

Knowledge Management

Abigail Stokes Palsma
Knowledge Manager

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Why Knowledge Management?

What do you think of
when you hear the terms:

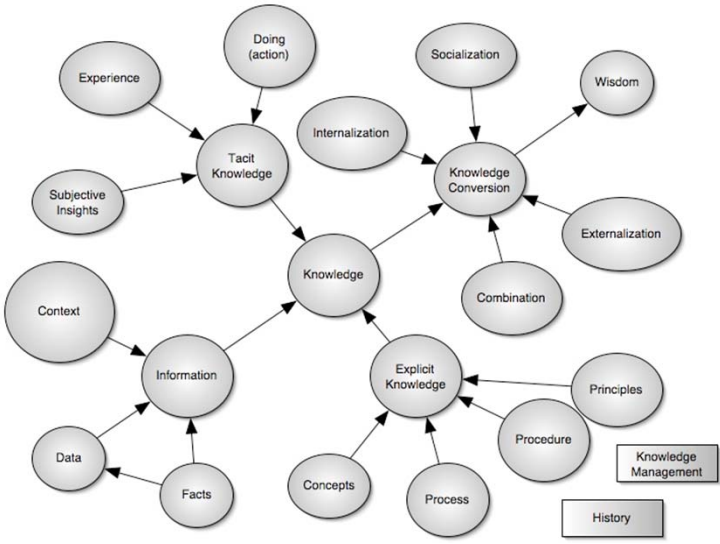
Knowledge Management


Organizational Complexity


Organizational Resilience



What is Knowledge Management?



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What is Knowledge Management?

Let's back up...

What is **knowledge** in the context of a professional service firm?

Knowledge is the **core capability**.

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An Early KM Solution: Capturing Lessons Learned

Considered by Many to be KM Bible:

Learning to Fly, Collison & Parcell

Learning before doing

Learning while doing

Learning after doing

...then capturing and sharing



How Do We Make This Work at VLS?

How do I get people to do this?

Who will make sure people are capturing what they've learned?

Who will read the lessons once they're ready?

How will they know which captured lesson they should access to learn from?

Will anyone not HATE doing this?



What is Knowledge Management?



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What is Knowledge Management?

“Knowledge management comprises a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable **adoption of insights and experiences**.

Such insights and experiences comprise knowledge, either **embodied in individuals** or **embedded in organizations** as processes or practices.”

—Wikipedia

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Data Storage & Social Media: If You Build It, They Will Come



Technology is not a panacea
for Knowledge Management.



What is Knowledge Management?

Knowledge Management deals with
organizational knowledge resources
in relationship to emerging strategic
and operational needs.

—David Griffiths
K3-Cubed



Core Competencies

AICPA has defined the following core competencies as “**key to sustaining** a competitive and differential advantage in the marketplace.”

- Communication and leadership skills
- Strategic and critical thinking skills
- Focus on the customer, client & market
- Interpretation of converging information
- Technological adeptness



What governs resiliency?

- Synergy
- Communication
- Responsiveness



What is Knowledge Management?

Effective knowledge management develops **responsive** and **proactive** systems within the organization in order to thrive in an environment of increasing complexity.

Acquire

Develop

Store

Use

Share

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KM affects HR

"If we agree that functional skills are the most important, then we must change the way we recruit, interview, mentor, etc."
– David Griffiths

"While we are still in the process of figuring out how this will work, I feel that the competencies required by the AICPA Horizons 2025 project are of utmost importance to our people to raise the level of their competencies in these areas. We expect all of our HR policies to be reflective of our firm core values so that...there will be a "golden thread" tying our HR policies to our competency and KM principles and firm goals and vision. KM and HR are both about people. They go hand in hand in moving a dynamic and agile firm forward."
– Kevin Kruggel

Example from [Kruggel Lawton](#), South Bend, Indiana

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KM affects CPE

“There is an increasing recognition that the way people learn is changing—fast. It isn’t the old day-long (or even half-day) seminar. It is more of a ‘just in time’ approach. The challenge is the response to this question...How does your organization acquire, develop, store, and share knowledge? Most people can’t answer that question. They have never even thought about it. We seek to change that for our members.

“And to be effective at Knowledge Management, organizations need to become proficient with the core competencies: Communication, Decision Making, Critical Thinking, Analytical and Leadership Skills.” – Gary Bolinger

Example from Indiana CPA Society

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KM reveals Business Opportunities

Integrated Reporting

“The American Institute of Certified Public Accountants supports the efforts of the IIRC to develop a globally-accepted framework that companies can use to present a more complete and transparent picture of performance, utilization of resources, and ability to create value over the long-term.”


Example from Indiana CPA Society


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State of the Firm: What KM is Happening at VLS?

Intranet	G:drive	Audit Team Meetings	GFR
Practice CS	VLSPedia	Client Touches	Website, Articles, Press Releases
Engagement	Admin Morning Meetings	CBT Monday Meetings	Partner Meetings
Project Feedback Forms	AIC & Manager Meetings	Email Messages	Manager Meetings


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Additional Technology Considered



CCH KnowledgeConnect



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Possible Next Steps

KM Audit with K3-Cubed



Resources

Join LinkedIn Groups:

- KM Edge
- KM Practitioners Group
- Knowledge Management
- Knowledge Managers

Best Practices in Knowledge Management—KM World (email)

Creating Value from Knowledge: A Resiliency Based Strategy Toolkit,
David Griffiths, free eBook available through iTunes

David Griffiths' blog: <http://knowcademy.com/>

Info about KM Audit: <http://www.k3cubed.co.uk/#!the-k-core-km-audit/c1e13>