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# Knowledge Management Maturity Model



## Holistic Development of KM with the KM Maturity Model

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## Overview

- ▶ KM-2k – Situation and Trends
- ▶ KMMM<sup>®</sup> Ideas, Structures, Concepts
- ▶ Process of a KMMM<sup>®</sup> Assessment
- ▶ Results of a KMMM<sup>®</sup> Assessment
- ▶ KMMM<sup>®</sup> – Conclusion and next Steps

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## KM-2k – Situation and Trends

- ✓ first wave / hype is over → more awareness & sensitization
- ✗ systematization and orientation
- ✗ approved method for the first step in KM projects, i.e. ...
- ✗ **comprehensive assessment for organizational KM**
- ✗ „Metrics“ for KM evaluation
  
- ▶ KM must get from confession to **profession**

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## Knowledge Management Metrics

Measuring knowledge or knowledge management activities:  
The experts don't agree?

“If you cannot measure it  
– leave it !“

“You can only manage what  
you can measure”

(from management literature)

“For every new idea it is important  
not to destroy it too early by  
evaluation.“ ...

“Isn't this a high tribute to the  
attempt to avoid uncertainty?“

(U. Schneider, university of Graz)

⇒ Metrics can make knowledge and knowledge management  
more visible and quantifiable - but start smooth and careful.

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## Ideas Driving KMMM<sup>®</sup> Development



holistic and systematic assessment of KM position



quantitative and qualitative results



oriented towards KM interventions



basic input to build a KM roadmap



use different methods and perspectives



use well-known and approved models (CMM, EFQM)



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KMMM<sup>®</sup>

Knowledge Management Maturity Model

The KMMM<sup>®</sup> is a structured method to assess an organization's overall position in knowledge management.

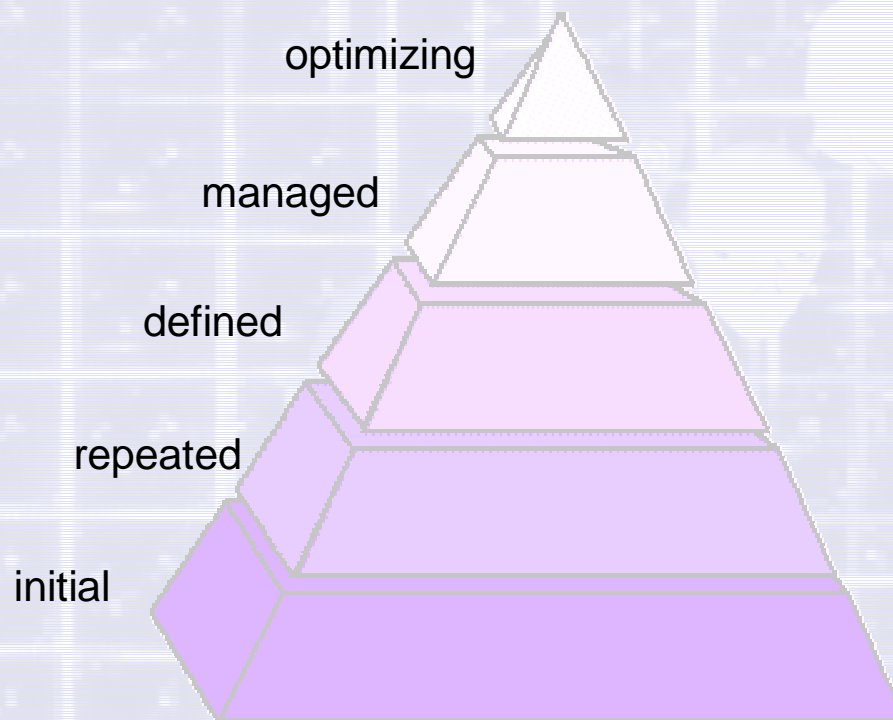
Goals:

- ▶ get a „real“ picture – on site, efficient
- ▶ point to the right interventions
- ▶ deliver comparable results
- ▶ planning of suitable actions



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# Maturity Levels of Organizational Knowledge Management (KM)



KM is developed continuously and self-organized

Creation, sharing and usage of knowledge is organizationally integrated and improved (measurement!)

Standardized processes make creation, sharing and usage of knowledge efficient.

Pilot projects and single activities labelled as „KM“

KM activities are non-systematic and ad-hoc. No language for describing org. phenomenons from a knowledge point of view.



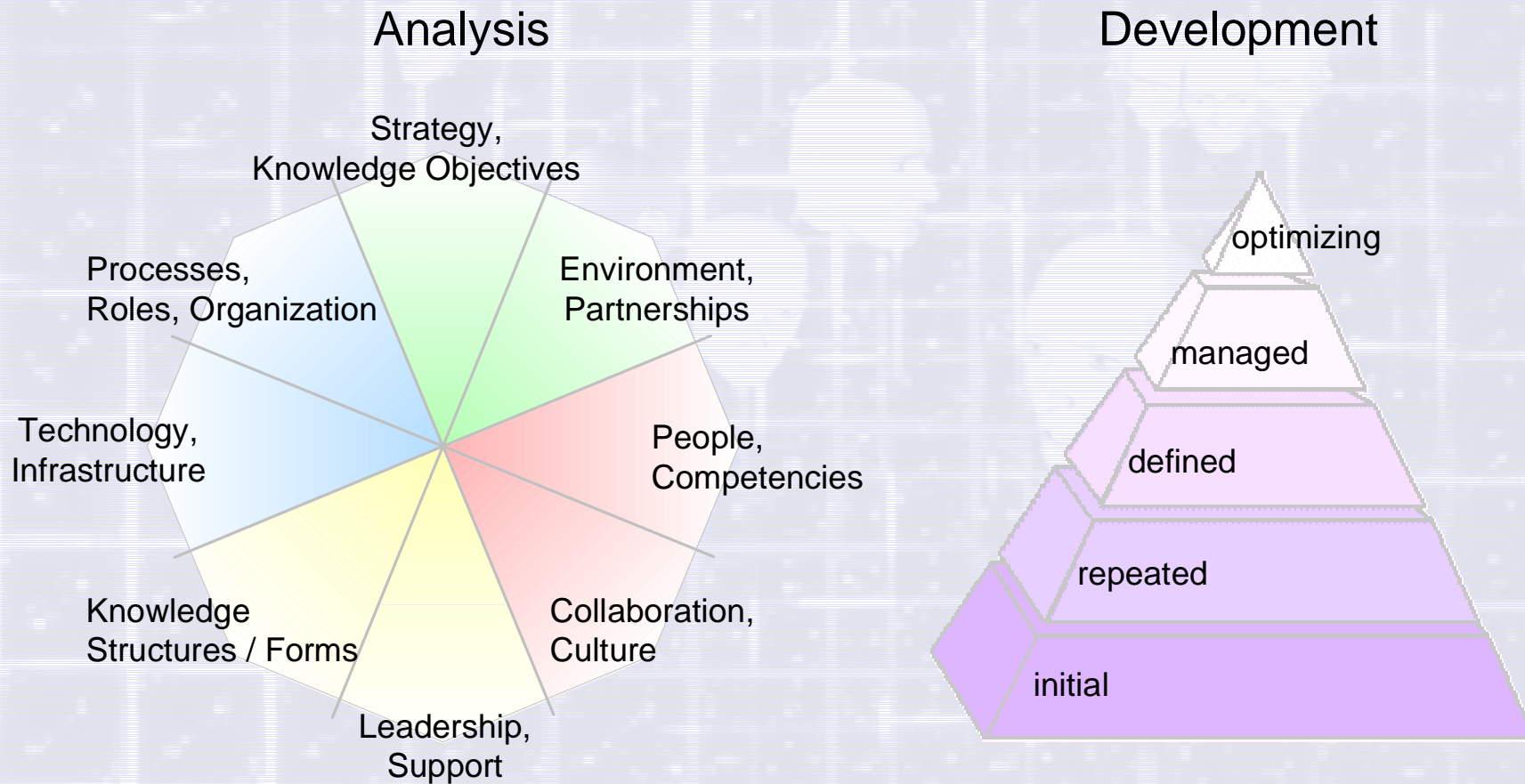
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# Key Areas of the KMMM®



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# Structure of the KMMM®



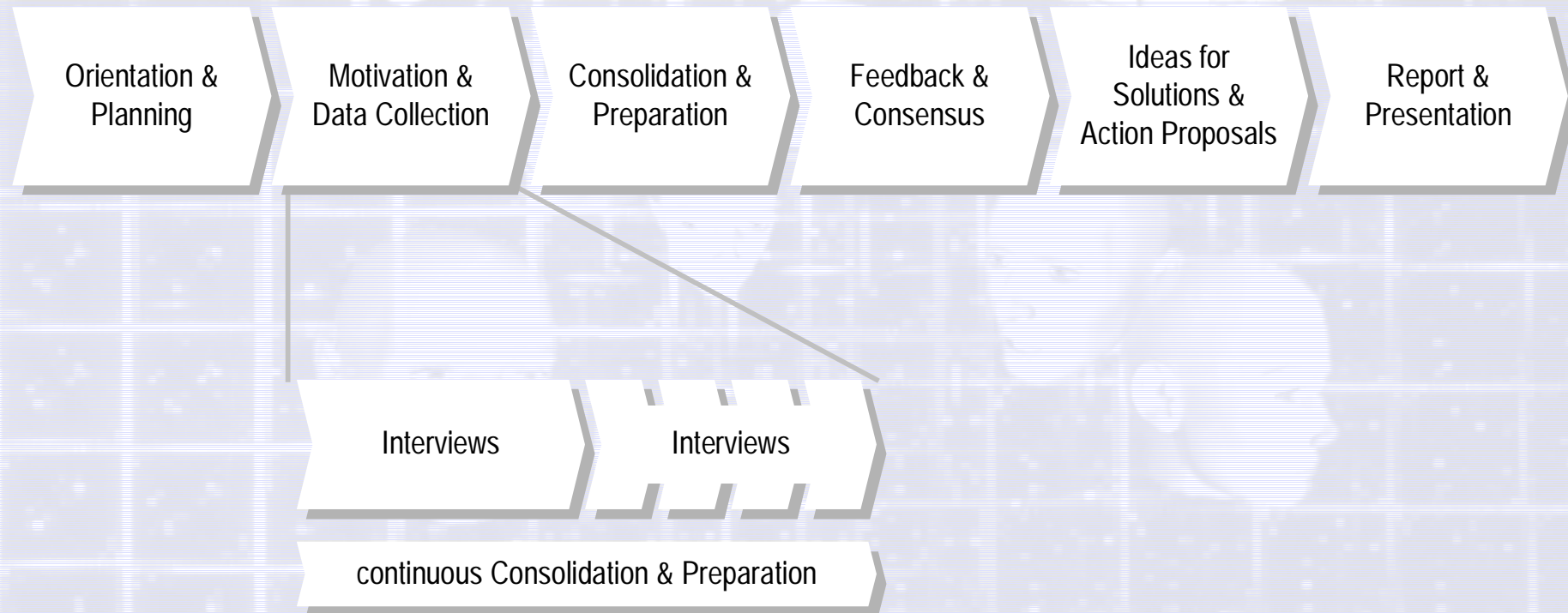
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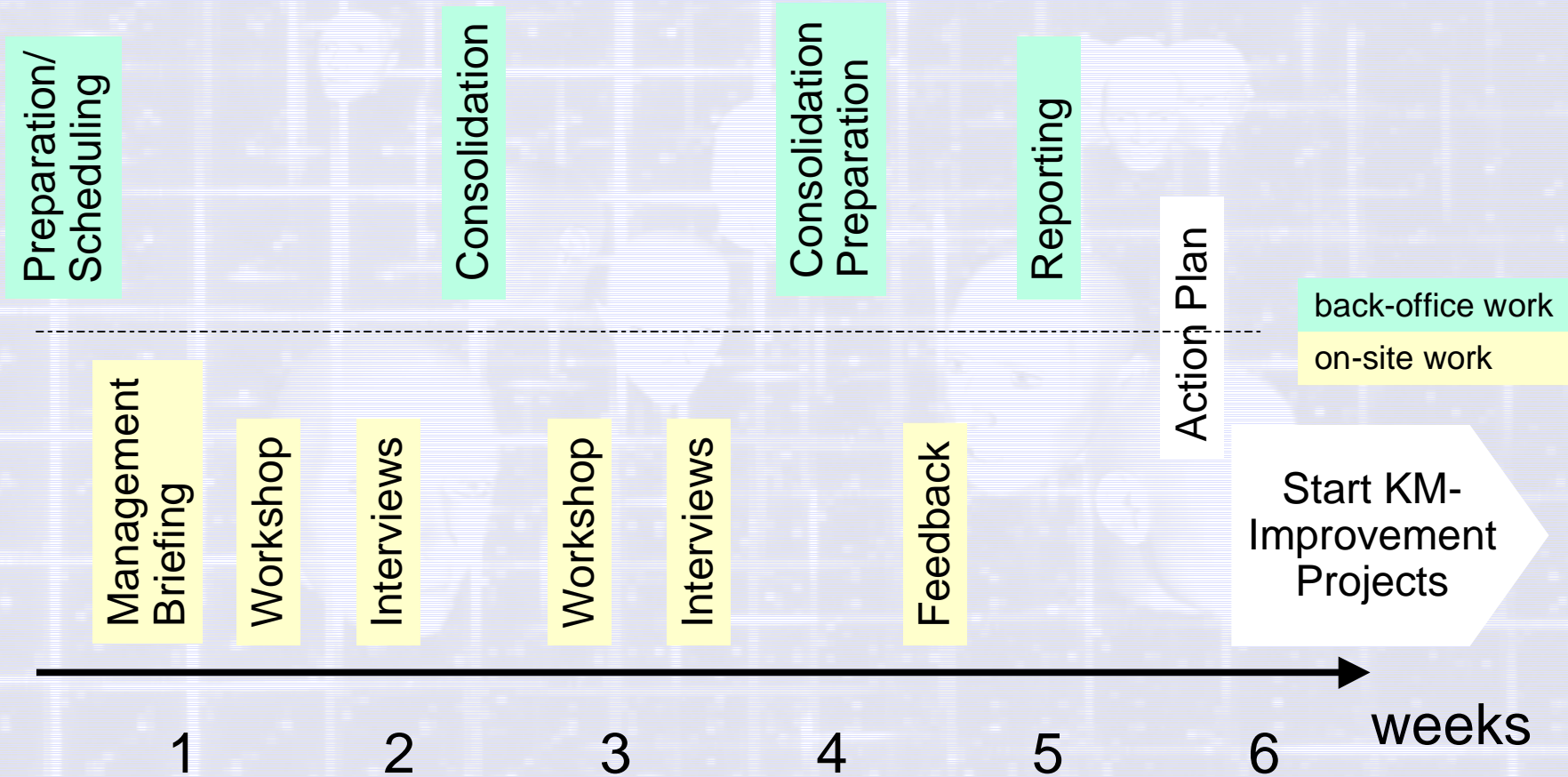
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# KMMM<sup>®</sup> Assessment Process



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## Results – General Remark

The main result of a KMMM<sup>®</sup> assessment is the ability to **select** the KM interventions which are most appropriate for your business!

These results are backed up with the today practices of your organization.

KMMM<sup>®</sup> is the foundation to build upon a KM roadmap with suitable actions for improvement.

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## Quantitative Results (Example)

### Technology, Infrastructure

Information-Retrieval

3

Collaboration-Support

2

...

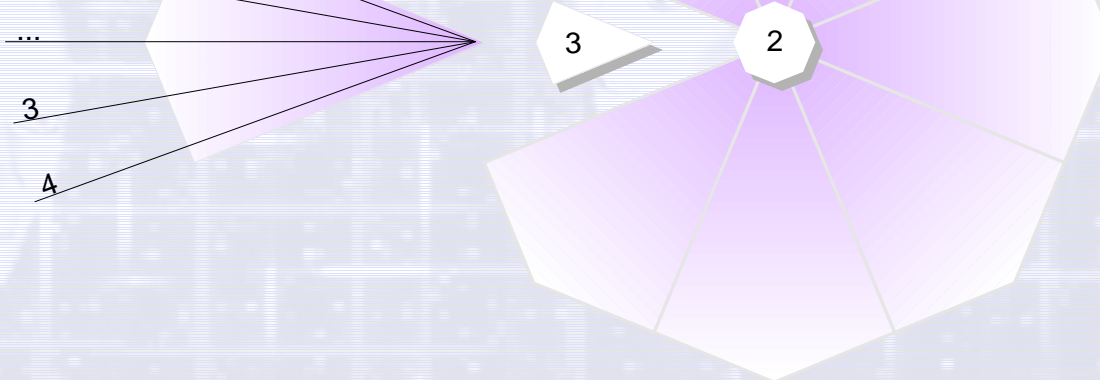
...

Decision-Support

3

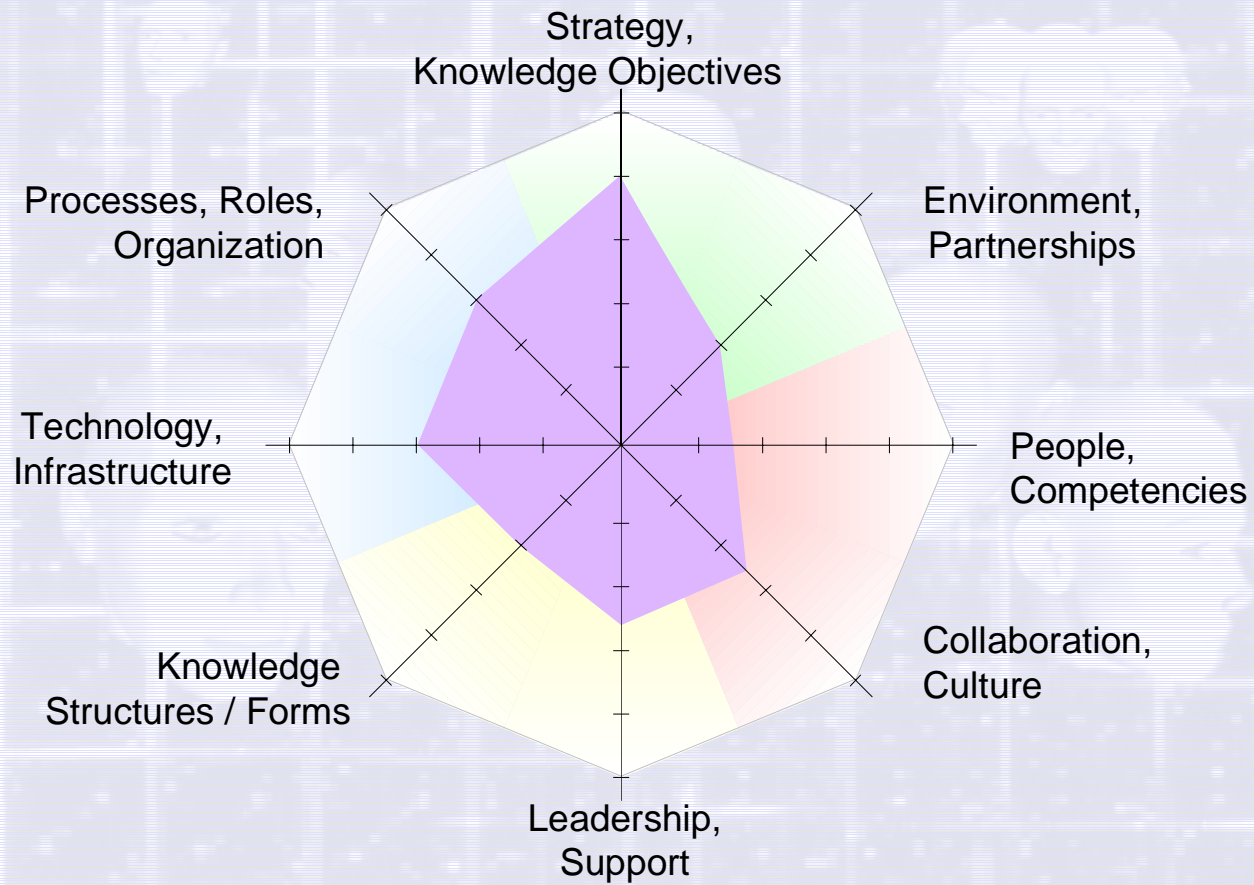
Information-Security

4



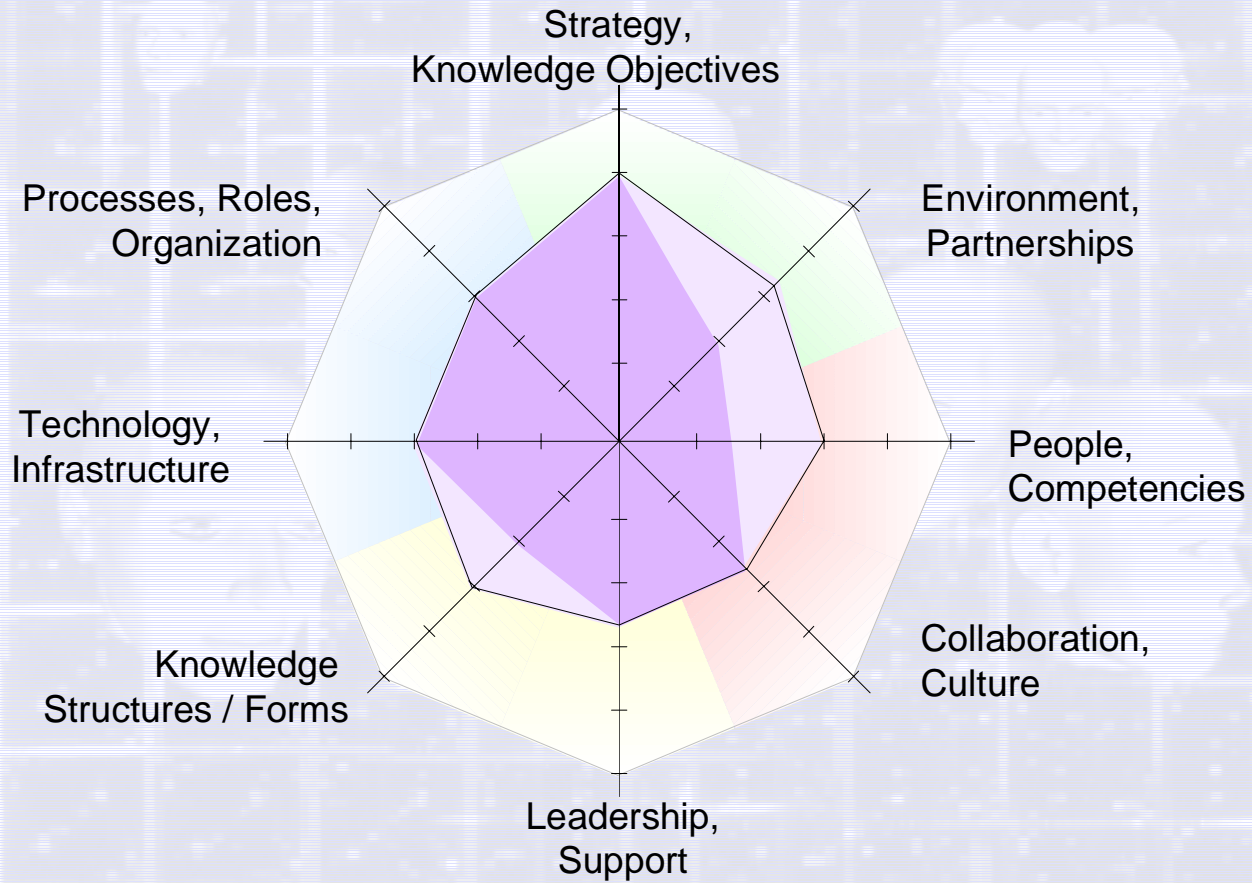
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## Quantitative Results (Example)



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## Quantitative Goals (Example)



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## Qualitative Results (Show Case)

### **Key Area: Environment, Partnerships**

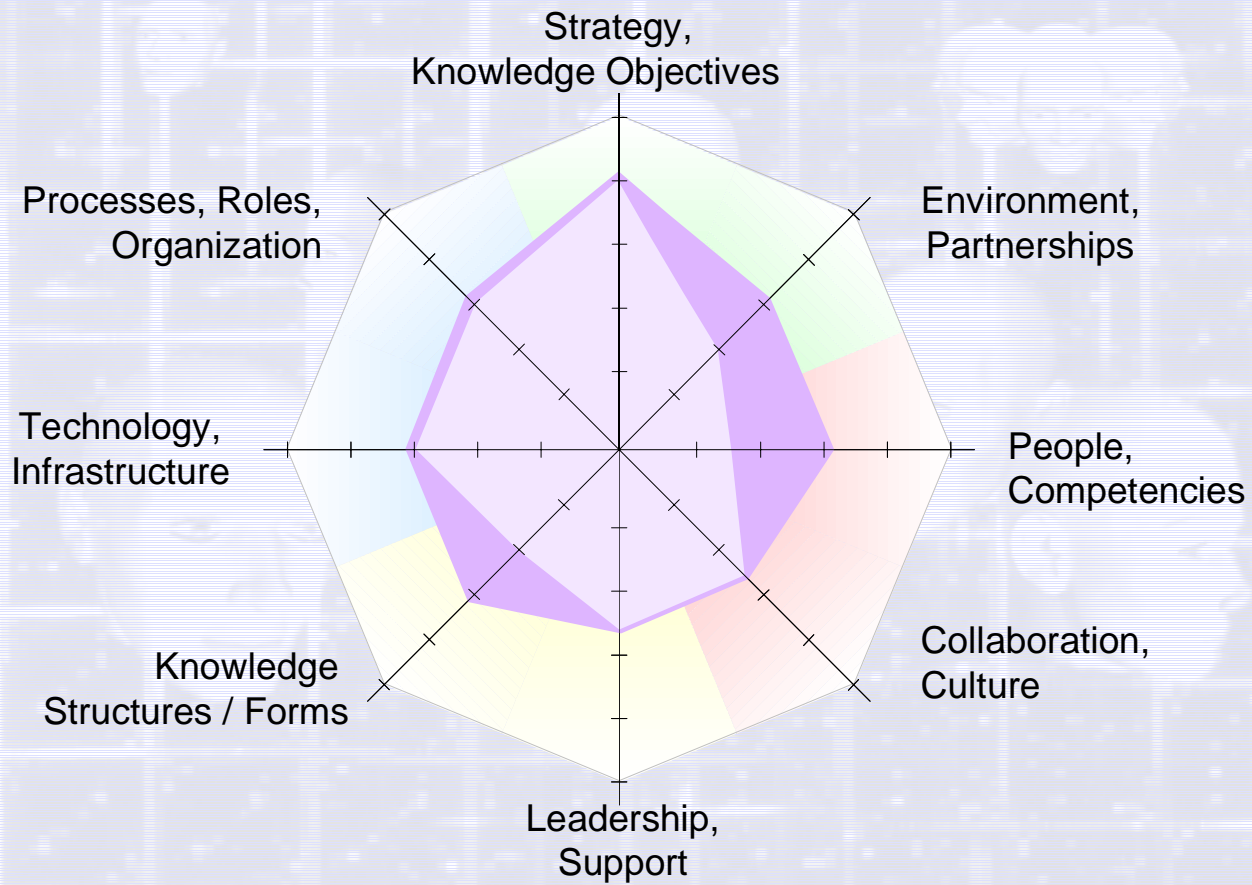
Customer relations; alliances; stakeholder; ...

### Development of level 3 activities

- ▶ systematically gain knowledge from customer contacts  
→ build a community with lead customers
- ▶ build and keep contact with your most important stakeholders  
→ create a scorecard with time spent per stakeholder
- ▶ develop a program to cooperate with your partners  
→ define a process how knowledge can be exchanged on a regular basis

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## Quantitative Success (Example)





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## Benefits

- + first holistic and systematic approach
- + oriented towards KM interventions
- + adaptive – focussed on the next step
- + model is easy to understand
- + derived from successful methods (EFQM, CMM)

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## Next Steps

- ▶ further spreading within Siemens Groups
- ▶ build internal benchmark statistics
- ▶ discover KM development patterns
- ▶ integrate with indicator systems (KM scorecards)
- ▶ establish KMMM<sup>®</sup> as standard measurement method

## Approach for Quick or Self-Assessments

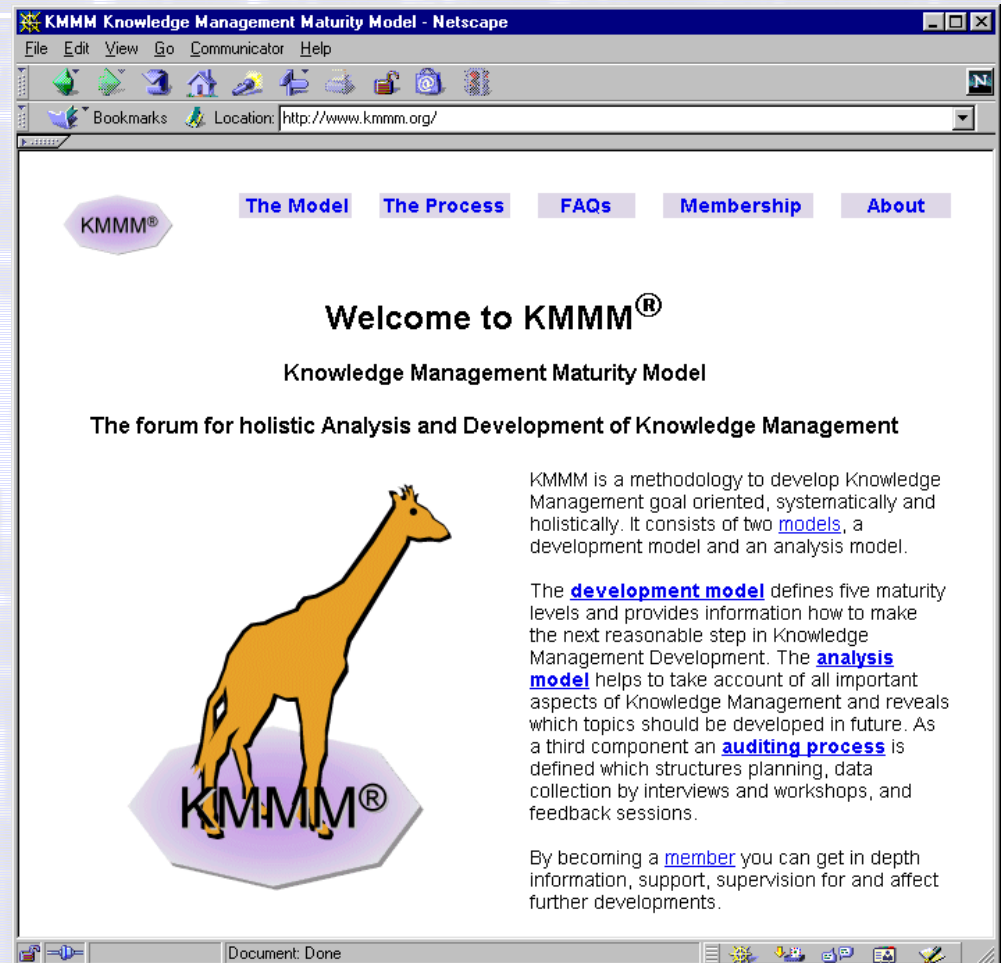
- ▶ Original: KMMM<sup>®</sup> is naturally combined with a consulting approach
- ▶ Light version: the 64 topics are represented by one statement (instead of a detailed maturity description for each topic)
- ▶ Advantage: web-based online version possible, suitable for large-scale benchmarking and sensitization/awareness
- ▶ Disadvantage: no representation of maturity levels, no interventions possible

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## Website KMMM®

[www.kmmm.org](http://www.kmmm.org)

- ▶ Description of KMMM®
- ▶ FAQs
- ▶ Contact to developers
- ▶ Member community



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Thank You for Your Attention !

Comments ?

Questions ?

... ?

