



U.S. ARMY

BATTLE COMMAND KNOWLEDGE SYSTEM

US Army Combined Arms Center

# KNOWLEDGE ASSESSMENT TUTORIAL

Mike Prevou, Ph.D.

Holly C. Baxter, Ph.D.

30 October 2008



*US ARMY COMBINED ARMS CENTER*



# Purpose

- To give you a basic understanding of the protocol for conducting a Knowledge Assessment.
- This tutorial is not designed to teach you how to do an assessment.

This is a model... and can be adapted to almost any size or type of organization and unit.





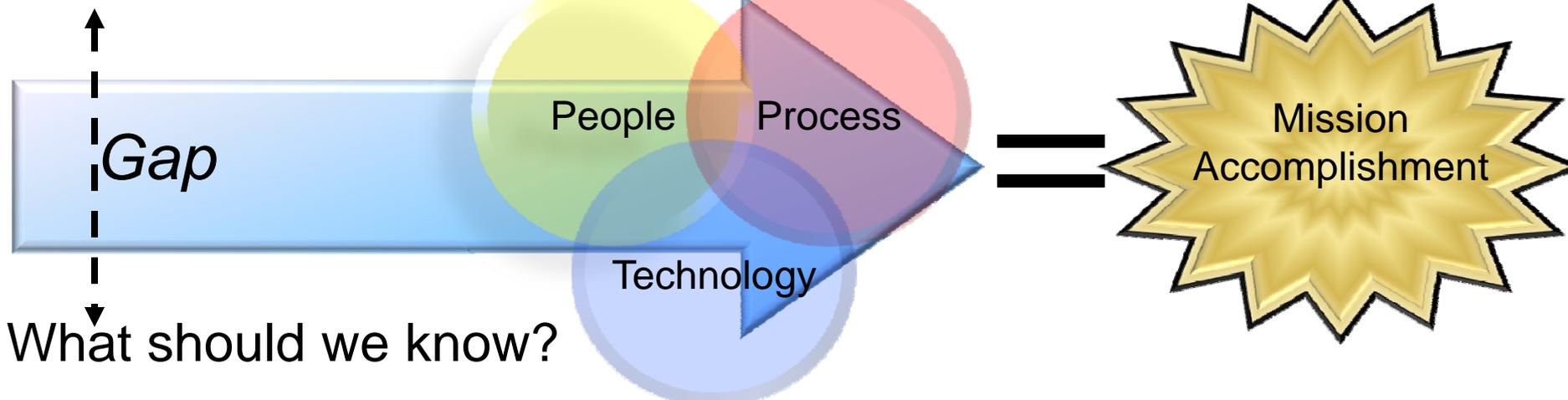
# Types of Knowledge Assessment

- ▶ **Rapid Assessment:**
  - ▶ Usually done by a new organizational leader to determine how the organization performs certain knowledge functions or how knowledge flows within the organization.
  - ▶ Can lead to a decision to conduct a Deliberate, Abbreviated or Individual knowledge assessment...or lead directly to a strategy or solution.
- ▶ **Deliberate Assessment:**
  - ▶ Full 16 Stages to help the organization identify problem and then find solutions
- ▶ **Abbreviated Assessment:**
  - ▶ Scope is already fairly well defined and a need for change is already present.
  - ▶ Often this is driven from some top down requirement.
- ▶ **Individual Knowledge Assessment**
  - ▶ Used to identify personal gaps in our own knowledge (or that of another individual) and develop strategies to fill those gaps and close a performance gap.



# Rapid Assessment

What do we know?

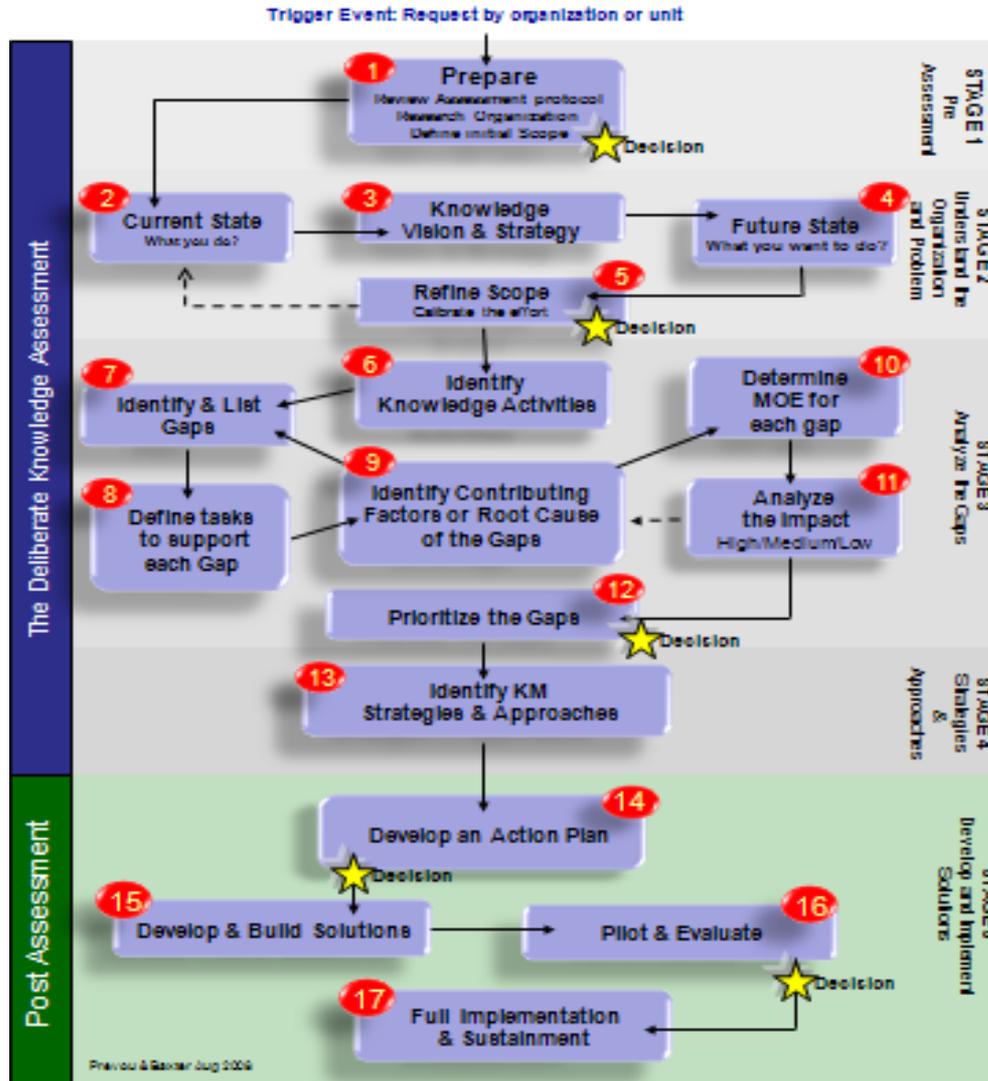


What should we know?

How do we...	People	Process	Technology
... create a common operational vision?			
... develop expertise?			
... share expertise?			
... determine who needs what knowledge/information?			
... ensure the right people get the knowledge/information?			
... move knowledge in my organization?			
... store and organize our knowledge/information?			
... ensure updates are shared?			
... capture new knowledge/information?			



# Knowledge Assessment Process



## AGENDA

Overview of the model

Phase by phase

Step by step

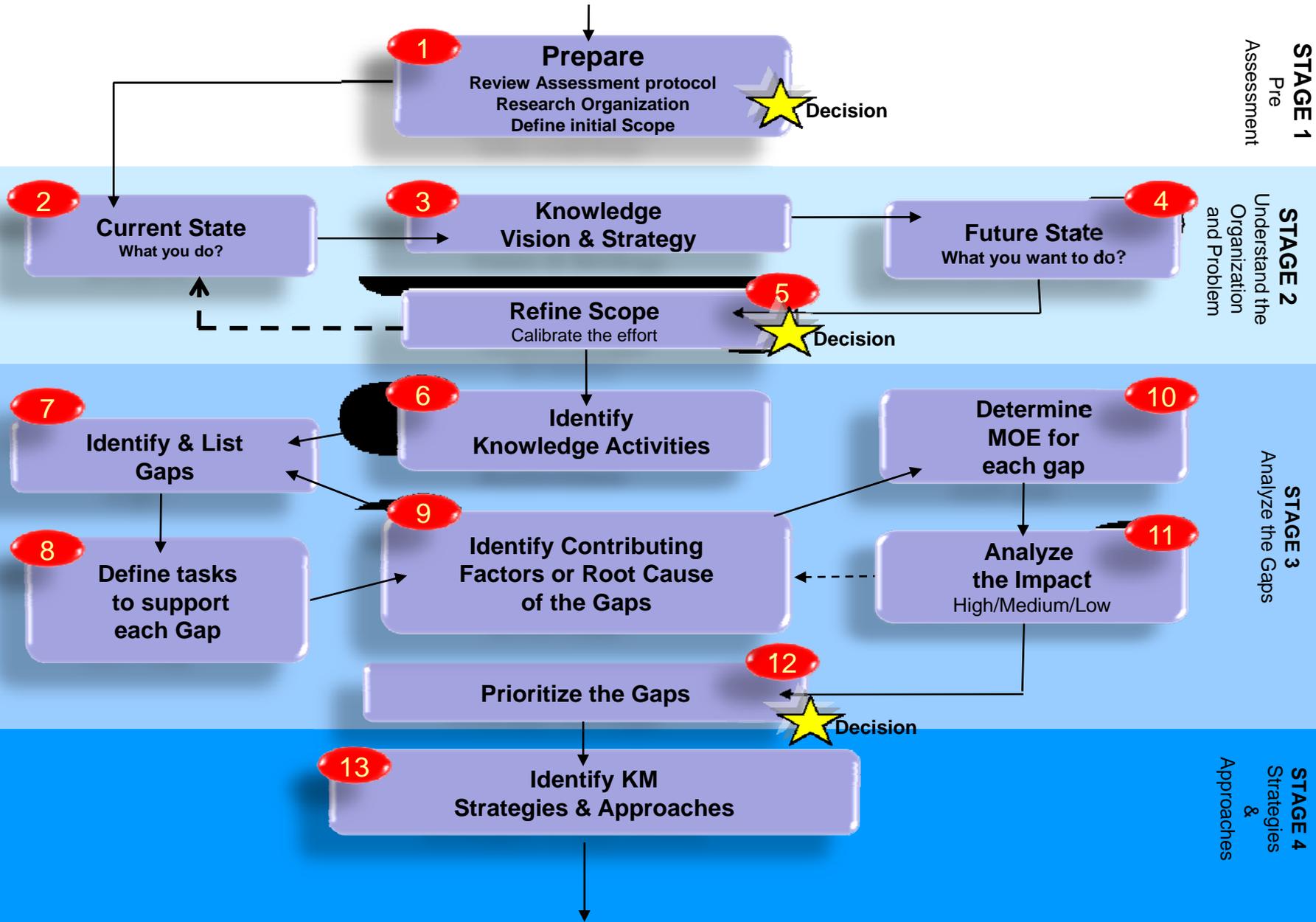
Choosing the right team



# Knowledge Assessment Process

Trigger Event: Request by organization or unit

The Deliberate Knowledge Assessment



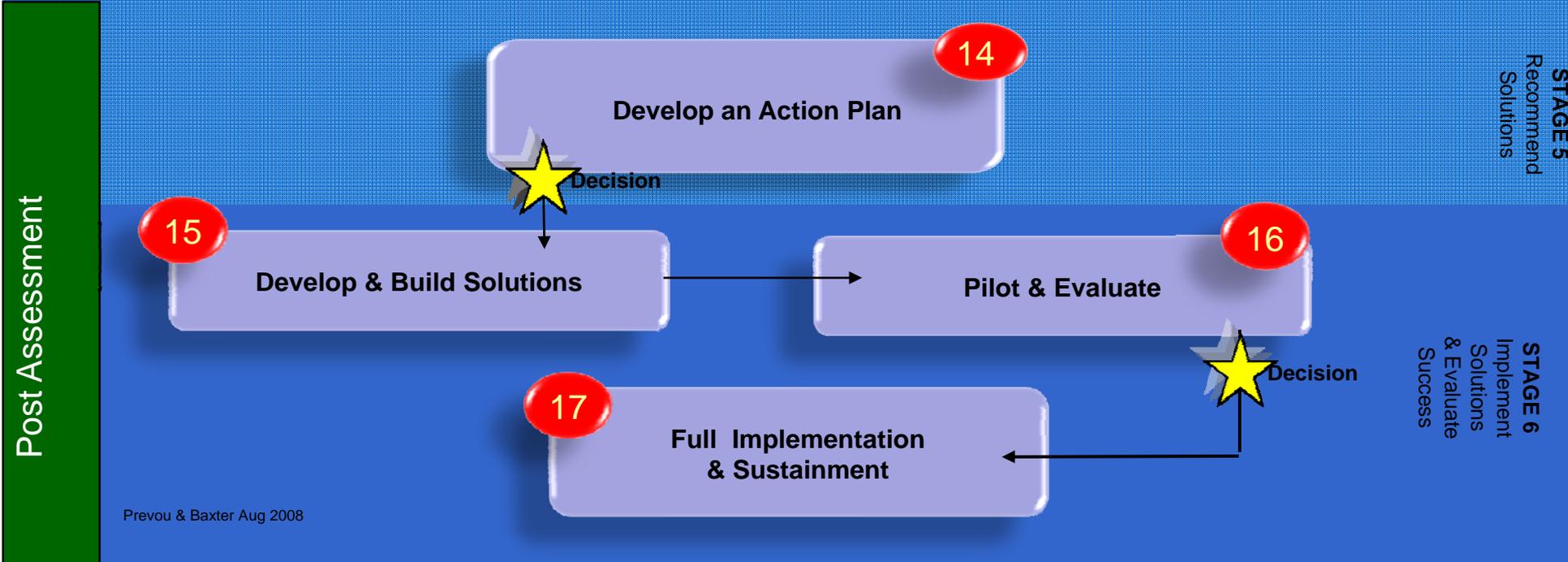
STAGE 1  
Pre  
Assessment

STAGE 2  
Understand the  
Organization  
and Problem

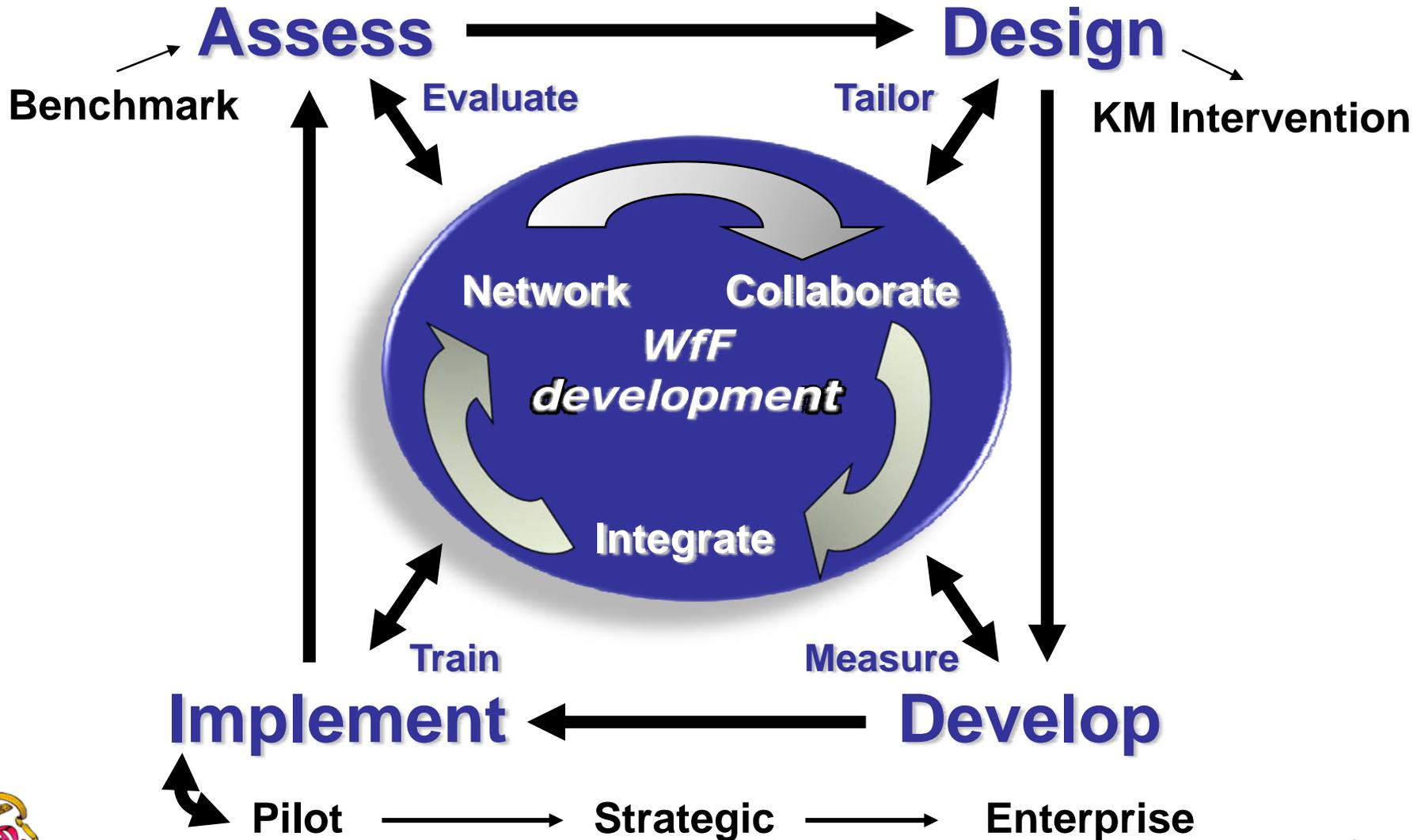
STAGE 3  
Analyze the Gaps

STAGE 4  
Strategies  
&  
Approaches

# Knowledge Assessment Process



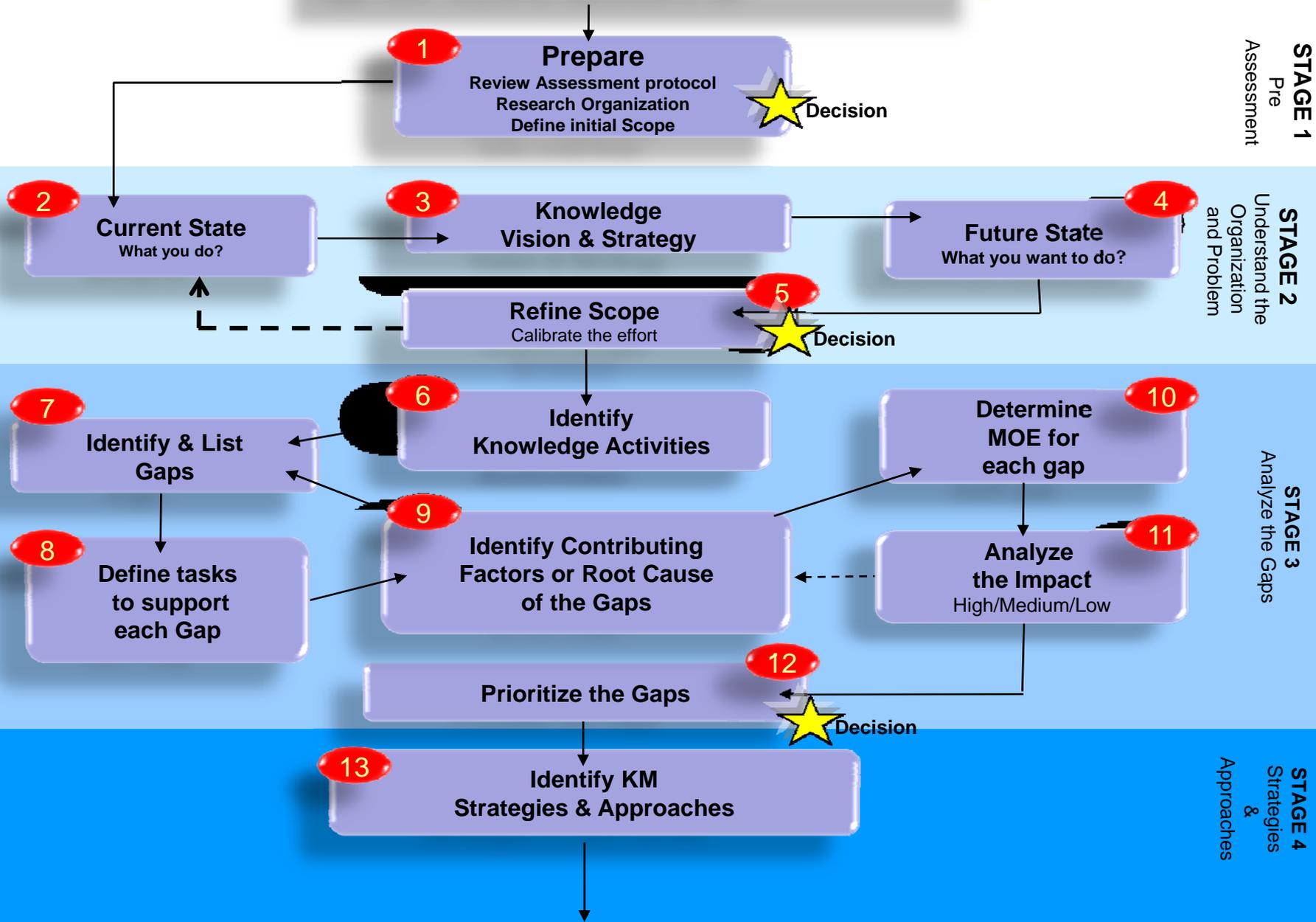
# The Knowledge Assessment... is in the Assess Phase of the BCKS Deliberate Process



# Knowledge Assessment Process

Trigger Event: Request by organization or unit

The Deliberate Knowledge Assessment



STAGE 1  
Pre  
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Approaches



# Trigger Event

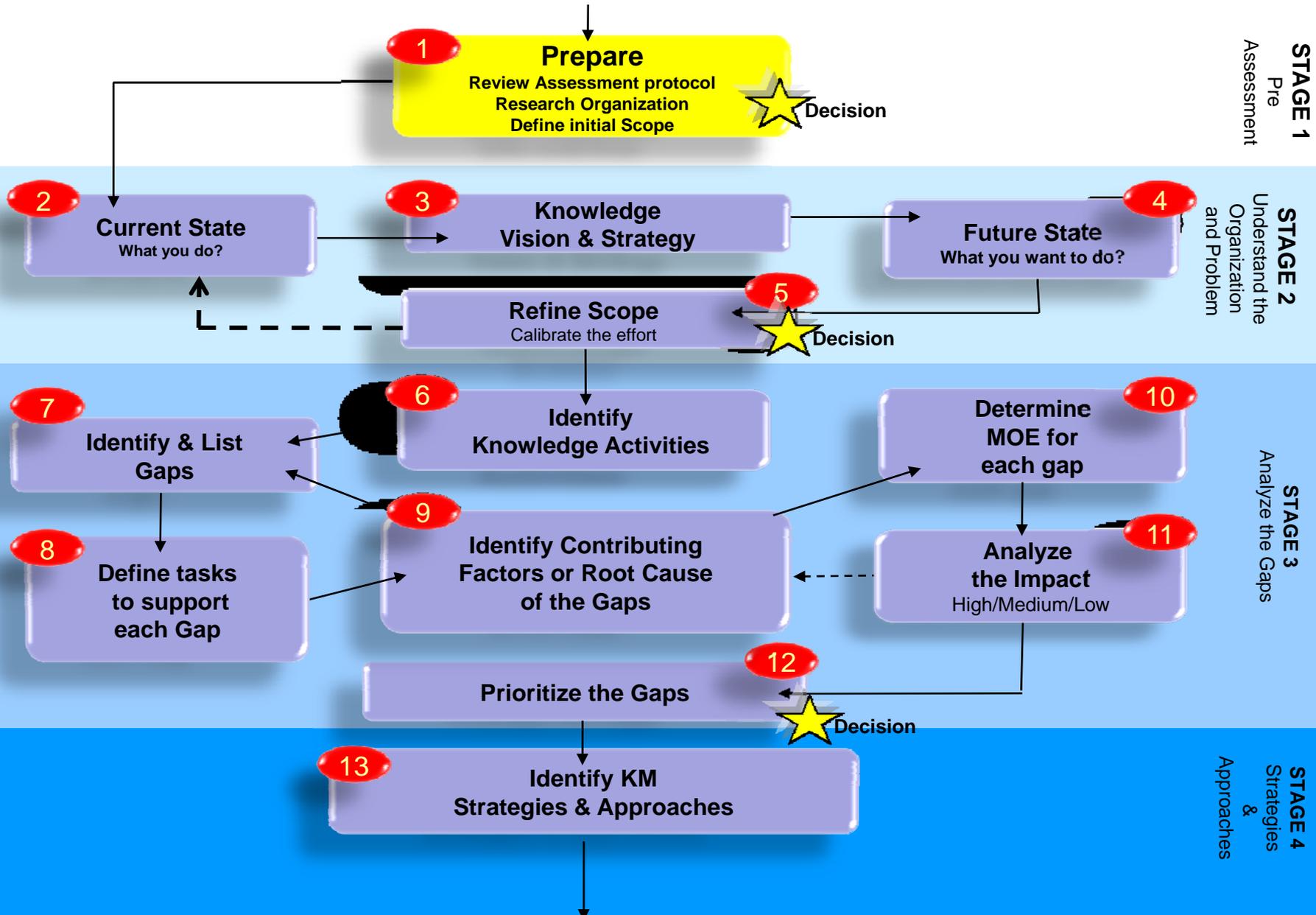
- Some type of contact from the customer.
- Ask questions to understand the problem, clarify, and get facts.
- Do *not* offer solutions at this point.
- Finish conversation with the question “If we are successful, what will you know, have, or be able to do?”



# Knowledge Assessment Process

Trigger Event: Request by organization or unit

The Deliberate Knowledge Assessment



STAGE 1  
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Approaches



# Preparation

- ▶ Review Knowledge Strategy and Assessment
  - ▶ Review key articles, talk to people who have done it, develop a list of questions.
- ▶ Research the Organization
  - ▶ History, size, what do they do, mission, essential tasks, locations, key players, processes, where is knowledge in organization, what issues cause them headaches, etc.
  - ▶ Done with 1-2 leaders, research, and a short survey with 7-10 employees to start.
- ▶ Develop Initial Scope with the Customer
  - ▶ Done to present your research and develop agreement on the key issues and paths forward
  - ▶ Determine what pieces of the assessment to focus on.



# Decision 1



- Determine what type of assessment to conduct.
- Ensure you have the best team for the assessment in place.



# Assessment and Diagnostic Questions

## SCALE

- 1 Strongly disagree
- 2 Disagree
- 3 Somewhat agree
- 4 Agree
- 5 Strongly agree

## Purpose

- |  |   |
|--|---|
|  | 1. <b>Everyone has same picture of overall purpose</b>                |
|  | 2. Team discusses, agrees, and reviews clear, simple goals            |
|  | 3. <b>Everyone follows same process for doing similar work</b>        |
|  | 4. Team looks for ways to interconnect and improve work processes     |
|  | 5. <b>Everyone understands the deliverables</b>                       |
|  | 6. Team develops and reviews measures and milestones for deliverables |

## People

- |  |   |
|--|---|
|  | 9. <b>People have the freedom and flexibility to do their work</b>              |
|  | 8. Team continuously clarifies roles, responsibilities, and competencies needed |
|  | 9. <b>Leadership widely distributed and shifts as needed</b>                    |
|  | 10. Individuals are encouraged to lead and to follow as appropriate             |
|  | 11. <b>Key system interdependencies are clearly articulated</b>                 |
|  | 12. People are encouraged to talk across levels                                 |

## Links

- |  |   |
|--|---|
|  | 13. <b>A variety of media are available and accessible</b>                                |
|  | 14. Team knows how to use collaboration tools consistently and creatively                 |
|  | 15. <b>Team has collaboratively established and actively applied operating agreements</b> |
|  | 16. Team actively implements strategy for engagement across organization boundaries       |
|  | 17. <b>Team members build “social capital” through multiple connections</b>               |
|  | 18. Team has high level of trust  |

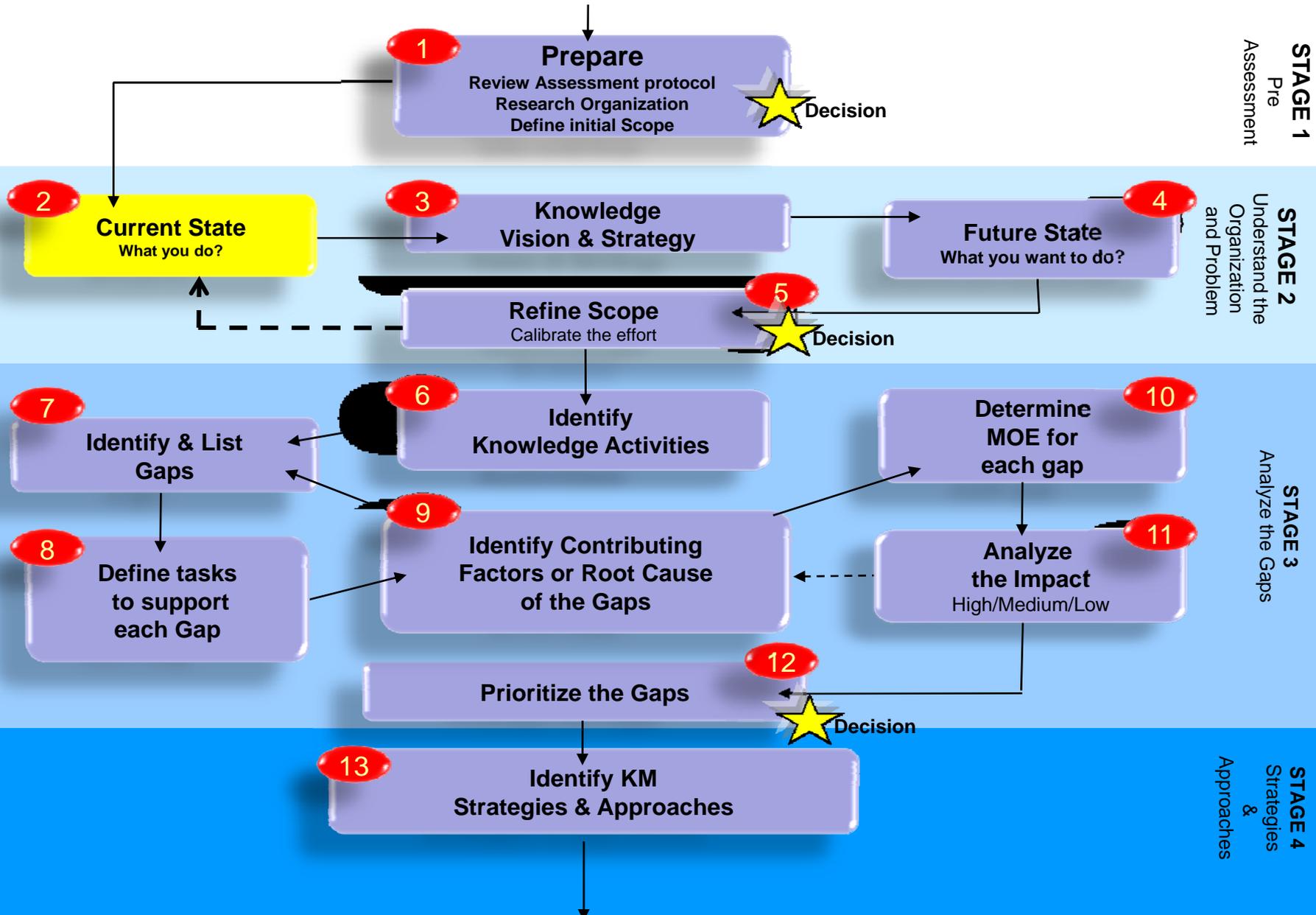
## Time

- |  |  |
|--|--|
|  | 19. <b>Team has clear milestones and schedules of dates</b>          |
|  | 20. People are aware of ongoing key team dates and cultural calendar |
|  | 21. <b>Task timelines are collaboratively established</b>            |
|  | 22. Team is able to adapt to rapidly changing conditions             |
|  | 23. <b>Team has clear view of its life cycle and current phase</b>   |
|  | 24. People discuss team processes and suggestions for improvements   |



# Knowledge Assessment Process

Trigger Event: Request by organization or unit



The Deliberate Knowledge Assessment

# STAGE 2: Understand the Organization and the Problem

## STEP 2: Current State

### STEP 2

- List of all the items in Current State
  - Part I
    - Org & unit vision, mission, goals
    - Org structure, key stakeholders,
    - External and internal environment including customers, competition, suppliers, and key products and services.
  - Part II
    - SWOT
    - Social/information networks, feedback mechanisms, communication and collaboration, knowledge flow, culture
    - Etc.

### Part 1:

Usually conducted through a Briefing by the organizations leader or Action Officer.

### Part 2:

Usually a discussion facilitated by the consultant around specific questions.

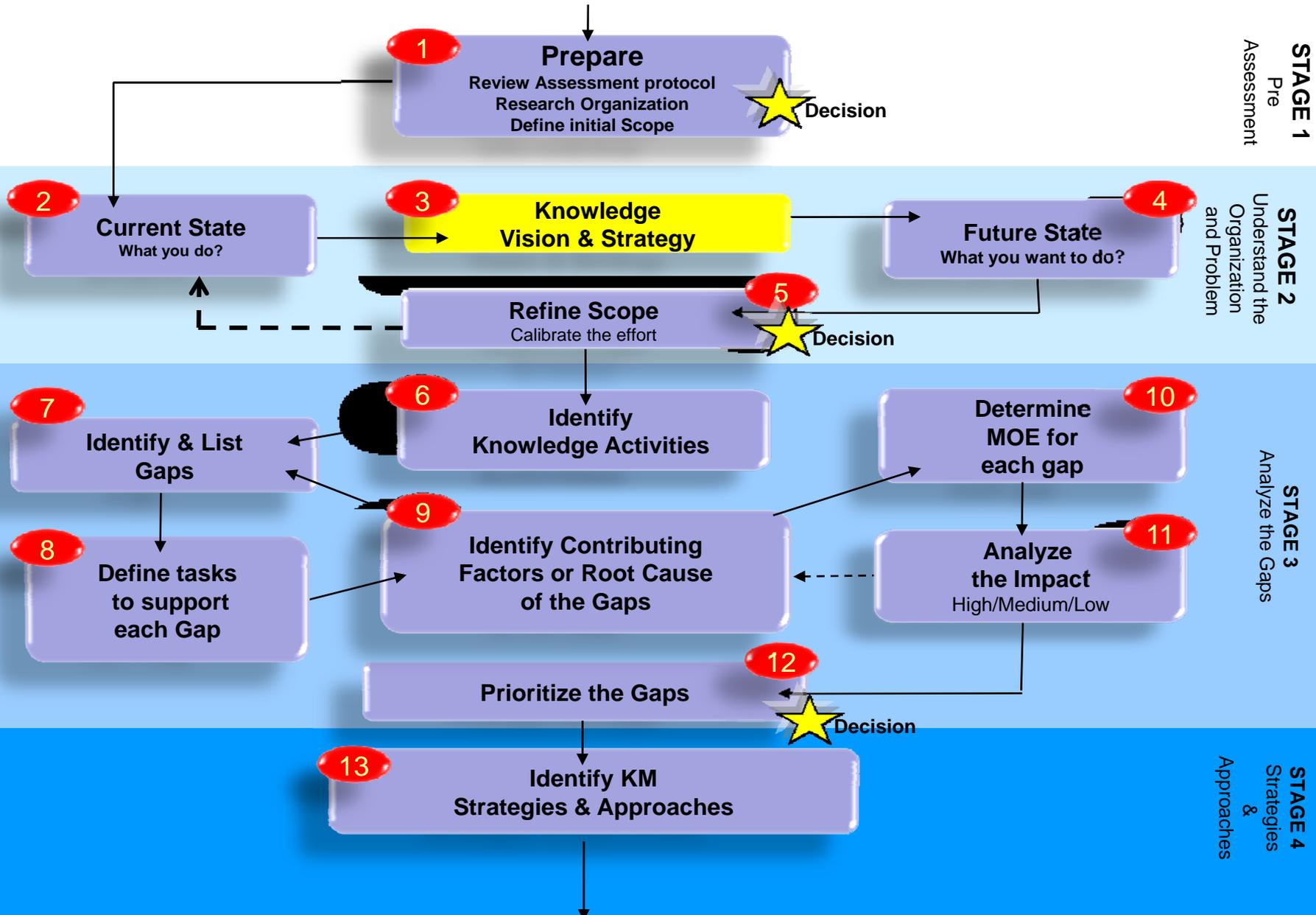
Objective: To determine what the organization thinks it is doing today.



# Knowledge Assessment Process

Trigger Event: Request by organization or unit

The Deliberate Knowledge Assessment



**STAGE 1**  
Pre Assessment

**STAGE 2**  
Understand the Organization and Problem

**STAGE 3**  
Analyze the Gaps

**STAGE 4**  
Strategies & Approaches

 **STAGE 2: Understand the Organization and the Problem**  
**STEP 3: Knowledge Vision and Strategy**

**STEP 3**

- Helps them understand how knowledge based solutions and learning might support their organization.
- Come back to question “If we are successful, what will you know, have, or be able to do?”

Usually conducted by the consultant to inform the customer and familiarize them with how KM can help and Terms of Reference.

BCKS has a standard briefing we use.

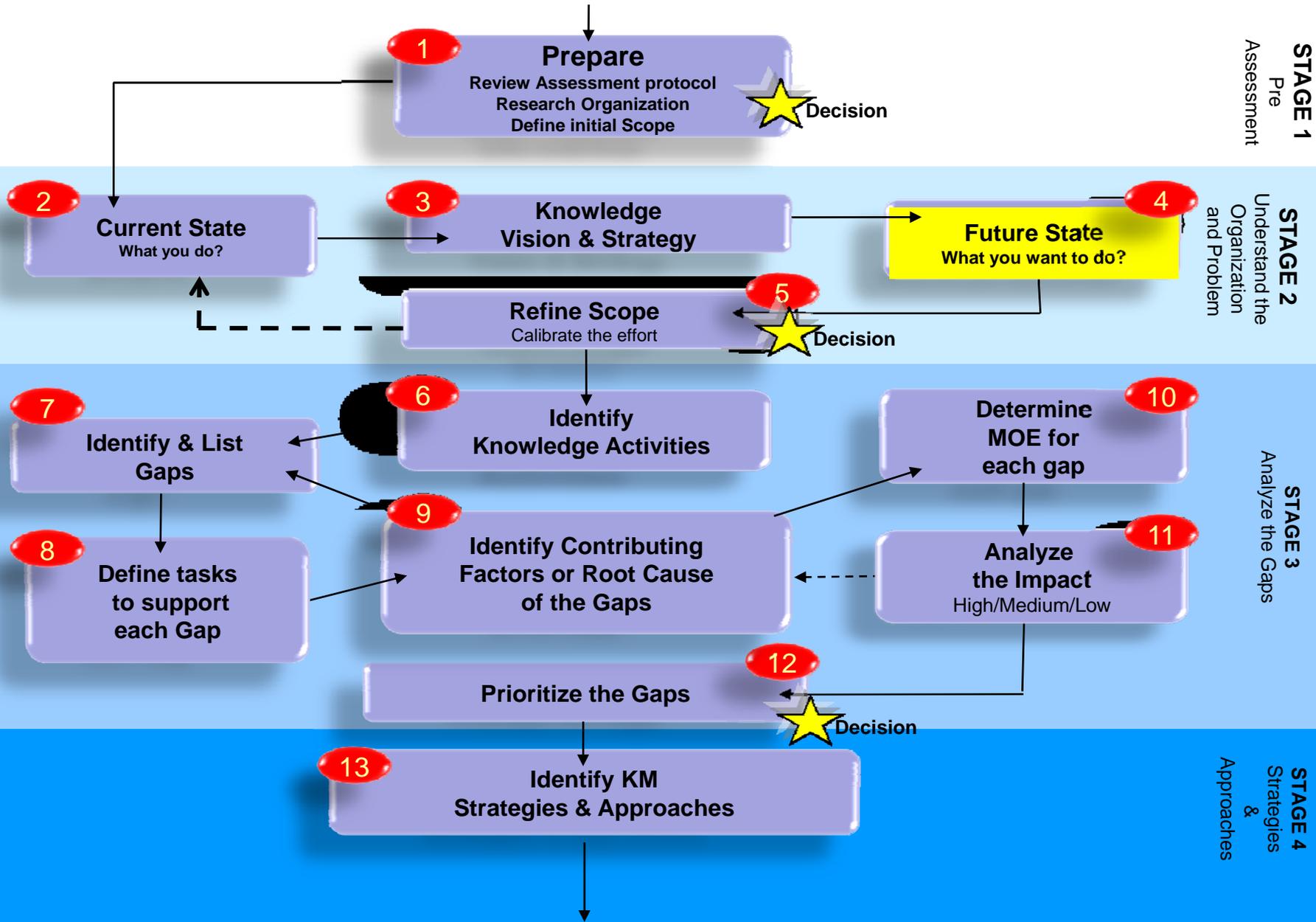
Objective: To inform the customer.



# Knowledge Assessment Process

Trigger Event: Request by organization or unit

The Deliberate Knowledge Assessment



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## **STAGE 2: Understand the Organization and the Problem**

### **STEP 4: Future State**

#### **STEP 4**

- Future operational environment and how does it impact the vision and goals.
- Envisioned changes in: stakeholders, org structure, Social/ information networks, feedback mechanisms, communication and collaboration, knowledge flow, culture.
- Any changes from the current state.

#### **Part 1:**

Usually a discussion facilitated by the consultant around specific questions.

#### **Part 2:**

Usually conducted through a series of one-on-one or small group interviews and surveys.

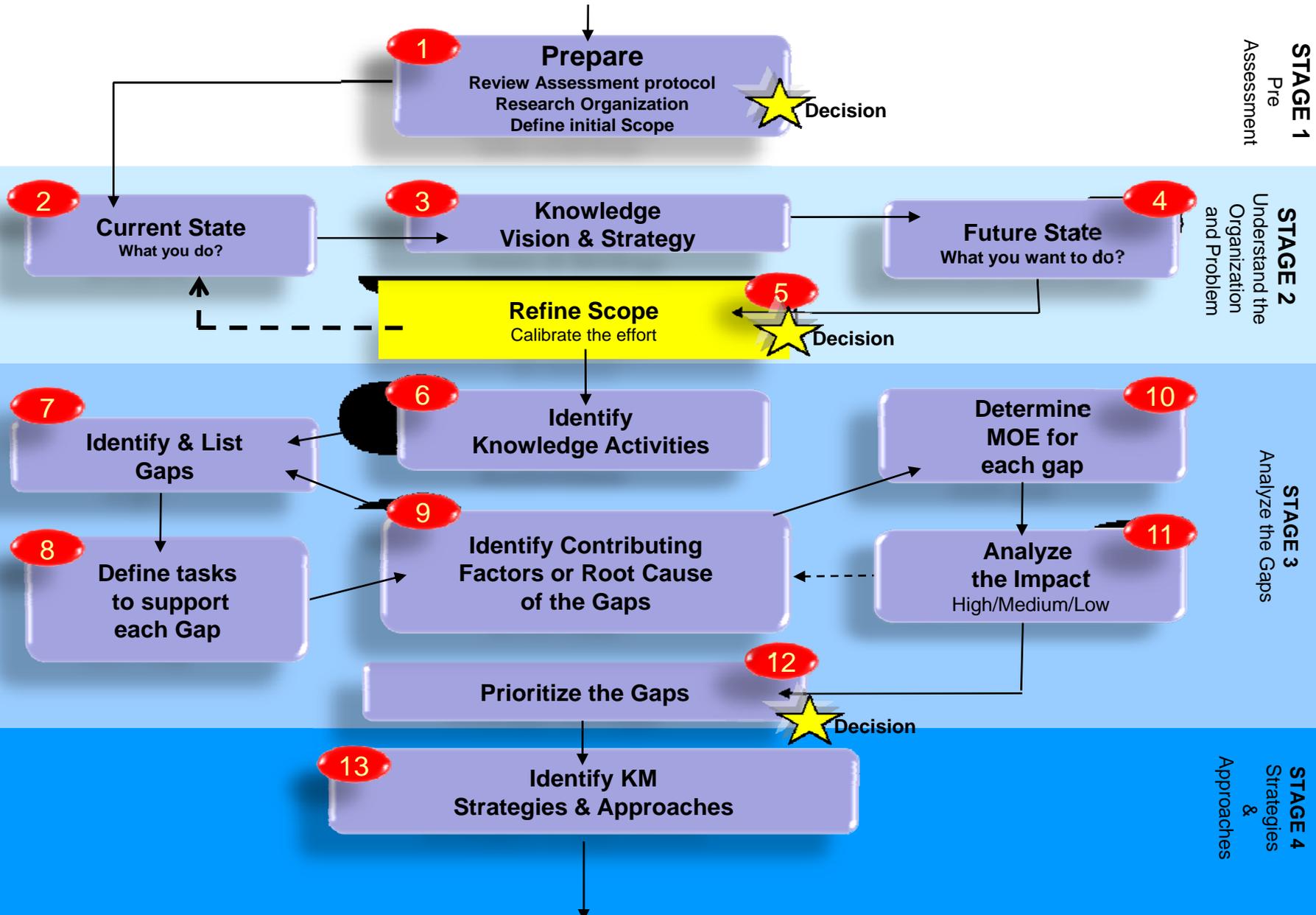
Objective: To determine what the organization thinks it should be doing.



# Knowledge Assessment Process

Trigger Event: Request by organization or unit

The Deliberate Knowledge Assessment



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 **STAGE 2: Understand the Organization and the Problem**  
**STEP 5: Refine the Scope of the Assessment**

**STEP 5**

- What do you need to know to do something new?
- What is your knowledge gap?
- How do you want to play the game?
  - Survival or advancement
  - Compliance or innovation
  - Codification or personalization
  - Exploitation or exploration

**Part 1:**

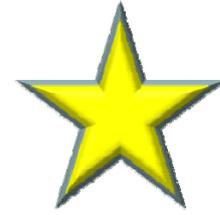
Usually a discussion between the consultant and the Action Officer for the organization.

Once there is agreement by both parties move to STAGE 3.

Objective: To validate our initial understanding and approach.



# Decision 2



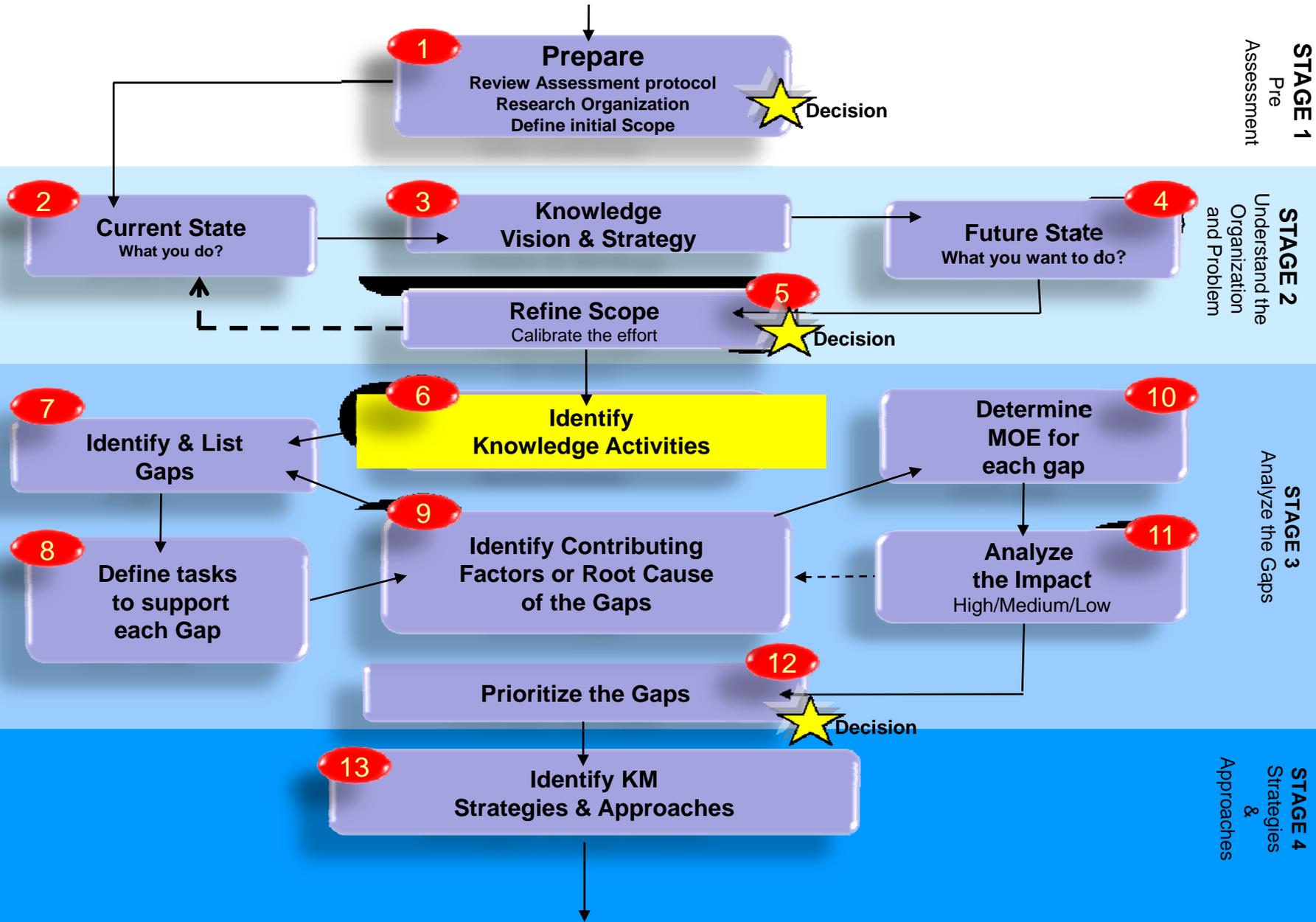
- Determine if the scope of the assessment is on the right track.
- Refine scope as necessary.



# Knowledge Assessment Process

Trigger Event: Request by organization or unit

The Deliberate Knowledge Assessment



# STAGE 3: Analyze the Gaps

## STEP 6: Identify the Knowledge Activities where there are Gaps

**STEP 6**

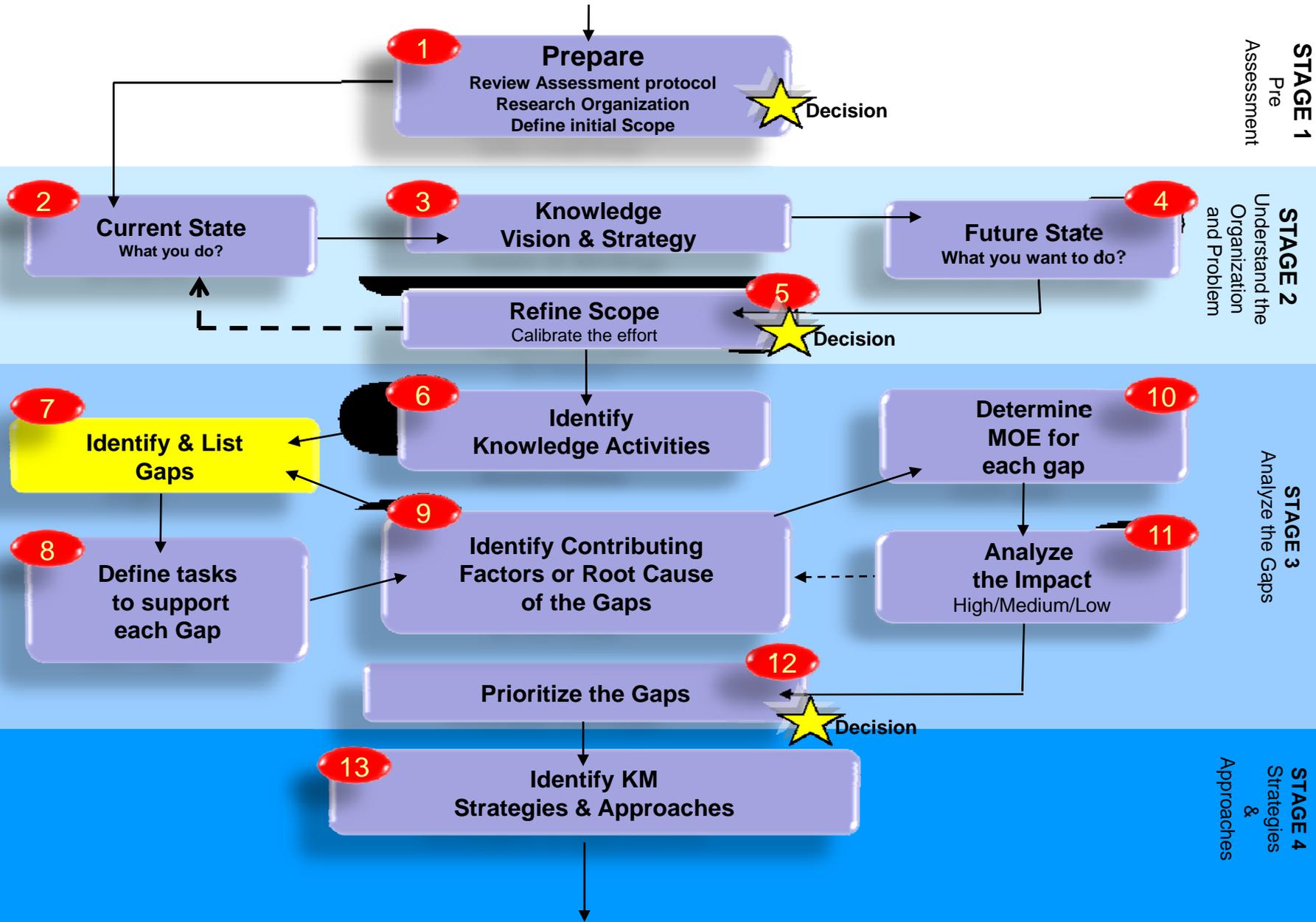
The Activity in which there is a Gap	Current What we are doing now?	The GAP <small>Describe gap</small>	Future What we should be doing?	Supporting Tasks	Priority	Root Cause of the Gap					
						People	Process	Technology	Content	Culture	Other
JCIDS Process											
Developing proposals & bids											
Researching a new drug											
Building expertise											
Engineering solutions											



# Knowledge Assessment Process

Trigger Event: Request by organization or unit

The Deliberate Knowledge Assessment



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# STAGE 3: Analyze the Gaps

## STEP 7: Identify and List the Gaps

**STEP 7**

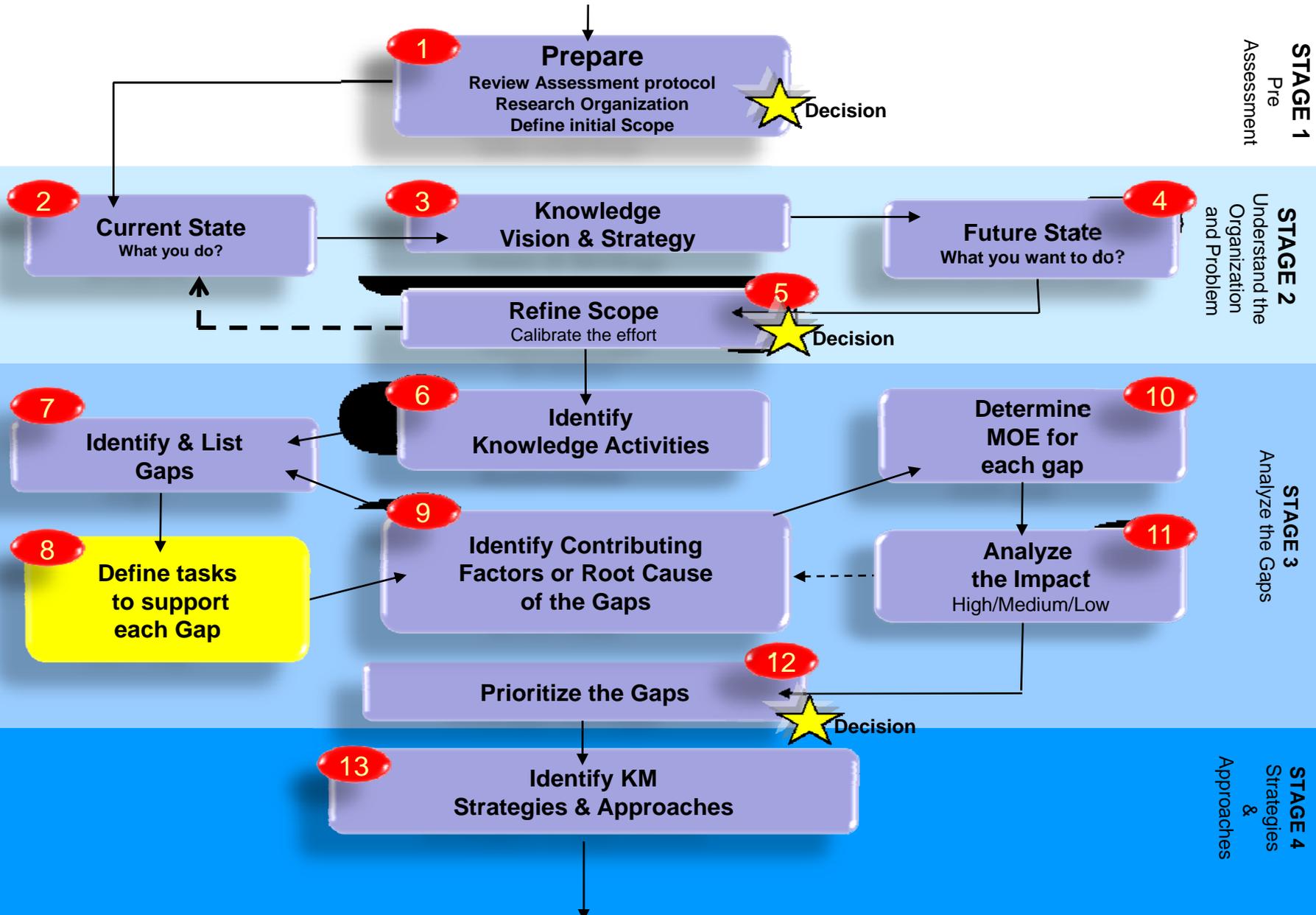
The Activity in which there is a Gap	Current What we are doing now?	The GAP Describe gap	Future What we should be doing?	Supporting Tasks	Priority	Root Cause of the Gap					
						People	Process	Technology	Content	Culture	Other
JCIDS Process	Average 423 days	200+ days	Average ` 200 days								



# Knowledge Assessment Process

Trigger Event: Request by organization or unit

The Deliberate Knowledge Assessment



# STAGE 3: Analyze the Gaps

## STEP 8: Identify The Supporting Tasks

**STEP 8**

The Activity in which there is a Gap	Current What we are doing now?	The GAP <small>Describe gap</small>	Future What we should be doing?	Supporting Tasks	Priority	Root Cause of the Gap					
						People	Process	Technology	Content	Culture	Other
JCIDS Process	Average 423 days	200+ days	Average ` 200 days								
				Develop a proposal							
				Approve proposal ARCIC level							
				Submit ICD to ARSTAFF							
				Follow up on ARSTAFF required changes							

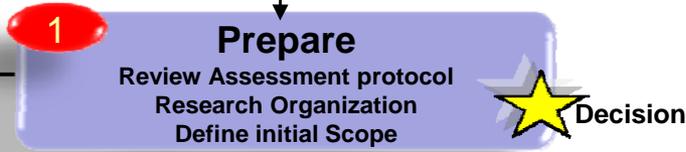
**EXAMPLE**



# Knowledge Assessment Process

Trigger Event: Request by organization or unit

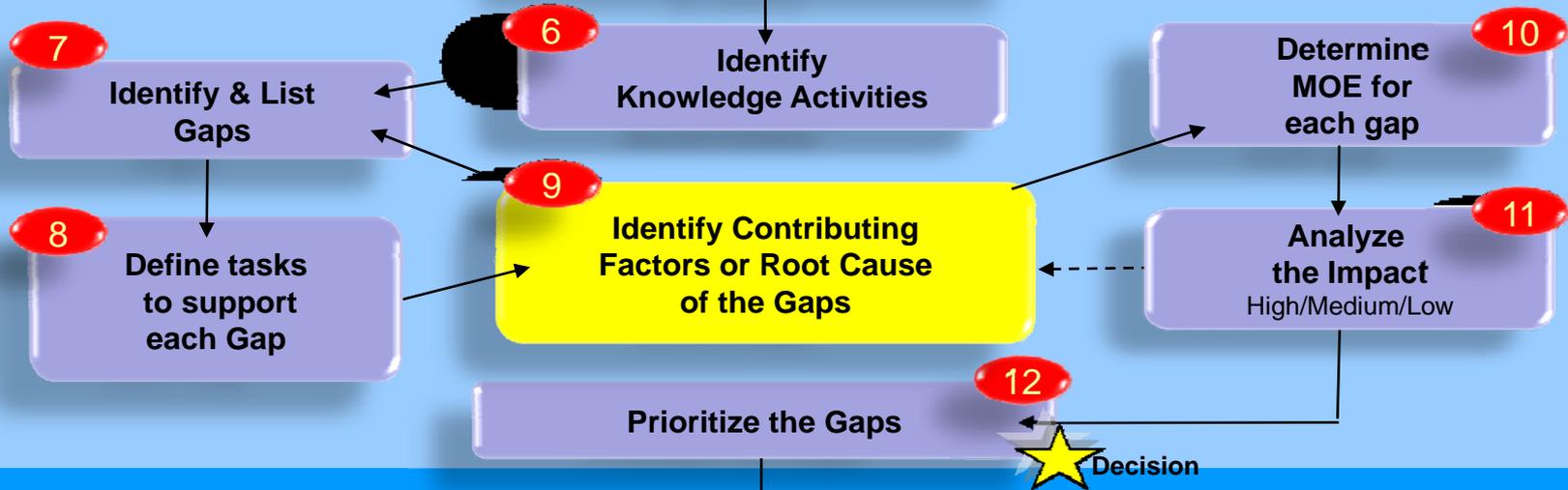
**STAGE 1**  
Pre Assessment



**STAGE 2**  
Understand the Organization and Problem



**STAGE 3**  
Analyze the Gaps



**STAGE 4**  
Strategies & Approaches



The Deliberate Knowledge Assessment



# STAGE 3: Analyze the Gaps

## STEP 9: Identify Contributing Factors or Root Causes of the Gap

**STEP 9**

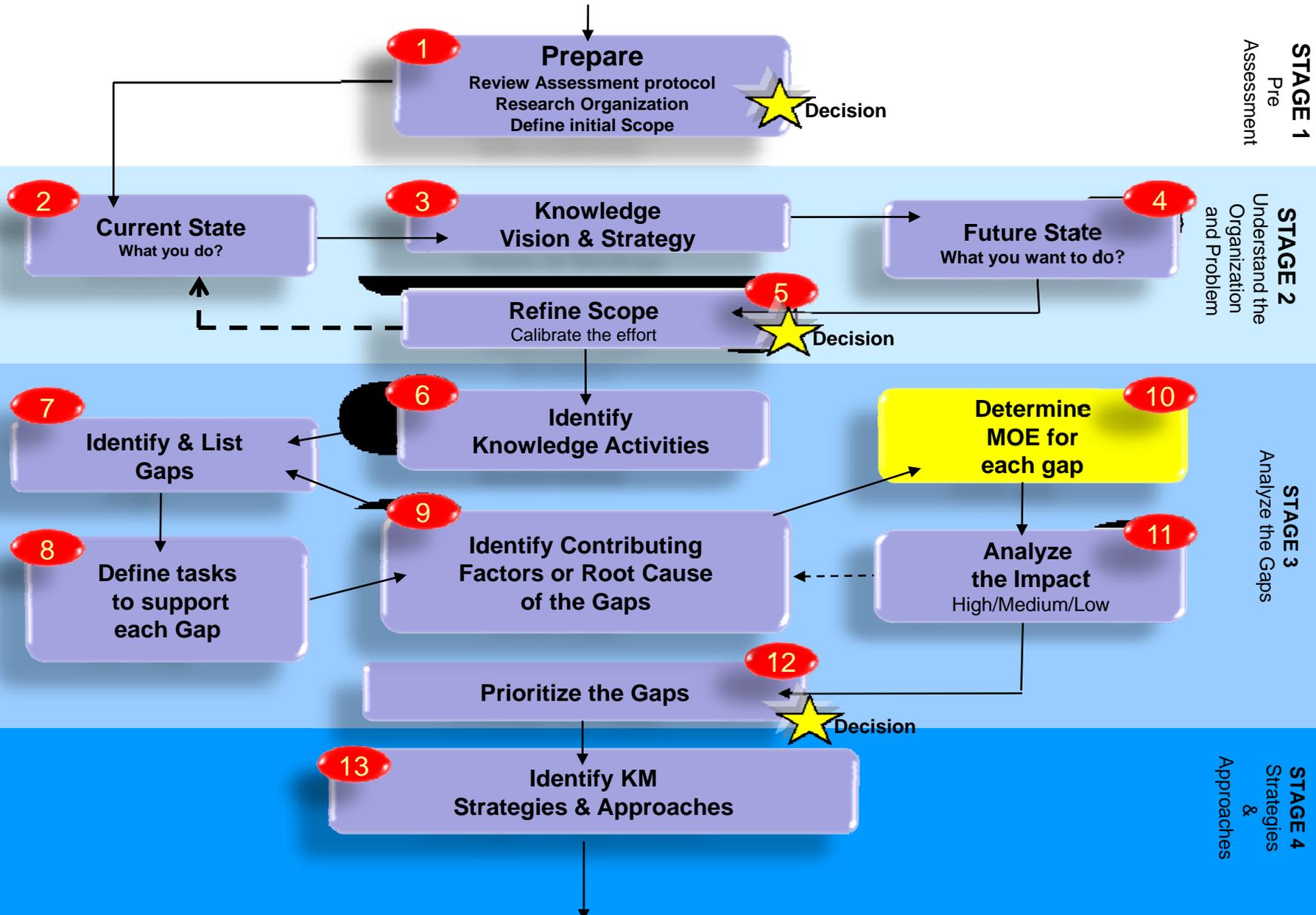
The Activity in which there is a Gap	Current What we are doing now?	The GAP <small>Describe gap</small>	Future What we should be doing?	Supporting Tasks	Priority	Root Cause of the Gap/ Contributing Factors					
						People	Process	Technology	Content	Culture	Other
JCIDS Process	Average 423 days	200+ days	Average ` 200 days								
				Develop a proposal		X	X	X			
				Approve proposal ARCIC level		X	X	X			
				Submit ICD to ARSTAFF		X					
				Follow up on ARSTAFF required changes		X					

**EXAMPLE**



# Knowledge Assessment Process

Trigger Event: Request by organization or unit



The Deliberate Knowledge Assessment

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&  
Approaches



# STAGE 3: Analyze the Gaps

## STEP 10: Determine MOE & KPI

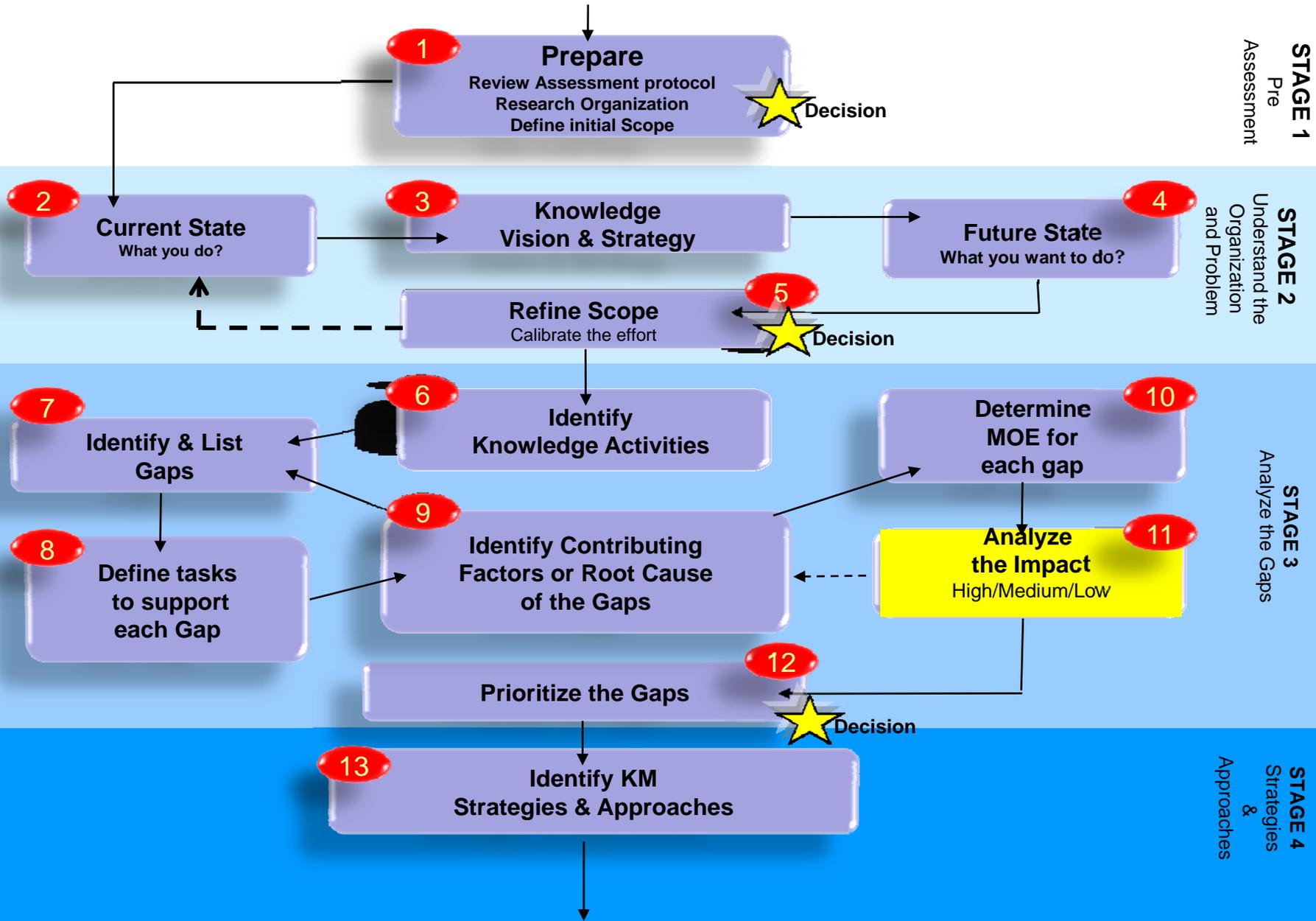
**STEP 10**

Priority	Knowledge Activity	Measure of Effectiveness	Supporting Task	Key Performance Indicator (what we measure)	Current Impact	Future Impact	
	JCIDS Process	Reduce by 200 days		Days required from ICD to JROC approval			
		Improve quality	Develop a proposal	<ol style="list-style-type: none"> <li>1. Number of edits</li> <li>2. Days to correct</li> <li>3. Gatekeeper involvement pre-ICD</li> </ol>			
		Reduce number of Days	Approve proposal ARCIC level	<ol style="list-style-type: none"> <li>1. Number of people required to approve</li> <li>2. Time waiting for action</li> </ol>			
		More documents processed	Submit ICD to ARSTAFF	<ol style="list-style-type: none"> <li>1. Number of Documents Gatekeeper can manage</li> </ol>			
		More documents processed	Follow up on ARSTAFF required changes	<ol style="list-style-type: none"> <li>1. Turn around time by proponent</li> </ol>			



# Knowledge Assessment Process

Trigger Event: Request by organization or unit



**STAGE 1**  
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**STAGE 3**  
Analyze the Gaps

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Strategies & Approaches

The Deliberate Knowledge Assessment



**STAGE 3: Analyze the Gaps**  
**STEP 11: Prioritize the Tasks**

**STEP 11**

# Criteria

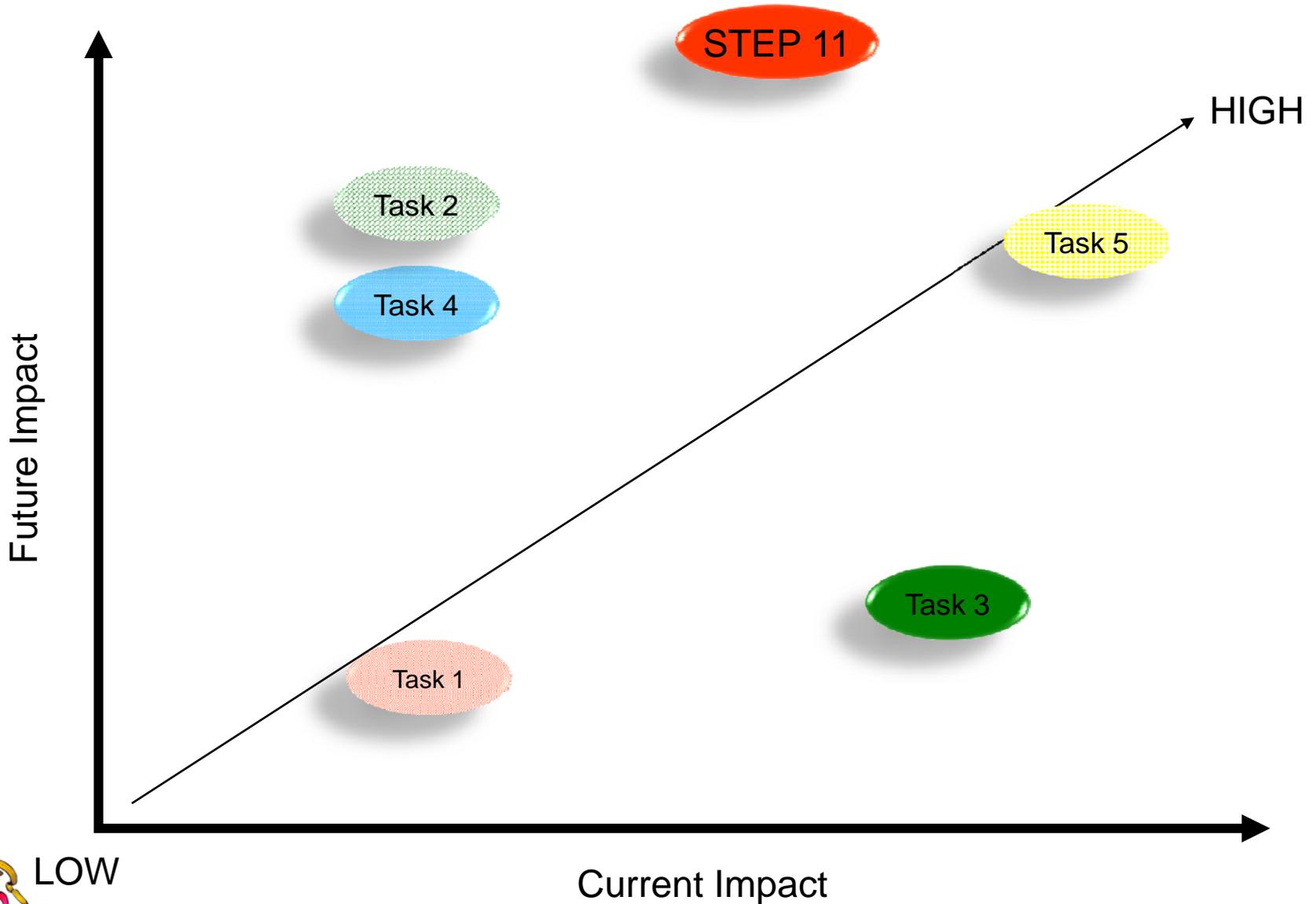
**Task**

	Time	Cost	Risk	Impact
Task 1: Develop a proposal	High	Medium	Low	High
Task 2: Approve proposal ARCIC level				
Task 3: Submit ICD to ARSTAFF				
Task 4: Follow up on ARSTAFF required changes				
Task 5: Develop a proposal				



# STAGE 3: Analyze the Gaps

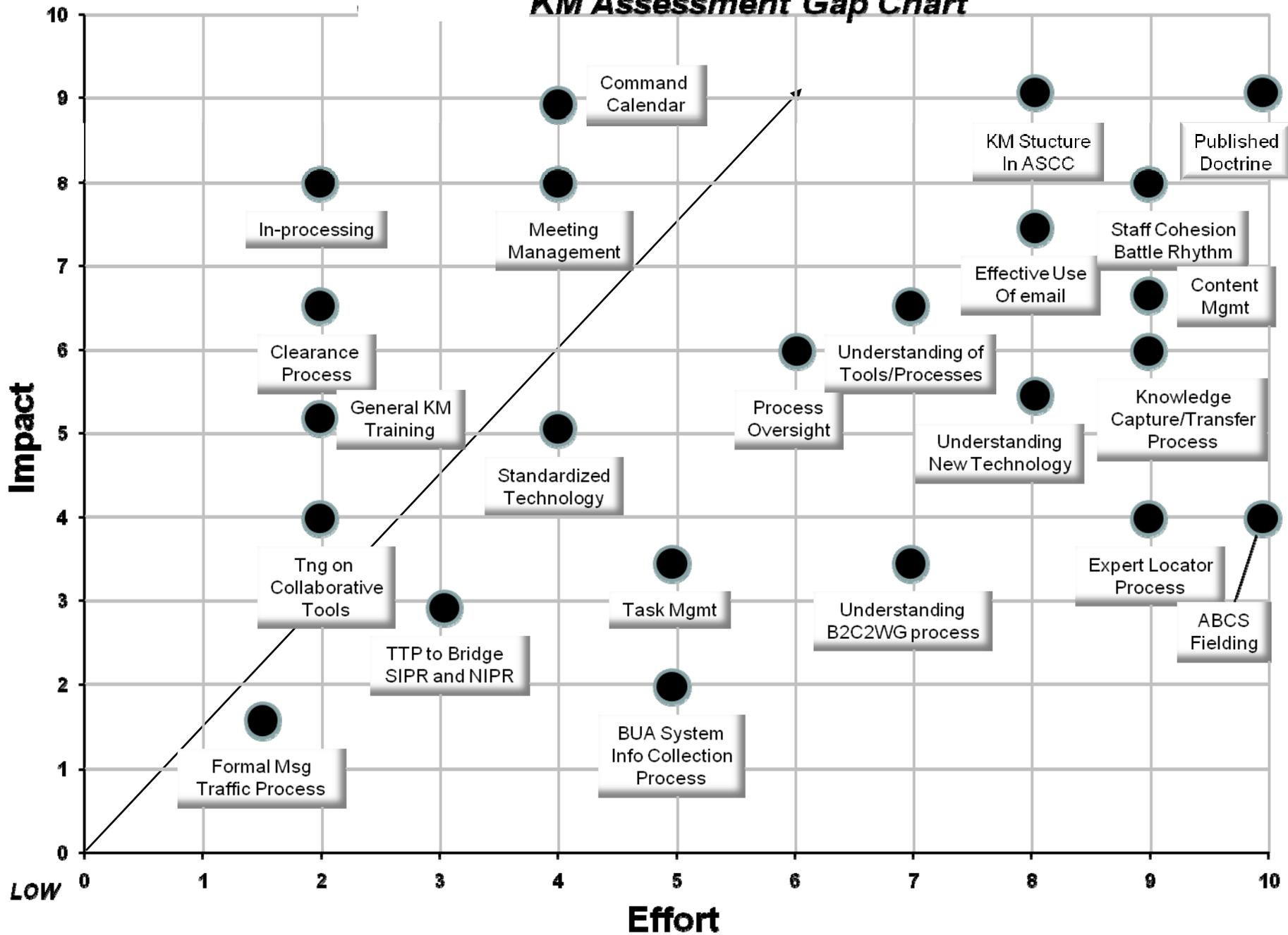
## STEP 11: Analyze the Impact of the Task on Current and Future State



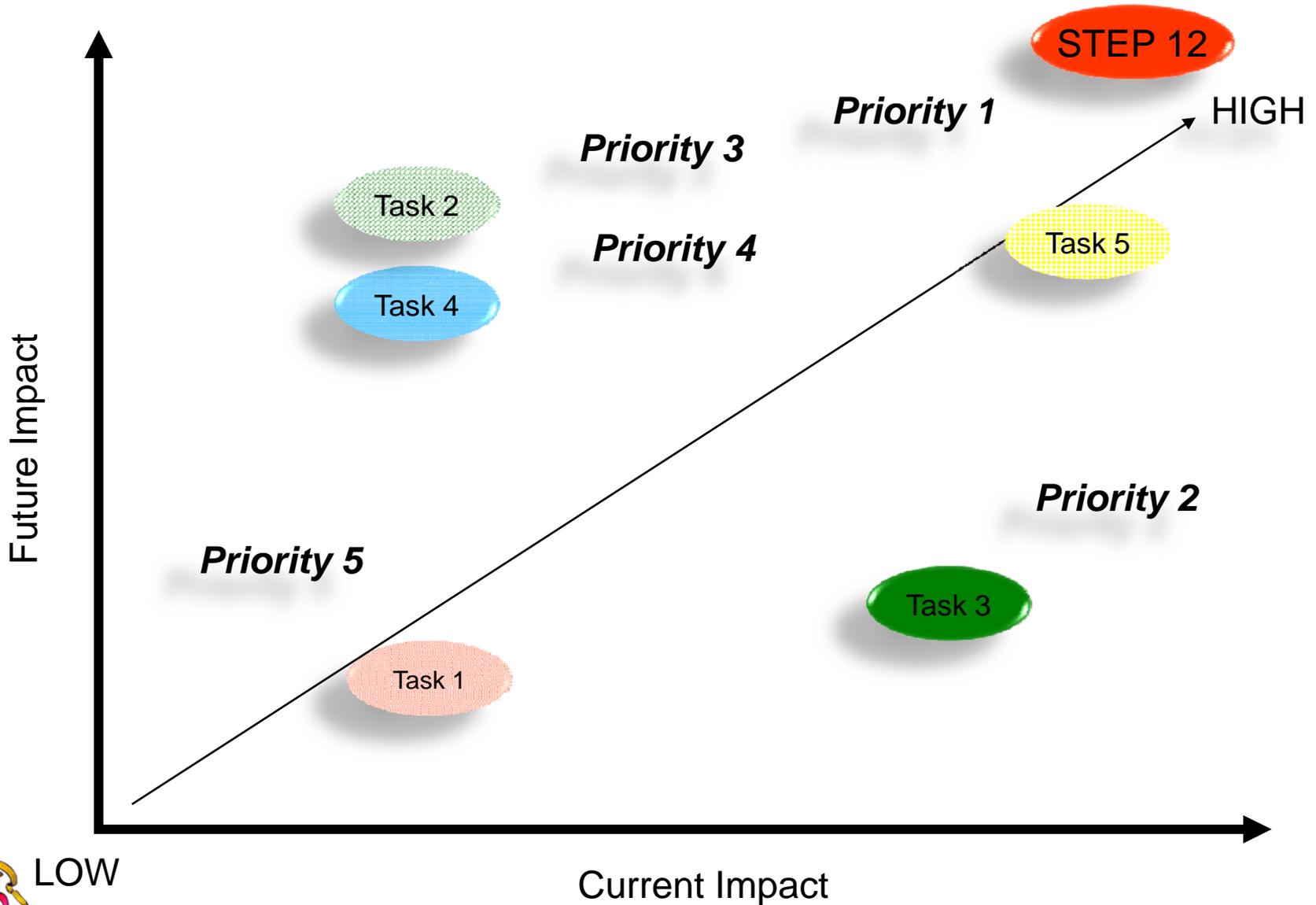
LOW

Current Impact

# KM Assessment Gap Chart



**STAGE 3: Analyze the Gaps**  
**STEP 12: Prioritize the Tasks**



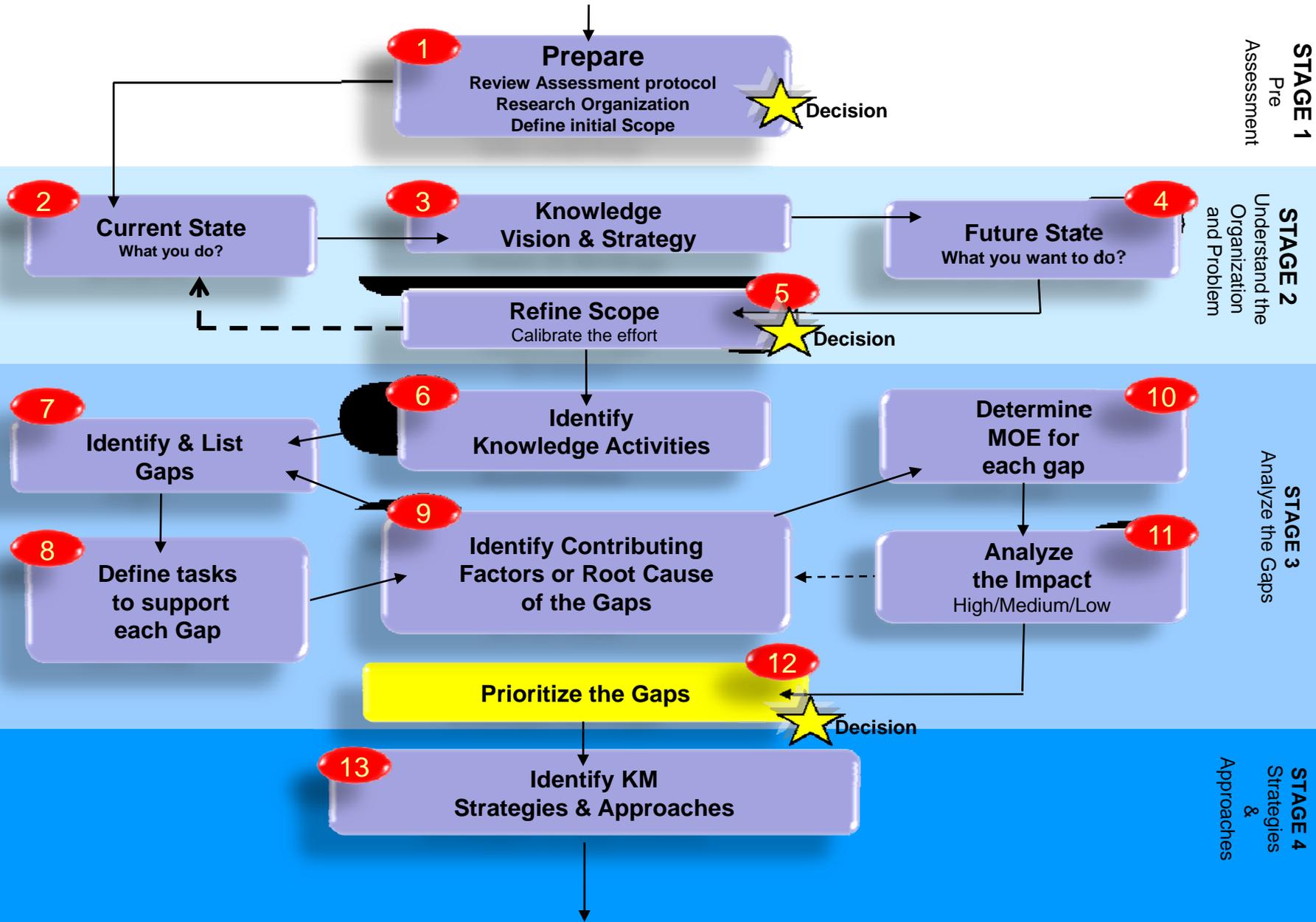
LOW

Current Impact

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Trigger Event: Request by organization or unit

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&  
Approaches

# STAGE 3: Analyze the Gaps

## STEP 12: Prioritize the tasks to be improved

**STEP 12**

The Activity in which there is a Gap	Current What we are doing now?	The GAP <small>Describe gap</small>	Future What we should be doing?	Supporting Tasks	Priority	Root Cause of the Gap					
						People	Process	Technology	Content	Culture	Other
JCIDS Process	Average 423 days	200+ days	Average ` 200 days								
				Develop a proposal	5	X	X	X			
				Approve proposal ARCIC level	1	X	X	X			
				Submit ICD to ARSTAFF	2	X					
				Follow up on ARSTAFF required changes	4	X					



# Decision 3



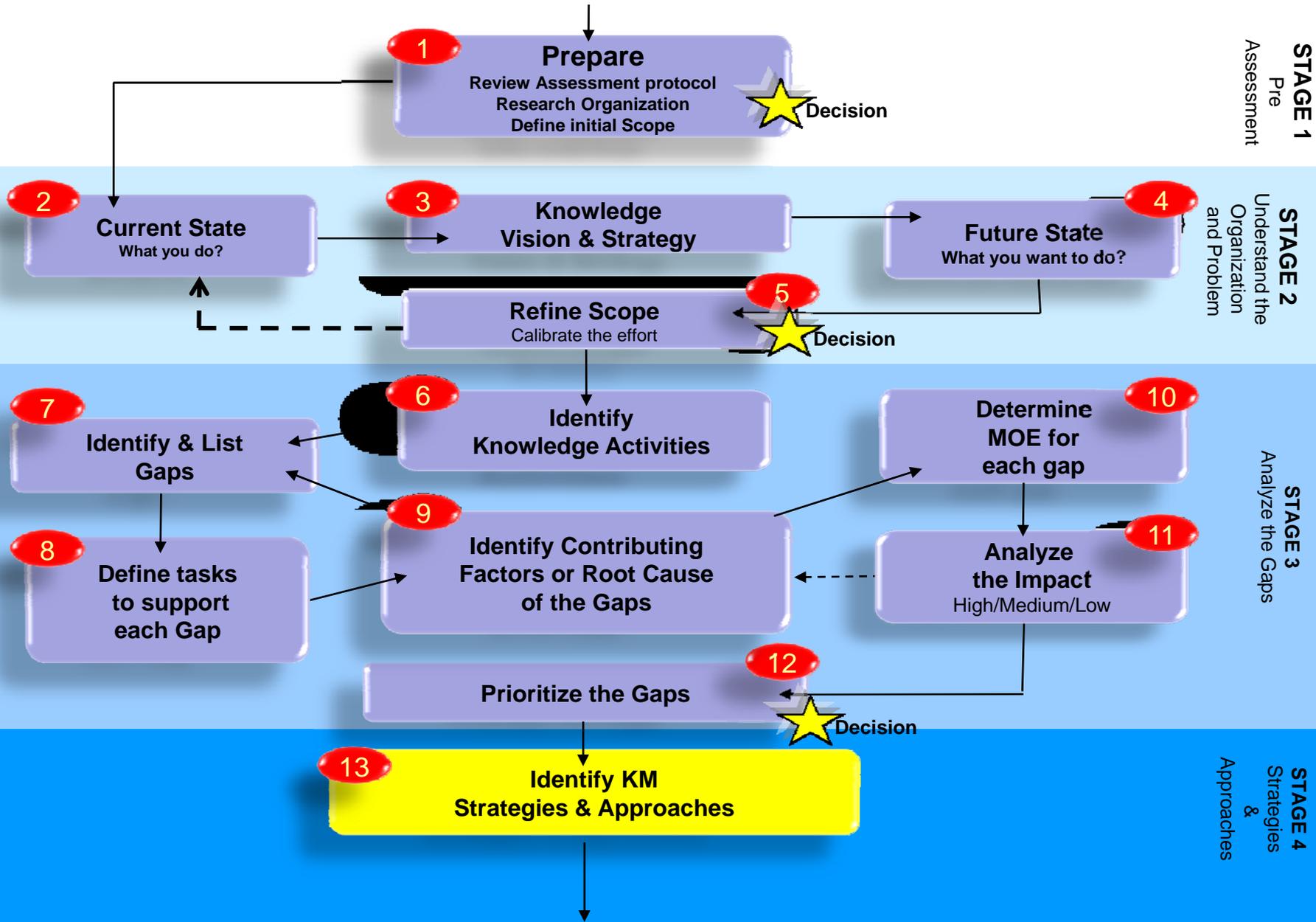
- Customer prioritizes the gaps they wish to close first.



# Knowledge Assessment Process

Trigger Event: Request by organization or unit

The Deliberate Knowledge Assessment



# STAGE 4: Strategies & Approaches

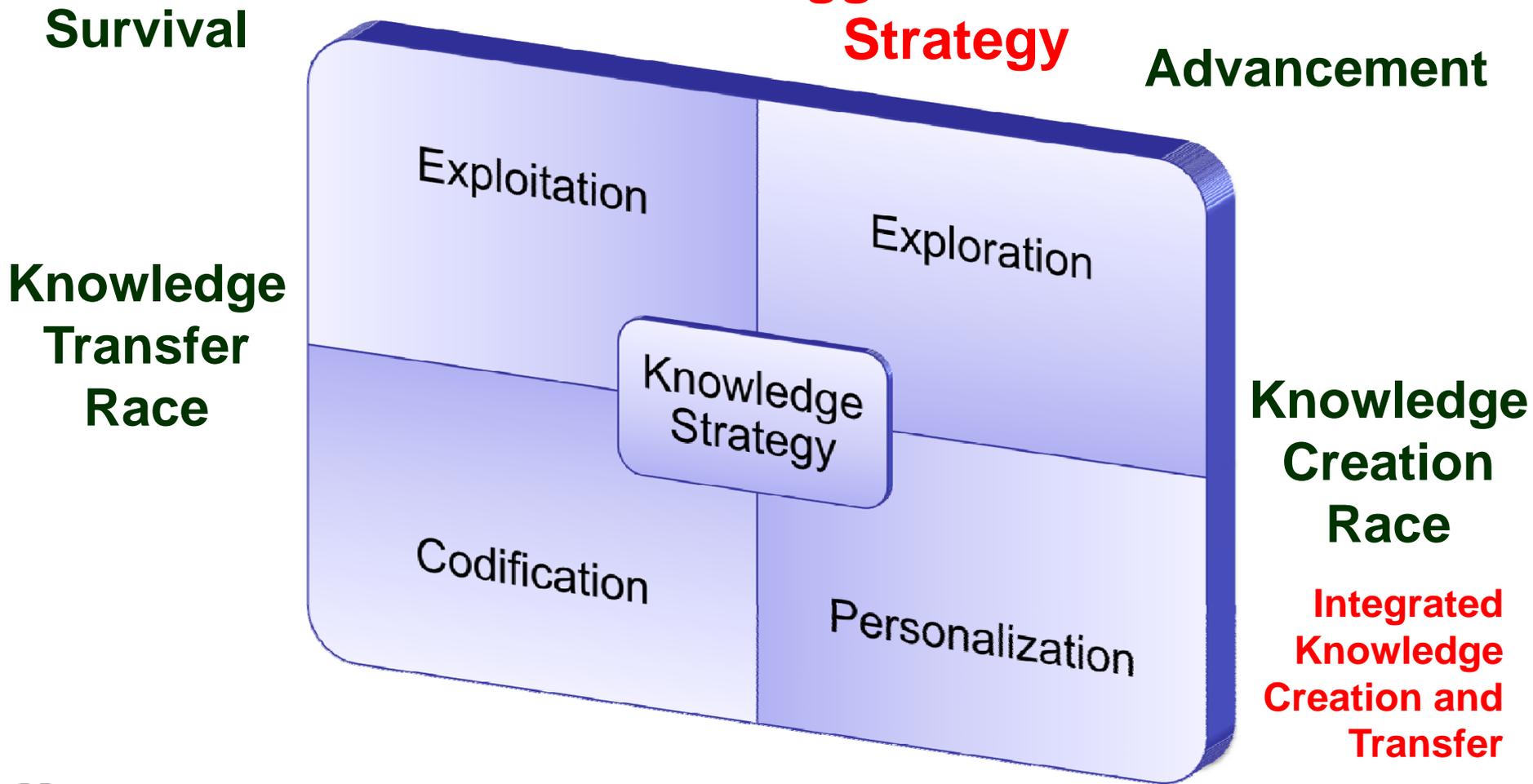
## STEP 13: Identify KM Strategies & Approaches

STEP 13

Knowledge Activity	Task	MOE	KPI	Process affected	KM Strategy	KM Approach	Action	Actors
JCIDS Processes	Develop a proposal	Improve quality	<ol style="list-style-type: none"> <li>1. Number of edits</li> <li>2. Days to correct</li> <li>3. Gatekeeper involvement pre-ICD</li> </ol>	Create Transfer manage	Exploit Codification of explicit K	Templates and boiler plates Virtual Publishing		
	Approve proposal ARSIC level	Reduce number of Days	<ol style="list-style-type: none"> <li>1. Number of people required to approve</li> <li>2. Time waiting for action</li> </ol>		Discussion (personalization)	Pro-Forum		
	Submit ICD to ARSTAFF	More documents processed	<ol style="list-style-type: none"> <li>1. Number of Documents Gatekeeper can manage</li> </ol>					
	Follow up on ARSTAFF required changes	More documents processed	<ol style="list-style-type: none"> <li>1. Turn around time by proponent</li> </ol>					



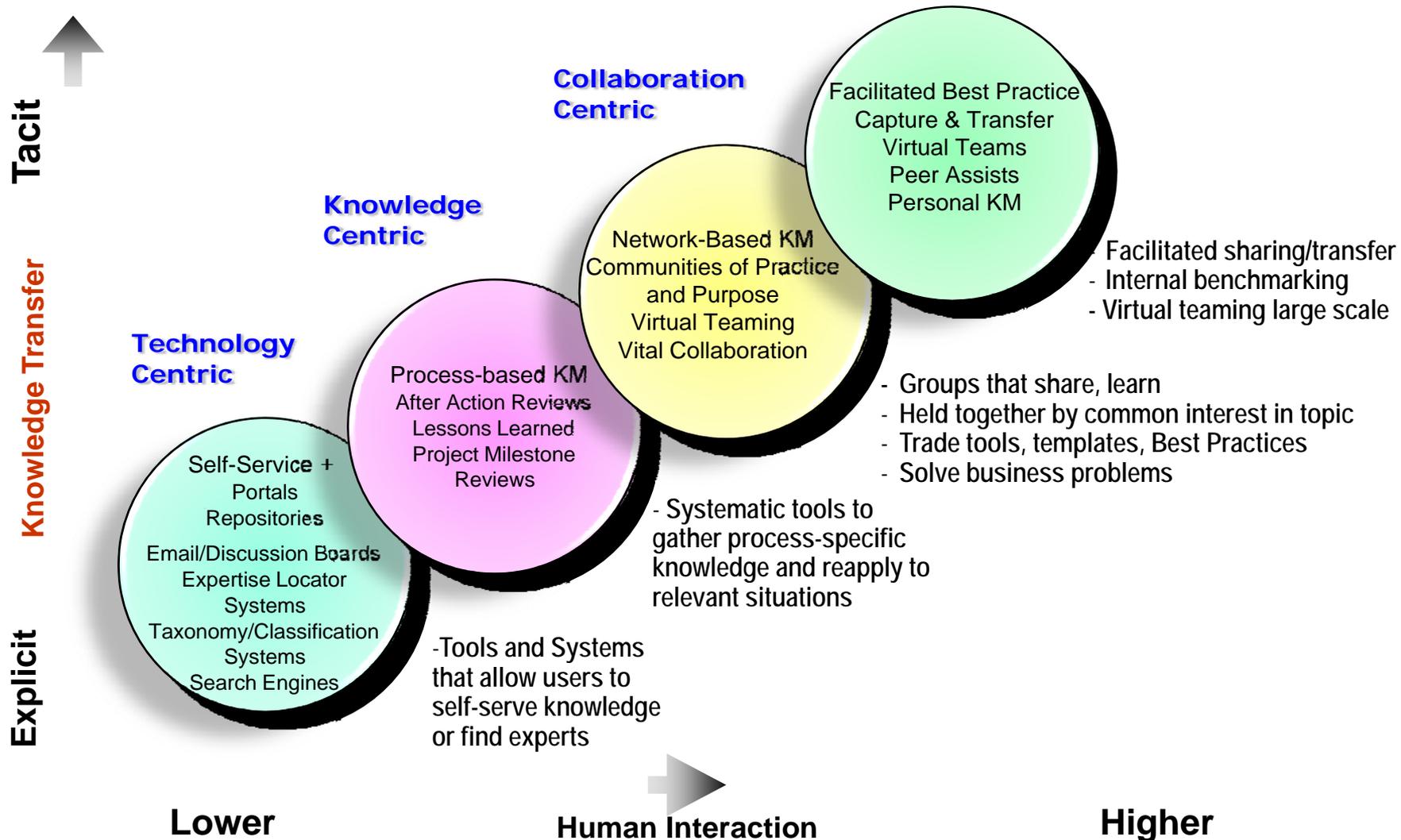
# Knowledge Strategy



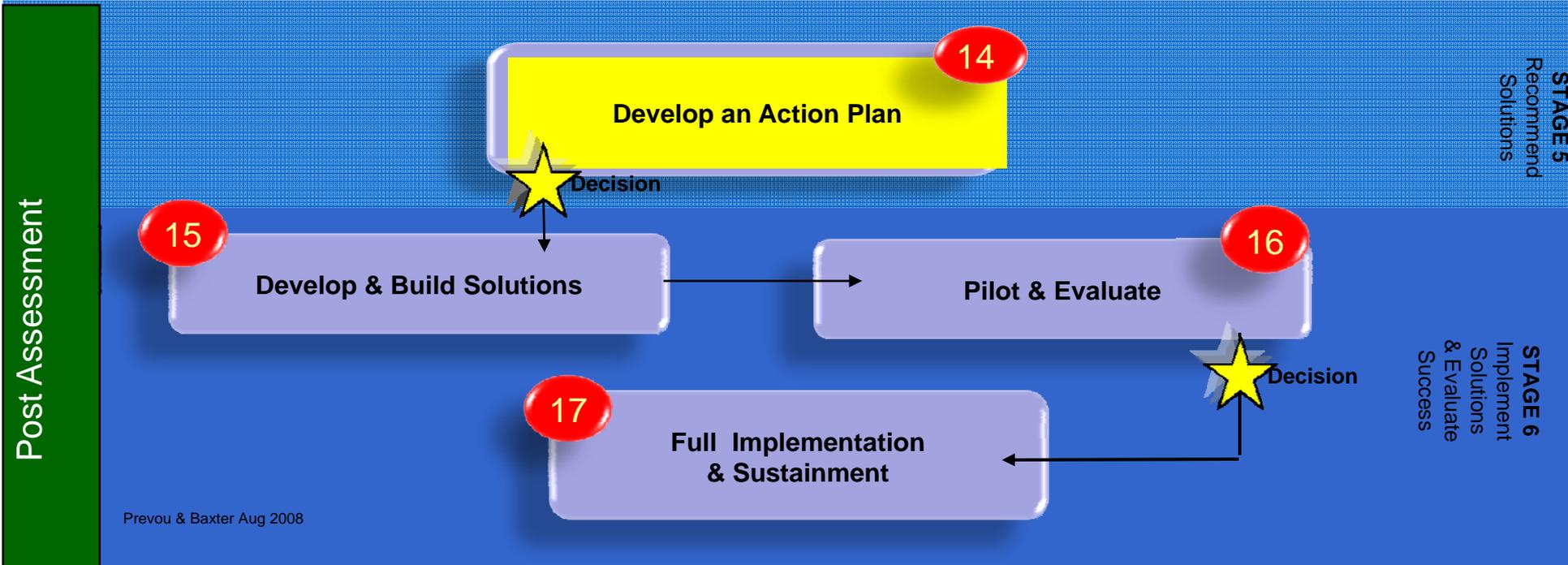
# KM Processes



# KM Approaches



# Knowledge Assessment Process



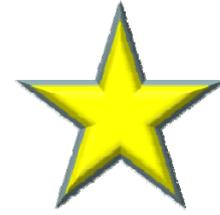
# STAGE 5: Strategies & Approaches

## STEP 14: Develop an Action Plan

**STEP 14**

Knowledge Activity	Task	MOE	KPI	Process affected	KM Strategy	KM Approach	Action	Actors
JCIDS Processes	Develop a proposal	Improve quality	<ol style="list-style-type: none"> <li>1. Number of edits</li> <li>2. Days to correct</li> <li>3. Gatekeeper involvement pre-ICD</li> </ol>	Create Transfer manage	Exploit Codification of explicit K	Templates and boiler plates Virtual Publishing	<ol style="list-style-type: none"> <li>1. K Center</li> <li>2. Train the Process</li> <li>3. Additional Gatekeeper</li> </ol>	Proponents & TCMs ALL ARCIC CG
	Approve proposal ARCIC level	Reduce number of Days	<ol style="list-style-type: none"> <li>1. Number of people required to approve</li> <li>2. Time waiting for action</li> </ol>	Plan	Discussion (personalization)	Collaborate Team	<ol style="list-style-type: none"> <li>1. Pro-Forum</li> <li>2. Team site internal</li> <li>3. Reduce 2 stops on approval</li> <li>4. Report days to complete</li> </ol>	ARCIC CDR 1 <sup>st</sup> 1 Star  G3
	Submit ICD to ARSTAFF	More documents processed	1. Number of Documents Gatekeeper can manage					
	Follow up on ARSTAFF required changes	More documents processed	1. Turn around time by proponent					

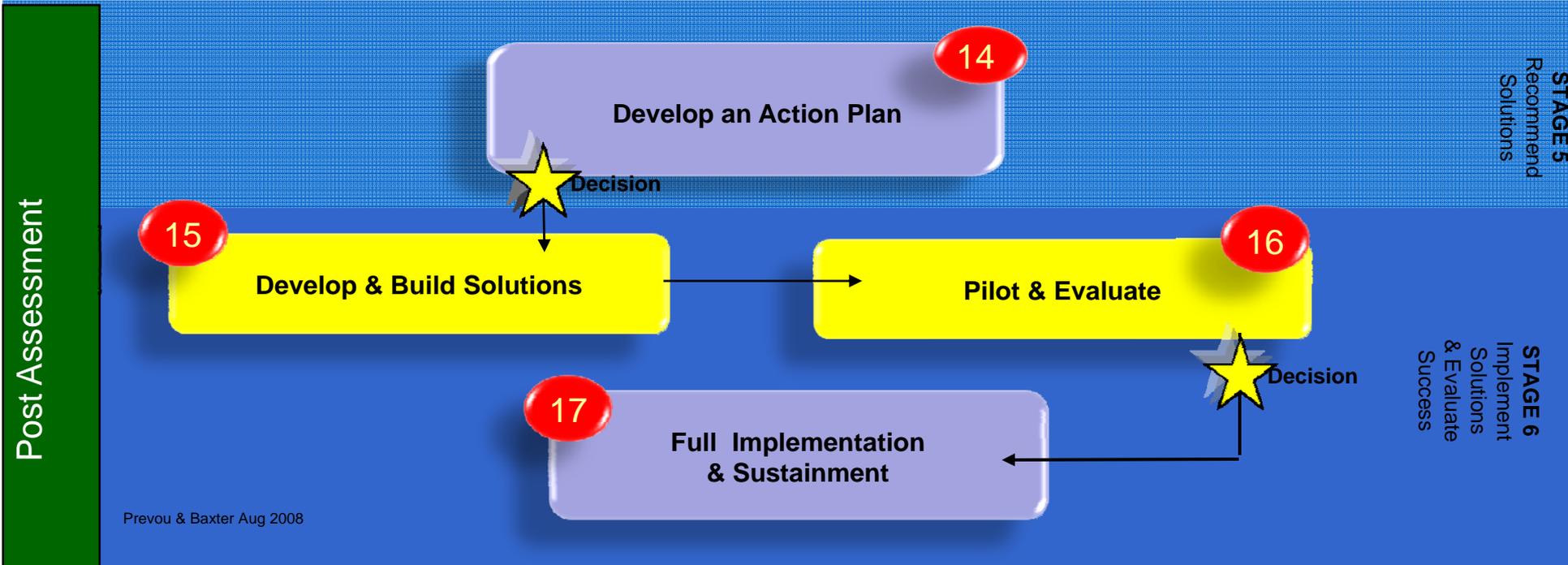
# Decision 4



- Accept or reject a plan with milestones and responsibilities to close gaps and improve knowledge flow.



# Knowledge Assessment Process



**Unit/organization responsibility...  
BCKS can coach and enable.**





# STAGE 6: Strategies & Approaches

## STEP 15: Develop an Action Plan

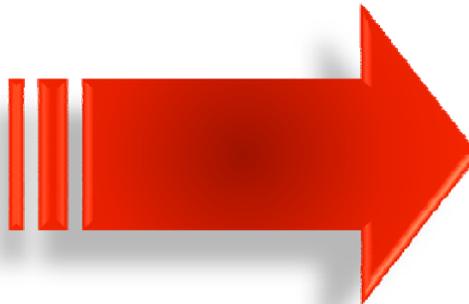
## STEP 16: Pilot and Evaluate

### STEP 15

- List the Milestones to Develop and Build Solutions
- Responsibility
- Training Requirements
- Costs
- Issues

### STEP 16

- List Requirements for Evaluation of Pilot
- When and where AAR will take place



Action	Actors
1. CoP 2. Train the Process 3. Additional Gatekeeper	Proponents & TCMs ALL ARCIC CG
1. Reduce 2 stops on approval 2. Report days to complete	ARCIC CDR 1st 1 Star  G3

changes

documents processed

time by proponent



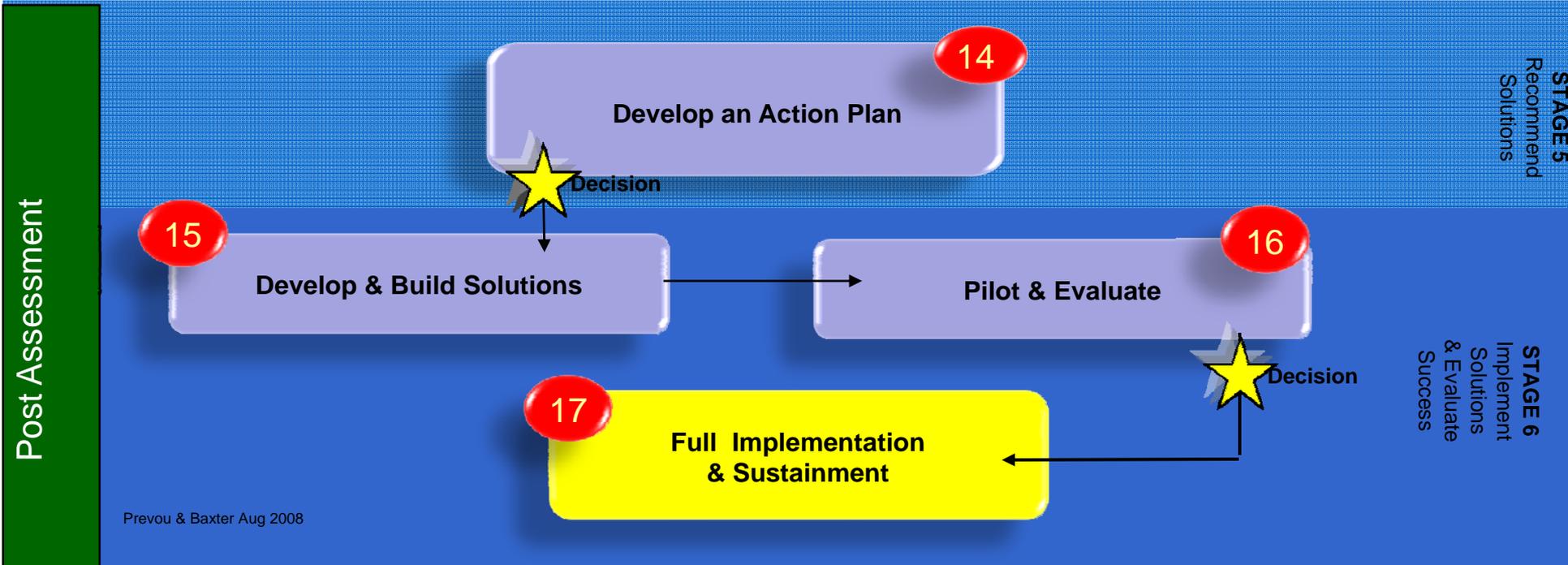
# Decision 5



- Result of the evaluation of the pilot and determines if full implementation is warranted.



# Knowledge Assessment Process



Prevou & Baxter Aug 2008



# Scope the Work

- A deliberate Knowledge Assessment can take 8-24 weeks
- An abbreviated Knowledge Assessment can take 4-12 weeks.
- A rapid knowledge assessment can be conducted in a a few days to a couple weeks.
- Creating the final report/briefing/OPORD can be very time consuming.





# Choosing the Right Team

- Excellent interviewing skills.
- Excellent listening and synthesis skills.
- You have to have a deep understanding of the assessment process.
- There should be a balance when using SMEs. Having an SME on the team in a given area is an asset if used wisely to help understanding.
- You need people on the team with strong research, analysis, and synthesis skills.
- You need at least two people on the team with strong skills writing.
- Team lead who has all or most of the skills who can develop protocols, present, and work at a high level with the customer
- Two core members with the strong interviewing, synthesis, and writing skills.
- An SME in the area you are going in to.
- An SME with knowledge of information systems and capabilities.



# Contacts

Mike Prevou, Ph.D.

913.684.6816

[Michael.Prevou@us.army.mil](mailto:Michael.Prevou@us.army.mil)

[mike@strategicKS.com](mailto:mike@strategicKS.com)

Holly C. Baxter, Ph.D.

937.654.8444

[Holly.baxter@us.army.mil](mailto:Holly.baxter@us.army.mil)

[holly@strategicKS.com](mailto:holly@strategicKS.com)



- Back Up templates



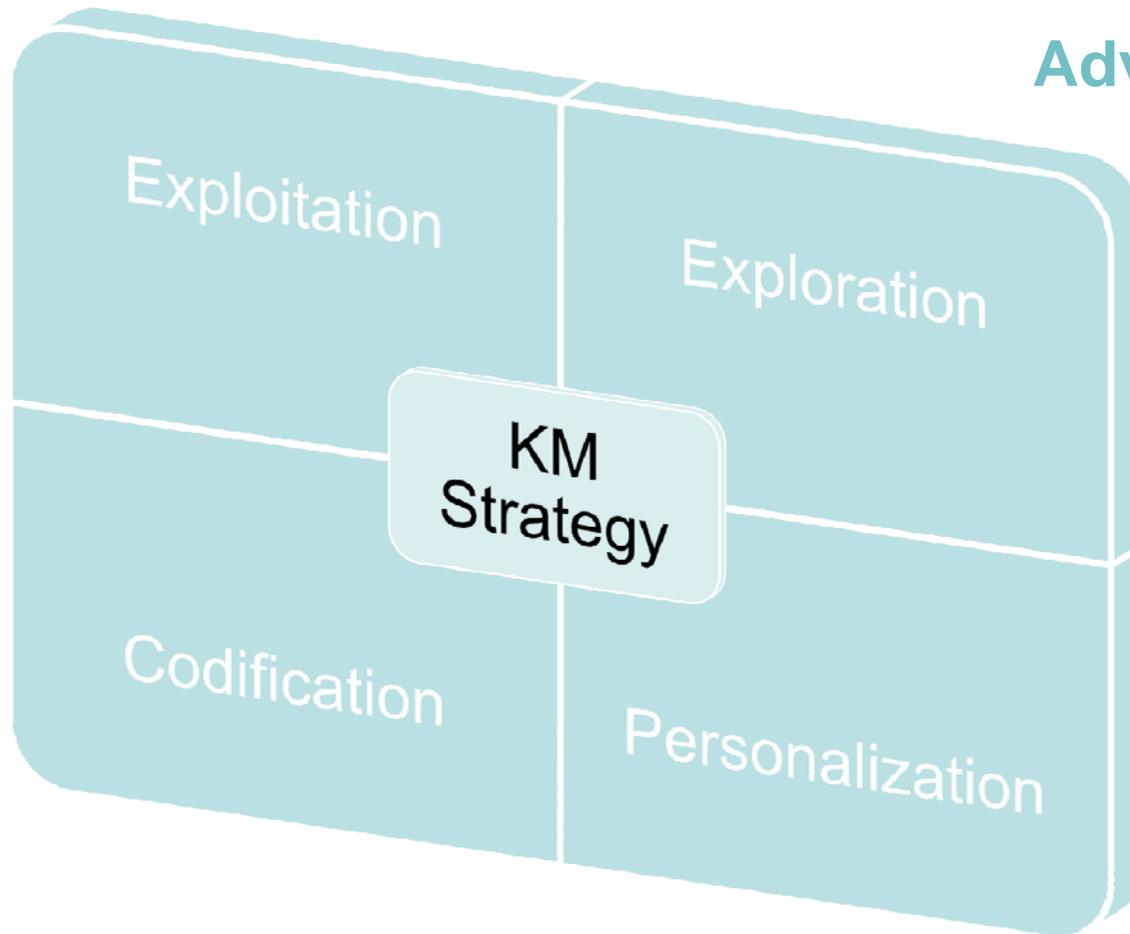
# KM Strategy

Survival

Advancement

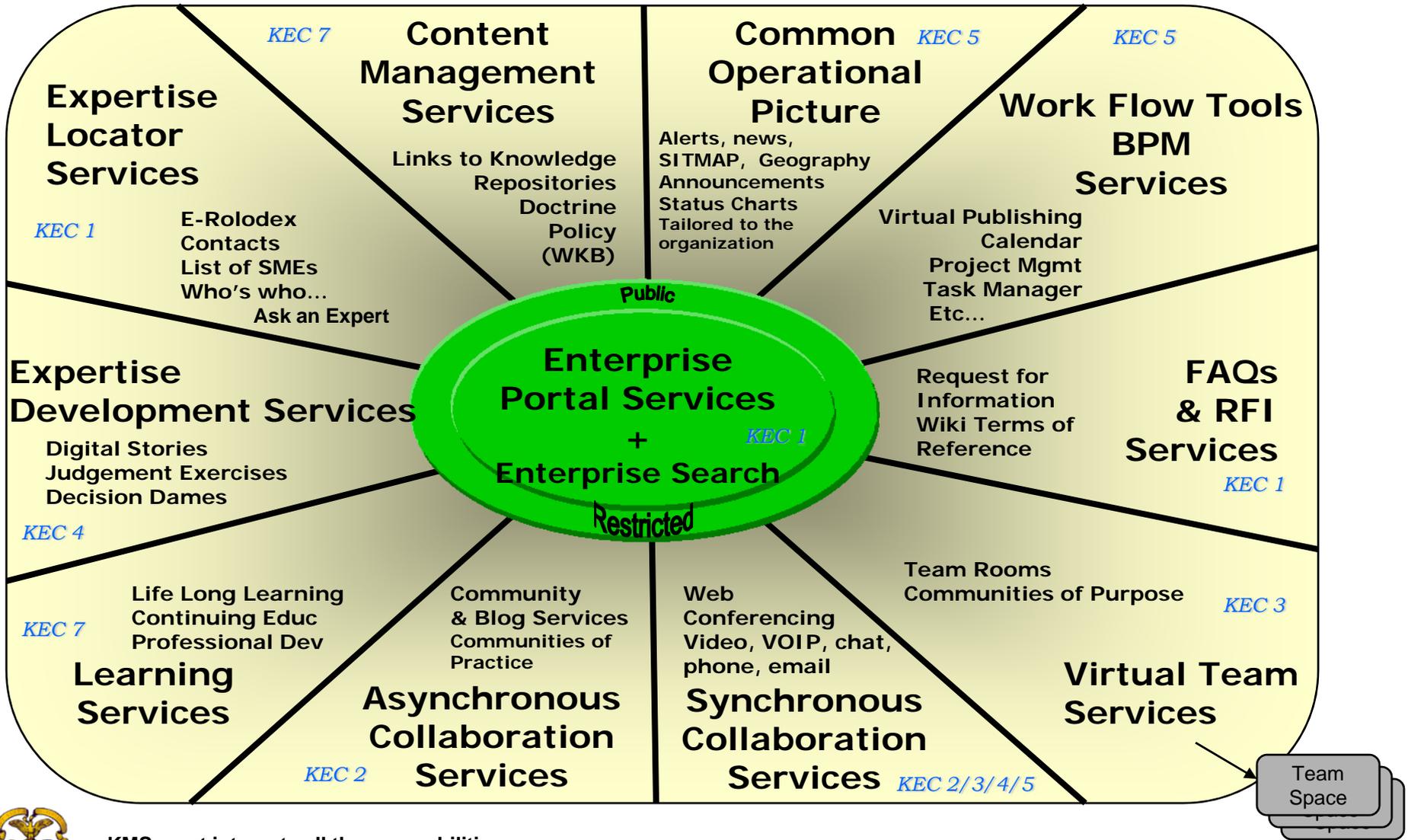
Knowledge  
Transfer  
Race

Knowledge  
Creation  
Race





# The Knowledge System Framework



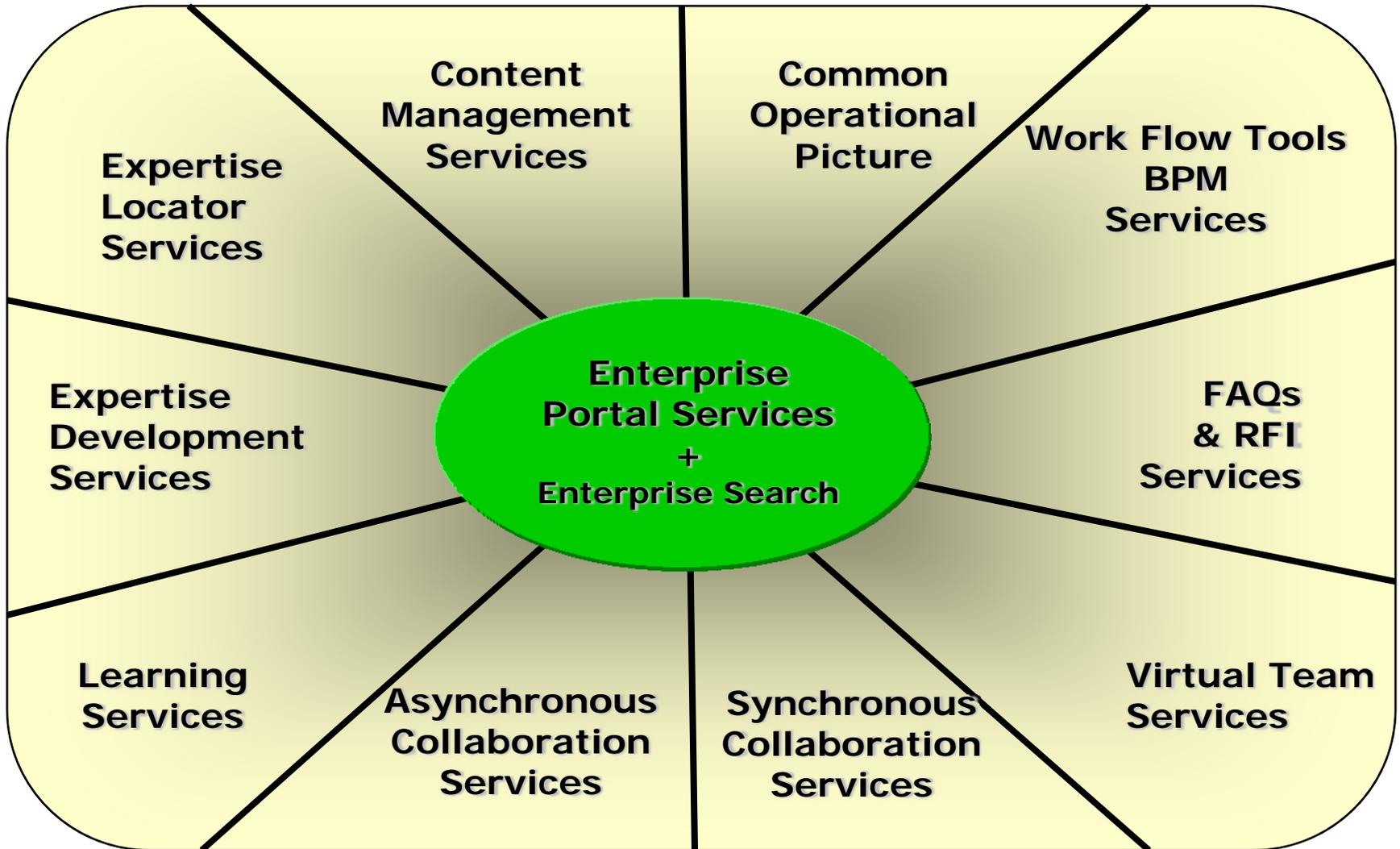
KMS must integrate all these capabilities  
 Capabilities can be phased in.  
 KEC 6, 8 provide Infrastructure conditions for the KMS to exist  
 KEC 9 trains the force to apply and use the KMS

Version 1



# The Knowledge System Framework

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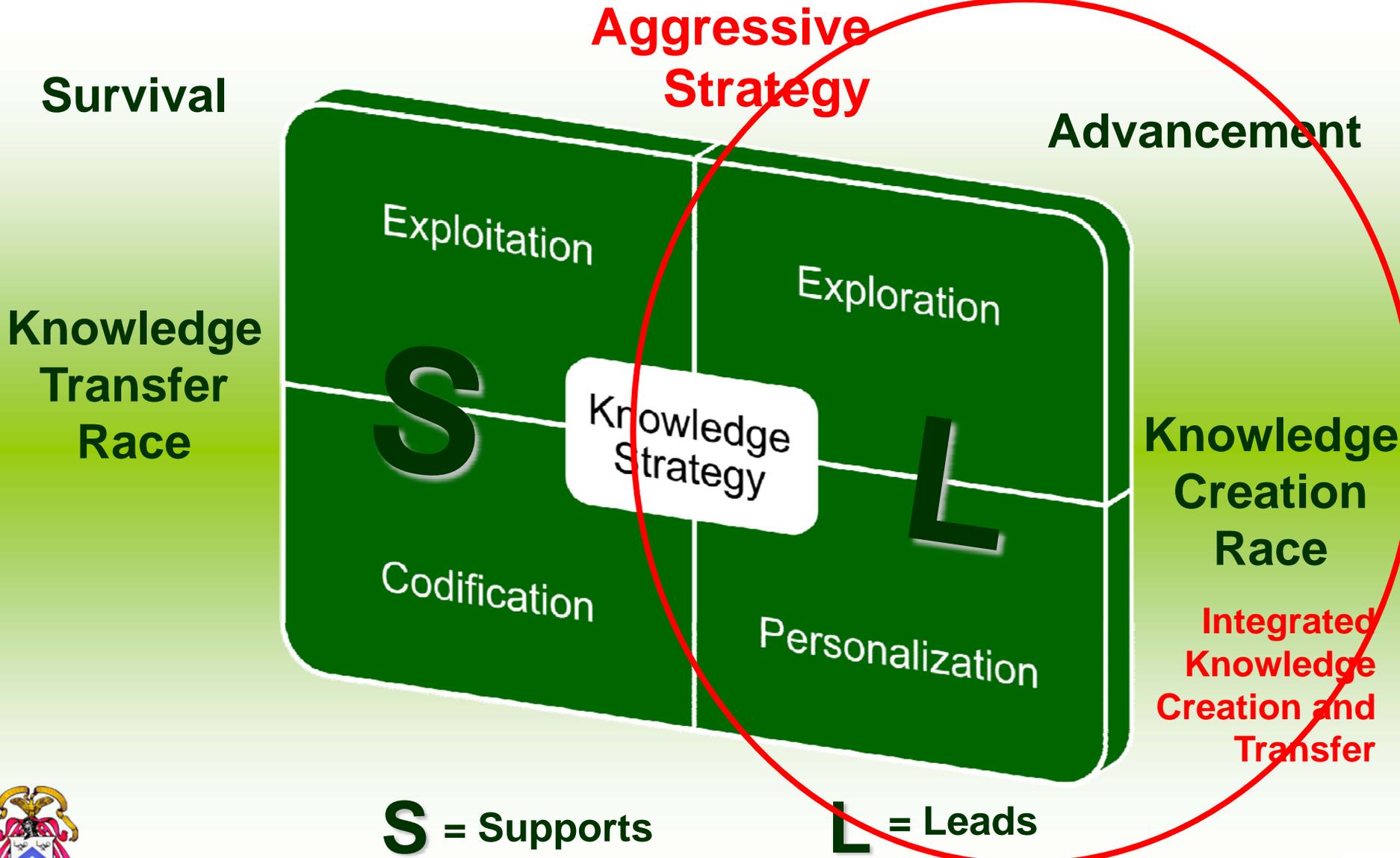


The Knowledge management System (KMS) must integrate all these capabilities. Capabilities can be phased in.

**US ARMY COMBINED ARMS CENTER**

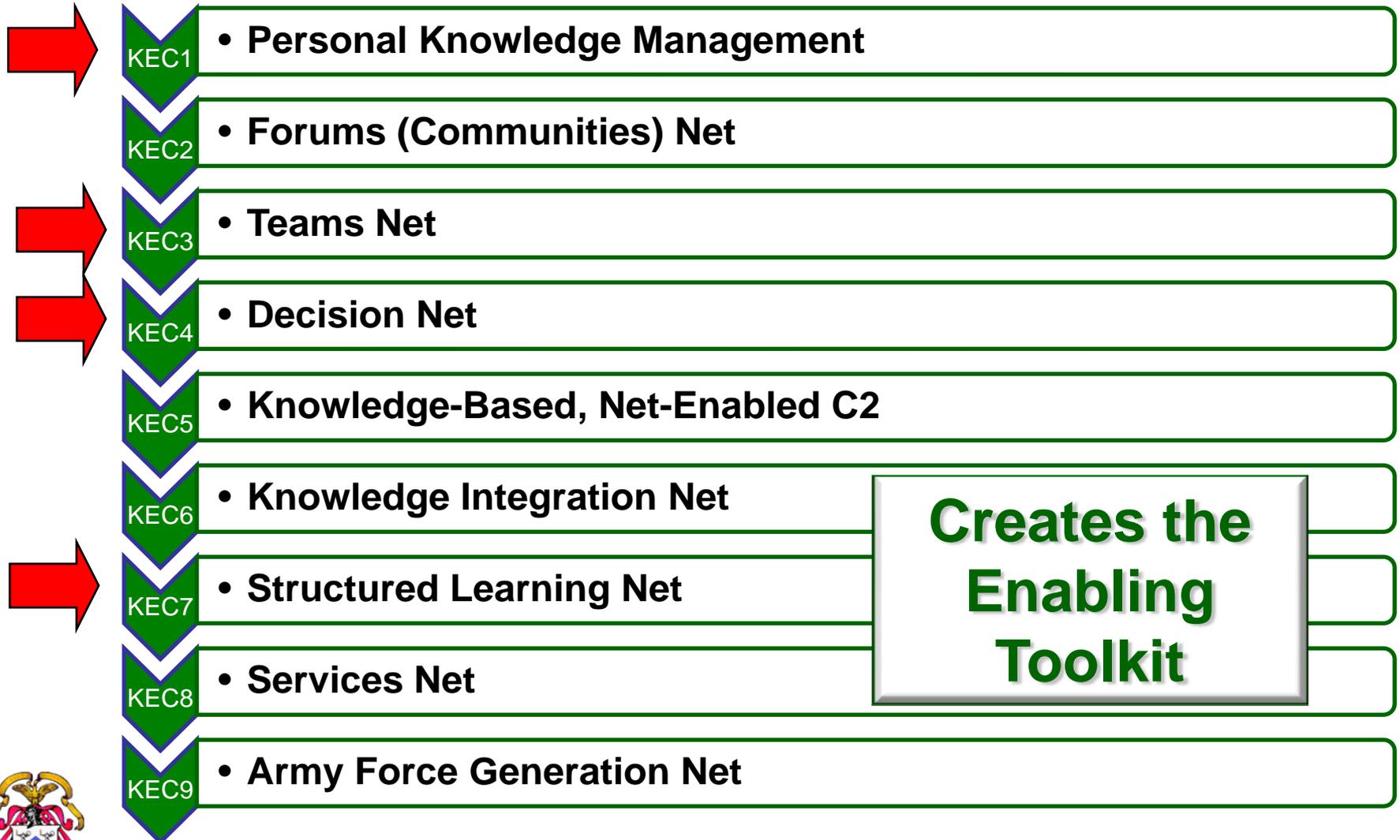
Version 2

# KED Focus: Knowledge Strategy



# Knowledge Enabling Capabilities

## Full-Spectrum Knowledge Management



# Knowledge Enabling Activities

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Instill a  
Knowledge  
Vision

Manage  
Conversations

Mobilize  
Knowledge  
Activists

Create  
the  
Right  
Context

Globalize  
Local  
Knowledge

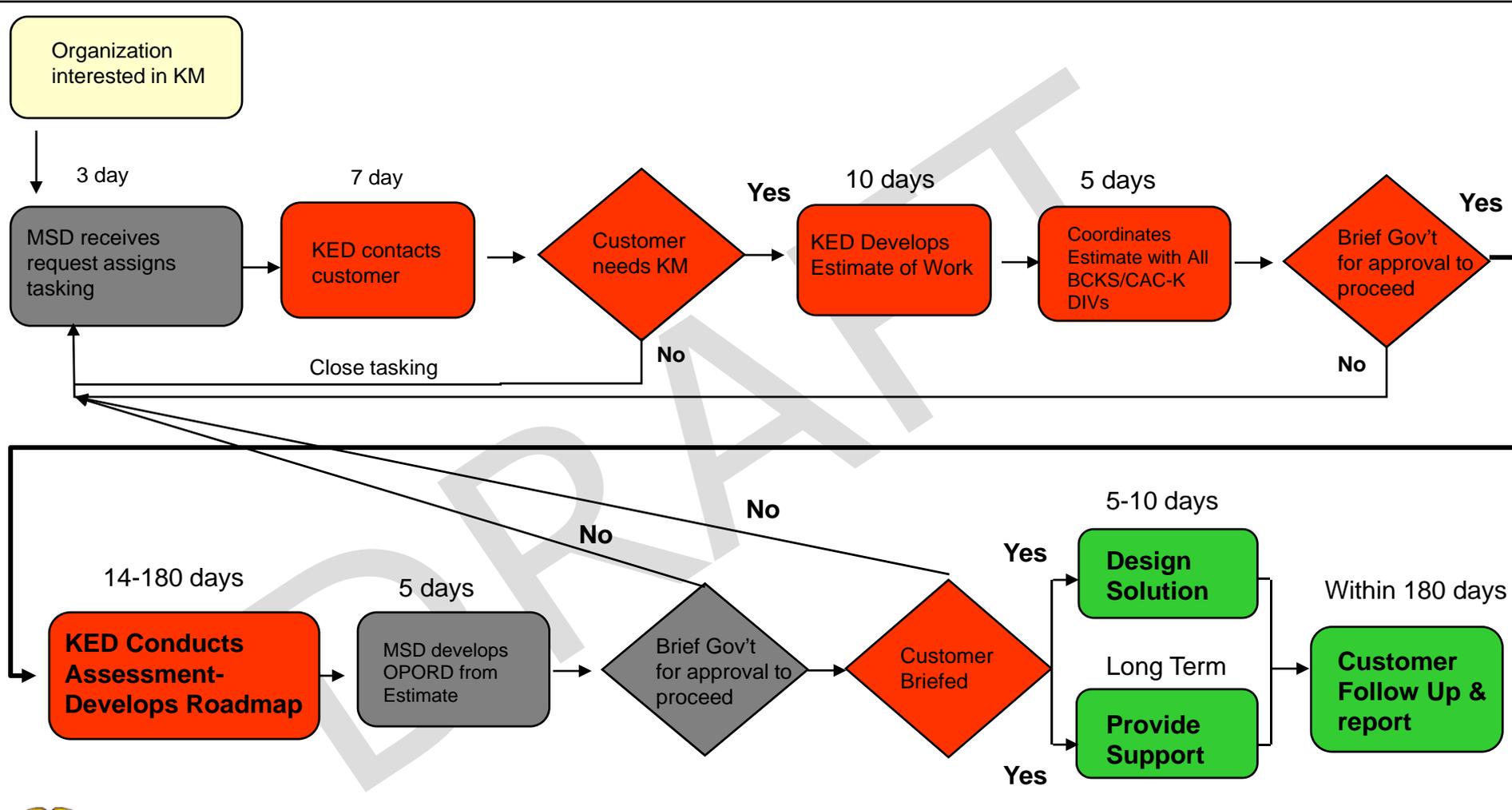
Develop  
Knowledge  
Leaders

**KED helps Create the  
Enabling Context**



# Customer Engagement Flow Chart

Working Example



# Where We've Been

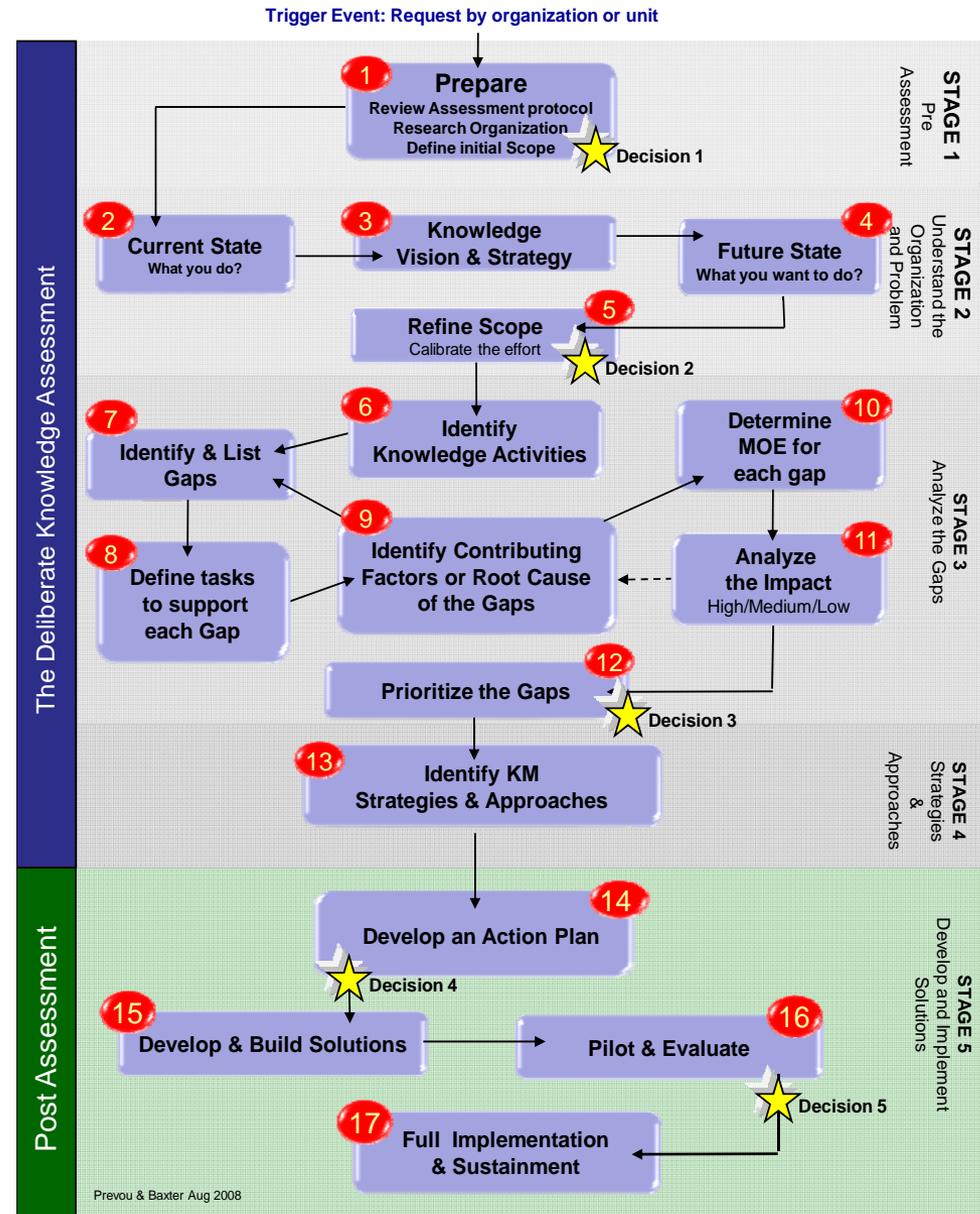
- Developed and refined Knowledge Assessment protocol
- Completed Knowledge Assessment with USARPAC



# Where We Are

- New Contract requirements
  - OCT 2008
  - Adds KA staff
- AMEDD—November (coaching)
- Reorganization of current contract organization to support emerging requirements
- Developing training for the team

## Knowledge Assessment Process



# Where We are Going

- Building Capacity:
  - 4 abbreviated + 2 rapid assessments in FY09
  - Developing training for team members
  - Adjunct Assessment Team bench
  - Full Capacity: Jan 2008
- Marketing/strategic communication
- Signal Center—January time frame
- 3 other organizations interested from AOKM Conference

