



ANSWER THE QUESTIONS QUICKLY – WITHOUT TOO MUCH REFLECTION – BE HONEST

AWARENESS & COMMITMENT	IMPORTANCE				EFFECTIVENESS				SCORE
Do your staff understand the concept of KM and are senior management are committed to its	Critical (5)	Important (3)	Beneficial (1)	Not Improving (0)	Complete (5)	Improving (3)	Inefficient (1)	Not Applic. (0)	
1. If I use the term, knowledge management anywhere in my company, most people will understand what it means for us and how it is applied to the business									
2. There is Board level representation for knowledge management with a CKO position or something similar									
3. Senior management walk the talk. They demonstrate their commitment to KM with resources, action, guidelines and activities									
4. Senior managers support knowledge sharing learning and other KM desired behaviours. This is often talked about in meetings.									
5. KM is seen as a vital element of business strategy and knowledge is widely recognised as the basis of our competitive position									
6. There is a senior level ongoing review of the effectiveness of KM in the whole company									
7. Intellectual assets are inventoried or recognised and some measure of value (hard or soft) is attached to each									
TOTAL SCORE									



STRATEGY	IMPORTANCE				EFFECTIVENESS				SCORE
Has your organisation committed to a programme of KM improvement by trying to manage	Critical (5)	Important (3)	Beneficial (1)	Not Improving (0)	Complete (5)	Improving (3)	Inefficient (1)	Not Applic. (0)	
1. There is a vision for how KM should integrate into the business									
2. There is a shared understanding, based on a scenario plan, on what KM should be doing for us in two year's time									
3. It is clear how KM initiatives support the business plan									
4. There are defined responsibilities and a budget set for KM initiatives									
5. KM principles are well established. There are, definitions of key knowledge and guidelines for its creation and management									
6. There is clear ownership of KM initiatives either by the business unit or the whole business									
7. There is a programme of initiatives within the business plan to improve KNOWLEDGE MANAGEMENT									
TOTAL SCORE									



CULTURE	IMPORTANCE				EFFECTIVENESS				SCORE
Do the behaviours in the company enable effective KM?	Critical (5)	Important (3)	Beneficial (1)	Not Improving (0)	Complete (5)	Improving (3)	Inefficient (1)	Not Applic. (0)	
1. Failure is not punished, rather it is seen as an opportunity to learn. Regular reviews or debriefings are used to see what we have learned from projects									
2. Recording and sharing of knowledge is routine and second nature. Next time I have a good idea, I know exactly how to share it!									
3. We constantly seek best practice and try to re-use existing projects and knowledge whenever we can									
4. Time is allowed for creative thinking. For example, staff are encouraged to reflect and thinking time is allowed for									
5. Knowledge sharing is seen as a strength and the amount of mentoring and coaching practised is discussed in appraisals									
6. Everyone is willing to give advice or help on request to anyone else in the company									
7. Changes to day to day working are seen as normal and there are no rigid definitions of where people can contribute good ideas									
TOTAL SCORE									



EXTERNAL FOCUS	IMPORTANCE				EFFECTIVENESS				SCORE
To what extent does the company see itself as part of a knowledge network? Is the business looking	Critical (5)	Important (3)	Beneficial (1)	Not Improving (0)	Complete (5)	Improving (3)	Inefficient (1)	Not Applic. (0)	
1. We are actively connected to external networks and knowledge sources which cause us constantly to re-examine what we are doing									
2. Technology is shared with both suppliers and clients where appropriate to enhance relationships									
3. There is a programme of active participation in business conferences and other discussion forums to share ideas and experience									
4. The company is recognised for its innovative approaches									
5. Ideas and alliances for joint ventures increase intellectual capital and are constantly reviewed and acted upon where necessary									
6. There is a strategic programme in place to collect and analyse business intelligence, so as to develop the company's strategy									
7. We have identified a range of learning partners and develop collaboratively, training and learning programmes									
TOTAL SCORE									



INCENTIVES	IMPORTANCE				EFFECTIVENESS				SCORE
Does the company reward those who contribute to its KM efforts?	Critical (5)	Important (3)	Beneficial (1)	Not Improving (0)	Complete (5)	Improving (3)	Inefficient (1)	Not Applic. (0)	
1. There is a strong belief that only by sharing our ideas can we all do well. There is no special need for incentives in my company									
2. Hoarding of knowledge and being secretive about the best way to do something is actively discouraged									
3. Good KM behaviour is monitored and built into appraisal systems									
4. Individuals are visibly rewarded for team work and knowledge sharing									
5. Training and development programmes in KM behaviour and procedures are encouraged from recruitment onwards									
6. Good KM behaviour such as sharing knowledge and re-using it are promoted on a day to day basis									
7. Asking for help from expert co-workers is monitored, encouraged and rewarded									
TOTAL SCORE									



INFORMATION TECHNOLOGY	IMPORTANCE				EFFECTIVENESS				SCORE
	Critical (5)	Important (3)	Beneficial (1)	Not Improving (0)	Complete (5)	Improving (3)	Inefficient (1)	Not Applic. (0)	
Do you have the right kind of IT and is it used effectively enough to support KM?									
1. Technology "fit" for knowledge sharing (not just technical compatibility) is the main item on the agenda when new IT initiatives are being discussed									
2. The information services team are constantly checking to ensure that our IT supports our knowledge needs									
3. Technology is a key enabler in ensuring the right information is available to the right people at the right time									
4. IT makes the search for information much easier. Our IT is leading edge and is fully supported									
5. IT allows effective communication across boundaries and even time zones									
6. Our hardware and software are updated routinely without significant debate									
7. People use the IT in place effectively as a normal working practice (for example, everyone shares the same templates for word processing)									
TOTAL SCORE									



MAINTENANCE AND PROTECTION	IMPORTANCE				EFFECTIVENESS				SCORE
How well does the company protect and maintain its information and knowledge assets?	Critical (5)	Important (3)	Beneficial (1)	Not Improving (0)	Complete (5)	Improving (3)	Inefficient (1)	Not Applic. (0)	
1. We know who our leading experts are in all areas of activity and we take active steps to ensure that they share knowledge and do not walk out the door									
2. Effective cataloguing and archiving procedures are in place for document management whether the data are held electronically or on paper									
3. Key information to be protected such as customer information is identified. Intellectual assets are legally protected									
4. Measures are in place to ensure key information stays in the company should key employees leave									
5. There are regular reviews to delete out of date information and there is a procedure to ensure regular updates from designated information owners									
6. There are complete IT security procedures in place (backup, recovery etc.) in fact we have a disaster drill without warning from time to time									
7. Regulatory and compliance requirements for my industry are published and clearly understood by key managers									
TOTAL SCORE									



ONGOING ASSESSMENT	IMPORTANCE				EFFECTIVENESS				SCORE
Does the company measure the impact of KM and particularly the management of intellectual assets	Critical (5)	Important (3)	Beneficial (1)	Not Improving (0)	Complete (5)	Improving (3)	Inefficient (1)	Not Applic. (0)	
1. When we find that we don't know something we discover to be important, we set up a programme to ensure that systematic learning takes place									
2. There is a type of balanced scorecard or similar framework in place covering innovation, people, customers, finance and operations									
3. There is a regular measurement of the impact of KM on the way people do their jobs and on the bottom line									
4. The value of intellectual assets is measured regularly									
5. Action is taken at a senior level on the assessments to further improve the position of the business based on the KM measures									
6. Key performance indicators for KM are in place									
7. We have established a system of internal benchmarking to measure each are of performance against company best practice regularly									
TOTAL SCORE									



ORGANISATION	IMPORTANCE				EFFECTIVENESS				SCORE
Is your company organised to make the most of its knowledge resources?	Critical (5)	Important (3)	Beneficial (1)	Not Improving (0)	Complete (5)	Improving (3)	Inefficient (1)	Not Applic. (0)	
1. We categorise our products and services according to whether we think we are working in a simple, complex, uncertain or ambiguous environment									
2. A flexible, well structured, up to date knowledge map exists to point staff in the direction of the knowledge they seek									
3. Informal networks across the organisation are encouraged in fact management meetings often discuss our communities of practice									
4. Information with use across different units is available to a number of different users in different formats I.e. in formats they can use and understand									
5. Formal networks exist to facilitate the dissemination of knowledge									
6. Virtual or remote teams are supported effectively in terms of access to knowledge or networks									
7. Staff are rotated to spread best practice ideas or natural staff turnover is positively used to assist with the dissemination of best practice									
TOTAL SCORE									



USING & APPLYING KNOWLEDGE	IMPORTANCE				EFFECTIVENESS				SCORE
Does your business use and exploit the knowledge inherent in the company in an effective manner?	Critical (5)	Important (3)	Beneficial (1)	Not Improving (0)	Complete (5)	Improving (3)	Inefficient (1)	Not Applic. (0)	
1. For each new initiative, we identify a number of knowledge transfer outcomes (e.g. productivity, learning, quality etc.) that we later review									
2. We have a number of people who are designated as "gatekeepers" from time to time to ensure knowledge is transfer internally and externally									
3. We look very carefully at whether we support our major decision points in key business processes with the right kind of knowledge									
4. Use of knowledge and information is controlled in line with regulatory and compliance requirements									
5. Multi disciplinary teams are effectively formed and managed									
6. There are a number of dedicated knowledge workers in place whose job is to assist in the capture, recording and dissemination of knowledge									
7. Ideas to exploit pools of information are reviewed and acted upon for business benefit									
TOTAL SCORE									