* 1. **Techniques of KM**

| **Category** | **Specific Tool or Technique** |
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| Creation | [Creativity Techniques](https://www.skyrme.com/kmpractices/creativity.htm) - not just brainstorming but 50+ ways to stimulate creativity Creative abrasion - generating discussion through challenge and opposing views. Research / Analysis - new knowledge from experimentation and data analysis. Simulation / Modeling - modeling systems to gain better insights Skillful dialogue - a structured way of generating knowledge through discourse |
| Discovery | Concept mapping - visually linking to concepts to identify their relationships Content Analysis - analysis of key words in documents to reveal issues and trends Data Mining - using AI tools to discern patterns and relationships hidden in Text Mining - similar to above but working with text; often uses statistical analysis |
| Identification | Expertise profiling - know-who: identifying subject matter experts [Knowledge audit](https://www.skyrme.com/kmpractices/kaudit.htm) - using a combination of methods to identify knowledge assets Needs analysis - identifying core knowledge needed for people to do their job 'Yellow pages' - a directory of people organized by their skills, not name |
| Capture (tacit knowledge) | Knowledge harvesting - eliciting and capturing knowledge from an expert Entry interview - structured interview to capture knowledge from a new hire Ethnography - a systematic study of people at work [Exit interview](https://www.skyrme.com/kmpractices/exit.htm) - capturing knowledge before an employee leaves or retires Observation - recording , how a set of tasks is carried out |
| Acquisition (existing knowledge) | Alerting - using emails or 'pop ups' to alert users to new or changed information Browsing - browsing online or offline content in a semi-purposeful way Filtering - using key words or terms to discard less relevant information Searching - purposefully seeking out information on a specific topic |
| Organizing | Card sorting - using labeled cards to sort topics into categories Classifying - categorizing content according to its various attributes Mapping - showing relationships between items of information Metadata - defining descriptors (title, topic, keywords etc. ) for content Tagging - adding descriptors (metadata) to items of online content Taxonomy - developing a hierarchy of subject categories Thesaurus - a controlled vocabulary, a list of preferred terms for keywords |
| Sharing (techniques) | Away days - networking events away from the office [Communities of Practice](https://www.skyrme.com/kmthemes/cops.htm) - informal knowledge networks focused around a specific topic Co-location - locating people from different departments together, typically for a project Cross-functional team - bringing together people with different perspectives Facilitated workshops - sessions which bring a variety of perspectives to specific issues Knowledge centre - an enhanced corporate library: a repository of knowledge and know-who Open Space - a form of meeting in which participant set the agenda Share Fair - corporate 'trade shows' that show outputs from across the organization Sharing best practices - replicating good practices throughout the organization Storytelling - using narrative to disseminate knowledge in a memorable way Wall charting - different ways of posting words /pictures on a wall in response to question Workspace design - using office layout to create 'caves and commons' |
| Sharing (tools) | Blog - personal diary of knowledge experts that allow user comments Audio conferencing - conversation (by phone or online voice) in a group in multiple locations Email - the most widespread form of online knowledge exchange, but often badly mis-used Discussion group (message board, forum) - an online point for knowledge conversations Instant messaging (chat) - a real-time dialogue using typed words Intranet (portal) - corporate network holding structured easy-to-find information LinkedIn - an online professional networking tool, giving access to contacts, discussion groups etc. Videoconferencing - online conversation where participants can see each other (e.g. Skype) Wiki - an evolving body of knowledge into which anyone can contribute |
| Learning | [After Action Review (AAR)](https://www.skyrme.com/kmpractices/aar.pdf) - a structured post-event review to learn lessons Bench learning - an extension of [benchmarking](https://www.skyrme.com/kmpractices/techniques.htm#benchmarking) to take learning into day-to-day work Corporate university - a learning centre that mixes traditional teaching, e-learning and on-the-job training Decision Diary - recording the assumptions and feelings after a decision has been made Lessons Learned - a database of situational lessons, often the synthesis of AARs Learning Networks - knowledge networks specifically focused to review and learn from events Log Books - routine recording of activity and outcomes, so that later review can enhance learning Post project Review - a formal review of the process and outcomes of a project; could be an AAR Structured Dialogue - a meeting where conversation is structured to a learning outcome |
| Using/ Applying | Combining - assembling disparate information and knowledge to create new insights Personal Knowledge Management (PKM) - individual methods based on tasks and preferences Sense-making - assimilating knowledge into individual mental models |
| Exploiting | Commercializing - the end-to-end process of converting knowledge into products and services Licensing - licensing proprietary knowledge to others, including competitors Packaging - restructuring information and knowledge into saleable products Productizing - turning a service or set of competences into a more tangible 'product' Trading - selling knowledge in various forms on knowledge markets |
| Protecting/ Preserving | Archiving - using different media / locations to preserving knowledge not currently actively used Intellectual Asset Management - pro-active use of intellectual property - trademarks, patents, copyrights etc. Records Management - managing business records in a systematic way for current and future use |
| Evaluating/ Measuring | Benchmarking - comparing performance across different organizations and learning from the results Benefits tree - outcomes in a hierarchy of benefits Intellectual Capital Measurement - measuring various factors in an IC model KM assessment - assessment of the quality and effectiveness of KM initiatives Knowledge audit - identifying sources and uses of knowledge |
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