

OUR SERVICES

- Conduct a KM Assessment and Audit for your organization
- Assist with knowledge capture/continuity for departing employees
- Assist in defining requirements for process automation
- Assist with implementing communities of practice to help facilitate communication
- Assist with increasing collaboration, knowledge sharing and innovation specific to your organization

KM RESOURCES

- HQ IMCOM KM SharePoint Portal:
<https://home.army.mil/sites/operational/g3/km/>
 - POC Lists
 - Reference Documents
 - KM, DCO & SP Training
 - Register for email updates
 - KM Announcements & Newsletters
- AKM MILSUIITE: <https://www.milsuite.mil/book/groups/army-knowledge-management>
- KM NET:
<https://www.milsuite.mil/book/community/spaces/apf/kmnet>
- US Combined Arms Center (CAC):
<http://usacac.army.mil/cac2/AOKM/>

“Knowledge Management is the systemic process by which the knowledge needed for an organization to succeed is *created, captured, shared, and leveraged.*”
Melissie Clemmons Rumizen, Ph.D., Knowledge Strategist



KNOWLEDGE MANAGEMENT SPECIALISTS

HIGHLY RESPECTED AND SKILLED SPECIALISTS WHO EMPLOY STRATEGIC AND CREATIVE THINKING TO ENCOURAGE KNOWLEDGE SHARING ACROSS THE ENTERPRISE.

2465 Gunshed Road Bldg 2261 Fort Sam Houston, TX
78234 / <https://home.army.mil/sites/operational/g3/km>

IMCOM KM END STATE

Establish a knowledge sharing culture that gets the right knowledge to the right people at the right time, so the Commanding General and Command can most effectively synchronize, integrate, and deliver installation services and sustain facilities in support of Garrison Commanders and Senior Commanders in order to enable a ready and resilient Army.

HQ KM Team

CKO Chuck Weeks/ 210-466-0203
KM Specialist: Jeffrey Fitton/ 210-466-0206
KM Specialist: Victor Spong/ 210-466-0205
KM Specialist: Sarah Nelson/ 210-466-0217
Team Email: usarmy.jbsa.imcom-jhq.list.km-team@mail.mil



KM is composed of:

- Collaborating with others in order to share knowledge which can lead to knowledge *CREATION* and innovation. Creation of new knowledge provides organizations the competitive advantage.
- *CAPTURING* knowledge of others by facilitating discussions and documenting what is discussed. This captured knowledge can be used to work more productively, innovate, create knowledge, etc.
- Using tools or personal interactions to *SHARE* personal knowledge with others. This is done via personal interaction or leveraging tools such as the social media, email, video teleconference, etc.
- *LEVERAGING* shared knowledge to make better decisions, spark innovation, and work more efficiently. We should not reinvent the wheel; but leverage what's already been created.

“Knowledge Management” is the combination of all these aspects brought together in an endless cycle.

Benefits of KM:

- Get the right information to the right person at the right time to enable informed decision making
- Knowledge Creation
- Knowledge Retention
- Innovation
- Reduced redundant work
- Improved teamwork
- Reduced reaction time
- Time savings in routine work

What KM is NOT:

- A one time investment
- Information Technology - Although IT may assist with capturing and sharing knowledge it does not create new knowledge.
- Total Quality Management- Intended to achieve incremental improvements in quality.
- Business Process Improvement– Intended to replace defective processes.
- Lean Six Sigma– Focuses on statistics and analysis for constant process improvements.



Understanding the different types of knowledge is fundamental to understanding knowledge management. Listed here are 3 of the most important and easiest to understand. Think about the explicit and tacit knowledge you possess and how they fit within your organization's organizational knowledge. What knowledge do you possess which would make another's job more efficient or if added to their knowledge would spur innovation? These types of thoughts and actions lead to collaboration and innovation within an organization. In today's world, if an organization is not innovative, it is not relevant.

Organizational Knowledge: The combined explicit and tacit knowledge of an entire organization. This is what makes an organization unique compared to others and maintain its competitive advantage.

Example: If you were to replace 100 of your experienced employees with 100 new employees it would be devastating to productivity, standardization, quality and timeliness even if all of the daily job requirements were documented and available to the new employees. Loss of organizational tacit knowledge would take years to replace, if ever.

Explicit Knowledge: Can generally be written down. Often it has precise meaning, holds to rules and definitions. It is easily captured, stored, and shared. It is believed that explicit knowledge comprises approximately 20-30% of an organization's overall knowledge.

Example: The recipe for chicken noodle soup. The recipe is easy to store, share, and follow to completion.

Tacit Knowledge: Is personal, context-specific knowledge that is difficult to formalize, record, or articulate. It includes know-how, judgment, experience, insights, etc. It is believed that tacit knowledge comprises approximately 70-80% of an organization's overall knowledge.

Example: Facial Recognition. We know a person's face and can recognize it out of a crowd of hundreds if not thousands. Yet, we usually cannot put into words of how we recognize a face we know.