themselves.

An issue you will all soon face

PLRTW

Post-Lockdown return-to-work

How do we get some/most/all people back in the office?

- Safely
- Smoothly, efficiently
- Total business continuity
- No loss of morale

Other potential key issues

- Our **customers** are now expecting us to provide better knowledge, more easily.
- The major face to face **events** we delivered in the past will now need to be done remotely.
- The pandemic exposed issues with our business model – we need to move to a **new model**.
- The organisation is moving to a new **desktop platform**, which provides an opportunity to address the difficulties with locating up-to-date codified knowledge within the current IT environment.
- A large proportion of the workforce in the organisation is approaching **retirement** age, with a risk that their knowledge will be lost when they retire.

KM outcomes are business outcomes

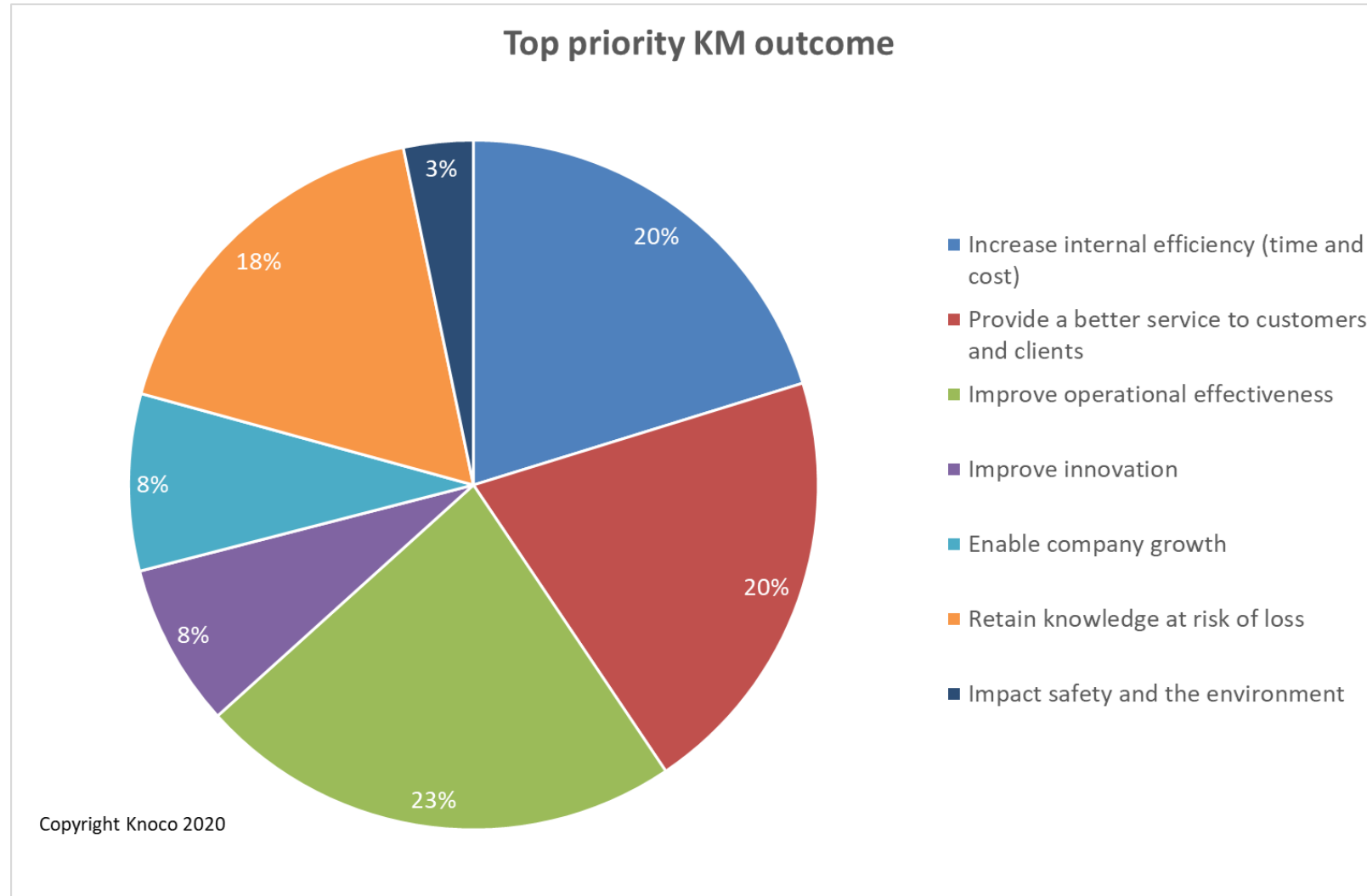


We don't do KM for its own sake, we do it for the organisation

Different parts of the organisation may have different KM outcomes



Most important KM outcomes



So how can KM help with new areas of focus?



- Determine required **outcome** from KM
- Determine the **critical knowledge**
- Determine **how to manage it**
 - Who, if anyone, knows it?
 - Who will need it?
 - Is it tacit or explicit?
 - Is it new or old knowledge?
 - When is it used/created?
- Manage the knowledge
- Deliver the outcome

- Think big! Think strategic

Letter to leadership

Dear Senior Managers

Over the past year, our experience in remote working has shown that there is **huge value** to be delivered to the organisation through introducing a systematic managed approach to knowledge. As we consider the post-Covid world, we can see that this value needs to continue and to grow. We, the KM team, commit to delivering this value to you, but we need something in return.

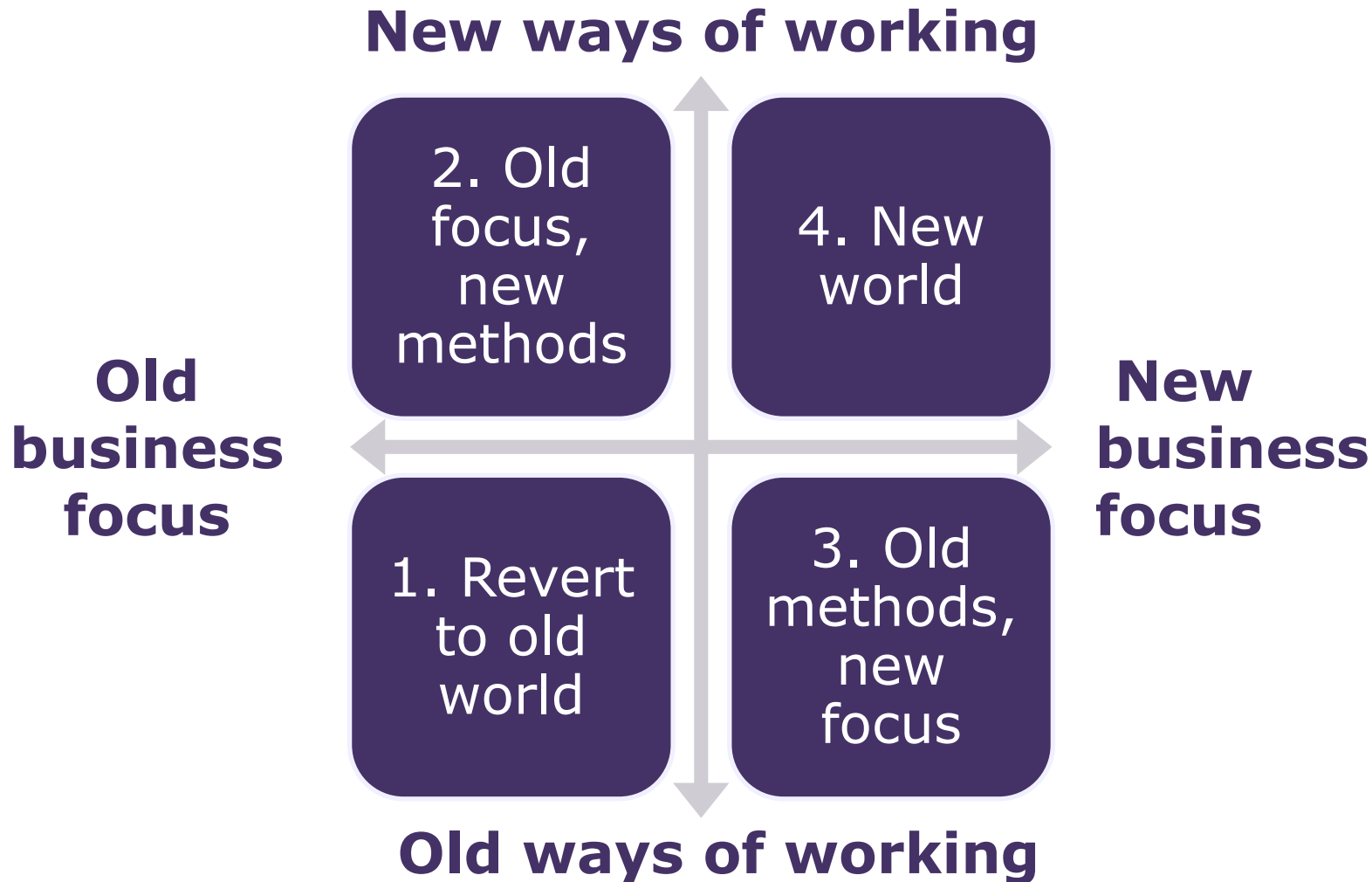
Here are our requests for you

1. We need you to steer our program.
2. We need your endorsement.
3. We need your example.
4. We need you to reward and recognise wisely.
5. We need you to be consistent in how you follow up expectations.
6. Finally, we need you to challenge us.

Together, we can make a real difference through KM



4 quadrants



Question

Where do you think your organisation will be post-Covid?

Use "Annotation" option to put a star in the relevant quadrant



GIVEN YOUR CHOICE OF QUADRANT, HOW DO YOU THINK YOU CAN PREPARE FOR THE POST COVID WORLD?

Breakout groups (20 mins) and feedback (5 mins)

**ANY FURTHER QUESTIONS OR
COMMENTS?**