

# NHS West Midlands Regional Development Centre

Service Improvement +  
Organisational Development +  
Policy Implementation +  
Sharing Good Practice

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**A 'Knowledge Organisation'**

# Our Story: Why Knowledge Management?

- Variety of work Programmes
- Mobile field workers; split locations
- Fewer than usual face to face meetings
- Needing to ‘know what we know’: ‘*honest brokers*’
  - Who are we working with?
  - Where’s the good practice?
  - Who else needs to know...?
- Working with people to change their behaviour

~ Balance ~

People



KM

Processes

Technology

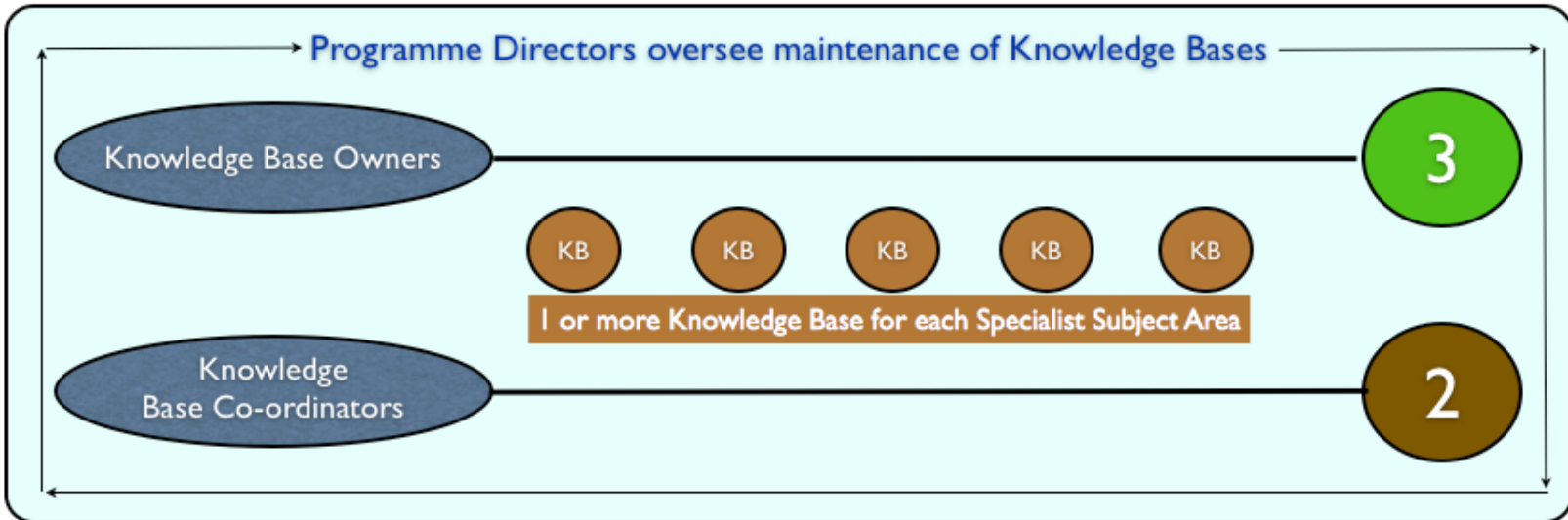
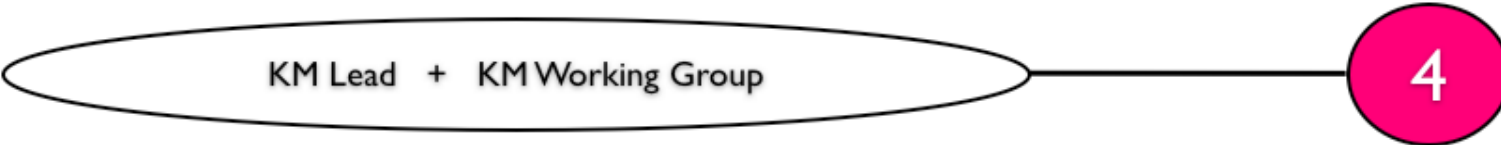
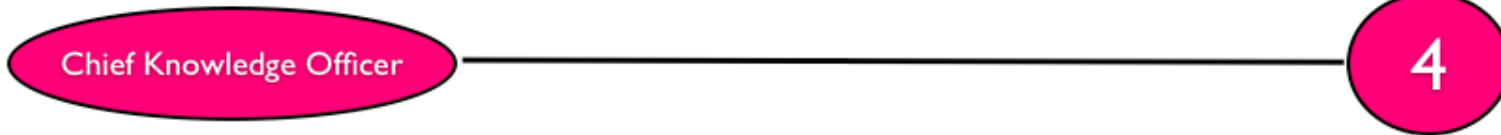
# Our major 'KM' initiatives

- KM Awareness-raising
- Training & Development
- Mobilisation
- IT investment; VFM!
- 'Social' software
- Bespoke management tools
- Knowledge Roles; embedding (KSF)
- Supporting Teams & their Networks
- Supporting Project delivery
- Sharing through narratives

# Knowledge Role

# Knowledge Roles

# KSF 'IK3' Level



# Knowledge Roles

Details of Role	Personal Skills & Qualities	KSF 'IK3' Level & details
<b>Role - Chief Knowledge Officer: Strategic Champion for KM</b>		
<ul style="list-style-type: none"> <li>• Promotes the benefits of KM to external and internal stakeholders</li> <li>• Promotes the effective management of knowledge as a strategic asset to achieve organisational objectives</li> <li>• Embeds KM into the organisational culture</li> <li>• Ensures Senior Management support and active engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Has a very good understanding of the benefits of effective KM and the WMRDC KM Strategy</li> <li>• Demonstrates strong leadership and excellent communication skills</li> <li>• Is able to demonstrate and promote the strategic benefits of KM to external partners</li> <li>• Is a member of the Senior Management Team</li> </ul>	<p><b>Level 4</b></p> <p>Develops the acquisition, organisation, provision and use of knowledge and information.</p>
<b>Role - Knowledge Base Owner: Manages one or more Knowledge Bases and champions KM in his or her specialist area</b>		
<ul style="list-style-type: none"> <li>• Takes responsibility for the effective maintenance of a Knowledge Base</li> <li>• Quality-reviews all new proposed additions to the Knowledge Base</li> <li>• Ensures the use of the most effective KM tools and processes for capturing, storing and sharing knowledge relevant to their Knowledge Base</li> <li>• Maintains personal awareness of internal and external KM developments</li> </ul>	<ul style="list-style-type: none"> <li>• Has a good understanding of the benefits of effective KM and the WMRDC KM Strategy</li> <li>• Is a recognised Knowledge Specialist in subject/Programme Area</li> <li>• Is able to utilise knowledge resources, tools &amp; processes</li> <li>• Is able and be sufficiently informed to develop Knowledge Bases that will meet the needs of appropriate knowledge communities</li> <li>• Demonstrates willingness to develop KM</li> </ul>	<p><b>Level 3</b></p> <p>Organises knowledge and information resources and provides information to meet needs</p>

# One to One Meetings

Staff Member :

Line Manager:

Date :

## Health, Well-being & Work Relationships:

Progress & Issues this month, Agreed Actions & Deadlines...

Your Health & Well-being  
at work

## Performance: Progress & Issues this month, Agreed Actions & Deadlines...

Work Delivery  
(in brief)

Any other issues

## Knowledge Management: Progress & Issues this month, Agreed Actions & Deadlines...

Additions to website

Maintaining Shared Drive /  
other Knowledge Bases

Publishing Project  
Outcomes?

## Perceived 'KM Maturity' @ West Midlands RDC 2006 - 2009

### Critical Success Factors for Effective KM

**Perceived Maturity**  
**2006**                      **2009**

#### Organisational Culture

<b>KM Awareness</b>	Knowledge Aware	Knowledge Aware
<b>Senior Management Engagement</b>	Knowledge Levering	Knowledge Aware
<b>Knowledge-Sharing Culture</b>	Knowledge Levering	Knowledge Levering
<b>Measures to gauge KM Benefits</b>	Knowledge Levering	Knowledge Levering
<b>Incentives &amp; Rewards for Knowledge sharing</b>	Still at Base Camp	Still at Base Camp

#### KM Infrastructure

<b>Strategy</b>	Knowledge Aware	Knowledge Aware
<b>Processes</b>	Still at Base Camp	Knowledge Aware
<b>Structure</b>	Knowledge Aware	Knowledge Aware
<b>Systems</b>	Knowledge Aware	Knowledge Levering

#### Knowledge Networking

<b>Individuals</b>	Knowledge Aware	Knowledge Levering
<b>Team</b>	Knowledge Aware	Knowledge Aware
<b>Organisation</b>	Knowledge Aware	Knowledge Aware
<b>Inter-Organisation</b>	Knowledge Aware	Knowledge Levering



We

Why  
share  
our  
stories?

Others

- learn more about each other's work
- share & pool our experience & skills
- have stronger relationships
- are likely to collaborate more
- are more efficient as a Team
- model our approach to our colleagues

- find out more about our work
- understand why we are valuable
- want our services
- publicise our services
- share in our good work, with us and indirectly
- join in with the sharing!
- achieve higher standards in healthcare

**NHS**

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Regional Development Centre

# CKO Role

- Passion for sharing => collaboration
- Inspire through Leadership
- It can be lonely..... *until now?!*
- It can be risky - don't be afraid to:
  - o question
  - o admit when something hasn't worked: *LEARN!*
- Work with the willing - Champions, early adopters
- Keep at it!
  - o Don't lose sight of the goal
  - o And take time to look back

The # 1 lesson is.....

**Give your staff permission  
to talk  
to each other!**

## More info & getting in touch

- KM Lead: [Martin.Fisher@wmrdc.org.uk](mailto:Martin.Fisher@wmrdc.org.uk)
- CKO: [Simon.Pearson@wmrdc.org.uk](mailto:Simon.Pearson@wmrdc.org.uk)
- Our KM Strategy & more:  
[www.wmrdc.org.uk/km](http://www.wmrdc.org.uk/km)