

# Knowledge Management and Data Management

**Data Management Panel  
39<sup>th</sup> Annual GEIA Conference**

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Northrop Grumman Corporation

# Agenda

- Knowledge Management Fundamentals
- Knowledge Management Relationship to Data Management



# Knowledge Management Fundamentals

# What is Knowledge Management?

- **Knowledge Management is the Leveraging of an Organization's Collective Wisdom to Increase Innovation and Responsiveness."**

**The Delphi Group**

- **“An Integration Framework for Human Development, Methodology, Quality Management, Process Improvement, Reengineering Programs, and Technology --- Using a Common Knowledge Architecture - to Increase the Ability to Leverage Knowledge to Enhance Organizational Performance”.**

**Computer Sciences Corporation**

- **“A Collection of Processes That Govern the Creation, Dissemination, and Use of Knowledge.”**

**American Productivity and Quality Center**

***NORTHROP GRUMMAN***

# Knowledge Management Is.....

Making sure  
The right *information*  
gets to the right *people*  
at the right *time*  
for the best *decision*  
the first *time*.



***Knowledge Management Is All About People!***

***NORTHROP GRUMMAN***

# KM is About Generating Capability

## ■ Knowledge Strategy Creates Capability by Enabling Knowledge Access and Exchange

- “Knowledge Access”  
Makes Knowledge Objects Readily Accessible
- “Knowledge Exchange”  
Generates Knowledge Objects Through Interactions That Are Part of Getting Work Done

### Knowledge Access

- Codified and Stored
- Tends to Be More Static
- Driven by Accessibility and Retrieval
- Centrally Available to All Individuals

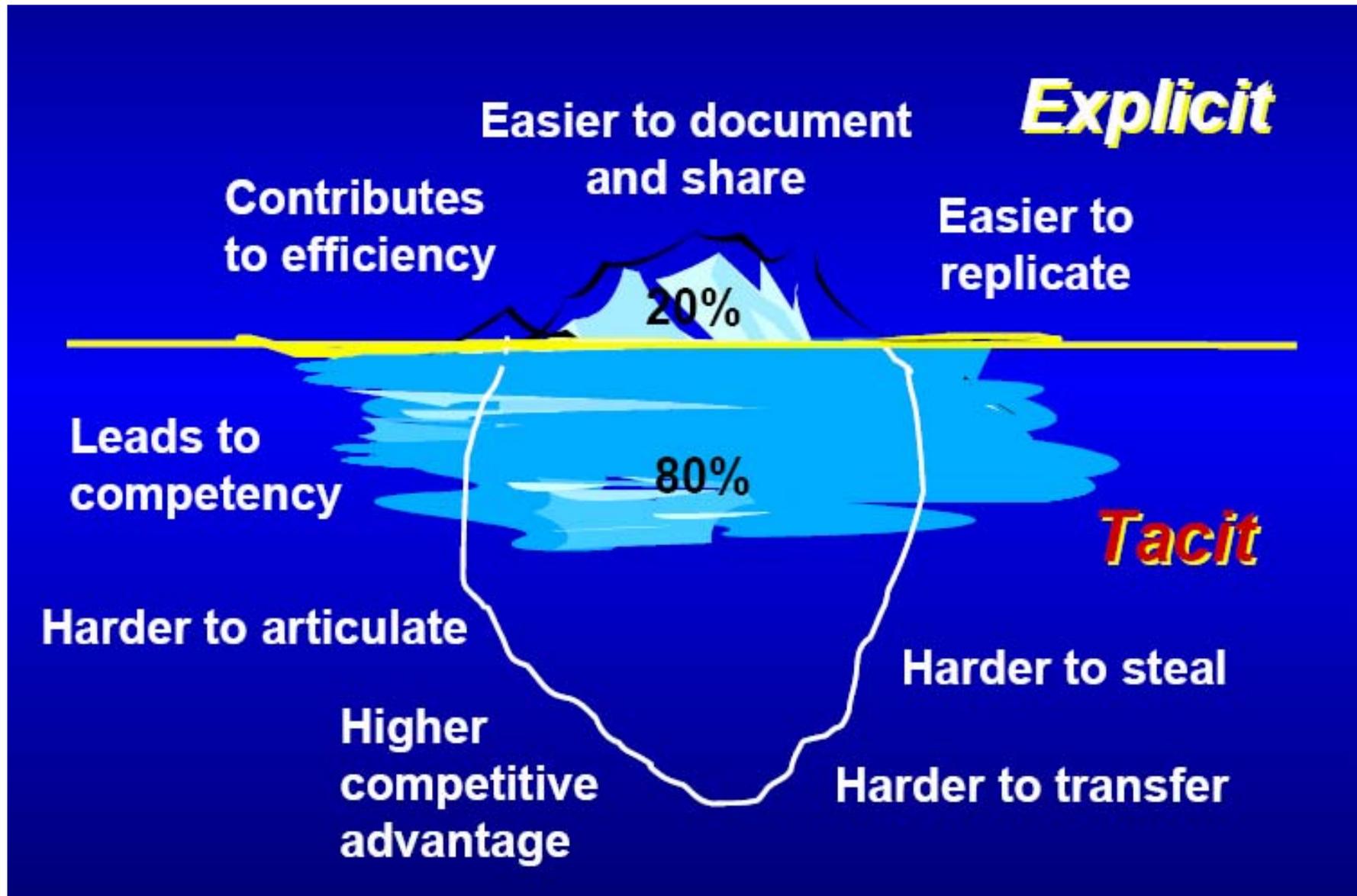
### Knowledge Exchange

- Built in Communities of Practice
- Interactive and Dynamic
- Driven by Productive Inquiry

*...This Is Not a Supplementary “Thing to Do”: It Has to Be Fully Integrated Into the Work and Add Effectiveness as it is Realized*

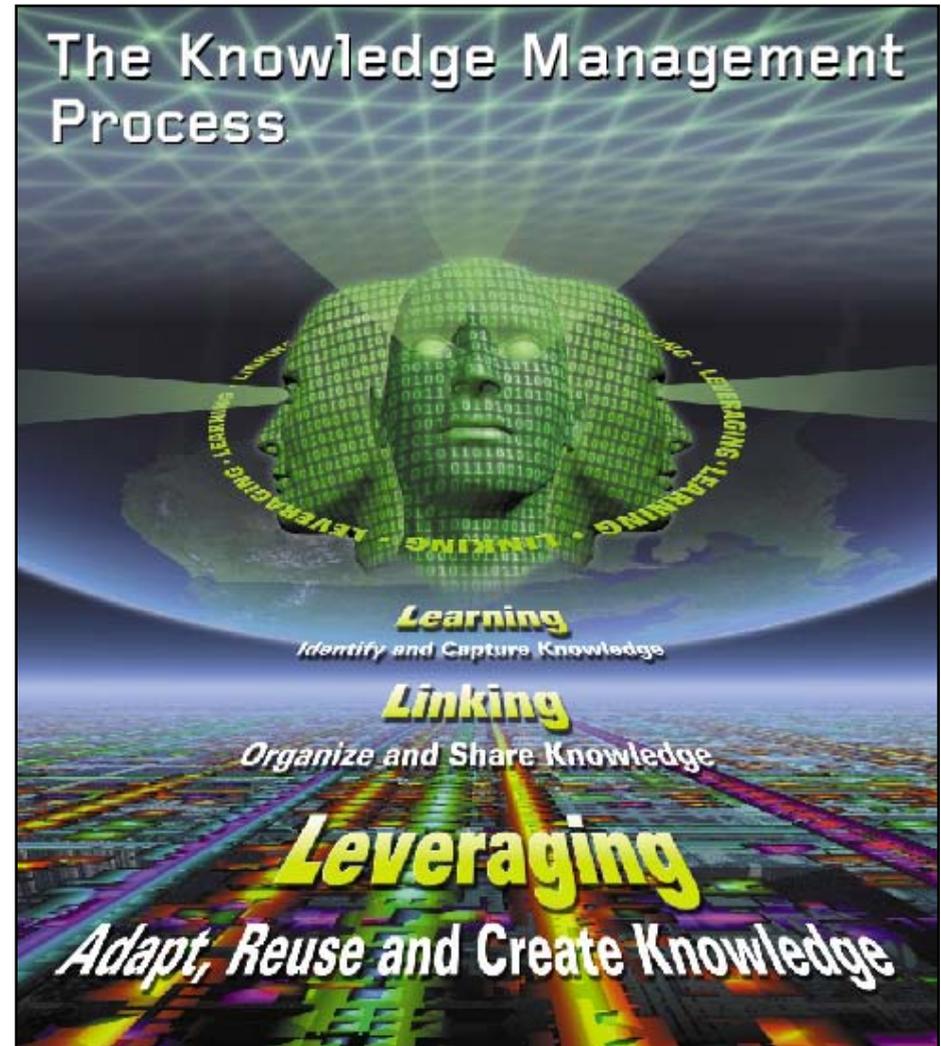
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# What Kinds of Knowledge Are We Talking About?



# What is the KM Process?

- **Learning**
  - Identify and Capture
- **Linking**
  - Organize and Share
- **Leveraging**
  - Adapt, Reuse and Create New
- **Leading**
  - Define Knowledge That Has Strategic Value
  - Make KM Part of Everyday Activities



# Changing Mental Models

## From

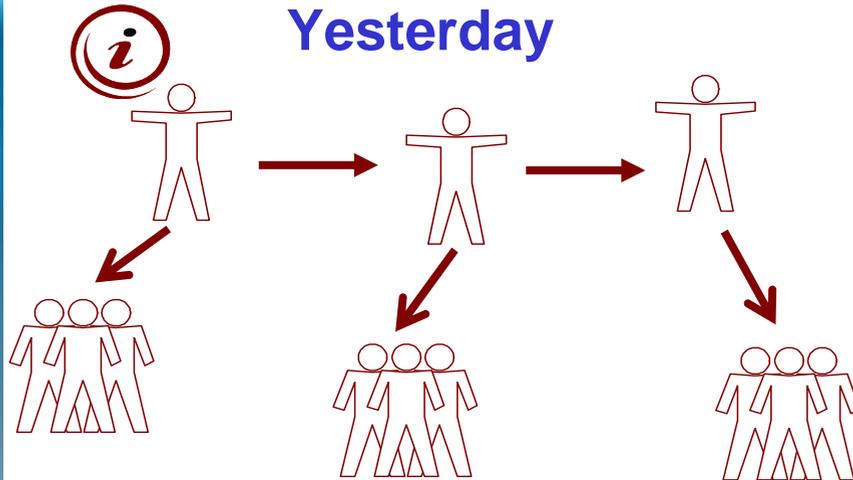
- **After the Fact**
  - Lessons Learned
  - Knowledge Capture Events
- **Training**
  - Courses & Classrooms
  - Just in Case
- **Passive Knowledge Retention**
  - Fingers Crossed
- **From Knowledge Capture**
  - Driven by Downsizing and Retirements
- **Heads Down Work**
  - Command and Control
  - Don't Waste Time Talking

## To

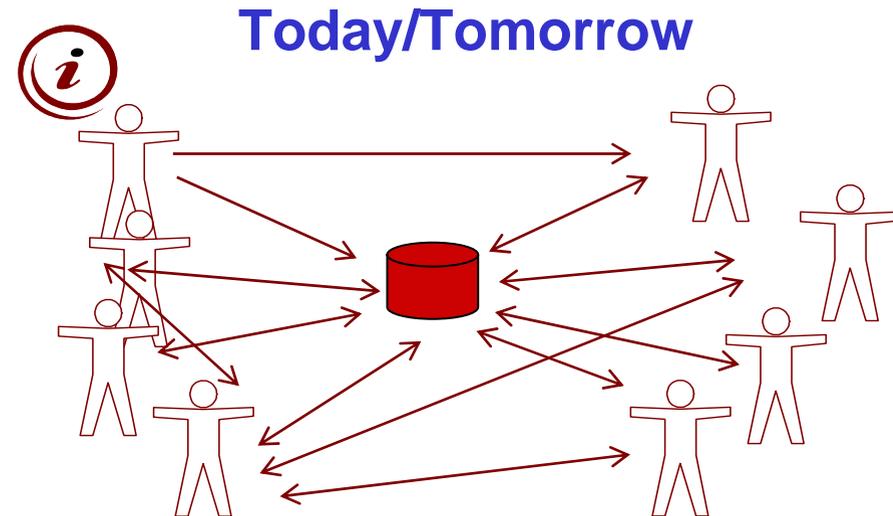
- **During Work**
  - After Action Reviews
  - Process Imbedded Solutions
- **Learning**
  - Knowledge Objects
  - Just in Time, Just Enough
- **Proactive Knowledge Retention**
  - Mentoring, Rotation
- **Knowledge Flow**
  - Crossing Boundaries via Communities of Practice
- **Sharing Work**
  - Knowledge Cafés
  - Collaborative Offices

# Enabling a Highly Productive Workforce

Knowledge Management (KM) provides a more effective work paradigm for the increasingly information rich environment of today & tomorrow



- Sequential
- “Stovepipes”
- Data items



- Parallel
- Networks
- Data streams

# KM Relationship to Data Management

# We have exposed more data to our employees than ever before – are we smarter because of it?

What you want:



What you get:



# Where's My Stuff?



# DM Roles in Support of KM

- **Develop policies for document management**

- Shared drives
- Libraries
- Data banks
- Online (web pages)
- Product Data Management tools
- Team rooms
- Collaboration spaces

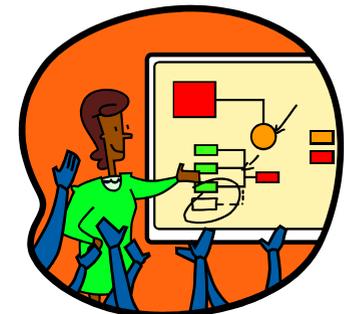


- **Assist in developing web content standards**

- Who adds content?
- What is the review process?
- Who controls / updates?
- How is content maintained (fresh)?

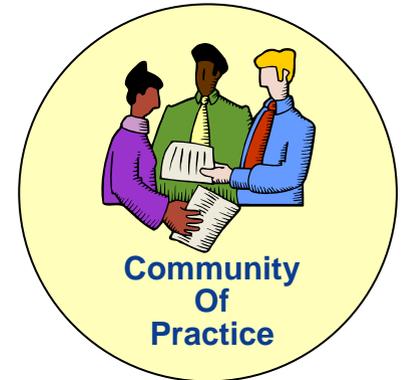


- **Develop taxonomies**



# KM Roles and Tools in Support of DM

- Knowledge Retention / Aging Workforce
- Communities of Practice
- Best Practice Replication
- Portals
- Collaboration Spaces
- Expertise Location



A screenshot of the "NOVY THE NAVY KNOWLEDGE PORTAL". The page header includes the logo and the text "THE NAVY KNOWLEDGE PORTAL" along with the date "Fri Mar 19 10:37:53 CST 2004". The main content area is divided into several sections: "Log into NKO" with a login form for "NKO User Name" and "Password"; "New Users" with links for "NKO Registration", "Guest Registration", and "Download the DoD Certificate"; and "NKO Help" with links for "Forgot your username/password?", "View NKO login help", "Program Information", and "Submit Feedback".

A screenshot of the "AKO ARMY KNOWLEDGE ONLINE The United States Army Portal". The page header includes the logo and the text "The United States Army Portal" along with the date "Friday 19 March 2004". The main content area features a yellow banner with the text "Serving Our Army at War - Relevant and Ready". Below this, there are sections for "Sign In" (with "Click Here" and "Sign In" links), "AKO Lite Sign In", and "New User" (with "New User Registration and Lost Password" and "Eligibility: Active Army, Reserve,"). A large image of a soldier in a field is visible on the right side of the page.

A screenshot of the "AF Portal: Because Information is Not Enough". The page header includes the "U.S. AIR FORCE" logo and the date "Friday, March 19, 2004". The main content area features a large image of a fighter jet. Below the image, there is a login form with "Username:" and "Password:" fields, a "Forgot your password?" link, and a "Log On" button. To the right of the login form, there is a section titled "The AF Portal: Because Information is Not Enough" with three bullet points: "Personal", "Powerful", and "Essential". Below this section, there are two smaller sections: "Take a Guided Tour" and "Customer Service".

# What is a Community of Practice?

- A group of people formed around a topic to:
  - Share ideas, insights, information & help
  - Solve problems & advise each other
  - Learn together
  - Create tools, processes, frameworks, etc.
- People in communities relate to each other
- Over time, communities steward a practice
  - Develop core knowledge
  - Manage the material about their topic



# Purpose of A Community of Practice

**Quickly Connect with Subject Matter Experts**



**Sharing and Adapting Knowledge**

**Forum for Networking**



**Provide Recognition**

**Transferring Best Practices and Lessons Learned**



**Mentoring and Developing Talent**

***Where Knowledge is Created, Shared, Reused and Adapted***

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# DAU Data Management Community



**Acquisition Community Connection**  
Where the AT&L Workforce Meets to Share Knowledge

Defense Acquisition University



[Home](#) | [DAU Resources](#) | [Contact Us](#) | [Site Map](#) | [Help](#)

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EXPLORER ACC HOME

**Data Management**

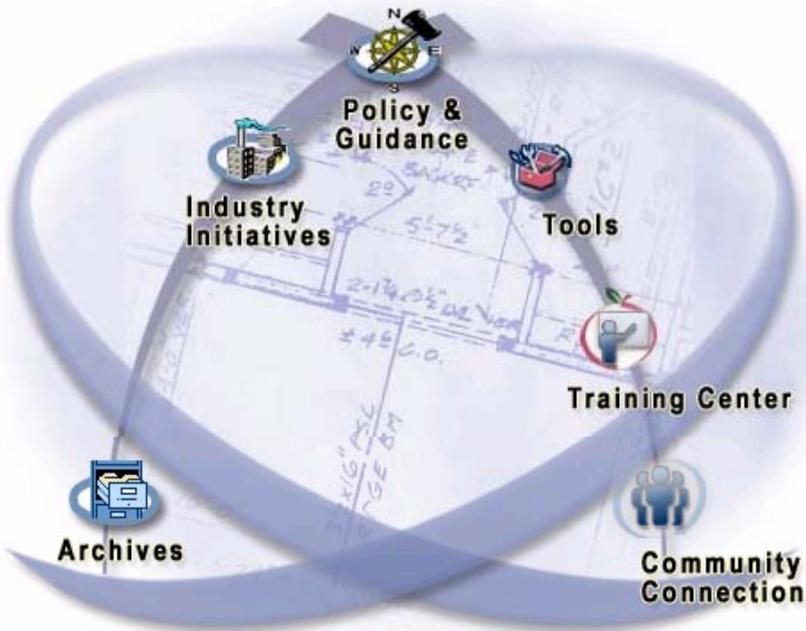
- ▶ GEIA 859 HDBK Development
- ▶ DoD Core Member Working Group
- ▶ Policy & Guidance
- ▶ Industry Initiatives
- ▶ Sustainment
- ▶ Archives
- ▶ Tools
- ▶ Training Center
- ▶ DM Community Connection

acc ▶ data management ▶

**Data Management** open Community  
Viewed 270839 times

Strengthen collaborative partnerships to enable development of common data management practices and implementation guidelines.

ID: 14309



**YOU ARE HOWELD G (SUGGEST AND DISCUSS) EST | LOG OUT**

**PARTICIPATE**

- ▶ Add my Knowledge
- ▶ Options for this Community
- ▶ Subscribe to this Page
- ▶ E-mail this Page
- ▶ Create Knowledge Relationships
- ▶ Invite a friend to this Community
- ▶ Cancel my Membership to this Community

**FEATURED ITEMS**

- ▶ Defense Acquisition Guidebook
- ▶ Navy: Finding Information: Searching for Specifications and Standards
- ▶ Navy: Finding Information: Searching for Technical Manuals

**PEOPLE**

- ▶ Mr. Patrick Montgomery (Viewed 236 times) Editor
- ▶ Ms. Leslie Reed (Viewed 275 times)

**BOOKMARKS**

- ▶ My Business Card
- ▶ My Personal Topic
- ▶ My Preferences
- ▶ My Options
- ▶ My Inbox
- ▶ Add bookmark

Montgomery, Patrick [Personal Topic]

**TOOLS**

- ▶ Calendar
- ▶ Search Knowledge

# Your Next Steps?

- Learning,  
Linking,  
Leveraging, and  
Leading Data Management Knowledge
- Building Communities
- Applying KM Tools



# Questions?

# Contact Information

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