

**Knowledge Management Advising and
Integration for Large Organizations:**

The Role of the Operating Force Knowledge
Network KMA (Part I)

dan.elder

Knowledge Management Advisor/Integrator to III Corps
Fort Hood, Texas

dan.elder@us.army.mil
(254) 288-9087

a/o 23 Oct 08

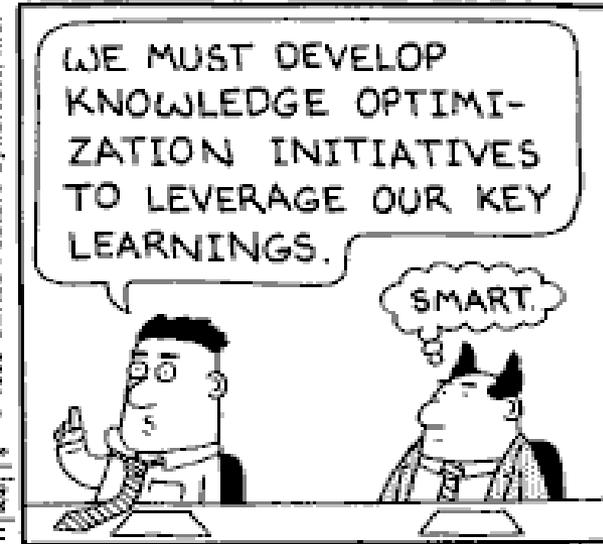
How to become a KM Advisor?



www.dlibert.com
scott@adame@aol.com



www.dlibert.com
scott@adame@aol.com





Key Terms* – The CliffsNotes

Chief Knowledge Officer (CKO) –senior Knowledge Officer within public and private industry, or non-tactical military organizations who directs and manages all knowledge management operations.

Knowledge Management Officer (KMO) – the senior Knowledge Officer within an tactical/operational military unit who supervises KM personnel and oversees all knowledge management activities.

Knowledge Management Advisor (KMA) – knowledge management integrator and BCKS liaison embedded within tactical/operational military units.

Battle Command Officer (BCO) – battle command integrators with a deep understanding of Army Battle Command Systems (ABCS) and the art of transforming information to knowledge.

Facilitator or Knowledge Facilitator (KF) One who manages one or more military communities of practice on a daily basis. A helper to support others.

Content Management Specialist (CMS or CMNCO) - Develops file and data management procedures to manage the unit's knowledge products via portals.

Knowledge Management Worker (KM2) – Additional-duty appointed knowledge management novice trained on KM, facilitation and portal usage.

What Does a KM Advisor Do?

KMA TASKS:

- Enhance Battle Command
- Facilitate Exchange of Knowledge
- Support Lessons Learned
- Support Training
- Foster Leader Development
- Support ACOM Warfighter Forum
- Support Doctrine Development
- Enhance Professional Education



EXPECTATIONS:

- Play a key role in connecting the Operating and Generating Forces by providing KM advice and services to units and organizations.
- Provide KM expertise regarding all aspects of knowledge generation, management and application.
- Play a key role in coordinating the flow of tactics, techniques and procedures, observations, experiences and other relevant information across the force.

What Commanders Want



12 former Brigade CDRs
with recent operational
experience

Battle Command Systems experts who can:

- **Manage a Digital TOC**

- Integrate ABCS into the unit MDMP
- Establish and manage a COP
- Provide CDR relevant information
- Information display
- Integrate new ABCS tools

- **Integrate/Manage Org. Knowledge**

- Information/Knowledge architecture
- Assist the CDR in collecting and disseminating critical information
- Manage digital information
- Facilitate knowledge transfer

- **Manage Digital Battle Staff Training**

- Digital training strategies
- Digital training execution
- Manage digital training tasks
- Integrate models, simulations and games to improve training

The dan.elder KMA Recipe

Be

Experienced at the level to which assigned (BCT/Div/Corps).

Operationally savvy with recent experience.

Credible within the Knowledge Management community.

Versed in 'plain-speak'

+

Know

Internal operations enough to be a "BCKS-Forward" LNO.

KM details across the full spectrum

The tools; how to leverage the tools, and how to teach the tools.

Knowledge management theory.

+

Do

Become the 'Johnny Appleseed' of KM.

Learn how to play the Drums (Drumbeat).

Have thick skin and don't fear rejection.

Use the tools everyday and experiment with new ones.

Make contacts and build your network.

Understand Impacts of:

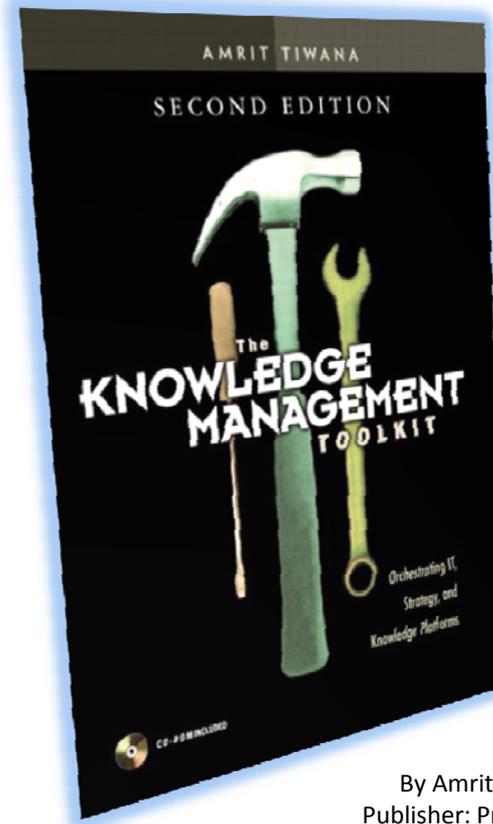
Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities

Implementing KM in the MTO&E Army

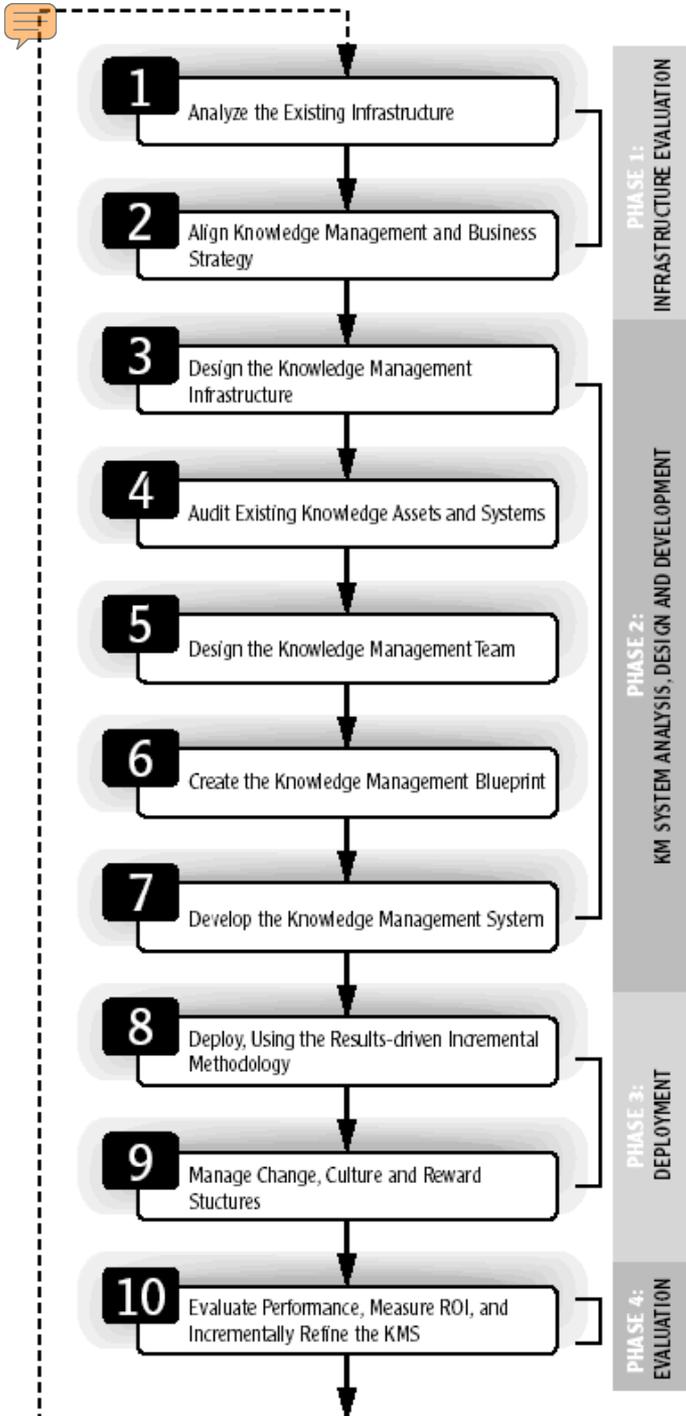


The Starting Blocks?

The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms



By Amrit Tiwana
Publisher: Prentice Hall



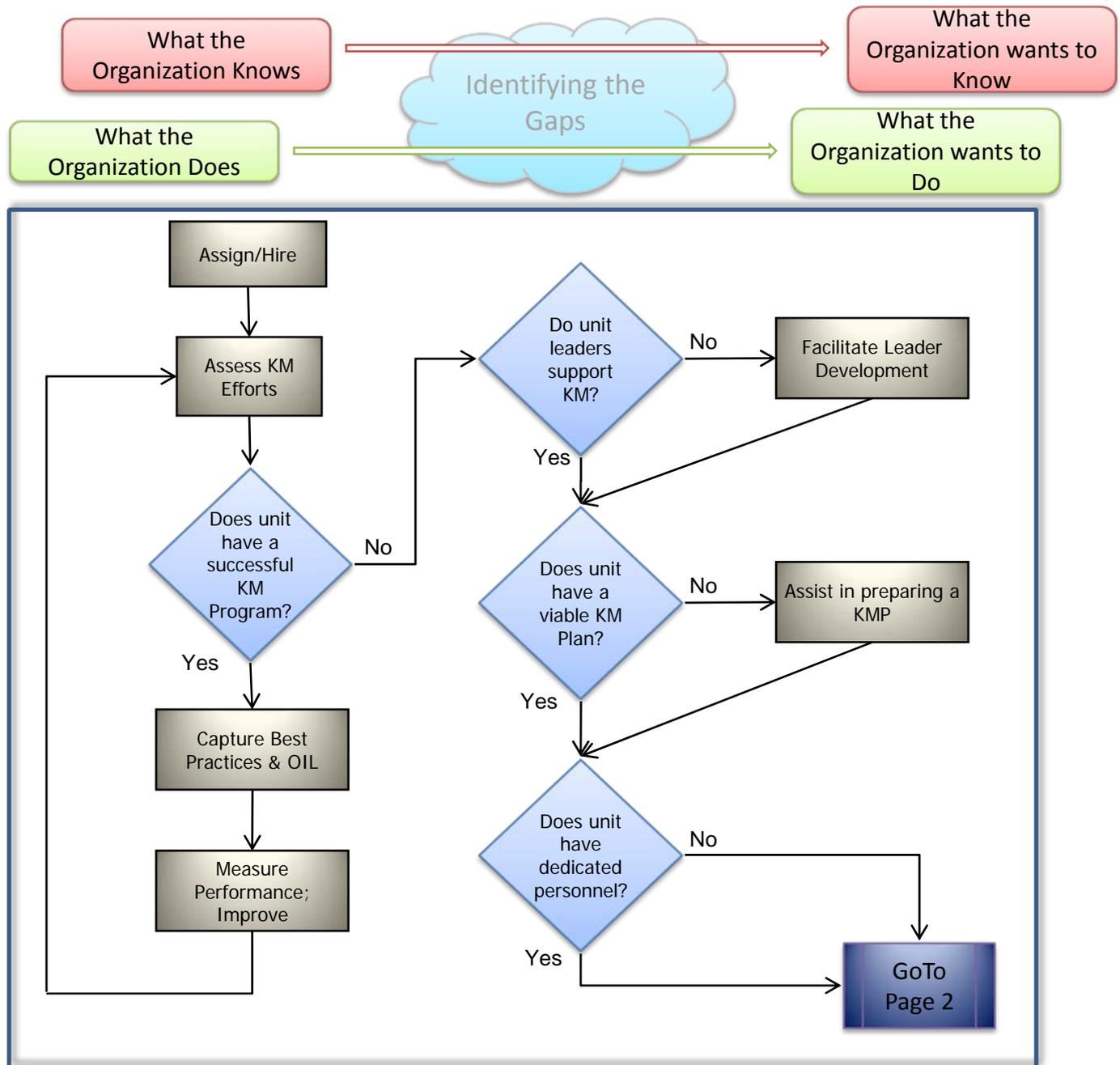
Reality



Reality Bites

FACTORS AFFECTING KM IMPLEMENTATION

Learn Unit & Assess
Make Contacts
Build & Keep Trust
Understand the Environment
Operating Tempo
Command Emphasis
External Employee
ARFORGEN Phase
KM Understanding
KM Acceptability
Equipment Availability (RESET)
Enterprise Toolsets



What KMAs End up Doing

- Over-the-Shoulder Coaching on managing portals
- Consulting and Advising on KM techniques and policies
- Conducting KM Training sessions
- Building Portals
- Boards, Bureaus, Cells and Workgroups (BBCWG)
- Collaboration Sessions
- KM Marketing
- Influencing behaviors and decisions towards KM
- Assess new ABCS digital systems
- Prepare documents, briefings, and EXSUMs
- Encourage establishment of KM procedures
- Build Leader knowledge on KM
- Developing strategies that include KM
- Collect and Share TTP & OIL
- Briefings and desk-side sessions
- Technical support
- Ad-hoc teaming
- Outreach
- Systems Integration
- Support externally and to peers
- Showing how to implement KM
- Build Relationships

Specific Outputs

- Elicited buy-in from key staff members (CoS, G-3, KMO).
- Published a White Paper: *Knowledge Management for the U.S. Army's Operational Forces*
- Weekly STRATCOM blog for Corps leaders: *The 2-minute KMer blog.*
- Formed and co-chair the Corps KM Workgroup.
- Developed portals and trained facilitators.
- Participated in Campaign Plan development on KM tasks.
- KMO Observations Podcast
- Participate in C4I RESET fielding conferences.
- Support to Warfighter Forums and staff.
- New product testing and demonstrations.
- Conducted BCKS seminars.
- Attend staff meetings and updates.
- Review documents.
- Supporting development of a KM Cell Implementation Plan.
- SysAdmin for the CG Transition Team portal.
- Conducted research and software comparisons.

Part 1 Conclusion

On to Part 2...