

Benchmark Score - People

Benchmark score - 2.38

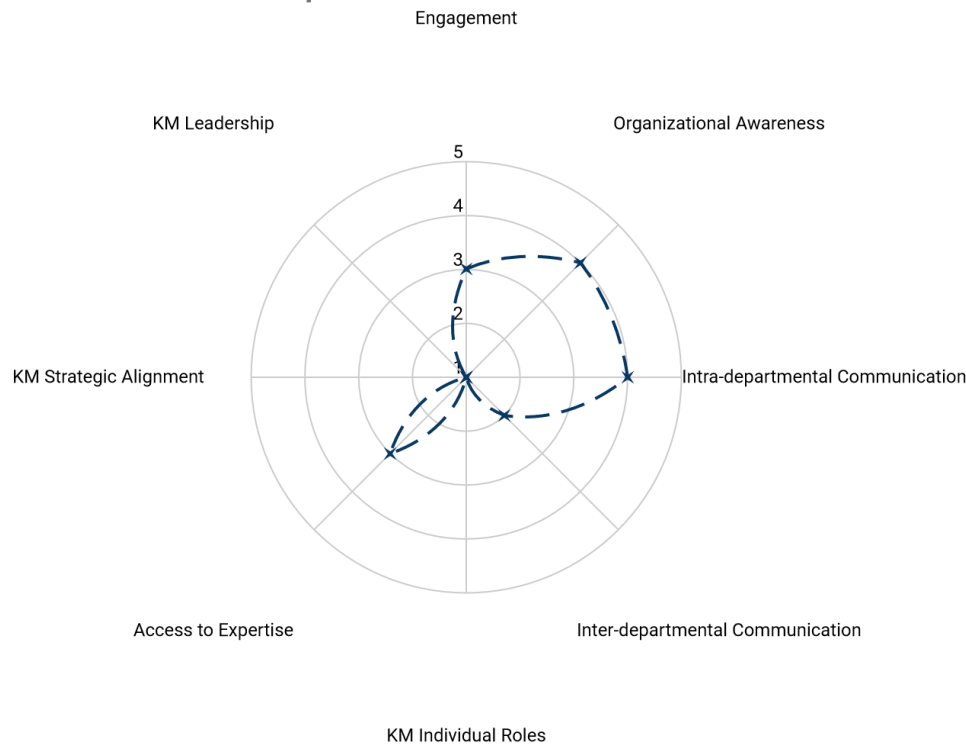
This category highlights the pitfalls of the siloed nature of the organization. Staff is aware of where they fit in the organization and communicate well within departments but this communication breaks down between departments.

The lowest scores in this category came from the lack of an explicitly defined KM program. As a KM program is developed and aligned with organizational goals, individual roles, and performance, this category will improve greatly.

Refer to the accompanying table and chart for a breakdown of this score.

People Areas	Score
Engagement	3
Organizational Awareness	4
Intra-departmental Communication	4
Inter-departmental Communication	2
KM Individual Roles	1
Access to Expertise	3
KM Strategic Alignment	1
KM Leadership	1
Total	2.38

Benchmark Score - People



Benchmark Score - Process

Benchmark score - 3

This category is focused on the knowledge processes of the organization. There is a start to all of these processes but most have not reached the maturity of a formal process.

These are specifically processes related to KM, not everyday business processes related to content handoffs, workflows, etc.

Refer to the accompanying table and chart for a breakdown of this score.

- [Redacted supporting employee feedback]

Weaknesses

These weaknesses are related to the internal KM workings of [Redacted org name]. It should be considered how these can be minimized using the organization's strengths and how they may also hinder identified opportunities.

No unified communication method outside of email

Already siloed departments are further isolated by the lack of a unified communication system. Email is currently the only communication that consistently reaches staff but the staff is consequently overwhelmed by the volume of emails received.

Supporting documentation and statements:

- [Benchmark Score - People](#)
- [System Review](#)
- Question: What does a typical workday look like? - [Employee Survey](#)
 - "check email"
 - "sign into gmail"
 - [Redacted supporting employee feedback]
 - [Redacted supporting employee feedback]
- Question: If you created or updated a piece of information, how do you share it with others? - [Employee Survey](#)
 - [Redacted supporting employee feedback]
 - [Redacted supporting employee feedback]
 - [Redacted supporting employee feedback]
- Question: What do other organizations have that you wish you had? - [Employee Survey](#)
 - [Redacted supporting employee feedback]
 - [Redacted supporting employee feedback]
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 - [Redacted supporting employee feedback]
 - [Redacted supporting employee feedback]

Ineffective central repository

An intranet portal is available but used primarily as a last resort search location. Portal pages are difficult to manage so they are rarely updated, frequently contain out-of-date information, and are not treated as a single source of truth for the organization.

Supporting documentation and statements:

- [Benchmark Score - Technology](#)

Starting Points for Transformation

Taking into account all of the information presented here, these are my suggested starting points to consider in a transformation toward a stronger knowledge strategy. They are either the most urgent or most important for immediate implementation.

Designate and model a unified communication system

Staff feel overwhelmed by the volume of emails received daily but other organization-wide communication methods are used inconsistently and unreliably. Gmail addresses are provided for all staff and use of these addresses is mandated but there are otherwise no suggested or mandated communication processes.

This is a weakness for knowledge sharing and organizational efficiency. The solution for this would be to designate a unified communication system and processes for the organization. I suggest Google Chat since it is a current system integrated with other frequently used tools and is already successfully in use by some organizational units. Other tools such as Slack may also be considered if they meet the needs of the organization and have solid evidence of a greater adoption potential.

Any unified communication system adoption will be most successful if it is modeled and championed by organizational leaders. The organization should highlight units successfully using the communication system and model processes after these successes. The staff's current daily workflows can also be examined for areas in which a new communication system would seamlessly fit into existing habits.

Supporting documentation and statements:

- Related to Unified Communication from the [SWOT Analysis](#)
- Related to Ineffective Central Repository from the [SWOT Analysis](#)
- Gmail in the [System Review](#)
- Multiple responses referencing Gmail and communication in the [Employee Survey](#)

End of sample