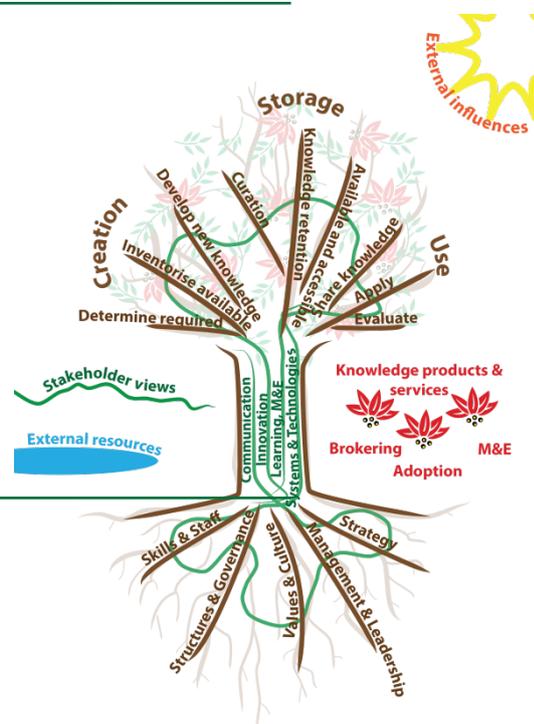


Introduction to the knowledge management scan

This sheet provides a short introduction to the knowledge management scan, and an outline how it might be used at an individual, organisational or network level.

Introduction KM scan

The knowledge management (KM) scan used for the integral KM approach is developed to provide insight, at an individual, organisational or network level, in knowledge awareness as well as the status of knowledge management (or similar) activities and challenges. It results in a well balanced overview of the current situation. This can then be the basis for identifying obstacles, discovering strategic opportunities and making the right choices regarding knowledge management for the following year or years.



KM scan model

The KM scan follows the model of the knowledge ecosystem and knowledge management tree (as explained in other sheets) and consists of questions concerning the following aspects:

- a. **Building the foundation:** the foundation of a knowledge management tree consist of strategy, values & culture, structures & governance, management & leadership, and staff & skills.
- b. **Develop the knowledge processes:** the knowledge processes within the knowledge management tree: knowledge creation (determine knowledge needed, inventorise available knowledge, and develop new knowledge), knowledge storage (curation, retention and making knowledge available and accessible) and knowledge use (sharing, applying and evaluating knowledge)
- c. **Optimise internal enablers:** the processes that enable optimal use of knowledge: communication, systems & technologies, learning and M&E, and internal innovation.
- d. **Operating in the environment:** taking into account stakeholder views and participation, external influences and external resources.
- e. **Providing knowledge products and services:** brokering, facilitating adoption and monitoring & evaluation of knowledge products and services.

Background to the knowledge management scan

The KM scan was originally designed to test the level of knowledge management implementation and understanding within an organisation, originally focused on the industrial sector. Over time, it has been adapted to fit different types of sectors and often tailored to specific needs and demands of organisations, profit as well as not-for-profit and civil society. The current scan is specifically adapted to be used in the international development sector, and available at three levels.

Levels of the knowledge management scan

The scan has been adapted to fit three levels of “scanning”, to fit the demands of different types of actors within the development field.

- **Individual:** Many individuals (‘knowledge workers’) easily switch between jobs, and have become more and more their own little ‘companies’. Working relations within and between organisations often depend on personal contacts of their employees. The questions in the individual scan therefore consider the personal skills, experience and attitude of the individual as their starting point. Therefore an assessment of KM at individual level can provide insight for professional development.
- **Organisational:** Most organisations in the development sector depend on working together, rather than working against each other. Although there is some competition between organisations, it is hardly comparable to the competition within large industries. The scan therefore focuses on internal processes as well as on stakeholder relations, partnering and other relevant issues.
- **Networks/communities:** very often, organisations and individuals are part of one or several networks and communities. These mostly focus on specific areas in which their members work, or other issues they have in common. Most networks do have a small secretariat, but mostly follow the vision of their steering committees and advisory boards, made up of members. Communities might even be more loosely organised, driven by a core group of active members. The network scan focuses on issues that can come up when different organisations and/or individuals come together in one network or community.

Short procedure to implement the knowledge management scan

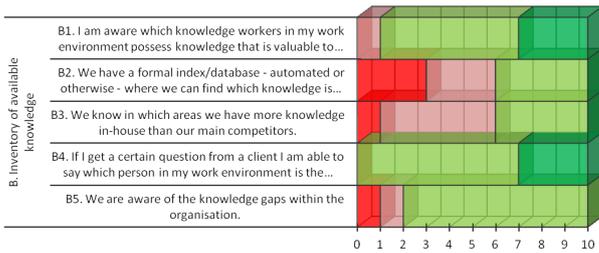
The following steps are part of the procedure when implementing the KM scan.

1. Introduce scan and make it available: it is good to start the process of the knowledge management scan with a short introduction to those who will fill it out. Some background on knowledge management can help them fill out the scan quicker and better. After that has been done, the scan can be made available, either online, on paper, or both. The online version uses a survey-tool, which can be filled out individually and that aggregates all results. Scans that are filled out on paper will later on be processed digitally as well.

Knowledge processes				
Exit				
C. Development of (new) knowledge				
	Disagree strongly	Disagree	Agree	Agree strongly
C1. We have formal knowledge development procedures like pilots, studies, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C2. In our organisation new knowledge that is not directly needed for the realisation of the current strategy is also developed spontaneously.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C3. Decisions regarding make or buy of new required knowledge are made on rational grounds.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C4. In our organisation we periodically and structurally think about the question what knowledge the organisation will need in 5 to 10 years from now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C5. We have good contacts with research institutes in knowledge areas that are of strategic importance to us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C6. It sometimes happens that a certain department or group gets behind in its required knowledge and this situation can only be remedied at a relatively high cost.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C7. In general, people here are positive towards renewing products or services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Let a minimum number of people fill out the scan: for the organisational and the network scan, it is best to set a minimum number of people that have to fill out the scan. The number is dependent on the size of the organisation, but can best be set at minimum 20 (or if the organisation is smaller than that, all people). For the individual scan, of course only one can fill out the scan for himself or herself. However, having several people fill out individual scans can also help to identify common issues.

3. Analyzing the answers & draft results: after all responses have been collected, time has come to analyze the results of the scan. This involves aggregating all the answers, giving scores to the different categories but keeping an eye out for individual responses as well. The analysis should give a good overview of overall trends that can be identified from the answers, as well as striking discrepancies in answers. A draft report is written based on these results.



4. Discussion of the results: the scan is not complete without participation in a discussion from the organisation, network or individual. A good discussion based on the scan results should be held, in order to complement the results, clarify the answers and trends, shifting focus wherever necessary, and maybe add (or lose) some nuance. Complementing the first quantitative results with qualitative responses and discussions always proves to be very valuable.

5. Final results & recommendations: based on the results from the discussion, a final report will be written. In this report, both the answers from the scan are shown, as well as points of discussion and clarification. Based on this, possible recommendations for follow-up actions can be given when requested.

6. Presentation and discussion of final results: to finalize the entire process of the scan, a final presentation with discussion on the final results and the recommendations will be held. Here, the results will be presented to and discussed with those who can follow-up on the recommendations, most likely management. There is room to further explain parts of the results and ask additional questions to help the individual, organisation or network follow-up on recommendations.

