



5iKM3 Knowledge Management Maturity Model

For assessing and harnessing the organizational ability to manage knowledge

The knowledge management (KM) goal for any organization must lead to leveraging the organizational knowledge for the business benefits. TCS believes that the path to reach this goal is by “**managing mindsets**”. This involves a complete change in the way people, process, and technology interact with each other and are influenced by a uniform corporate culture.

The maturity model **5iKM3** has been evolved by keeping in mind all these aspects of knowledge management. This framework describes each state of maturity and addresses the objective of each state. Further, it is able to relate the KM initiatives with the perceived business benefits of each state.

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Introduction

5i KM3 The knowledge management (KM) goal for any organization must lead to leveraging the organizational knowledge for the business benefits. TCS believes that the path to reach this goal is by “**managing mindsets**”. This involves a complete change in the way people, process, and technology interact with each other and are influenced by a uniform corporate culture.

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Need for a maturity model

There is always a benchmark and model to assess and evaluate the state of acceptance and maturity of any business initiative which can or has the potential to impact the business process and delivery. KM is now one of the most important business decisions, which impacts all the touch points of business delivery.

However, it is highly unlikely that all the knowledge in the organization can be managed and harnessed in one giant leap. The most significant changes that need to happen along with the convergence of the applications are the change in mindset and culture within the organization.

The maturity in KM is a volatile state. One needs to be highly motivated and keep its governance model agile in order to ensure the organization remains in the desired state. Any slippage in governance and the motivation level of the people, no matter however strong the processes are or however much the technology supports the initiative, there is always a scope of losing the higher state of maturity.

About 5iKM3 (Knowledge management maturity model)

TCS believes the states of knowledge maturity can be achieved by systematically addressing the three basic pillars of KM – **People**: people and culture, **Process**: process, policy and strategy and **Technology**: technology and infrastructure. These three pillars are the key foundation areas (KFAs) –

People: people and culture – these address the ‘mindset’ and relate to attributes of assessing people and culture.

Technology: technology and infrastructure - these are the enablers that help people harness the maximum out of the KM initiative.

Process: process, policy and strategy – these facilitate and guide the efforts of the people to capture and use the knowledge in the organization to achieve business benefits.

The path to maturity is of continuous improvement and must be governed by a strong maturity framework, which has the ability to assess and benchmark the various aspects of **People**, **Process** and **Technology** in a holistic manner.

To benchmark KM maturity, five states of maturity have been identified –

1. **Initial** - Organization has no formal processes for using organizational knowledge effectively for business delivery.

Organization Speak – “We may have lots of knowledge but we do not know how to harness it in a structured manner for business benefits.”

2. **Intent** - Organization realizes the potential in harnessing its organizational knowledge for business benefits.

Organization Speak – “We know we have lots of knowledge and we are moving in the direction of harnessing the same.”

3. **Initiative** - Organizations have knowledge-enabled their business processes and are observing its benefits and business impacts.

Organization Speak – “We need to leverage knowledge from all the touch points and we have made a start; however we are cautious.”

4. **Intelligent** - Organization has matured collaboration and sharing throughout the business processes that results into collective and collaborative organizational intelligence.

Organization Speak – “We are able to harness knowledge from all the touch points in the organization and realizing the business benefits out of it.”

5. **Innovative** - Organizational knowledge leads to consistent and continuous process optimisation giving it a business edge.

Organization Speak – “We have institutionalised the knowledge and are able to innovate and optimise the business processes.”

These states of KM maturity can be achieved through consistent and concentrated efforts. To sustain continuous growth, one needs to progress step by step to attain the higher levels of knowledge maturity. Further, there cannot be a short cut to reach the highest maturity state– innovative.

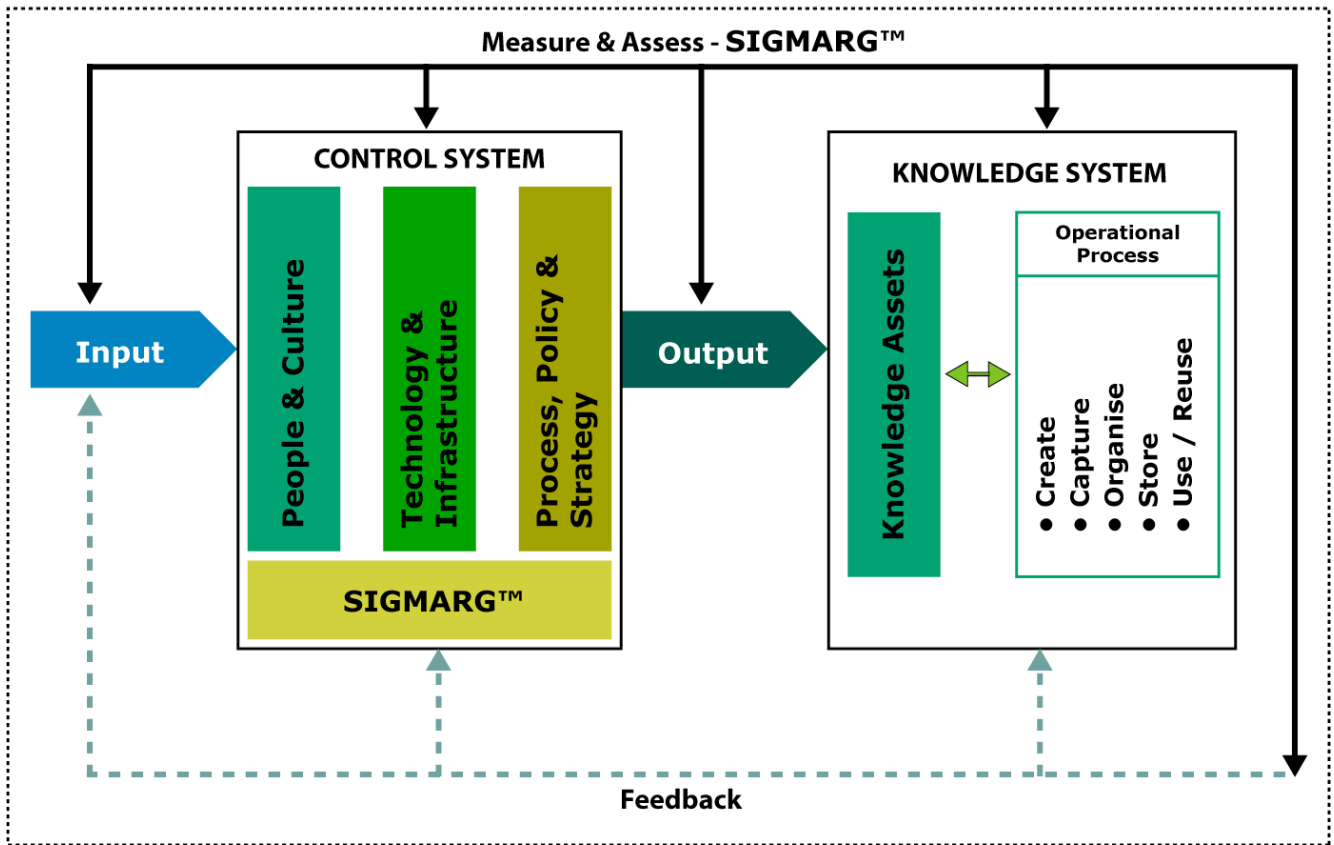


Fig. 1: System and Control for organisational knowledge

The figure 1 above shows the typical representation of the knowledge system and controls as applicable. The organization has multiple touch points for both collection and application of knowledge. Hence, it is important to have the Processes and Technology built such that it supports the paradigm – “**anything, anywhere, anytime**”. The system should not collapse due to the load of expectations.

To ensure that the system works smoothly, there is a need for continuous assessment and measurement of the expected output with respect to the input and also to ensure that:

1. There is an adequate input always present
2. There is the desired gains shown in the business delivery
3. There is an expected return of investment

Further, presence of correct and supportive Processes will ensure the harnessing of knowledge from all the touch points given the **People** dependency.

State Identification

The people are the knowledge source of the organization and they with the help of the defined process and technology are able to translate the tacit and explicit knowledge to the organizational knowledge bank. However, it is not as simple and easy as it sounds. There are several deterrents to the system; the first and foremost being the insecurities and resistance of the people themselves.

The figure 2.0 below explains the various stages of reaching the state and defines the change in state in a graphical form.

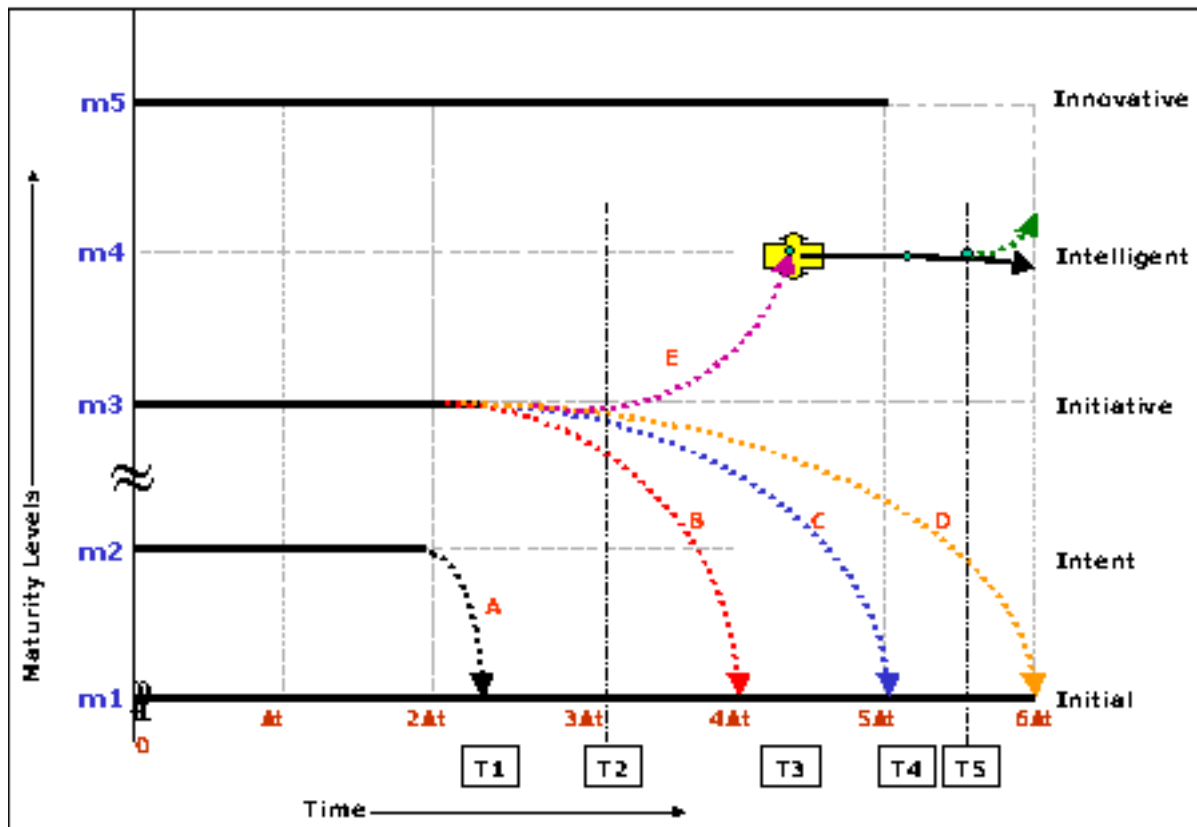


Fig. 2: Graphical depiction of Knowledge Maturity States

The states can change due to disturbances in any of the three KFAs – People, Process and Technology. Applying this concept on the maturity and plotting, the following can be understood:

1. Each of the KFAs has a different impact on the maturity state.
2. The extent of impact will also differ in each maturity state.
3. The maturity state three – m3 depicts four different possibilities of moving from the stability state to change in the state.
4. Consider the curve E. It shows that the due to positive impact of the KFAs the next higher state is attained. The time required can be calculated by evaluating the curve between m3 – m2. Once the new state is achieved it remains in a stable state say T5 – T3. Then the state starts moving to next higher state. Again the duration of stability or time taken to reach next higher state will be different at different situations and dependent of the KFAs. Further, a negative change in KFAs can trigger the decline and as shown the stability period of the next higher state in the organization it may be T4 – T3.
5. The rate of decline (the curves as shown in Figure 2) will also vary with the KFAs and its attributes, being different for each KFA and its attribute as shown by the curves – B,C & D.
6. Intent to initial state is a sharp decline as the major influencer at this state is People. Progress can be made only if they recognize the value of KM in the organization.

Assessment Model

The purpose of the assessment model is to offer a framework, which will facilitate the following:

1. Identification of the current state of the organization in terms of People, Process and Technology
2. Identification and statement of the current processes for business and knowledge management
3. Benchmarking with the 5iKM3 concept model and delivery of a comparative with other states
4. Identification of suitable interventions
5. Planning the next course of actions

The KM maturity assessment starts with the management mandate and involves:

1. Defining of the business and KM goals
2. Identification of the stakeholders
3. Conducting awareness workshops for the purpose of the assessment
4. Collection of data through interviews, surveys and workshops

The data thus collected is then consolidated and report is prepared to reflect

1. The current state of KM maturity
2. General feedback, if any
3. Next course of action
4. Proposed solution
5. Suggestions, if any

The assessment model is part of the Governance framework of TCS' KM implementation methodology - SIGMARG™. The assessment is a continuous process and needs to be conducted at regular intervals (frequency and sampling size - as required) in order to keep a track of the health of the organizational knowledge management maturity at any given timeframe.



TCS' Knowledge Management Practice

TCS' Knowledge Management Practice has been providing Knowledge Management solutions to a wide industry spectrum, organizations, including various government departments and agencies. KM practice has accumulated in-depth knowledge of leading KM products, domain expertise, and the ability to integrate KM solutions with other enterprise systems. It possesses rich expertise in all the application areas in the KM space, namely, document management systems, workflow applications, mail and messaging, portals, etc. It has well-developed and mature methodology for KM solution delivery. KM Practice facilitates formation of teams with the right mix of functional and technical expertise, to offer a truly integrated KM strategy and solution.

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Tata Consultancy Services (TCS) is among the leading global information technology consulting, services and business process outsourcing organizations. Pioneer of the flexible global delivery model for IT services that enables organizations to operate more efficiently and produce more value, TCS focuses on delivering technology led business solutions to its international customers across varied industries.

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