



## RealKM Magazine Editorial Guidelines

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## 1. What we do

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

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.

## 2. Why we do it

KM is a management discipline that seeks to sustainably improve the effectiveness of organisations and social systems. It does this through deliberate and planned systems interventions that aim to facilitate improvements in the creation, sharing, and use of knowledge.

As has already been happening in the overall field of management and also other management disciplines such as human resources (HR), better evidence-based practice is vital for the future of KM. Organisations cannot be expected to embrace KM unless proven processes and practices are used, but sadly the management arena abounds with fads and fixes that are little better than snake oil.

However, as KM is a comparatively new field, the evidence base for what processes and practices work effectively is constantly evolving. Compounding this situation, busy KM practitioners often find it difficult to keep up to date with the findings of new research in KM and related disciplines. *RealKM Magazine* closes that gap.

## 3. How you can contribute

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

The [Write for us](#) page on the *RealKM Magazine* website provides information on submitting articles for publication.

## 4. What we publish

### 4.1. Types of articles

The types of articles we publish include:

- **Evidence summaries** that are typically based on recently published systematic reviews or notable individual research papers. Systematic reviews produce a more reliable knowledge base through accumulating findings from a range of studies.
- **Feature articles and series** that synthesize a range of research in regard to a topical KM issue.
- **Article serials** that present large research reports and dissertations in more readily digestible parts over a period of time.

- **News items** that announce events, book releases and reviews, or other significant developments in KM.

#### 4.2. Article categories

The articles and article series are also published in six different categories:

- **In the news** – Announcements of events, book releases and reviews, and other KM-related issues or developments considered newsworthy by the editor.
- **ABCs of KM** – Articles backed by sound research on accepted or emerging KM practice, including KM tools and methods, or that describe a real and specific case scenario, as well as editor-selected articles on key issues for the KM community.
- **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.
- **Systems & complexity** – 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.
- **Analysis & counterpoints** – Editor-selected articles that explore significant or emerging KM issues or topics, but that fall short of the evidence requirements for the categories above, or counterpoints prepared in accordance with the requirements of section 12 of these guidelines.
- **Community** – Editor-selected podcasts, videos, and notable topics of discussion from the KM community.

#### 4.3. Choice of topics

Primary topic areas for *RealKM Magazine* 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.

#### 4.4. What we don't publish

We don't publish opinion articles based on professional experience or knowledge. This is not to say that such articles have no value. Rather, it is to emphasize that *RealKM Magazine's* [purpose](#) is research and case study communication, and there are numerous other KM forums where opinions can be expressed.

### 5. Who we publish

We publish contributions from individuals, not-for-profit organisations, universities, government bodies, and international organisations such as United Nations agencies.

As we are a small not-for-profit organisation with very limited resources, we do not generally publish contributions by for-profit organisations because these organisations have their own communication

resources. However, exceptions may be considered where there are clear benefits for *RealKM Magazine's* [purpose](#). We are also currently investigating options for the potential future publication of sponsored content.

## 6. Research reference evaluation

*RealKM Magazine* believes that [evidence-based practice](#) provides the best chance of successful long-term outcomes. **Peer-reviewed research papers published in academic journals are therefore the gold standard for providing high-quality evidence in support of arguments in an article.**

Wherever possible, systematic or narrative reviews should preferably be used as research references. *RealKM Magazine* has published [guidance](#) in this regard.

Individual research papers demonstrating sound research practices can also be used as references. For the purposes of evaluating whether a conclusion is backed by sound research practices, 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 academic journal.

Research papers displaying weak methodologies should not be used as references for *RealKM Magazine* articles. 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 (i.e., 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.

Notwithstanding the requirement for articles to be evidence-based, it is acknowledged that *RealKM Magazine* is not a neutral point of view publication. 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 evidence-based and where something is the author's opinion.

### Meeting Our Gold Standard

*RealKM Magazine* was founded to share "high-value knowledge management research through concise, practically-oriented articles." Consistent with this, peer-reviewed research papers are the gold standard for providing high-quality evidence in support of arguments in an article.

## 7. Sources, referencing, 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. Referencing is done through footnotes, and the text of each footnote reference should be in a similar format to the APA 6<sup>th</sup> referencing style.
- 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.
- Links to research references in articles should be accessible without payment of a fee to allow readers to confirm the conclusions presented. If no publicly 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.
- Use block quotes from sources where they will aid readers to quickly decide whether the source reference is worth their time to read fully.
- Links to articles and other sources should be minimally disruptive to text wherever possible, e.g., The [research by Madžar](#) highlights that knowledge management can benefit productivity.
- Do **not** use this form of linking:  
e.g., For more on the benefits for productivity from knowledge management, click [here](#).
- 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,  
e.g., Source: [Mental representation of weekdays](#) via [Quartz](#).
- If multiple links were followed to discover a source, use commas in reverse visit order,  
e.g., Source: [Mental representation of weekdays](#) via [Quartz](#), [Buzzfeed](#).
- Articles should never be written solely on the basis of a research abstract alone. Research references should be thoroughly and comprehensively reviewed.
- References to technology choices should be generic except where there is a specific reason for mentioning a particular product, e.g., peer-reviewed research clearly demonstrates that choice of product impacted on the outcome.
- Any conflicts of interest must be declared by the author/contributor.

#### **Open Access Research References Only**

Links to research in articles should be accessible without payment of a fee to allow readers to confirm the conclusions presented. That is, the research references need to be “open access” or similar free access. If no free publicly 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.

## **8. Editorial style**

All articles 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 article is about?
Excerpt	A < 15-word summary of the article. 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 “Sources, referencing, and acknowledgements” above for how to link and reference source material in articles. [The Writer house style guide](#) should be used as the reference for other aspects of editorial style.

## 9. Language

Articles in any language, or with multiple versions in different languages, are very welcome. For English language articles, either British English or American English can be used, as long as one or the other is used consistently throughout an article.

Translations of these editorial guidelines are also welcome. If you would like to assist in this regard, please feel free to [contact us](#).

## 10. Copyright and licensing

*RealKM Magazine* is published by [RealKM Cooperative Limited](#), which is registered in the Australian Capital Territory (ACT). This means that Australia’s copyright legislation applies to original articles and other works published in *RealKM Magazine*. Under the [Copyright Act 1968](#), the authors of original articles and other works published in *RealKM Magazine*:

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The conditions of this non-exclusive licence are:

1. The authors of original articles or other works published in *RealKM Magazine* can republish their original article or other works elsewhere, provided that:
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  - (c) the following text is added at the top of the article or other works, directly after the title and before the article text or other works content:

*Originally published in [RealKM Magazine](#).*

with the “RealKM Magazine” part of the text linked to <https://realkm.com>, and

- (d) the following text is added at the end of the article or other works, directly after the article text or other works content:

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2. The authors of original articles or other works published in *RealKM Magazine* can also consent to allow others to republish their original article or other works elsewhere, in accordance with the *RealKM Magazine* [Republishing guidelines](#).

## 11. 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
- a legal challenge to the content is received, e.g., for copyright infringement or plagiarism.

## 12. Counterpoints

Notwithstanding *RealKM Magazine's* commitment to evidence-based articles and sourcing of research, debate and disagreements on KM theory and interpretation of evidence relating to KM is to be expected.

As an overarching principle, authors will retain control over the contents of all of their *RealKM Magazine* articles, including article series.

Unless a clear ground for amendment can be made under its corrections policy (above), *RealKM Magazine* will not unilaterally alter articles simply due to a claim of misinformation or misrepresentation, and specifically:

- articles will not be amended or unpublished without the consent of the author
- any requests for amendments need to originate from the author
- *RealKM Magazine* will not mediate potential changes with any other party.

To promote respectful and productive discussion and debate:

- readers are encouraged to comment on articles in the interests of public discussion and debate in the first instance
- where a comment is seen as insufficient, readers are encouraged to submit their own full-length article to provide a counterpoint to the published article
- counterpoints will be published subject to standard editorial guidelines (as stated in this document), including the requirement to provide gold standard evidence in support of arguments
- where such a counterpoint article is published, a comment linking the counterpoint article from the original article will be added by *RealKM Magazine* editors, and the original author notified
- *RealKM Magazine* will also pass on the details of a reader requesting an article correction to the article's author to facilitate offline negotiation and resolution of issues (but not vice-versa unless the author's details are already publicly available).

### **13. Contact us**

After reading these editorial guidelines, please feel free to [contact us](#) regarding your article ideas, or for any questions you may have in regard to the guidelines. For information on submitting articles for publication, please see the [Write for us](#) page on the *RealKM Magazine* website.

**Acknowledgements:** Social media [Icons by Lokas Software](#), [CC BY 3.0](#).