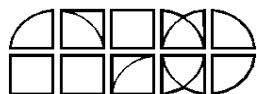
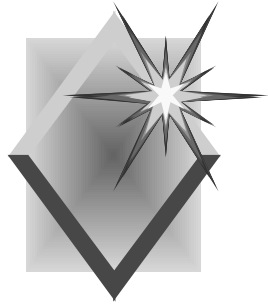


Six Myths About Knowledge Management

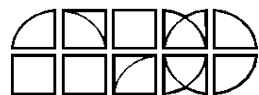
Avron Barr
Aldo Ventures, Inc.
www.aldo.com



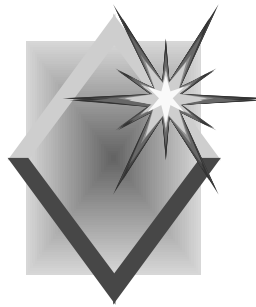
Aldo Ventures, Inc., Palo Alto, CA (415)322-2233



Myth #1
Knowledge Management is New



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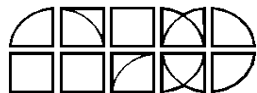


Knowledge Management — A Common and Expensive Activity

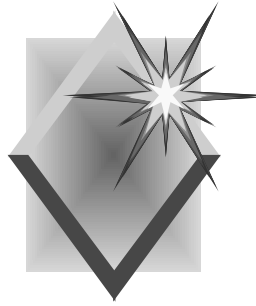
Examples of Knowledge Distribution Tasks

- ❖ Meetings and Training
- ❖ Bulletins
- ❖ Marketing Collateral
- ❖ Catalogues
- ❖ Documentation
- ❖ Troubleshooting Guides
- ❖ Policy Handbooks
- ❖ Procedures Manuals
- ❖ Regulatory Guidelines
- ❖ Help Desks, Call Centers

How much does this cost? How effective is it all?



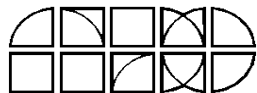
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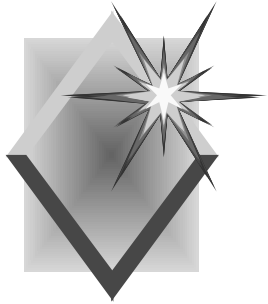


Problems with Manual Methods of Knowledge Distribution

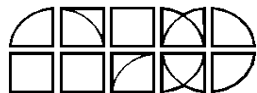
- ❖ People forget training, change jobs
- ❖ Manuals are hard to write, internally inconsistent
- ❖ They are also hard to use, “passive”
- ❖ Documentation and policy handbooks are impossible to maintain, and usually out of date

...Therefore, written material is unread

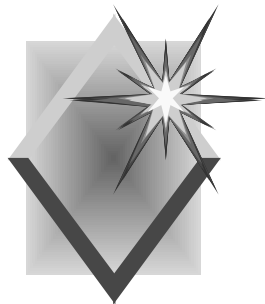




Myth #2
“Documents Contain Knowledge”

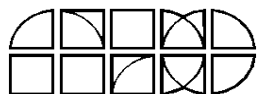


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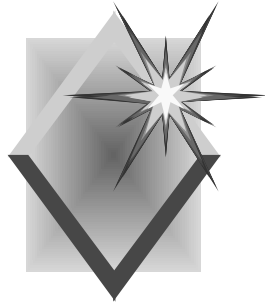


Problems with Today's On-Line Information Systems

- ❖ User must know where to look, what to ask for, and how to ask.
- ❖ Iterative keyword search is frustrating.
- ❖ Boolean expressions are cumbersome.
- ❖ In large text libraries, too much is retrieved.
- ❖ The system doesn't help as a librarian would.

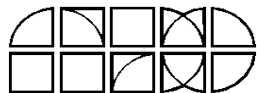


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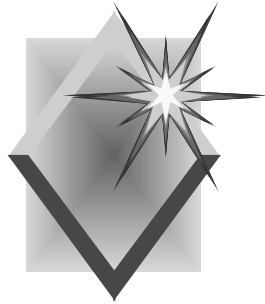


“Active” Information Systems for Knowledge Distribution

The use of artificial intelligence techniques to enable systems to actively help users understand their situation and the organization of the data, so that they can find more relevant information faster.

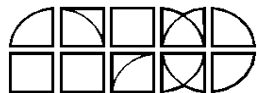


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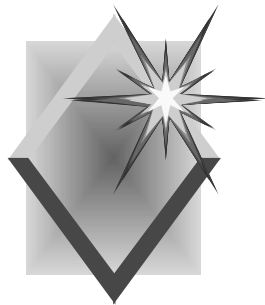


*What's Better About **Active** Information Systems?*

- ❖ System helps user find information quickly
- ❖ Can accommodate a wide range of users
- ❖ Multimedia and hypertext information
- ❖ Automatic fusion of diverse knowledge
- ❖ Maintained as programs -- improve with use
- ❖ User empowered: EPSS, JIT learning
- ❖ Can be embedded into system and products

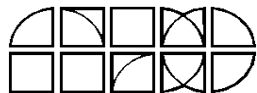


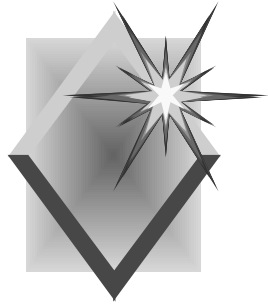
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Authoring — The Key to Active Information Systems

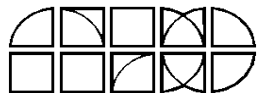
- ❖ **Modeling the knowledge and the user**
- ❖ **Database records, text and tags**
- ❖ **Knowledge engineering**
 - ◆ **Domain analysis: Structure and definitions**
 - ◆ **Heuristics: Symptoms, causes and cures**
 - ◆ **Device modeling: Schematic-based diagnosis**
- ❖ **Automatic learning**



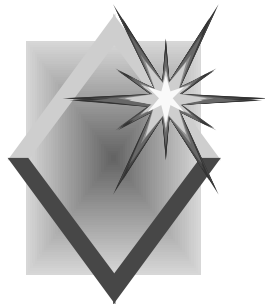


Myth #3
Expert Knowledge is the Most
Valuable Knowledge

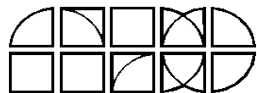
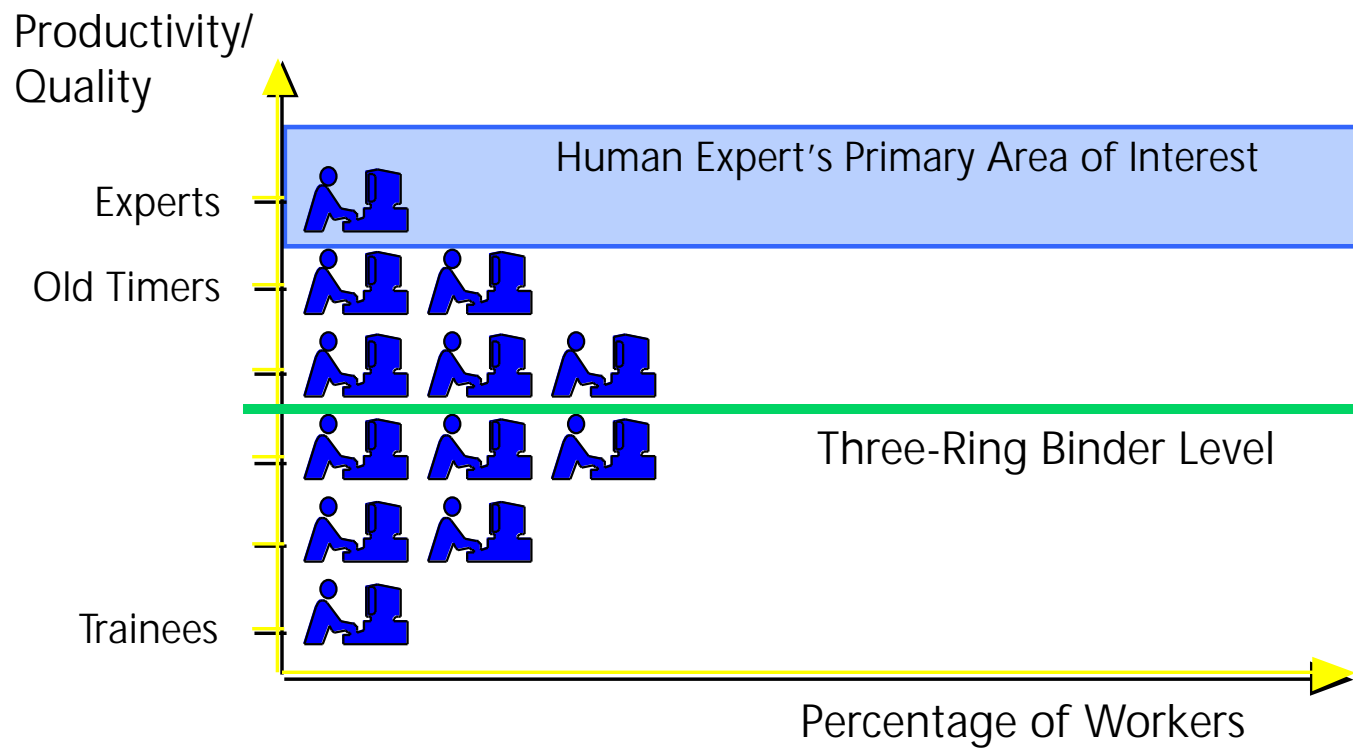
**and therefore should be
managed first.**



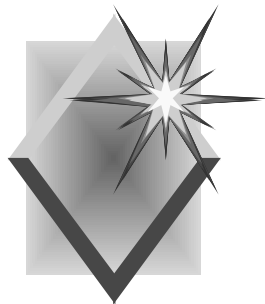
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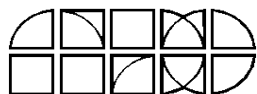
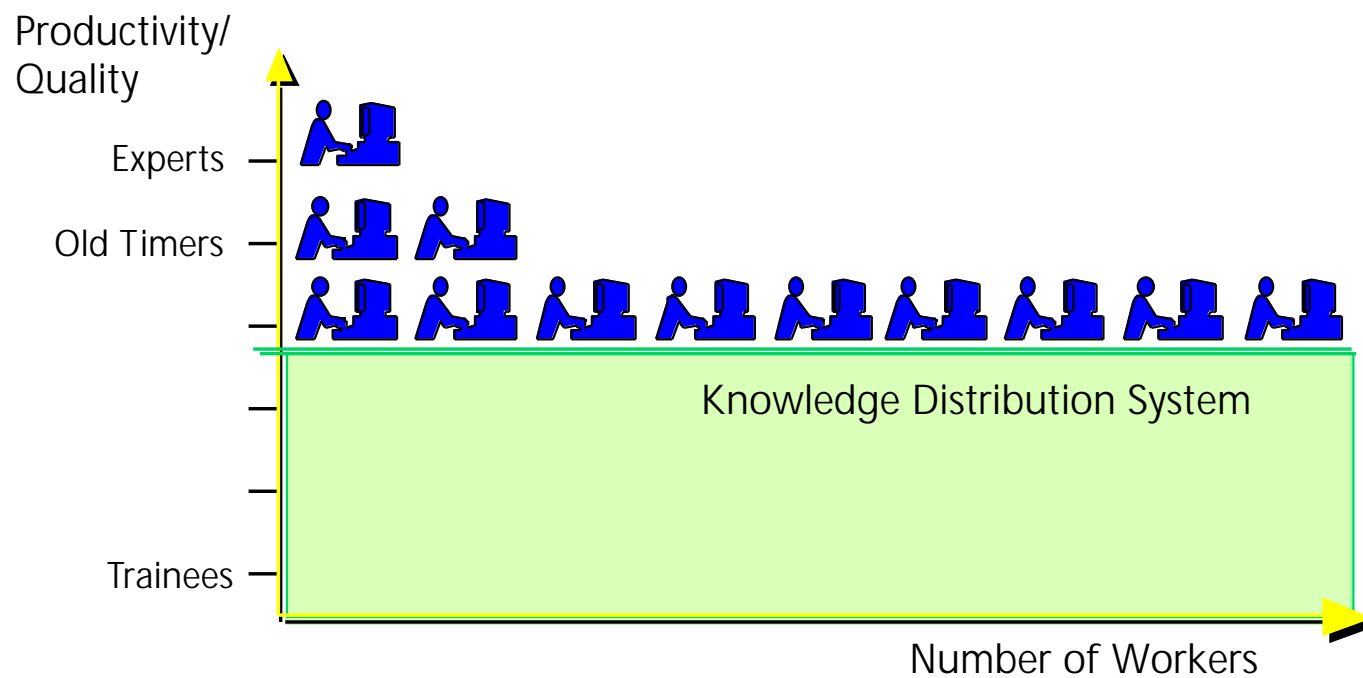
Pattern for Worker Performance



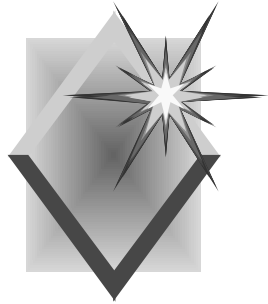
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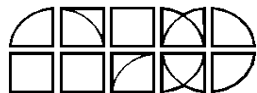
Performance Support by Distributing Knowledge



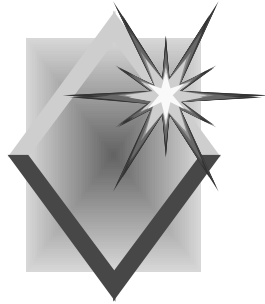
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Myth #4
Knowledge Management
Saves Money

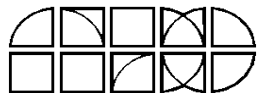


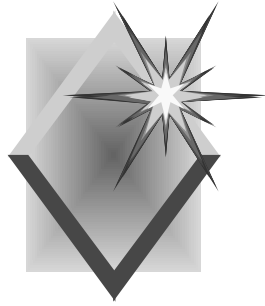
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The Business Value of Knowledge Management

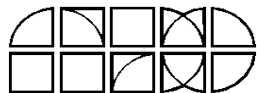
- ❖ **Saving money vs. making money**
- ❖ **Example: Customer Relations**
 - ◆ Customer loyalty and customer retention
 - ◆ Market differentiation, eg., quality
 - ◆ Reduced operational costs, better decisions
 - ◆ Compliance with policy and regulations
- ❖ **Sometimes, you can sell the knowledge!**

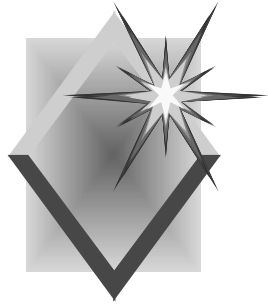




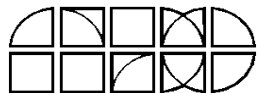
Who Requires Knowledge About Product Use?

- ❖ Engineering (design, improvements)
- ❖ Product documentation and training
- ❖ Sales & fulfillment (demos, configuration)
- ❖ Call-center & field service representatives
- ❖ Marketing (competitive positioning)
- ❖ Customers (new ways to use products)
- ❖ Corporate planning and decision making

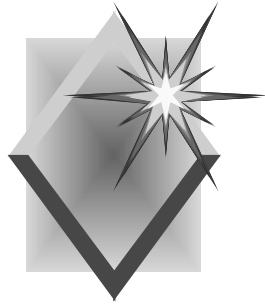




*Myth #5:
One Technology is the Best
for Knowledge Management*

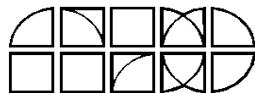


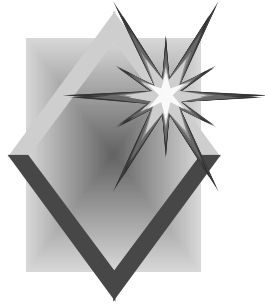
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Types of Knowledge in Service and Support Operations

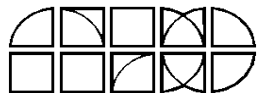
products policy problem history equipment
know-how personnel
preventative sales prospects organization safety
trade secrets **Customer** procedures
priorities problem solving regulations manufacturing
books attitudes suppliers accounting
training design preferences expertise
emergency

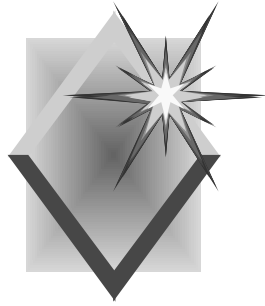




A Variety of Technologies for Knowledge Management

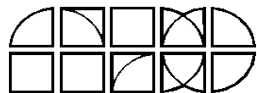
- ❖ Decision-trees (e.g., telephone trees)
- ❖ Intelligent information retrieval
- ❖ Natural language processing
- ❖ Case-based reasoning
- ❖ Knowledge-based systems
- ❖ Decision-theoretic modeling
- ❖ Functional/fault modeling
- ❖ Learning and data mining



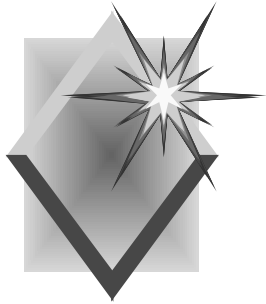


Dimensions for Comparing Knowledge Technologies

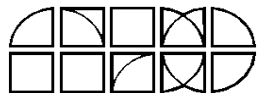
- ❖ **Authoring effort**
- ❖ **Archive (formats, accessibility, multimedia)**
- ❖ **Retrieval power and accuracy**
- ❖ **Query style, requirements on user**
- ❖ **Maintainability**
- ❖ **... and many more**



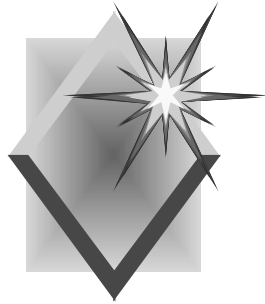
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Myth #6
Knowledge is the Most
Valuable Corporate Asset

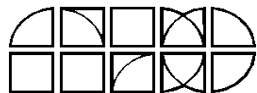


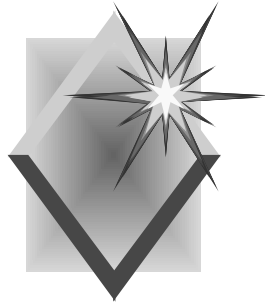
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Groupware: People Working Together is the Real Asset

- ❖ **By its very nature, the support center is a group activity: “Has anyone seen anything like this before?”**
- ❖ **As corporate activities go, it is a uniquely cooperative effort.**
- ❖ **Individuals are motivated to share what they know.**

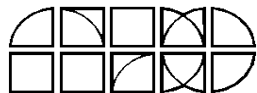




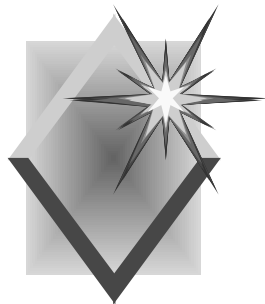
The Future of Computing

The support center is to the automation of knowledge distribution what payroll was to the automation of record keeping ...

A universal application that fits the new technology like a glove.

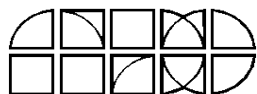


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A New Medium for Sharing Knowledge

- ❖ The future belongs to organizations that can work together better.
- ❖ Knowledge systems are part of this process.



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