



# Experiences in developing an Agile Knowledge Environment

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[www.sgt-inc.com](http://www.sgt-inc.com)

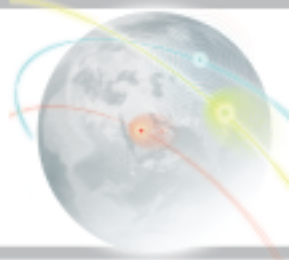
# SGT and Knowledge Management(KM)

As a Service delivery organization, capturing and using best practice knowledge from prior engagements is why knowledge management is important to us

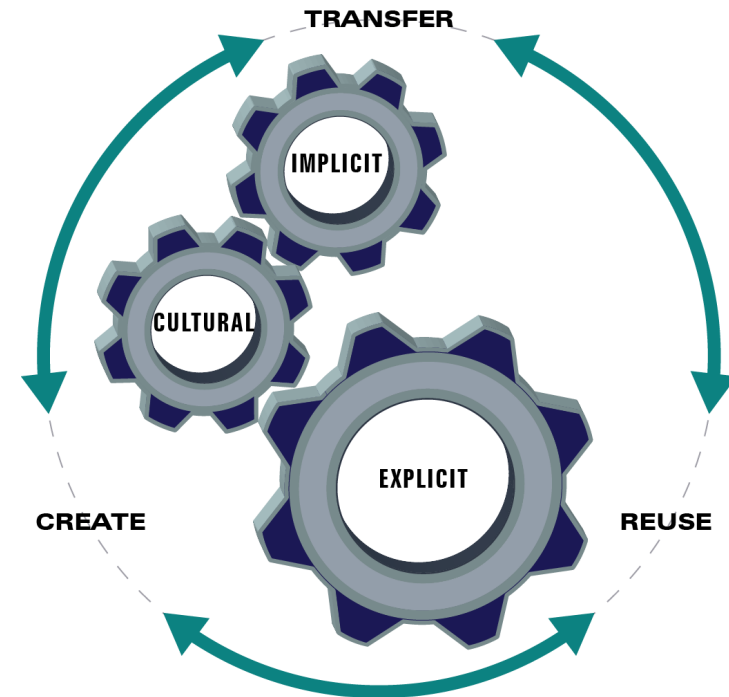
- Privately held company founded in 1994
- Grown organically 40-fold since its founding
- Mid-tier provider of engineering and professional services
  - 2,500+ employees
  - 30 Active prime contracts with NASA, NOAA, DOT, DOI and DOD
  - Offices in over 25 locations
- Core competencies in:
  - Engineering and integration services
  - Mission-critical Information Systems
  - Scientific and data analysis services



# Types of Knowledge

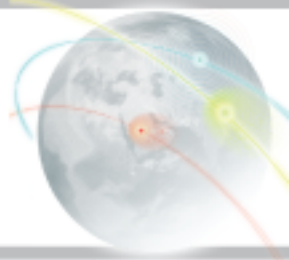


- **Explicit knowledge**
  - Articulable and transmittable in formal, systematic language.
  - Explicit knowledge can be captured persistently and communicated to others.
- **Implicit or tacit knowledge**
  - Embedded in individual experience and involves intangible factors such as personal belief, perspectives and value systems
  - How do we capture this?
- **Cultural knowledge**
  - Consists of informal assumptions, beliefs, relationships, norms, values etc.
  - It is usually hard to verbalize.



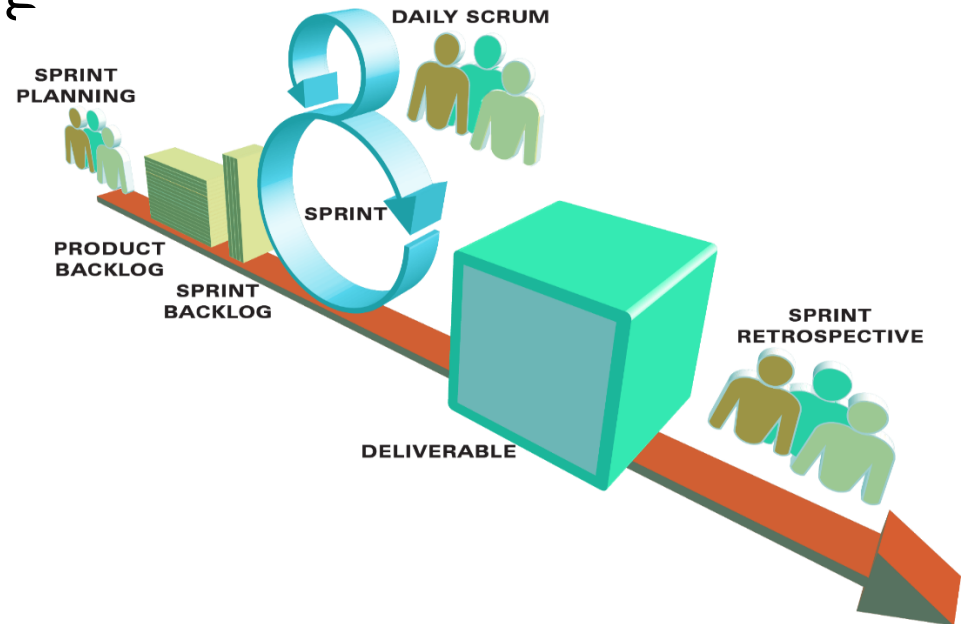
Graphic concept adapted from  
Gartner

# Agile applied to KM

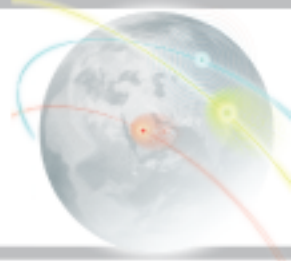


Knowledge sharing is encouraged by several practices:

- Cross-functional teams
- Release and iteration planning
- Daily Scrum meetings
- Retrospectives



# Agile KM Manifesto



## Agile Software Manifesto

Individuals and interactions  
over processes and tools

Working software  
over comprehensive documentation

Customer collaboration  
over contract negotiation

1

2

3

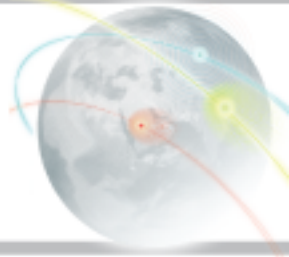
## Agile KM Manifesto

Individuals and relationships  
over tools




Good enough  
over perfect content

Collaboratively authored  
over editorial workflow

# What are we doing today?

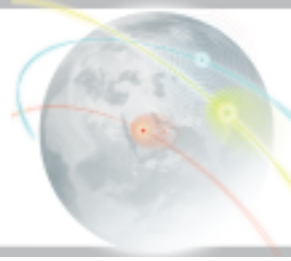


Focusing on the individual as the source of expertise and knowledge rather than obsessing over the knowledge itself.

- **1 Individuals and relationships**  
Expertise directory consisting of Chiefs/Fellows/SME/Task Leads
- **2 Good enough**  
Knowledge capture using various tools and media channels
- **3 Collaboratively authored**  
Move from traditional collaboration to communities such as the Innovation Center



# Innovation Center Knowledge Management



## Innovation & Collaboration Center



### Primary Objectives

Showcase SGT  
Capabilities &  
Case Studies

Information  
Resource Library

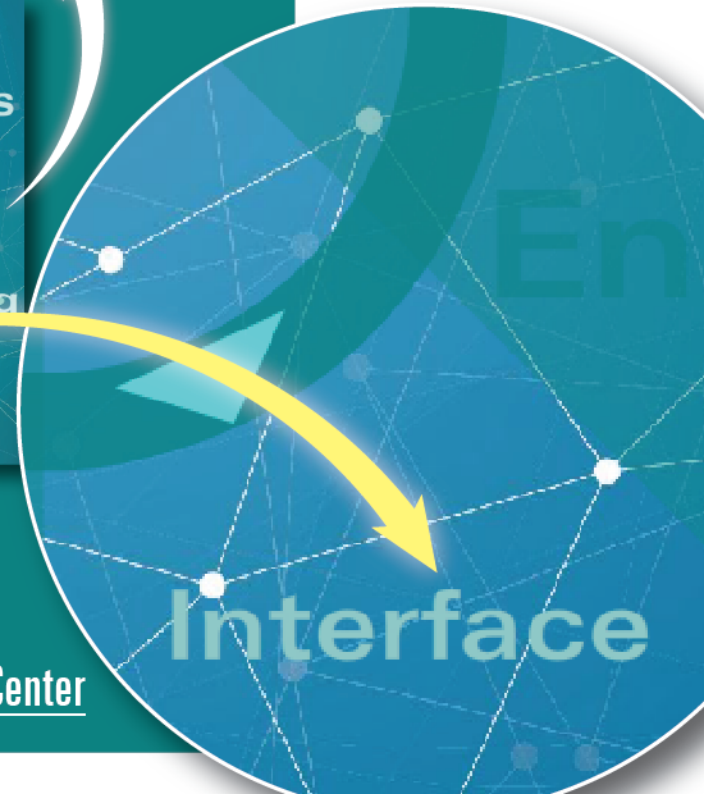
Presentation  
Support

Foster  
Innovation

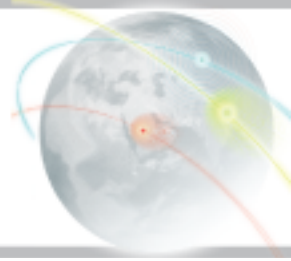
Promote  
Collaboration



## Innovation Technology Center



# Innovation Center Interfaces



## Dual Functionality

### RESOURCE LIBRARY

Dynamic menu of  
SGT databases

- Secure, on demand access to available SGT documentation
- Resource directory
- Help documentation

### PRESENTATION SUPPORT

Actively supports and  
integrates on- and  
off-site presentations



## SGT Resource Library & Presentation Support

### RESOURCE LIBRARIES

**OPAL**

**CoPAL**

**myPAL**

**ePAL**

**Wiki**

**VPC**

**SGT Ink**

**Innovation  
Center**

**Resource  
Directory**



### PRESENTATION SUPPORT

**My  
Presentation**

**Video  
Conference**

**MS Lync**

**GoToMeeting**

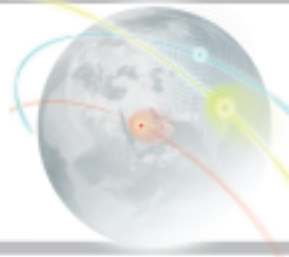
**Yammer**

**Support  
Directory**



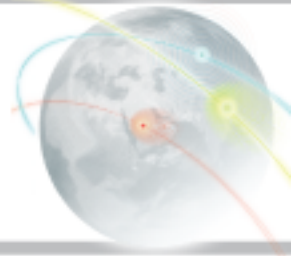


# Challenges encountered



- Motivating people
- Security
- Up-to-date and relevant
- Ownership
- Metrics

# Lessons learned



- Knowledge, learning and sharing come from people and their relationships with one another
- Deliver “good enough” content frequently
- Use multiple media channels to share information
- Unless the knowledge gets reused, there is no point in having it
- Don’t forget the consumers of knowledge