Editorial guidelines

What we do

RealKM publishes concise, practically-oriented articles to inform managers and knowledge management (KM) practitioners about the findings of new research in KM and related disciplines such as communications, marketing, psychology, biology, sociology, and management research.

By highlighting practical ways to manage the behaviour of individuals and organisations, backed by the best available multidisciplinary evidence, we want to change the way you think about and implement KM forever.

Why we do it

RealKM believes that traditional management practices are poorly suited to today's modern organisations which are increasingly complex and non-deterministic.

Knowledge Management (KM) is a multidisciplinary management science that aims to understand and improve the effectiveness of organisations and social systems through deliberate, planned systems interventions.

As a comparatively new field, the evidence for what KM techniques work effectively is constantly evolving. Many KM practitioners find it difficult to keep up to date with the latest findings.

How you can contribute

RealKM Magazine welcomes contributions of articles of any length and on any topic relating to improving organisational performance through knowledge. Articles must conform to these guidelines.

A separate How to contribute page on the RealKM website provides information on submitting articles for publication.

What we publish

- **In the News**
  Articles relaying factual information that does not directly or indirectly endorse a particular conclusion.

- **Opinion**
  Editorial pieces, and articles endorsing a particular conclusion or course of action without evidence of sound research being supplied (see Research evaluation).

- **Systems thinking**
  Articles backed by sound research on organisations and social systems (including complexity theory, organisational change, and culture), or that describe a real and specific case scenario.

- **Brain power**
  Articles backed by sound research on individual and collective thinking and behaviour (both of the human and artificially intelligent kind), or that describe a real and specific case scenario.

- **ABCs of KM**
  Introductory/explainer articles on accepted knowledge management practice, and reviews of knowledge management texts and books.

- **Tools and techniques**
  Descriptions and/or reviews of tools and techniques that support knowledge management outcomes.

Choice of topics

Primary topic areas for RealKM are anything that:

- furthers our understanding of how people and organisations make decisions and take actions, regardless of disciplinary origin
- assists decision-makers to understand what steps they can or should take to positively impact behaviours of individuals and organisations, and ultimately to achieve better outcomes based on the exhibited behaviour

Peer-reviewed research papers are the gold standard for providing high-quality evidence in support of a topic. However, an article should never be written solely on the basis of a research abstract alone (see Research evaluation below).

Links to research in articles should be accessible without payment of a fee to allow readers to confirm the conclusions presented. If no publically available version exists, the research author should be contacted and a request made for a copy that can be published as an attachment to the article.

Editorial style

RealKM is not a neutral point of view magazine. If you have a personal point of view on what you are writing about, or a particular insight that you gained while writing about the topic, feel free to express it. However, you should be clear on where something is factual and where something is the author's opinion.

All posts should contain the following elements:

Title	Clear and concise, in sentence case. If shown on Google or in an RSS feed, will it be clear what the story is about?
Excerpt	A < 30 word summary of the article, preferably 15 words or less. Needs to draw in the reader and explain why they should care about reading.
Body	Write in a clear, direct, and active style. Try to avoid long sentences. The first paragraph should answer the question why should the reader care. See Sourcing and acknowledgements for how to link and reference material in articles.

The Writer house style guide should be used as a reference to resolve all other editorial questions.

Sourcing and acknowledgements

The following guidelines should be followed to ensure that appropriate quality standards are maintained when writing articles:

- Source research should be directly referenced in articles wherever possible
- High-quality "explainer articles" may be referenced instead of source research where (a) the explainer article links to the research, and (b) the article represents a fair and reasonable summary of the research and its repercussions
- Use block quotes from sources where they will aid readers to quickly decide whether the source article is worth their time to read fully
- Links to articles and other sources should be minimally disruptive to text wherever possible (see Sourcing and acknowledgements below for acceptable sources)
  - eg The research by Madžar highlights that knowledge management can benefit productivity
  - Do not use this form of linking:
  - eg For more on the benefits for productivity from knowledge management, click here
- Sources for an article should be listed as links in the footer of all articles, even where also linked in the body text
- Where a lead that led to a source for an article came from another site, this should be acknowledged as part of the footer source list
  - eg Source: Mental representation of weekdays via Quartz
- If multiple links were followed to discover a source, use commas in reverse visit order
  - eg Source: Mental representation of weekdays via Quartz, Buzzfeed
- References to technology choices should be generic except where there is a specific reason for mentioning a technology, eg choice of technology impacted on the outcome
- Any conflicts of interest must be declared by the author/contributor

Research evaluation

RealKM believes that evidence-based decision making provides the best chance of successful long-term outcomes. For the purposes of evaluating whether a conclusion is backed by sound research, the following factors are taken into consideration:

- if a hypothesis has been developed and then tested through experimentation
- if the described methodology is robust and likely to be replicable
- if the results of any experiment have been published in a peer-reviewed journal

Weak methodologies can include, but are not limited to quantitative analysis of:

- survey results based on voluntary participation of respondents
- survey results with a small sample size or non-representative sample
- survey results of a single group with no independent variables (ie where respondent answers are used to 'establish' both cause and effect)
- attributes of a single organisation or social system

Note that qualitative studies, which typically establish the existence of phenomena rather than proving or disproving a hypothesis are given greater leeway as long as reasonable steps are taken to avoid bias in analysis.

Corrections

Corrections to articles may be issued and/or an article may be removed from publication where:

- Editorial guidelines are not followed
- Research is retracted/withdrawn
- Factually incorrect interpretations are made
- Further information comes to light from other sources

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