

Knowledge Management
Prof. K B L Srivastava
Department of Humanities and Social Sciences
Indian Institute of Technology-Kharagpur

Lecture 20
The Knowledge Team (Contd.)

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Structuring the KM team			
Focus	Shareholder Group	Role in the Knowledge Management Project	Characteristics Strongly Desired
Teams	User teams Finance Marketing Other functional areas with which the knowledge management initiative is concerned	<ul style="list-style-type: none"> Provide functional expertise. Provide business expertise in their specific area. Participate in the process design stage. Help in the implementation stages of the system. 	<ul style="list-style-type: none"> Must understand work processes in their area. Must have good interpersonal and team skills. Must have a certain degree of credibility within other participating groups. Must be willing to see from other functional viewpoints.

(Source: Tiwana, A.: Knowledge Management Toolkit, 2002)

Ok, so as I remember we are talking about the structure of the team and we discussed about the team, the composition of the team, what is the role in the knowledge management project, what kind of characteristics required by the team ok?

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Structuring the KM team			
Focus	Shareholder Group	Role in the Knowledge Management Project	Characteristics Strongly Desired
Technology	IT experts/information systems Internal IT staff External consultants	<ul style="list-style-type: none"> Provide technology expertise. Participate in the actual implementation and design. Represent the internal and internally proficient technologists. Actually write the code. Bring in a perspective on functional capabilities and limitations of existing systems. 	<ul style="list-style-type: none"> Must understand technology in depth. Must have good interpersonal skills. Must have strong team skills. Must be willing to understand the perspectives brought in by other team members and actually incorporate them into the design. Must be willing to learn. Must be creative. Must have a positive customer orientation.

(Source: Tiwana, A.: Knowledge Management Toolkit, 2002)

So, based on this we move to the next part that is where the focus is on the technology right. Now if you look at technology per se it is nothing else but hardware and software that is used by

the group or the IT team sorry the KM team to have a good knowledge management system. Now when I am talking about technology infrastructure ok, who is going to part of the technology infrastructure part.

It is going to be the basically people from the IT department ok and then also IT staff who is going to basically look into the netegrity routine operations right. Suppose the bandwidth is not working, internet it is not working there are certain problems. So, the mail is not working they are going to look into these issues internet type stars and then also have external experts who are nothing else but who are domain experts in the field of Information Technology.

And they have good knowledge about IT infrastructure ok. So, what is the role of the IT people or the IT staff in the process mainly they are going to provide the technology expertise ok. What kind of technology they are going to have, what kind of system they want to have. So, say for example they want to integrate certain systems, so whether you want go for integrative ERP systems or you are going to have just one ERP system.

Similarly whether you are going for SAP, whether you are going to for entire SAP module or whether going for one module, another issue e related to what kind of technology you are going to use for that particular system right. So, basically if you look at the IT role it is very, very important so far as having a system or design where you are going to put data right or the information ok.

So, they are basically involved in the implementation of the design ok. So, which is going to provide the backbone of what you call the infrastructure of the KM right? So, they must be good in the technology and they must understand what kind of technology it is and how it is going to be useful and they also should understand it ok what kind of cost would be involved.

What kind of resources would be required to bring this kind of Technology ok? And they are basically they could be a programmer, they could be a coders, they could be a system analyst these are the people what you called them as internal it staff ok. Because as a part of the project they are going to write code program, they are going to system assistance program or Analyst these are the IT staff people.

And they must be good in the area and then they bring their own capabilities ok in writing or whatever it is and they also know that whether the system is going to work they also look into

that capability ok and limitations also of the system that is going to be devised ok. So, what kind of knowledge and skill base is required in terms of characteristics?

Yes they must be good in technology; very good in the sense that way apart from being good in technology they should also have good in interpersonal relationship ok. Interpersonal communicating effectively and relating with people ok and these kind of things ok. And they must work together, all the, entire IT staff should work as a coordinated team right and then they should be able to understand the perspective which is brought by the other people.

Because ultimately whatever is understood by them they are going to make use to write the code of program right. So, they must understand the requirement of the people and then they are going to codify it right. Suppose the knowledge is being captured by the knowledge team right, then how it is going to be put into the system.

Now as a part of project team it is the responsibility of the IT to codify and to organise structure the knowledge right. So, when it comes to this part they must be able to understand the requirement and then make it such so that people are able to make use it at a later stage right. So, they should be able to incorporate this things into the design ok and at the same time they should be able to see that how the system can be upgraded.

Continuously and learn about the system and that how to improve and innovate the particular system which they are using and they should be credible in the sense, credible probably the system will not work. It means that people have confidence and trust on these people ok and they should; idea is that people in the organisation and the other stakeholders are there customers.

How this; how extent to which they are satisfied with the KM system it is there it is very, very important. For example in IIT Kharagpur we have an ERP system ok and there is a technical staff which manages and maintains site and the system. But the data is fed and the program is written by the IT people. But ultimately it is the users who should be satisfied at the end of the day right.

The users may be the students, the staff, the faculty who are going to make use of system and find it good ok and find it user friendly ok and that is where they are going to satisfy right. So, the role of IT staff is in this kind of program is to see that the people are satisfied with these kind of things. So, that is where the role of the people is sorry technology is concerned.

So, what we have discussed now in the team composition and their characteristics and role of the KM and also the role of the technology their team and their role. Coming to the third part that is the organisation, the organisation here I mean is people who belong to the upper layer that is top and senior managers right or the chief knowledge officers or chief learning officers or knowledge champions because these people are on top of the hierarchy.

May be the chief knowledge officer going to report to the CEO of the company right. And that is how the CEO comes to know about KM system, its design and various other issues related to knowledge management system. For example if you look at various IT companies nowadays they have appointed chief knowledge officers.

So, what is the role of chief knowledge offices they are basically going to co-ordinate and integrate the KM activities related to their organisation? And they are going to report this to top management right, so if you look at the top management who are going to sponsor this kind of programs or chief knowledge officers they have a very important role to play in the process.

Now what is the role they are supposed to support this process right to start with right, supporting in what way because they could be required financial support, manpower support, resources to establish that KM system and that is where the top management has an important role ok. And then they have to see that how this knowledge management system is going to help you or help them to visualize or realize the vision of the organisation.

So, it must be aligned with the corporate strategy it means that any KM system must help to achieve business objective and that is achieved and probably the organisation would be able to realize goals and objectives in terms of productivity, efficiency, quality whatever it is right. So, you the CM sorry chief knowledge officer should be in a position to connect the KM strategy with the business strategy.

And at the same time they should communicate it to the top management that how KM system is help them to realize the mission and goals and objectives of the organisation right. And then there could be part of the steering committee, who is going to oversee the overall effort that is done by the KM team right.

And then what kind of characteristics would be required if you look at senior and top managers ok this would understand the process, they must be credible enough in the sense, yes they know

that how system is going to work whether it is reliable, whether it is consistent and valid and extent to which it is going to help them to achieve growth and development that is one thing.

Second thing they must be able to provide a strong leadership ok, because unless leadership support is available that KM team may be able to work properly right. So, the readership support in the sense that understanding the requirement, providing support ok and wherever there is a bottleneck removing those bottlenecks right this is the role of the leadership.

So, the leadership must be able to meet the expectations of the of the team and the team should accept them as a leader because they able to provide it right. On the top management since they are supposed to visualize the big picture and see how KM is going to contribute. So, another important area of concerned for top management is that they must have the ability to visualize or link KM with business goals and objectives right.

So, they must eat their own dog food ok, so unless that is correct it means they must realize that ok what is happening, how it is going to happen and that is what we say that you must put yourself in the shoes of others, so that you can understand what is happening ok. They must be actually in a position to see what is happening at the ground level ok.

How these people are working, what are the various things are required and what are the accordingly provide support, resources and leadership. When it comes to chief knowledge offices it is very, very important for them because these are the people who are basically are the leaders for the KM effort and you can say they are the worthies are the coordinator of the KM effort of the organisation ok.

And they are going to co-ordinate and integrate all the effort and they actually act as a link bridge between CEO and the KM team because they are going to oversee this and they are going to report to the top manager. So, in this kind of hierarchical structure CKO's plays a very important role.

And they should have all such qualities relate to provide leadership, understanding things, what is happening, how to integrate on co-ordinate activities, must understand the technology as well that they able to provide better support right. So, what we have discussed about structuring the KM team and then we have discussed about role which team can play, how the team is to be formed and what is the role of the technology, what is the role of the top management right.

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Composition of the Team and Selection Criteria

- Cross-Functional expertise (diversity) in KM teams should be taken as a given characteristics.
- Teams need to be designed for effectiveness.
- Team's design has much to do with the nature of the project itself.
- Functional diversity can lead to only two possible outcomes, depending on how it's handled.
 - The first and common outcome is destructive conflict and tension.
 - The second, more desirable outcome is characterized by synergy, creativity and innovation.

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Now we are moving further to discuss some of other things the composition and selection criteria for the team right. As we discussed earlier that we are going to form a team, one thing is clear it is must be a cross functional team. It means you have people from different domain who are experts in their field or specialisation, so, that you can bring in diversity in the team right.

So, this is the prerequisite ok, once these prerequisite is available then you move further ok and then make sure that team works effectively. So, when it comes to effectively working as a team then what are the things that keep in mind ok? Since people are from different background, expertise, area of specialisation ok they are going to work together they must work together cohesively they must be able to integrate and co-ordinate the activity with each other.

So, that knowledge resources or indicted entitled ok, the idea is said having a cohesive team not come out immediately ok. So, the people who are going to part of the team they must have good interpersonal skill, communication skills they should be able to understand each other very well ok and they should be able to appreciate and understand not only understand and appreciate but also learn from others ok.

If you have these kind of characteristics from the team member then you would be in a position to device better team right. And if you are not going to have these characteristics among the team members and then group is not going to be very cohesive ok. So, you also need to ensure that create a level playing field, they are able to create leader among themselves ok.

And you know that as per the characteristics of the team that two major things that come out one is the leadership is shared ok. Since everyone is an expert who formed the team ok, so, the

leadership is shared by each one of them ok. And then equally each person of the team is equally responsible ok. So, the visual responsibility and shared leadership these are the two major characteristic of the team ok.

So, when you are going to design the team, make sure these things are kept in mind ok. And then you can designer team it is going to be very, very effective ok. So, when I am talking about functional diversity the people working from different background ok. Make sure that able to resolve conflict within the team ok. So, you should before you allow them to work as a team make sure that you go for some kind of a team building exercise.


To make sure that they are able to appreciate, learn, understand each other. They are ready to share knowledge with each other because each one of them is a leader ok. And then you also ensure that these two criteria they fully formed that is shared leadership and virtual responsibility. Then that is done probably you can expect better outcomes.

And desirable outcome from team ok and then you are going have a kind of synergy from the team which is going to be more productive, creative and innovative in approach ok.

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Designing the KM Project team		
Team Design Element	Characteristics of the Knowledge Management Team Members Selected	Notes
Defining the knowledge management project leader's role	<p>The leader of the team:</p> <ul style="list-style-type: none">• Must be credible.• Must have a sufficient level of authority and resource capability.• Should not change; must be stable.• Must know how to facilitate, consult, and resolve conflicts.• Must take charge of the conventional project management, scheduling, and coordination duties.• Must have direct reporting capability to upper management or should be drawn from within upper middle management.• Must manage the life cycle of the team, as well as selection of the core team members.• Must encourage structured decision making.• Must be experienced in both complex projects and in various roles within the company.	These criteria can be also used for selecting the project leader.

(Source: Tiwana, A.: Knowledge Management Toolkit, 2002)



Now moving further so, whenever it comes to designing a project team ok first what is the various task that is to be done ok. First is we have to define the role, each person of the team as to define what they are going to contribute and what they expect from each other right, so you need to define the role of each person ok.

And that starts with a project leader's role, now if you look at this because he is also part of the KM team ok. So, you have to ensure that the leader must be credible ok. He should have authority, resources to his disposal so that he can help the team members ok. But he should miss tablet it do not keep changing frequently the team members because it does not give a good signal to the people or the members. So, he should be very stable ok.

He should be able to provide the leadership support in terms of facilitate, consult and should be able to resolve conflict among the team members ok. He should be able to take charge of the situation right. He should be actively participate in terms of scheduling, coordination of the project activities ok and he should be able to co-ordinate with the top management ok.

So, the best part here is that you can think of it is that have a chief knowledge officer ok. And you make sure that these qualities are there in the chief knowledge officer because as a chief knowledge officer you need to ensure that he is going to act as a link and he should be able to provide you direction, support, resources, process and he should be trusted by the top management, he should be able to relate himself and communicate happening with the team right.

And he should be part of the decision making when it comes selection of the members. So, that he is the party to it and should be able to make sure that is the decision that is taken is with the consensus with everybody participate and that is what going to be structured decision making ok. And he should be very, very knowledgeable.

In the sense that he could understand complex problems and what kind of issues which may arise ok during the project ok. So if these criteria are there then select a leader as a project of the knowledge management program right, then so starting with a leader.

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Designing the KM Project team

Team Design Element	Characteristics of the Knowledge Management Team Members Selected	Notes
Defining the team composition and selection criteria for team members	<p>Knowledge management project team members must be drawn from different functional areas and departments of the firm. As expected, they will have different areas of specialization and backgrounds. The following common characteristics must be shared by members selected for the team:</p> <ul style="list-style-type: none"> • Must have specialized expertise. • Must have had sufficient experience within the company or working with the company as an external consultant. • Must have the required competencies that truly represent the concerns of the department or functional area that the team member represents. • Might work full time or part time on this project. • Might be a member of the core team or the temporary startup team. • Must demonstrate laterality. • Must believe in the project and must have a clear vision for what improved knowledge flows can and should do for this unit or department. 	All groups that will be affected by the knowledge management project and, conversely, all groups that are expected to use and contribute to this knowledge and knowledge management efforts must be adequately and accurately represented in the team.

(Source: Tiwana, A.: *Knowledge Management Toolkit*, 2002)



Then the next part is defining the team composition right and what will be the selection criteria for the team members ok. So, since you are going to have knowledge project team, knowledge management project team. So, and you are going to define a criteria for selecting team as a part of the KM team right. You have to see that they belong to different area of specialisation and background.

So, that that is the prerequisite taken for granted ok but apart from this specific criteria you also need to look at some other criteria right. For example they must be good in the domain it means that their functional area they should be very, very good. They should have very long sufficient experience ok with the organisation or outside depending upon where they are work not necessary within the organisation.

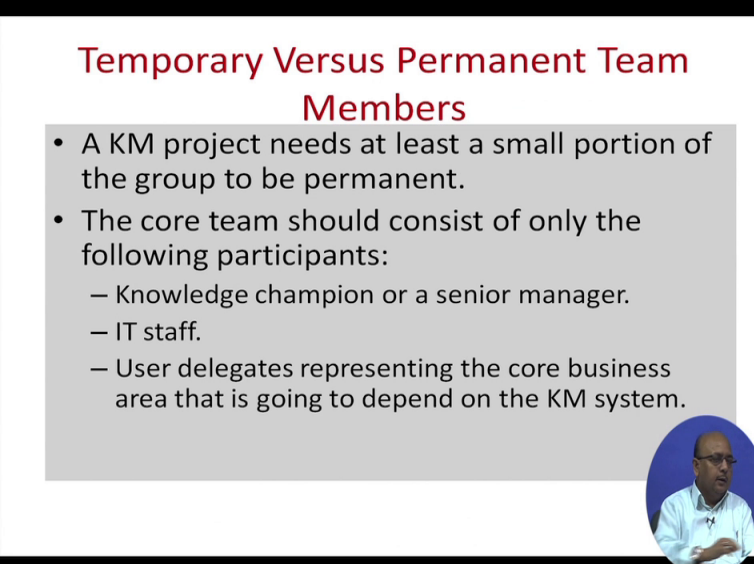
Because if they worked outside the organisation as consultants or as a part of the KM team probably it is going to be beneficial for you ok. And they should have the kind of knowledge and skill that is required. So, that they are able to translate or they are able to represent the presence of their domain in the KM right. Otherwise what will happen there domain will not be fully represented but it is underrepresented right?

So, it is very, very important to put their prospective from their departments from their domain areas to the team members. So, that others can understand it, they could work full time or part time depends upon requirement right. And there should be part of the core team not the temporary group right. And they must believe in the project and very clear vision about the project.

What it is going to happen and do how it is going to prove knowledge and skill base of the people and how the knowledge that would be derived from the system is going to be useful for the people right. So, this is the most important criteria of for team members and when you are going to select people for the team ok. Then make sure that they meet all these criteria ok otherwise you cannot expect them to contribute ok.


And you have followed these criteria then what are the benefits, yes knowledge from each domain area is going to be represented and you will be; each people from each domain area is going to be contributing there and then people later on you are going to make use of it right. So, this is finding the team.

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Temporary Versus Permanent Team Members

- A KM project needs at least a small portion of the group to be permanent.
- The core team should consist of only the following participants:
 - Knowledge champion or a senior manager.
 - IT staff.
 - User delegates representing the core business area that is going to depend on the KM system.



Once we have defined what is the role of a project manager ok, knowledge manager in the project who are going to be the members of the team, who is going to co-ordinate them right. Now another issue is that weather you are going to have a team specifically for project manager who is going to work continuously on this or whether you are going to have a temporary team once the knowledge management team is system is devised ok.

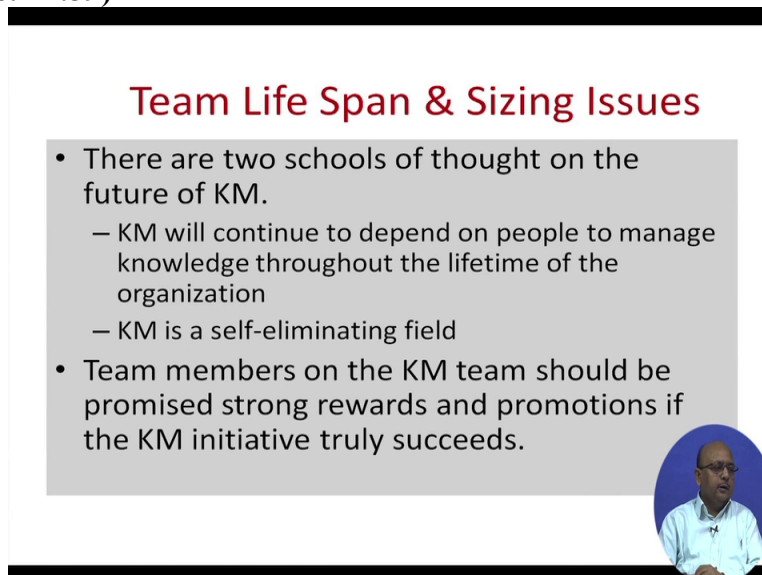
You are going to disband this team right; there are different advantages and disadvantages of this. If you are going to have a permanent team of knowledge management system, in what way it is going to beneficial see the knowledge is something that is static, it is dynamic, keeps evolving over a period of time. So, it is better to have knowledge management team which regularly does this work of encoding, storage, retrieval of knowledge ok.

So, if you have a permanent or a temporary sorry or a temporary team what will happen once the knowledge management system is devised ok then the people disband and go back to their work ok and then you have only IT staff going to manage and maintain system right. So, there are lot of issues that to be looked into ok.

Let there be a set of people who are going to be regularly as a part of team ok and then this should be called a core team. Then you can have ok a temporary team ok and this team may be flexible and the members keep on changing depending upon the representation, the way they are going to contribute to the knowledge process right.


So, the core team should include champions, or the senior managers, or the project managers or could be CEO sorry CKO, IT head and then representation from core business area ok. So, they must form core team then you can have temporary members who come and go contribute to the process right.

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Team Life Span & Sizing Issues

- There are two schools of thought on the future of KM.
 - KM will continue to depend on people to manage knowledge throughout the lifetime of the organization
 - KM is a self-eliminating field
- Team members on the KM team should be promised strong rewards and promotions if the KM initiative truly succeeds.



Then another issue is lifespan and sizing ok, so, two school of thought one that ok since KM system something that is dynamic that continuously ok. There is going to be expansion and this kind of thing. So, let it go on it means let this team continue to work together right. You are going to manage regularly lifetime basis ok is not that you are going to manage today only ok.

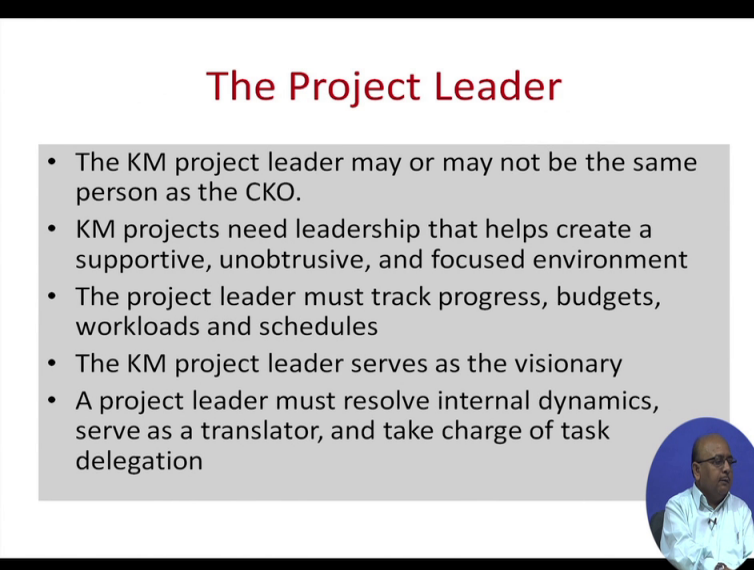
It is a self eliminating team, self eliminating means the sense when new knowledge comes and the old knowledge is driven out right. So, you have to see that since it is evolving ok you need to

keep on changing the content of the knowledge element. So, you should keep on doing, so it is a lifelong something that one should go for and continue doing it ok right.

Then another issue is that you have to decide about the size, the size should not be very big ok you have to see that the team of 7 is ideal. If you are moving beyond 7 to 9 is acceptable beyond that it may not work ok. Make sure that this team size is continuously working and evolving over a period of time to ensure that that kind of knowledge management system that they are into device is going to effective in the long run right.


Those who are working for this; what about them. you also need to link this with the reward system ok, and make sure that those who are going to implement and use it effectively and contribute to the organisation performance or proportionately rewarded ok, so that is equally important.

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The Project Leader

- The KM project leader may or may not be the same person as the CKO.
- KM projects need leadership that helps create a supportive, unobtrusive, and focused environment
- The project leader must track progress, budgets, workloads and schedules
- The KM project leader serves as the visionary
- A project leader must resolve internal dynamics, serve as a translator, and take charge of task delegation



Now we discuss some other issues see we talked about the Project leader and what kind of characteristics he should have, what is the criteria for having a Project leader, what way it is going to contribute ok. So, either you have a separate Project leader or CKO or chief knowledge officer can himself be a project leader right. The idea is that the Project leader or CKO should be provide the resources, leadership ok, to the KM team.

So, if he is able to provide it does not matter with the result Project leader or the CKO. But any project which is a led either by a CKO or the project manager must be supportive and make sure that all the bottlenecks are removed all barrier are not there when you are going to implement

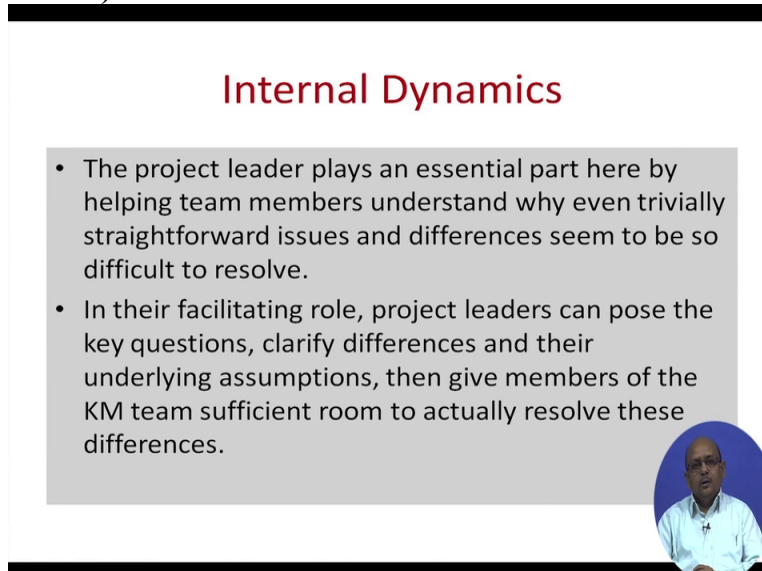
this kind of thing and it is very, very focused ok. And at the same time is able to get the support and the resources from the top management ok.

Another important requirement, another important task you can say for the project managers on to monitor the progress ok. In terms of how well the project is doing, how much resources are being spent, what are the workloads of the people, whether you have followed schedules and timelines to complete in the relevant timeframe or not ok.

Basically you are going to follow scheduling as per the project management requirement like CPM chart make sure that scheduling and timing is perfect and accordingly the project is progressing. And if there are any deviations they are going to put an extra effort to ensure that it is done ok. So, the role of project leader is very, very important the process and then he is going to solve issues related to conflict in the group ok.


And then he also see that how things should be done, ultimately he is going to take charge and delegate authority down the line to the team members right, this is the role of Project leader.

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Internal Dynamics

- The project leader plays an essential part here by helping team members understand why even trivially straightforward issues and differences seem to be so difficult to resolve.
- In their facilitating role, project leaders can pose the key questions, clarify differences and their underlying assumptions, then give members of the KM team sufficient room to actually resolve these differences.



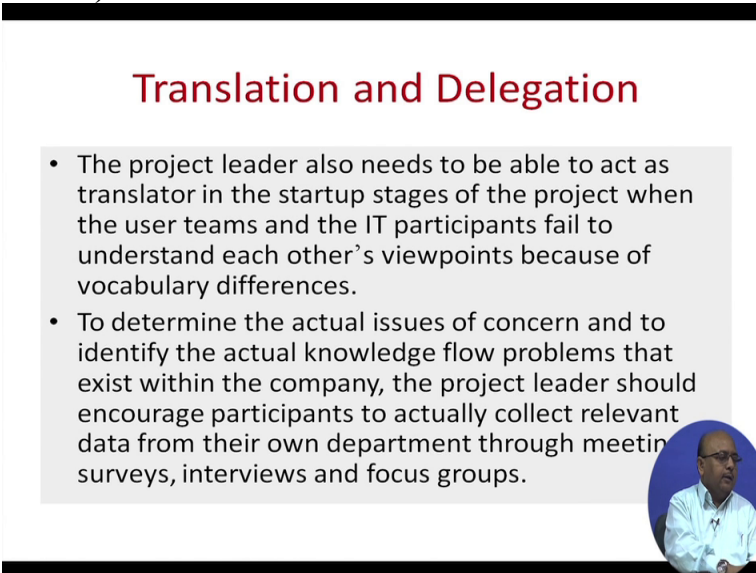
Another important issue is internal dynamics that I was discussing. Issues related to the team because team members must be able to understand each other appreciate and learn from each other. But there could be trivial issues like conflict of interest just ok dominance not being very cohesive not understanding others perspective.

So, these are the issues which may basically cripple the team efforts, these kind of internal dynamics must be looked in by the Project leader. And then you should facilitate in the process to

see that how he can clarify differences among the team ok. How we can clarify the essentials that people are ready, to share knowledge work with each other right


And then he make sure that how team members are going to understand each other and resolve the issues themselves to start with and if it does not happen then he is going to see that how is going to start the negotiation process to ensure at the can the conflict is resolved within the team, so, that they can work effectively as a team.

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Translation and Delegation

- The project leader also needs to be able to act as translator in the startup stages of the project when the user teams and the IT participants fail to understand each other's viewpoints because of vocabulary differences.
- To determine the actual issues of concern and to identify the actual knowledge flow problems that exist within the company, the project leader should encourage participants to actually collect relevant data from their own department through meeting surveys, interviews and focus groups.



Moving further related to translation and delegation right as a Project leader you should be able to translate start up stage right. Especially with the help of IT and user teams to you ensure that what are the each other's view point. Whether each person has understood the others perspective or not ok, similarly he should be able to see that the knowledge flows.

The actual knowledge flows ok from the people and goes to the system right and people are able to collect relevant data from their departments through meeting, survey, interviews and forecast that is how the people or the domain experts would get knowledge and that is to be captured by the knowledge developers

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User Participation

- It is the project manager's role to ensure that the KM project is going in a direction that builds toward a system that users *actually need*.
- One of the most effective ways of verifying this linkage is to show a preliminary version of the KM system to actual users.



Then another is user participation, it is equally important to ensure that ultimately the users who are going to make use of the KM system they also participate in the process ok. And you allow this user to check and see and how well the system is working ok. You have to start with you can have a preliminary version of the KM system and put it to the user and see and get the feedback to see how well it is going to work right, that is where the user participation is ensured.

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Prototypes

- A prototype provides both the developers – in this case, the KM team – and the users with an idea of how the system in its final form will function.
- By using such a prototype, even if it is incomplete, users can see the possibilities of the KM system understanding of the final product can lead to or trigger highly desirable refinement of its features, interface, functionality, and design.

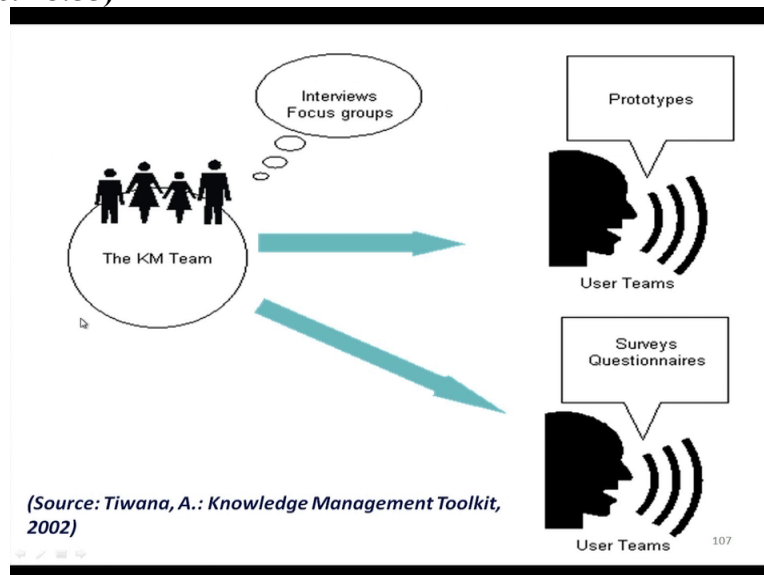


Then you develop a prototype; prototype is nothing else is but some kind of pilot testing is done right. So, you creator prototype to start with smaller level of KM system and then you put it to use ok. Because if you are going to implement full fledged KM system, if it fails then the cost will be huge. It is a good idea to have a prototype. Though, we will discuss about the prototyping and development details.

But the idea is to ensure that this prototype is successful and if there are any feedback based on the prototype uses of the users then probably you will be in a position to understand what is happening right. So, if prototype successful meets the expectation of the users then you can move ahead and go for a full fledged knowledge management system right.

And what are the criteria on the basis of which you are going to measure the prototype easy to use that is how well they interface with their uses, how function it is, how it is designed, so on these criteria you can check how it works.

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See they are prototype right and you get feedback through interviews, focus groups, questionnaires and answer and teams and this is the KM team which is getting feedback from this and then try to see that how well it is what work ok right.

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The KM Team's Project Space

- Members of KM team should be able to provide adequate answers to these questions collectively:
 1. What is the company's envisioned strategic and performance goal?
 2. Where does the KM team fit in the organizational hierarchy?
 3. Does the KM project fit vertically or horizontally in the value chain?
 4. What are the financial and time constraints for the project?

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Then the project space ok, project space that what is intended by this project, what is intended to achieve that is to be decided ok. It means that the extent to which is you meet your goal is the objectives of the organisation. Where it is going to fit at what level the knowledge management system is going to be there.

For example if you are going to be a KM leader or a CKO what would be is level in the hierarchy that is to be decided ok that is very, very important because in the valuation you have to see that where it is going to fit into hierarchy. They usually CKO's are in second or third level ok so that they can better co-ordinate and integrate activity ok. Then you also look into the financial other constraints that could be there for the project right.

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The KM Team's Project Space

- Members of KM team should be able to provide adequate answers:
 8. What level of commitment does the team have from the senior management and from the users?
 9. Where are the cultural blockades that should be expected?
 10. Has any competitor or noncompeting firm implemented a project like this?




Then you also need to see that the level of commitment which is their ok, how you are going to remove the cultural blockade ok. So, that people are ready to share their knowledge extend the knowledge ok. And who are your competitors, who have gone for this kind of projects in the past, how you are going to compete with the so far as this.

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Managing Stakeholder Expectations

- Formally present this work to various stakeholder groups
- Such an interaction can help the team compare the project's objective with stakeholder expectations and perceptions



Then ultimately meeting the stakeholder's expectation right, it is very, very important because ultimately it is the stakeholders who are going to make use. So, you interact with them communicate the objective tell them how it is going to be used then you get feedback and in terms of perception about the system to ensure its effectiveness right.

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Highways to Failures

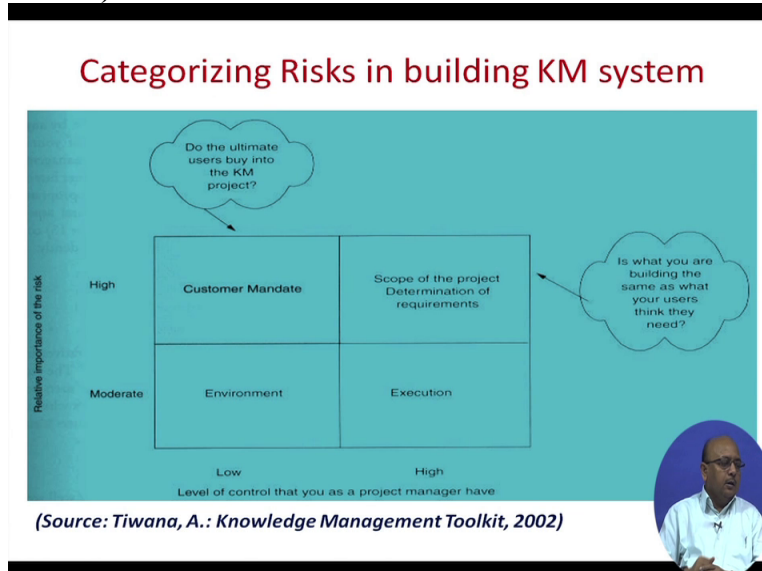
- A survey of 8000 software projects in 400 U.S. firms found that only one in six was successful. Of the remaining, about one third were never complete, and over half were over budget, did not finish on time, or failed to deliver the promised functionality.
- Such failures annually cost U.S. business about \$78 billion in development cost, and another \$22 billion in cost overrun.
- Lack of an active role of the top management has been identified as the primary reason that many projects fail.
- The second reason is failure of the users to buy in to the project

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Then if it fails and then what, then you have to see what happens see some of the surveys has been done and where failures have cost lot of money to the people ok. So, make sure that the

project is defined in a right way ok and so that it does not fail ok. And then you have to see that the user are going to make use of they should be confident to make use of it and they find sum of value out of it otherwise it is not possible right.

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Then you have to see the risk that is involved right. The most important thing that you can look at it is the customer mandate ok. The ultimate users by the KM project ok, so if you look at this ok how much control as a project manager you have ok. And how important that is ok, you make sure that yes there is a high risk right.

And this is what you are building same as you are using ok, it means there is no gap and then you also need to look into the environment and the execution part right. So, what you need to look at when it comes to categorizing risk, where the risk it is maximum ok.

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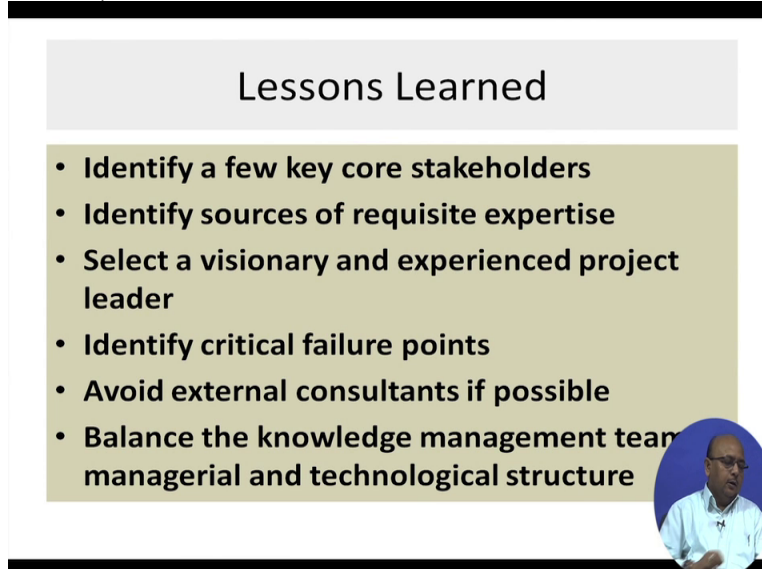
Controlling and Balancing Requirements

- The only thing you can do about customer buy-in problems is to try selling the project harder and to gauge end-user needs more appropriately; the operating environment is an entirely different story.
- That is where the cultural aspects of a KM system and the people around it come into play.



Then controlling and balancing requirement that we have that already we talked about that how what kind of control in controlling and balancing is required by the top management to look into the payoffs, risk and these kind of things which is very, very important ok.

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Lessons Learned

- **Identify a few key core stakeholders**
- **Identify sources of requisite expertise**
- **Select a visionary and experienced project leader**
- **Identify critical failure points**
- **Avoid external consultants if possible**
- **Balance the knowledge management team managerial and technological structure**

So, ultimately this is what we have learnt in this lecture that is how you are going to identify key stakeholders, how you are identify the sources of expertise and then how you are going to have a good project leader, what are the critical failure points, what is the role of external consultants and then how we can develop a balance between KM and technology, thank you.