

# **The RealKM Impact Story August 2015 to March 2022**

## **Contents**

Summary .....	1
1. How well has RealKM achieved its objective? .....	2
2. How does RealKM deliver its impact? .....	3
2.1. Organisational structure, operation, and funding .....	3
2.2. Website operation and communication strategies .....	4
2.3. Managing risks and challenges.....	5
3. What is the KM improvement realised by RealKM? .....	7
3.1. Value and impact generated .....	7
3.2. Service and capability improvement.....	7
3.3. Fostering critical debate and discussion in regard to emerging KM initiatives .....	9
3.4. Awards and testimonials.....	11
4. Appendices .....	18
4.1. Appendix A. RealKM Cooperative .....	18
4.2. Appendix B. RealKM Magazine website and social media.....	18
4.3. Appendix C. Awards won by RealKM Magazine.....	19
4.4. Appendix D. RealKM Magazine website structure.....	20

## Summary

Established in August 2015, not-for-profit RealKM is the publisher of *RealKM Magazine* ([realkm.com](http://realkm.com)). The founding objective of RealKM was to share “high-value knowledge management research through concise, practically-oriented articles” to a knowledge management (KM) practitioner and broader management audience that is often time-poor and lacks exposure to research evidence.

RealKM has resoundingly achieved its founding objective, and continues to do so. RealKM has also gone well beyond its founding objective to support other important aspects of KM capability improvement. This includes leadership and support in regard to emerging initiatives that are shaping the future of KM.

Illustrating RealKM’s significant impact, visits to the RealKM website increased a further 12% over the past year, and RealKM now has more than 8,000 subscribers and followers. Many of the now more than 1,600 RealKM articles have been viewed many hundreds or even thousands of times, and in February 2022, RealKM passed the highly significant milestone of one million total article views.

Furthermore, *RealKM Magazine* has won two international awards, and testimonials are regularly received from RealKM’s readers and partners. This means that RealKM’s significant impact correlates directly with RealKM’s resources being seen as having great value by KM practitioners and the wider management community.

The financial support of the passionate and generous RealKM Patrons is pivotal to RealKM’s ongoing success. However, responsibility for RealKM’s costs currently falls heavily on the three RealKM Cooperative directors, so a much more viable funding base is highly desirable.

# 1. How well has RealKM achieved its objective?

Established in August 2015, RealKM is the publisher of *RealKM Magazine* ([realkm.com](http://realkm.com)). The founding objective of RealKM was to share “high-value knowledge management research through concise, practically-oriented articles” to a knowledge management (KM) practitioner and broader management audience that is often time-poor and lacks exposure to the research work of the academic sector.

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, KM practitioners often find it difficult to keep up to date with the findings of new research in KM and related disciplines such as communications, marketing, psychology, biology, sociology, and management.

By bringing KM practitioners and the management community the findings of high-value KM and related research through concise, practically-oriented articles, RealKM is working to close this research to practice gap.

RealKM has resoundingly achieved this objective, and continues to do so, having so far published over 1,400 evidence summaries, feature articles and series, and article serials, all of which present the findings of high-value KM and related research (from a total of more than 1,600 articles overall).

Additionally, not only is RealKM successfully communicating the “what” of evidence-based practice in KM, but also the “how.” To this end, RealKM is producing an ever-growing range of resources providing guidance to KM practitioners in how to practice evidence-based KM ([realkm.com/2019/02/12/guidance-and-resources-for-evidence-based-knowledge-management](http://realkm.com/2019/02/12/guidance-and-resources-for-evidence-based-knowledge-management)). These evidence-based KM resources draw on advice and information from the Centre for Evidence Based Management (CEBMA), which is recognised as a leading global organisation in regard to education and support for evidence-based practice.

Also supporting the “how” of evidence-based KM, RealKM is presenting two ongoing article series: “Critical Eye” which analyses and discusses the methodology and science behind claims made in publications ([realkm.com/critical-eye](http://realkm.com/critical-eye)), and “Quality of science and science communication” which looks critically at the quality of both the science being published in academic journals and the communication of this science to the public ([realkm.com/quality-of-science-and-science-communication](http://realkm.com/quality-of-science-and-science-communication)). Furthermore, a new RealKM article series that is reviewing KM academic journals is further strengthening RealKM’s support for evidence-based KM ([realkm.com/km-journal-reviews](http://realkm.com/km-journal-reviews)).

Most recently, RealKM has been collaborating with the Knowledge Management for Development (KM4Dev) community to develop a growing KM research partnership. KM4Dev is a global pioneer in regard to evidence-based KM, having established the *Knowledge Management for Development (KM4D) Journal* in 2005. RealKM editor and lead writer Bruce Boyes has joined the new KM4Dev research group and the editorial team for the KM4D Journal, and RealKM plans to shortly begin publishing articles and/or podcasts summarising KM4D Journal papers and articles. It is hoped that other KM networks and groups around the world will emulate KM4Dev and RealKM's leadership, and move to better embrace evidence-based KM.

As further discussed in Section 3 below, RealKM has also gone well beyond its founding objective to support other important aspects of KM capability improvement. This includes providing active leadership and support in regard to key KM issues and emerging initiatives that are shaping the future of KM as an organisational endeavour, professional career, and research discipline ([realkm.com/2019/12/20/where-are-we-at-with-the-big-new-things-in-knowledge-management](https://realkm.com/2019/12/20/where-are-we-at-with-the-big-new-things-in-knowledge-management)).

## 2. How does RealKM deliver its impact?

### 2.1. Organisational structure, operation, and funding

RealKM was originally established in August 2015 as an initiative of founding editor Stephen Bounds under the umbrella of consulting firm KnowQuestion (now part of Cordelta, a professional services firm based in Canberra). Stephen was supported in this by Bruce Boyes, who was recruited as editor and lead writer.

In early 2019, Stephen Bounds formally transitioned RealKM to a community-owned not-for-profit model, with the RealKM Cooperative Limited registered in the Australian Capital Territory (ACT) on 2 May 2019. This followed an inaugural meeting on 8 February 2019, at which Stephen Bounds, Bruce Boyes, and Dr Arthur Shelley were elected as directors.

Adjusting the informal arrangements of RealKM to the more stringent governance requirements of the cooperative structure is a work in progress. However, the RealKM Cooperative directors are committed to ensuring that the RealKM Cooperative lives up to its goals of being a sustainable, community-led initiative that can continue to provide benefits to the whole KM discipline.

Initially, RealKM was supported financially through a significant investment by Stephen Bounds and KnowQuestion. In April 2018, transition to a crowdfunding model commenced with the launch of a campaign through the Patreon platform. RealKM is now completely supported by the generosity of its directors and an ever-growing number of greatly valued RealKM Patrons.

RealKM Patrons can commit to regularly contributing any monthly amount of their choice, from USD \$1 per month upwards. Those who contribute at least USD \$50 per year are

entitled to membership of the RealKM Cooperative, which includes the right to participate in and vote at the RealKM Cooperative AGM and other official meetings.

## **2.2. Website operation and communication strategies**

Each week, RealKM publishes four to six articles on the *RealKM Magazine* website ([realkm.com](http://realkm.com)). These articles are then promoted widely through social media, and summaries of the articles with links are sent to email subscribers through the RealKM Weekly Wrap newsletter. Significant or particularly notable articles and article series will also be featured at the top of the *RealKM Magazine* website homepage. All RealKM articles are freely accessible, and will always be so.

Four main types of articles are published, and each week a mix of these different types of articles will be presented to the *RealKM Magazine* audience:

- **Evidence summaries** that are typically based on recently published systematic reviews in academic journals, or sometimes 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.

As shown in Appendix D, the articles and article series are also published in six different categories:

- **In the news** – Event announcements, book releases and reviews, and other newsworthy issues or developments related to KM.
- **ABCs of KM** – Articles on accepted KM practice and 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.
- **Tools & tech** – Descriptions and/or reviews of tools and techniques that support knowledge management outcomes.
- **Opinion** – Articles endorsing a particular conclusion or course of action without evidence of sound research being supplied.

The *RealKM Magazine* website uses the versatile WordPress platform, with a number of plugins and manual sharing strategies added to cost-effectively amplify the reach of its articles across social media networks including Medium, Twitter, Facebook, and LinkedIn. The website is managed and maintained by Bruce Boyes and Stephen Bounds.

In the role of editor and lead writer, Bruce Boyes sources and edits articles and article serials from the KM community and beyond, and also researches and writes many of the evidence summaries and feature articles and series. He also actively operates the RealKM social media channels, promoting all of RealKM's articles and the RealKM Weekly Wrap to RealKM's audience and directly engaging with audience members to alert them to articles that may be of interest and respond to their questions and comments.

Since the establishment of the *RealKM Magazine* website in August 2015, over 1,600 articles have now been published. The largest proportion of these, totalling more than 400 articles, has been researched and authored by Bruce Boyes. The remainder have been written by more than 50 other contributors, including prominent authors Adi Gaskell, John Antill, and Stephen Bounds.

Through its more than six years of operation, RealKM has consistently published at least four articles each and every week for all 52 weeks of the year, and also actively engaged with the RealKM audience through social media every week of the year. This recognises that as an Australian-based but global initiative, *RealKM Magazine* cannot credibly confine itself to a knowledge transfer schedule that is determined only by Australia's annual calendar.

Early in 2021, Bruce Boyes upgraded the RealKM website WordPress theme to a new generation magazine theme. This has considerably enhanced the appearance and useability of the website, which has in turn contributed to increased engagement.

In November 2021, Bruce Boyes and Stephen Bounds comprehensively reviewed and updated the *RealKM Magazine Editorial Guidelines* ([realkm.com/go/realkm-editorial-guidelines](https://realkm.com/go/realkm-editorial-guidelines)). The updated version includes a new "counterpoints" section, which was developed and added in response to RealKM Patron feedback, and a stronger emphasis on ensuring that *RealKM Magazine* articles primarily communicate the findings of high-value KM and related research, consistent with RealKM's founding objective.

### **2.3. Managing risks and challenges**

One of the most significant risks and challenges for an initiative such as RealKM is arguably having and maintaining a viable and sustainable financial and support base. RealKM is also operating in a world that is becoming increasingly polarised, which represents a significant and growing challenge for global KM networks and initiatives, including RealKM. Further, disinformation is rampant worldwide, and this spread of false knowledge is undermining the validity of verified knowledge.

- **A viable and sustainable financial and support base**

While it is still early days and outreach remains a time-consuming process, the community response to requests for the ongoing Patreon crowdfunding of RealKM has been both positive and generous. It is gratifying that sources of funding are continuing to diversify, with patron numbers up nearly 100% in the past four years. This is both a demonstration of broad community satisfaction with the role that RealKM Cooperative is playing and improves the financial resilience of RealKM Cooperative itself.

However, the approximately AUD \$500 per month that RealKM has been able to so far successfully raise through its Patreon crowdfunding campaign has unfortunately fallen well short of the original campaign goals. There were two goals: a "run" goal of raising AUD \$1500/month, and a "sprint" goal of raising AUD \$3000/month. Achieving the "run" goal would have covered continued operating expenses and a greater proportion of Bruce Boyes' currently mostly voluntary hours as editor and lead writer. Achieving the "sprint" goal would have facilitated the expansion and enhancement of RealKM's activities.

This means that the responsibility for RealKM's costs currently falls heavily on the three RealKM Cooperative directors, involving many unpaid voluntary hours by Bruce Boyes, more than half of the approximately AUD \$500 per month that RealKM raises through Patreon crowdfunding coming from just Dr Arthur Shelley, and Stephen Bounds contributing unpaid voluntary hours on top of a very significant financial contribution. A much more viable funding base is highly desirable, either through increased Patreon crowdfunding or potentially other avenues including applying for grant funding.

- **Operating in an increasingly polarised world**

RealKM is operating in a world that is becoming increasingly polarised, with rising tensions between global powers, and communities in the Global South increasingly rejecting the global dominance of ideas and knowledge from the Global North (the Global North consists primarily of North America, Europe, and Australia). This polarisation represents a significant and growing challenge for global KM networks and initiatives, including RealKM.

Actions that RealKM has taken and will continue to take to rise to this challenge include advocating for and supporting the decolonisation of knowledge and KM (see Section 3.3); increasing collaboration with the KM4Dev community (see Section 1 and Section 3.3); advocating for and supporting cross-domain knowledge integration and knowledge co-creation (see Section 3.3); and promoting approaches to bridging polarisation (for example [realkm.com/2019/10/30/case-study-how-polarized-debates-can-be-the-result-of-rational-deliberation-and-how-they-can-be-resolved](https://realkm.com/2019/10/30/case-study-how-polarized-debates-can-be-the-result-of-rational-deliberation-and-how-they-can-be-resolved)).

- **Disinformation in public and political discourse**

Disinformation is rampant worldwide in both public and political discourse, and this spread of false knowledge is undermining the validity of verified knowledge, in particular scientific knowledge. If KM activities contribute to the spread of false knowledge, then the credibility of KM as an endeavour will suffer. Actions that RealKM has taken and will continue to take to address this risk and challenge include sourcing and publishing numerous articles highlighting how disinformation undermines effective KM outcomes, and discussing the solutions to this.

### **3. What is the KM improvement realised by RealKM?**

#### **3.1. Value and impact generated**

Since its establishment in August 2015, *RealKM Magazine* has cemented a vital role in the international KM landscape, becoming a key go-to resource for KM practitioners and the wider management community.

A range of statistics support the conclusion that RealKM is having a significant impact. Over the past 12 months, visits to the RealKM website increased a further 12% from the previous year, and RealKM now has more than 8,000 email subscribers and social media followers. Many of the now more than 1,600 RealKM articles have been viewed many hundreds or even thousands of times. In February 2022, RealKM passed the reached the highly significant milestone of one million total article views, less than a year after reaching the half a million total article views milestone. The most popular RealKM article has exceeded 35,000 views ([realkm.com/2016/02/03/components-of-a-knowledge-management-system](https://realkm.com/2016/02/03/components-of-a-knowledge-management-system)).

Furthermore, as reported in Section 3.4, *RealKM Magazine* has won two international awards, and testimonials are regularly received from RealKM's readers and partners. This means that RealKM's significant impact correlates directly with RealKM's resources being seen as having great value by KM practitioners and the wider management community.

#### **3.2. Service and capability improvement**

As discussed in Section 1 above, RealKM's focal work to encourage and support evidence-based KM means that RealKM is making a substantial contribution to service improvement in the KM and wider management communities. RealKM's support for both the "what" and the "how" of evidence-based KM means that knowledge managers and other organisational leaders can now be more confident that the services they provide are using proven KM processes and practices.



RealKM's significant impact and value is also translating into capability improvement. Since its founding, *RealKM Magazine* has proven itself to be invaluable for its ability to:

- **Provide opportunities for KM practitioners globally to connect and learn from each other**

Through both its articles and audience engagement, RealKM seeks to facilitate opportunities for collaborative learning. An example is RealKM's extensive COVID-19 coronavirus pandemic article series ([realkm.com/covid-19-coronavirus](https://realkm.com/covid-19-coronavirus)) and associated KM community engagement.

This has prompted KM community discussions in regard to the management of COVID-19 as a complex issue, and also prompted others to connect and offer further insights, for example the NHS (United Kingdom) ([realkm.com/2020/09/10/using-the-nhs-knowledge-mobilisation-framework-to-capture-lessons-from-covid-19-and-beyond](https://realkm.com/2020/09/10/using-the-nhs-knowledge-mobilisation-framework-to-capture-lessons-from-covid-19-and-beyond)) and Manusher Jonno Foundation (Bangladesh) ([realkm.com/2020/11/13/manusher-jonno-foundation-mjf-covid-19-learning-an-analysis](https://realkm.com/2020/11/13/manusher-jonno-foundation-mjf-covid-19-learning-an-analysis)).

- **Share analysis and discussions in regard to KM theory and practice**

RealKM publishes a large number of articles and article series analysing and discussing the latest research and perspectives in regard to both current and emerging KM theory and practice.

Examples related to current KM theory and practice include the Lessons Learned Life Cycle article series ([realkm.com/lessons-learned-life-cycle](https://realkm.com/lessons-learned-life-cycle)) and an article reviewing the body of research relating to KM maturity models ([realkm.com/2019/09/13/what-does-the-research-say-about-knowledge-management-maturity-models](https://realkm.com/2019/09/13/what-does-the-research-say-about-knowledge-management-maturity-models)).

Examples related to emerging KM theory and practice include the knowledge withholding, hiding and hoarding series ([realkm.com/knowledge-withholding-hiding-and-hoarding](https://realkm.com/knowledge-withholding-hiding-and-hoarding)) and the co-creative approaches to knowledge production and implementation series ([realkm.com/co-creative-approaches-to-knowledge-production-and-implementation-series](https://realkm.com/co-creative-approaches-to-knowledge-production-and-implementation-series))

- **Create greater awareness of key KM issues, including how KM is applicable to contemporary social and political phenomena and events**

Examples in this regard include perspectives in regard to the relationship between KM and cognitive biases ([realkm.com/tag/cognitive-biases](https://realkm.com/tag/cognitive-biases)), KM and fake news ([realkm.com/tag/fake-news](https://realkm.com/tag/fake-news)), and KM and political polarisation (for example [realkm.com/2018/05/25/the-intellectual-dark-web-is-nothing-new-but-highlights-a-critical-issue](https://realkm.com/2018/05/25/the-intellectual-dark-web-is-nothing-new-but-highlights-a-critical-issue) and [realkm.com/2016/11/25/the-knowledge-management-implications-of-the-trump-vote](https://realkm.com/2016/11/25/the-knowledge-management-implications-of-the-trump-vote)).

### **3.3. Fostering critical debate and discussion in regard to emerging KM initiatives**

RealKM has also gone well beyond its founding objective to now be providing active leadership and support in regard to emerging initiatives that are shaping the future of KM as an organisational endeavour, professional career, and research discipline ([realkm.com/2019/12/20/where-are-we-at-with-the-big-new-things-in-knowledge-management](https://realkm.com/2019/12/20/where-are-we-at-with-the-big-new-things-in-knowledge-management)).

These initiatives include:

- **KM standards**

RealKM has been notably supportive of international and national standards for KM. This includes supporting community debate in regard to the development and application of ISO 30401:2018 Knowledge management systems – Requirements ([realkm.com/km-standards](https://realkm.com/km-standards)).

- **Professional accreditation for knowledge managers**

RealKM has actively supported and promoted awareness of the CILIP Chartered Knowledge Manager accreditation, which offers a number of important benefits. CILIP announced the first person to be awarded the new chartered status *MCLIP Chartered Knowledge Manager* in September 2020, and there have been further accreditations in the time since ([realkm.com/2020/09/03/cilip-announces-the-first-chartered-knowledge-manager](https://realkm.com/2020/09/03/cilip-announces-the-first-chartered-knowledge-manager)).

- **Comprehensive, accredited knowledge manager education**

Research has found that that most masters programs in KM emphasise a single KM perspective, which provides a limited treatment of the field to program graduates. In response to these shortcomings, the RealKM Open KM Syllabus is being developed by RealKM founder Stephen Bounds in an attempt to systematically describe the themes and topics required for a comprehensive education in KM theory and practice ([openkm.realkm.com/index.php/Main\\_Page](https://openkm.realkm.com/index.php/Main_Page)). The syllabus is an open work-in-progress wiki created using the MediaWiki platform.

- **Open knowledge and open KM**

Knowledge sharing is promoted as a fundamental aspect of KM, yet, hypocritically, many KM research papers are locked away behind journal paywalls where the practitioners who can potentially benefit from their findings cannot access them, and the claims being presented in the research cannot be critically evaluated. In response, RealKM has been actively promoting and supporting the concepts of open knowledge and open KM.

First and foremost, RealKM's most important commitment in regard to open knowledge and open KM is that its content is and always will be freely accessible. This

includes all articles on the RealKM website, and RealKM OpenKM resources including the draft OpenKM Syllabus (see above) and OpenKM Role Descriptions ([openkm.realkm.com/index.php/Knowledge\\_Management\\_role\\_descriptions](https://openkm.realkm.com/index.php/Knowledge_Management_role_descriptions)). Both of these OpenKM resources are intended as freely reusable community resources to provide discussion starters for KM community efforts to expand and standardise learning, development, and career progression pathways.

Secondly, RealKM only uses research and other information that is openly accessible as sources or references for its articles. This principle is reflected in the *RealKM Magazine Editorial Guidelines* ([realkm.com/go/realkm-editorial-guidelines](https://realkm.com/go/realkm-editorial-guidelines)). RealKM also actively supports and promotes the work of researchers who have chosen to publish their work open access, and particularly Creative Commons open access.

Thirdly, RealKM strongly encourages the use of open access journals by KM researchers ([realkm.com/2018/10/26/open-access-week-is-a-call-to-action-for-the-km-community](https://realkm.com/2018/10/26/open-access-week-is-a-call-to-action-for-the-km-community)).

- **Decolonising knowledge management**

Research has identified a serious global knowledge imbalance, whereby most of the global knowledge base across many fields is made up of research findings and practitioner experience drawn primarily from just the United States and Europe. The global knowledge imbalance extends to knowledge in regard to KM processes and practices. However, the Euro-American knowledge bias is being increasingly challenged by a worldwide movement that is aiming to “decolonise” the global knowledge base.

This global decolonisation of knowledge movement is now very large and rapidly growing, and, with KM being a knowledge-focused endeavour, is something in which the KM community should be playing a leading role. Recognising this, RealKM was among the first in the global KM community to strategically identify and advance the decolonisation of knowledge and KM ([realkm.com/2019/12/13/new-initiatives-begin-decolonising-research-libraries-and-knowledge-systems-but-what-about-decolonising-km](https://realkm.com/2019/12/13/new-initiatives-begin-decolonising-research-libraries-and-knowledge-systems-but-what-about-decolonising-km)).

RealKM is collaborating with the Knowledge Management for Development (KM4Dev) community to strategically address the decolonisation of knowledge and KM, as part of a growing research partnership with KM4Dev and the KM4D Journal (see Section 1) ([realkm.com/2021/05/20/what-can-km4dev-do-to-assist-the-decolonisation-of-knowledge-and-km](https://realkm.com/2021/05/20/what-can-km4dev-do-to-assist-the-decolonisation-of-knowledge-and-km)).

- **Cross-domain knowledge integration and knowledge co-creation**

A growing knowledge base supports the need for the improved use of multi-stakeholder knowledge in decision-making, particularly when making decisions in the face of complexity ([realkm.com/2020/06/13/getting-to-the-heart-of-the-problems-](https://realkm.com/2020/06/13/getting-to-the-heart-of-the-problems-)

[with-boeing-takata-and-toyota-part-4-embracing-a-different-approach-to-knowledge-management](#)).

For complex decisions, research shows that stakeholders have an essential role in making complexity evident ([realkm.com/2019/11/28/co-creative-approaches-to-knowledge-production-and-implementation-series-part-10-what-does-complexity-mean-for-co-creation-and-how-stakeholders-are-engaged](#)) and ensuring that the knowledge needed to resolve complex problems is available ([realkm.com/2020/02/23/moving-towards-the-knowledge-needed-to-resolve-complex-problems](#)).

The four Overseas Development Institute (ODI) complexity studies that RealkM has presented as article serials emphatically reinforce this, particularly the “Taking responsibility for complexity” series ([realkm.com/taking-responsibility-for-complexity-series](#)).

- **Moving to an interdisciplinary approach to KM**

Recent research indicates that the KM discipline may successfully exist as a cluster of divergent schools of thought under an overarching KM umbrella, rather than KM being a cohesive and consistent singular discipline. As with other emerging topics and initiatives, RealkM has been the first to bring this significant research finding to the attention of KM practitioners ([realkm.com/2021/05/21/what-are-the-potential-knowledge-management-km-disciplines-in-an-interdisciplinary-approach-to-km](#)).

### **3.4. Awards and testimonials**

*RealKM Magazine's* large, growing, and actively engaged readership and social media following are clear evidence of a very high level of stakeholder satisfaction, as are the growing numbers of people from across the world who are willingly making a financial commitment to RealkM by becoming RealkM Patrons.

The two significant international awards won by *RealKM Magazine* are further evidence of stakeholder satisfaction:

- In December 2018, *RealKM Magazine* was announced as the winner of the Knowledge and Information Award in the 2018 CILIP Knowledge and Information Management (K&IM) Awards, which were presented in London ([realkm.com/2018/12/15/realkm-magazine-celebrates-award-win](#)).
- In December 2020, *RealKM Magazine* received a Platinum Award in the 2020 Australian Society for Knowledge Management (AuSKM) Awards ([realkm.com/2020/12/10/realkm-magazine-wins-a-2020-auskm-platinum-award](#)).

Copies of the award certificates can be found in Appendix C.

Additionally, testimonials are regularly received from readers and partners, for example:

**“Yes Srividya Harish, Bruce has done a fantastic job generating amazing insights over time to publish RealKM Magazine is a respected and relevant publication. A role model of what contribution to #knowledge sharing and collaboration can be.”** 2022 LinkedIn comment on the article “The RealKM Impact Story – August 2015 to March 2022” by Dr Arthur Shelley, Principal, Intelligent Answers and a RealKM Director (Australia)

([linkedin.com/feed/update/urn:li:activity:6917557760473673728?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6917557760473673728%2C6917619310517514240%29](https://www.linkedin.com/feed/update/urn:li:activity:6917557760473673728?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6917557760473673728%2C6917619310517514240%29)).

**“Congrats Bruce Boyes what a fantastic achievement and true to the spirit of knowledge management, what a fantastic report of impact. Loved it. To my lovely network, start getting addicted to RealKM Magazine really fast.”** 2022 LinkedIn post of the article “The RealKM Impact Story – August 2015 to March 2022” by Srividya Harish, Independent Consultant on Learning and Development, Knowledge Management, Monitoring and Evaluation, Participatory Research, and Decolonisation (India) ([linkedin.com/posts/srividyaharish\\_the-realkm-impact-story-august-2015-to-activity-6917557760473673728-slbj](https://www.linkedin.com/posts/srividyaharish_the-realkm-impact-story-august-2015-to-activity-6917557760473673728-slbj)).

**“Fantastic article Bruce, thanks! Fascinating to learn about Mary Parker Follett and that we have the female equivalent to Peter Drucker. I've got to work her into more of my work!”** 2022 Twitter comment on the RealKM article “What about the role of the “Mother of Modern Management” in KM?” by Stephanie Barnes, Knowledge Management Consultant (Germany) ([twitter.com/MPuzzlePiece/status/1507292708670431248](https://twitter.com/MPuzzlePiece/status/1507292708670431248)).

**“Congratulations Bruce. It is a testimony for your hard work and passion. I am confident that the next million views is not far.”** 2022 LinkedIn comment on the RealKM article “RealKM Magazine celebrates a million article views!” by Srividya Harish, Independent Consultant on Learning and Development, Knowledge Management, Monitoring and Evaluation, Participatory Research, and Decolonisation (India) ([linkedin.com/feed/update/urn:li:activity:6904240685197746176?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6904240685197746176%2C6904269511831244800%29](https://www.linkedin.com/feed/update/urn:li:activity:6904240685197746176?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6904240685197746176%2C6904269511831244800%29)).

**“Truly commendable job @BruceBoyes!!! Kudos to you and your team to steer and expand KM field with your great contributions!”** 2022 Tweet in response to the RealKM article “RealKM Magazine celebrates a million article views!” by Santhosh Shekar, Author and Accredited ISO 30401 KMS Standard Auditor and Certifier (Oman) ([twitter.com/santhoshshekar/status/1498547974728994820](https://twitter.com/santhoshshekar/status/1498547974728994820)).

**“It really is quite exciting when I think about not just the direct value from those 1M views, but also the indirect impact of that many people absorbing the Evidence Based approach to understanding our organisations and the world. You do a great**

**job of presenting not just facts but how we should arrive at them. The idea of that style of thinking rubbing off on thousands of middle senior managers and execs world wide gives me hope.**" 2022 Facebook comment in response to the RealKM article "RealKM Magazine celebrates a million article views!" by Stuart French, Program Manager, Knowledge, Country Fire Authority (CFA) (Australia) ([facebook.com/brboyes/posts/10162342894933868](https://www.facebook.com/brboyes/posts/10162342894933868)).

**"I tell you what this is a fairly long read but chocka block full of brilliant insights, will be coming back to this post again thank you RealKM Magazine."** 2022 LinkedIn comment on the RealKM article "Critical Eye: Why those climate views can't be given equal voice and hearing" by Matt Treadwell, Information Specialist, The Cybrarian Limited (United Kingdom) ([linkedin.com/feed/update/urn:li:activity:6882468350358892544?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6882468350358892544%2C6882603562614996992%29](https://www.linkedin.com/feed/update/urn:li:activity:6882468350358892544?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6882468350358892544%2C6882603562614996992%29)).

**"This sounds so much like common sense but it is truly astounding how uncommon common sense is. As usual a great article in RealKM Bruce."** 2021 Tweet in response to the RealKM article "Simplistic solutions to complex problems turns behavioural science into a dangerous pseudoscience (part 3): Why it's dangerous" by Srividya Harish, Knowledge Management Advisor and Learning and Development Specialist, Action Aid (India) ([twitter.com/SrividyaHarish1/status/1450331499006345221?s=20](https://twitter.com/SrividyaHarish1/status/1450331499006345221?s=20)).

**"BRILLIANT thank you Bruce. I was going through your tweets too this weekend as there were lots of great and useful information. I appreciate you sending these through."** 2021 Tweet in response to the provision of links to RealKM articles summarising research in regard to communities of practice (CoPs), from Helen Blunden, Activate Learning Solutions (Australia) ([twitter.com/ActivateLearn/status/1442279991987687428?s=20](https://twitter.com/ActivateLearn/status/1442279991987687428?s=20)).

**"Interested in Knowledge Management (KM)? Our Team is always keeping up to date with new learnings from @realkmmag Check it out to catch some insights into KM!"** 2021 Tweet from Monitoring, Evaluation & Learning (MEL) at CGIAR (Global) ([twitter.com/MEL\\_CGIAR/status/1437702668009492488?s=20](https://twitter.com/MEL_CGIAR/status/1437702668009492488?s=20)).

**"Interesting article about AI and KM to create invented photos @bruceboyes. Might want to follow Bruce Boyes or check out the webpage [realkm.com/author/brboyes/](https://realkm.com/author/brboyes/) impressive experience related to KM. #ILD831 #KM."** 2021 Tweet from Megan, a participant in the Doctor of Education (Ed.D.) in Interdisciplinary Leadership Program at Creighton University (United States) ([twitter.com/MMK831831/status/1433222345351745542?s=20](https://twitter.com/MMK831831/status/1433222345351745542?s=20)).

**"Thank you Bruce Boyes well put KM feminist as Srividya Harish is championing and advocating this as part of KM4DEV Action Plan towards Decolonisation of Knowledge."** 2021 LinkedIn comment on the RealKM article "What about the role of the Mother of Modern Management in KM?" from Gladys Kemboi, Knowledge Management Advisor (Africa)

<https://www.linkedin.com/feed/update/urn:li:activity:6838743440415707136?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6838743440415707136%2C6838770696605204481%29>).

**“Such an honour to support the most recognised and read KM Magazine in the world. Happy Birthday RealKM!”** 2021 LinkedIn comment on the RealKM article “Happy 6th anniversary RealKM Magazine!” by Stuart French, Program Manager, Knowledge, Country Fire Authority (CFA) (Australia)  
[https://www.linkedin.com/posts/stuartfrench\\_happy-6th-anniversary-realkm-magazine-activity-6833676379423420416-An3i](https://www.linkedin.com/posts/stuartfrench_happy-6th-anniversary-realkm-magazine-activity-6833676379423420416-An3i)).

**“Many thanks Bruce – and great action plan that you have put together.”** 2021 LinkedIn comment on the RealKM article “What can KM4Dev and RealKM do to assist the decolonisation of knowledge and KM?” from Professor Gabriele Bammer, Integration and Implementation Sciences (i2S), Australian National University (ANU) (Australia)  
<https://www.linkedin.com/feed/update/urn:li:activity:6800166931946188800?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6800166931946188800%2C6804284288117436416%29&replyUrn=urn%3Ali%3Acomment%3A%28activity%3A6800166931946188800%2C6804302002248663040%29>).

**“Knowledge Cafè 16, well held by KM4Dev and RealKM magazine was a great opportunity for me to present our experiences in Iran about Knowledge Management development.** 2021 LinkedIn post on Knowledge Management for Development (KM4Dev) community Knowledge Cafè 16 from Navid Nezafati, knowledge management specialist and assistant professor at Shahid Beheshti University (SBU) (Iran) ([https://www.linkedin.com/posts/navid-nezafati\\_knowledgemanagement-knowledgemanagementabrinabrmiddleeast-activity-6801415242069901312-emMh](https://www.linkedin.com/posts/navid-nezafati_knowledgemanagement-knowledgemanagementabrinabrmiddleeast-activity-6801415242069901312-emMh)).

**“Very insightful panel, it was worth to wake up at 4 am to watch and participate live! :-)”** 2021 LinkedIn post on the International Society for Knowledge Organization (ISKO) Singapore Chapter and RealKM Magazine virtual session on evidence-based knowledge management from Beto do Valle, Founder and Managing Partner of Impakt Consulting (Brazil) ([https://www.linkedin.com/posts/betodovalle\\_video-recordings-and-materials-from-isko-activity-6798265724285534208-4WEo](https://www.linkedin.com/posts/betodovalle_video-recordings-and-materials-from-isko-activity-6798265724285534208-4WEo)).

**“Thanks to you Bruce! You've been a constant source of inspiration, insight and energy, helping us to connect to the global KM community and develop our support for KM practitioners. Much appreciated!” and “Bruce your support has been immense. Thank you.”** 2021 LinkedIn comments in regard to the Chartered Institute of Library and Information Professionals (CILIP) knowledge management professional accreditation initiative from Nick Poole, CILIP CEO and Paul Corney, CILIP President (United Kingdom)  
<https://www.linkedin.com/feed/update/urn:li:activity:6785447431283720192?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6785447431283720192%2C6785487792366600192%29&replyUrn=urn%3Ali%3Acomment%3A%28activity%3A6785447431283720192%2C6785488099351769088%29>).

**“Appreciate your support RealKM Magazine we have so many more listeners now at #BYNTK.”** 2021 LinkedIn comment on the RealKM article “Because You Need to Know – Rory Huston” from Edwin K. Morris, president and founder of Pioneer Knowledge Services which produces the educational podcast “Because You Need to Know” (United States) ([linkedin.com/feed/update/urn:li:activity:6785050557817192448?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6785050557817192448%2C6785154940970110976%29](https://www.linkedin.com/feed/update/urn:li:activity:6785050557817192448?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6785050557817192448%2C6785154940970110976%29)).

**“Great article. Real KM Magazine is always a good read with lots of handy tips and informative case studies.”** 2021 LinkedIn comment on the RealKM article “Chartership – Rory Huston tracks the new route for KM practitioners” from Paul Burns, Knowledge Manager at Standard Life Assurance (United Kingdom) ([linkedin.com/feed/update/urn:li:activity:6776298280226832384?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6776298280226832384%2C6776483099359399936%29](https://www.linkedin.com/feed/update/urn:li:activity:6776298280226832384?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6776298280226832384%2C6776483099359399936%29)).

**“Thank you RealKM Magazine for sharing great Insights especially on Education. Francis Kariuki Riak Yai Gatkuoth Nancy Nteyia I recommend you to read the article there are phenomenal insights on how KM principles contributes to SMART learning through knowledge exchange, mentorship, sharing our experiences and learning from each other.”** 2020 LinkedIn comment on the RealKM article “MBRF webinar video: The role of knowledge management in achieving the UN Sustainable Development Goals” from Gladys Kemboi, Knowledge Management Specialist and Knowledge Broker (Africa) ([linkedin.com/feed/update/urn:li:activity:6729553387437867008?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6729553387437867008%2C6729583478062489600%29](https://www.linkedin.com/feed/update/urn:li:activity:6729553387437867008?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6729553387437867008%2C6729583478062489600%29)).

**“I've been following the RealKM Magazine for the past few weeks now and I've noted their effort to collate knowledge Management Tools and Techniques in complex environments. One of such is Science Communication which I am currently going through in peace meal. As a researcher, this is definitely a paramount technique that I cannot afford to miss. Thanks much, keep sharing.”** 2020 LinkedIn comment on the RealKM article “Science communication is more important than ever. Here are 3 lessons from around the world on what makes it work” from Francis Kariuki, Information Management Specialist (Africa) ([linkedin.com/feed/update/urn:li:activity:6732178802874568705?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6732178802874568705%2C6732221725850800128%29](https://www.linkedin.com/feed/update/urn:li:activity:6732178802874568705?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6732178802874568705%2C6732221725850800128%29)).

**“I can't help but be proud of the front page shown on RealKM Magazine at the moment. Six really timely, accessible and scientifically sound articles on #KnowledgeManagement available for free, all because of the generosity of our patrons and the tireless work of editor Bruce Boyes.”** 2020 LinkedIn comment from RealKM Magazine founder Stephen Bounds (Australia) ([linkedin.com/posts/stephen-bounds\\_knowledgemanagement-km-work-activity-6707061700279058432-Hmia](https://www.linkedin.com/posts/stephen-bounds_knowledgemanagement-km-work-activity-6707061700279058432-Hmia)).



**“I like it!”** 2020 LinkedIn comment on the RealKM article “Potential alternative approaches to evaluating knowledge management (KM) program performance” by Brett Patron CKM, Knowledge Management Specialist at Joint Enabling Capabilities Command, United States Air Force (United States)

([linkedin.com/feed/update/urn:li:activity:6733937447140511746?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6733937447140511746%2C6733952906724171777%29](https://www.linkedin.com/feed/update/urn:li:activity:6733937447140511746?commentUrn=urn%3Ali%3Acomment%3A%28activity%3A6733937447140511746%2C6733952906724171777%29)).

**“Great job Bruce et al.”** 2019 Facebook comment on the article “Happy fourth birthday RealKM Magazine!” by Paul Corney, knowledge management specialist and author, and 2019 winner of the prestigious CILIP Walford Award (United Kingdom)

([facebook.com/781043535359030/posts/1630240830439292/?comment\\_id=1630306710432704](https://www.facebook.com/781043535359030/posts/1630240830439292/?comment_id=1630306710432704)).

**“What an awesome #km lineup!”** 2019 LinkedIn comment on the KM Asia 2019 conference post “All on the #KMasia stage Bruce Boyes Rajesh Dhillon Paul Corney John Hovell, PMP, CKM Bill Kaplan” by Kim Glover, Director of Knowledge Management (KM) for TechnipFMC (United States)

([linkedin.com/feed/update/urn:li:activity:6521301857166508032/](https://www.linkedin.com/feed/update/urn:li:activity:6521301857166508032/)).

**“Brilliant piece from Bruce Boyes on “dark side” KM - an aspect of ignorance management.”** 2019 Facebook share of the article “The use of euphemisms as a “dark side” knowledge management tactic” by Patrick Lambe, Straits Knowledge (Singapore)

([facebook.com/patrick.lambe1/posts/10157331413090127](https://www.facebook.com/patrick.lambe1/posts/10157331413090127)).

**“I continue to be a patron of RealKM Magazine ... Real KM provides solid, meaningful, and cutting edge content, analysis, and opinion that can only help you professionally and personally to excel in this evolving KM field.”** 2018 Tweet from Bill Kaplan, knowledge management consultant and founder of Working Knowledge CSP, an international knowledge management consulting company (United States)

([twitter.com/billkaplankm/status/1063837829963370496](https://twitter.com/billkaplankm/status/1063837829963370496)).

**“I so appreciate seeing practical examples of very challenging problems and the thinking that lies behind them. #treasuretrove.”** 2018 Tweet in response to the RealKM article “Case Study: How to overcome resistance and denial when engaging stakeholders” from Heidi Siwak, Education Officer, Ontario Ministry of Education (Canada) ([twitter.com/HeidiSiwak/status/1043105056193691649](https://twitter.com/HeidiSiwak/status/1043105056193691649)).

**“Great session by @BruceBoyes at KMSG18.”** 2018 Tweet in response to the RealKM KMSG18 Conference Masterclass “Transforming mindsets - Leading the way with innovation” from Rajesh Dhillon, Regional Head, Head of Strategy Advisors Alliance Group (Singapore) ([twitter.com/Rajesh\\_Dhillon/status/1035608190807724032](https://twitter.com/Rajesh_Dhillon/status/1035608190807724032)).

**“Hello #KMSA @KholaneChauke @Refiloe13235467 Get your members to have a look at @realkmmag it is the best source of current #Knowledge thought #Leadership available!”** 2018 Tweet from Dr Arthur Shelley, Principal, Intelligent Answers (Australia) ([twitter.com/Metaphorage/status/1019742669705117697](https://twitter.com/Metaphorage/status/1019742669705117697)).

**“Congrats on the anniversary of RealKM magazine. What a fantastic #KM service to the business and public service communities.”** 2018 Tweet in response to the RealKM page “RealKM Magazine Patrons” by Stuart French, Program Manager, Knowledge, Country Fire Authority (CFA) (Australia) ([twitter.com/DeltaKnowledge/status/1029889264366977024](https://twitter.com/DeltaKnowledge/status/1029889264366977024)).

**“We are delighted to pitch in as a Gold Patron for the RealKM online magazine. We think the quality, consistency and depth of this resource for knowledge managers is unparalleled.”** 2018 Tweet in response to RealKM’s call for patrons, from Straits Knowledge (Singapore) ([twitter.com/straitsknow/status/984280796323352576](https://twitter.com/straitsknow/status/984280796323352576)).

**“Another great article by @BruceBoyes (I’m becoming a fan) regarding Fake News and the role of #KnowledgeManagement to also combat fake knowledge. Included are some weapons to arm yourself in defense for this World-wide Misinformation War.”** 2018 Tweet in response to the RealKM article “US indicts Russians for fake news “information warfare”: can knowledge management help the fight?” from Charles White, Deputy Chief Knowledge Officer at NASA's Jet Propulsion Laboratory (United States) ([twitter.com/CharlesSpaceKM/status/1023376635876204544](https://twitter.com/CharlesSpaceKM/status/1023376635876204544)).

**“Informative article here by @BruceBoyes on bridging gaps between research and practice - well worth the read!”** 2018 Tweet in response to the RealKM article “Knowledge brokers: connecting research and practice” from Sandra Walsh, agile software developer (Ireland) ([twitter.com/walsh\\_s\\_openxp/status/1023552448072429574](https://twitter.com/walsh_s_openxp/status/1023552448072429574)).

## 4. Appendices

### 4.1. Appendix A. RealKM Cooperative

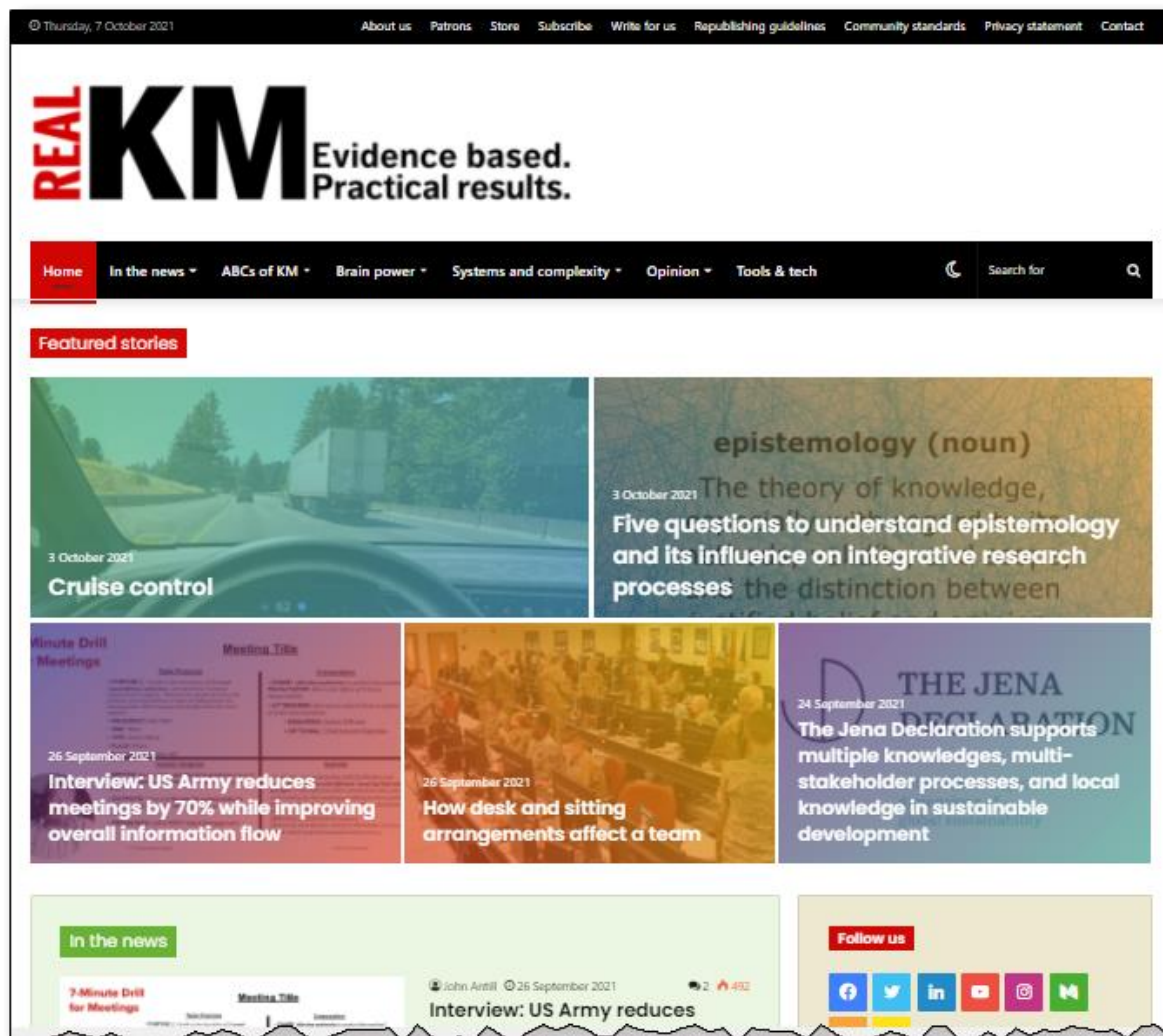
RealKM Cooperative Limited is registered in the Australian Capital Territory as a Cooperative under Division 4 of the *Co-operatives (Adoption of National Law) Act 2012*.

Directors:

- Stephen Bounds
- Bruce Boyes
- Dr Arthur Shelley.

### 4.2. Appendix B. RealKM Magazine website and social media

Screenshot of the updated *RealKM Magazine* homepage ([realkm.com](http://realkm.com)):



RealKM social media channels:

- Medium [medium.com/@realkmmag](https://medium.com/@realkmmag)
- Twitter [twitter.com/realkmmag](https://twitter.com/realkmmag)
- LinkedIn [linkedin.com/company/realkm-magazine](https://linkedin.com/company/realkm-magazine)
- Facebook [facebook.com/realkmmagazine](https://facebook.com/realkmmagazine)
- Instagram (newly established) [instagram.com/realkmmag](https://instagram.com/realkmmag)
- YouTube (newly established) [youtube.com/channel/UCwL41ObuExd9n0z1OFuDUhQ](https://youtube.com/channel/UCwL41ObuExd9n0z1OFuDUhQ)

#### **4.3. Appendix C. Awards won by RealKM Magazine**





#### **4.4. Appendix D. RealKM Magazine website structure**

##### **In the news**

- Book reviews and releases
- Top 100 most-discussed journal articles of the year
- The year in review

##### **ABCs of KM**

- Evidence-based knowledge management
- Professional accreditation for knowledge managers
- KM standards

- Knowledge visualisation series
- Decolonising knowledge and KM
- Knowledge withholding, hiding, and hoarding
- Lessons Learned Life Cycle
- Co-creative approaches to knowledge production and implementation series
- Cultural awareness in KM
- KM in international development
- Taking knowledge management to the next level
- Educating knowledge managers series
- KM in small and medium enterprises (SMEs)
- KM in the building and construction industries

#### **Brain power**

- Organization Management Rhythm series
- COVID-19 coronavirus pandemic
- Critical Eye
- The vital knowledge missing from Australia's bushfire crisis debates
- Stakeholder and community engagement
- Nudge theory
- Change hacks series
- Agile decision-making series
- Personality & technical knowledge management systems (TKMS) series
- The worst mental health killer you probably know nothing about

#### **Systems and complexity**

- Case studies in complexity series
- Getting to the heart of the problems with Boeing, Takata, and Toyota

- Simplistic solutions to complex problems turns behavioural science into a dangerous pseudoscience
- Taking responsibility for complexity series
- Managing in the face of complexity series
- Planning and strategy development in the face of complexity series
- Exploring the science of complexity series
- Systems thinking and modelling series

### **Opinion**

- In the know
- Open access to scholarly knowledge in the digital era series
- KM journal reviews
- Because You Need to Know
- KnowledgeWebCast
- #NotMyDebt series
- Critical Eye
- Quality of science and science communication
- Thinking is hard series
- The case for indigenous knowledge systems and knowledge sovereignty

### **Tools & tech**