

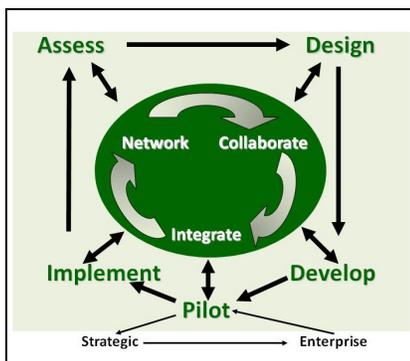
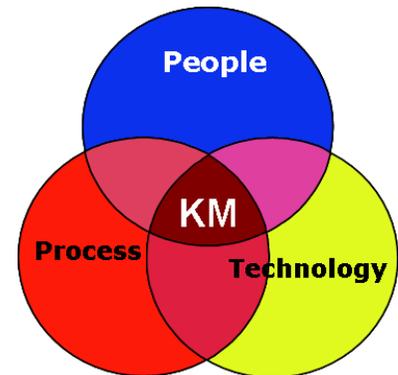
# ARMY OPERATIONAL KNOWLEDGE MANAGEMENT

## KNOWLEDGE MANAGEMENT

**KNOWLEDGE MANAGEMENT (KM)** - The art of creating, organizing, applying and transferring knowledge to facilitate situational understanding and decision making. KM supports improving organizational learning, innovation and performance. KM processes ensure that knowledge products and services are relevant, accurate, timely and useable to commanders and decision makers. (*FM 3.0 Operations, February 2008*)

### **KM COMPONENTS** (*FM 6-01.1 Knowledge Management Section, Aug 08*)

- **People** - those inside and outside the organization who create, organize, apply, and transfer knowledge, and the leaders who act on that knowledge.
- **Processes** - the methods of creating, organizing, applying, and transferring knowledge.
- **Technology** - information systems used to put knowledge products and services into organized frameworks.



### **KM PROCESS** (*FM 6-01.1 Knowledge Management Section, Aug 08*)

The knowledge management process consists of five steps: **Assess**, **Design**, **Develop**, **Pilot**, and **Implement**. Several activities occur within each step. However, these activities are interconnected and may be used in any step. The KM Section employs the KM Process to help units manage knowledge more effectively.

**Assess** in the KM context is analyzing the unit's knowledge needs. The unit identifies the difference between what it can do (performance) and what it must do to succeed (requirements).

**Design** is identifying KM products and services that effectively and efficiently answer a category of information requirements or meets the need for a specific knowledge category. The solution may be to design a community of practice for Soldiers with similar experiences and expertise to interact with others performing similar duties.

**Develop** is the step that actually builds the solution derived from the assessment and design steps. These activities establish the social framework for the virtual communities designed in the preceding step and connect them to the technical network. The KM section works with the unit on both aspects of this step.

**Pilot** is the KM process step in which the solution is tested with the unit to validate it. Activities may include continuous improvement by adjusting to new requirements, training, coaching, collaborative assistance, and team-peer assistance.

The fifth step, **Implement**, is executing the validated KM solution and integrating it into the unit battle command system and operations. Activities may include the following: virtual right-seat rides; learning before, during, and after operations; storytelling; experiential learning; and expertise development.