



### Overview

In order to understand the real value of a corporate knowledge management (KM) initiative, it is crucial to assess its impact on the more direct outcomes of the business areas it supports. Like most business activities customized metrics need to be employed to effectively manage KM.

The starting point in designing an effective metrics activity is to understand the organization's KM objectives and determine metrics that are able to pinpoint and measure success throughout the enterprise. When an organization creates and utilizes metrics, tracking the success of KM and showing value and return on investment become straightforward tasks. Important considerations in designing a KM metrics and measuring system include:

- Is the KM initiative meeting its objectives and goals and aligned with the business strategy?
- Who are the governance and end user stakeholders of KM and what are their responsibilities?
  - What are the responsibilities of the governance stakeholders?
  - What are the responsibilities of the end user stakeholders?
  - Are there any time-sensitive timeframes in sourcing, accessing, creating and assessing metrics data by the responsible stakeholders?
- What methods and tools should be used to locate, compile, and analyze KM measurement data?

A KM metrics and measurement system usually includes the following functions.

- **Monitor** KM activities for progress compared to plans
- **Gather** evidence of beneficial impact
- **Control** use of resources for new KM program phases (financial and human)
- **Communicate** with stakeholders and retain their dedicated support and involvement
- **Learn** from past activity to feed into new KM initiative plans

### TKCI Approach

The TKCI KM Metrics & Measurement Design Review is comprised of the below activities:

- Understand KM centric activities and requirements for effective metrics, monitoring and measurement activities:
  - Objectives, goals, and strategies of the KM initiative
  - KM business (and/or support) activities to monitor and measure
  - Metrics to monitor and measure
  - Measuring criteria (Business Rules)
  - Data and information sources
  - Employee metrics uses
  - Decisions resulting from KM metric assessment and reporting
  - Analysis methods and tools
- Create business and system specifications for a KM Metrics and Measurement Process and System
- Develop forward KM Metrics and Measurement Strategy and Implementation plan
- Conduct ROI and Risk Analysis to support strategy and plan

### The Bottom Line

The value and results of KM are only hypothetical unless their effectiveness and impact on the organization's business are identified and the results presented for assessment and constructive action. By defining and publicizing KM results, employees' are encouraged to behave in positive ways that contribute to the on-going achievement of successful KM results.

The key benefits typically realized from a successful KM metrics and measurement system includes:

- Drive desired KM positive behaviors (organizational, individual and teams objectives and goals (align individual with organization measures)
- Enable a structured ongoing assessment of KM investment business impact (link KM measures to business results)
- Identify changes needed to enrich the KM initiative' approach and execution