Introduction to Knowledge Management
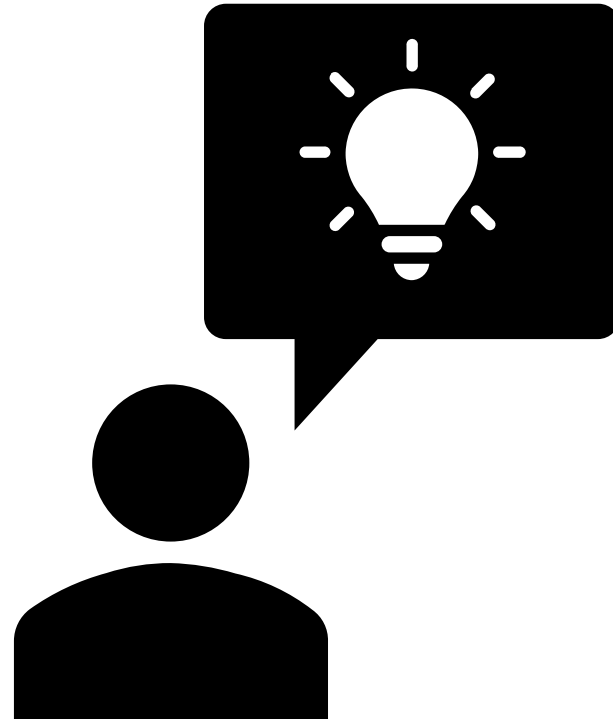
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NHS England and NHS Improvement

What do you hope to get out of today?

Learning objectives

Following this session, participants will:

- Be able to define knowledge and knowledge management (KM)

- Understand some of the terminology around KM

- Reflect on the existing skills and knowledge they possess to deliver KM

- Reflect on optimal knowledge management behaviours and how these can applied in their own organisation

Today

- What is knowledge? What is knowledge management?
- KM terminology: What language do we use to describe KM?
- BREAK
- How might you apply your skills to KM?
- LUNCH
- The Great YOHHLNet Spaghetti Towers challenge!
- Summary and next steps

KM at RightCare

- RightCare supports health systems (CCGs, STPs, ICSs) to improve in specific priority areas (e.g. cardiovascular disease, ophthalmology)
- KM team of 3 supporting national and regional teams
- KM offer includes:
  - Embedding and facilitating KM techniques (e.g. After Action Reviews)
  - Learning sessions (face to face and virtual)
  - Harnessing technology to support KM (e.g. support & training in Microsoft Office 365 roll-out)
  - Hosting internal Sharepoint site as a "Knowledge Hub"
  - Evidence searching and summarising
  - Horizon scanning for new knowledge

What is knowledge?

"Understanding of or information about a subject that you get by experience or study, either known by one person or by people generally" (Cambridge University dictionary)

Knowledge builds on data and information

- Data gives you the raw facts but without context isn't very helpful
- Context converts data into information
- Information plus experience becomes knowledge
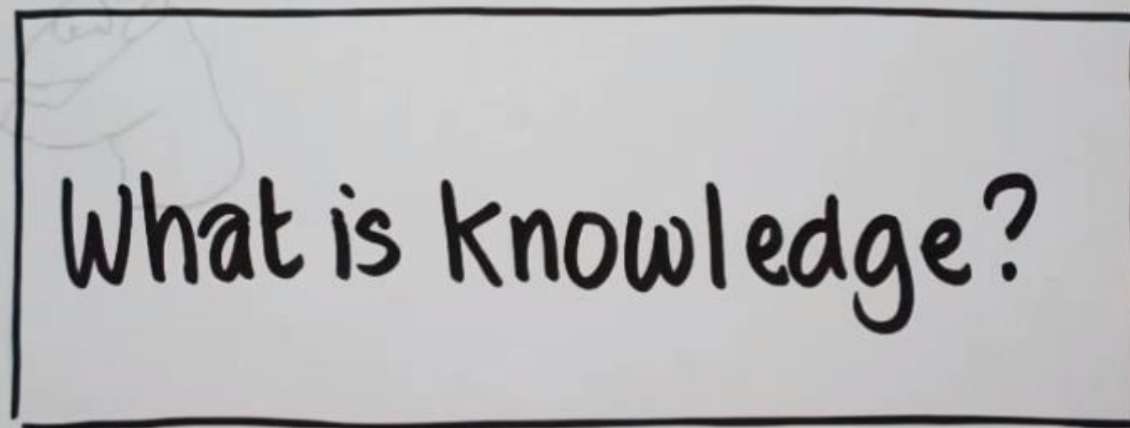
Knowledge

Information

Data
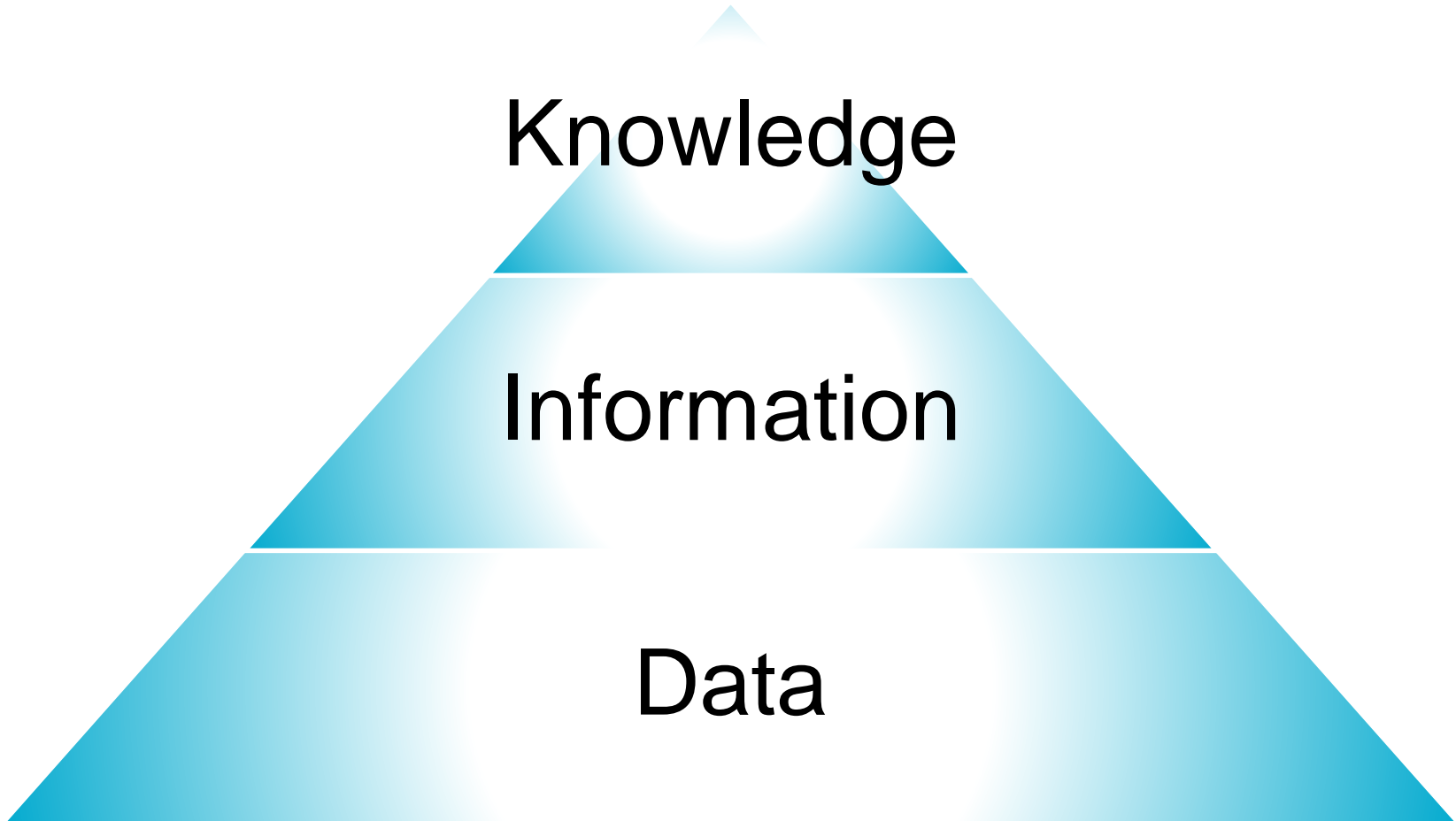
Explicit and tacit knowledge

- Knowledge can be explicit or tacit

- Explicit = "know what", document, published, easy to share

- Tacit = "know how", cognitive, experiential, difficult to document and share

- Both are valuable and essential to drive a learning organisation
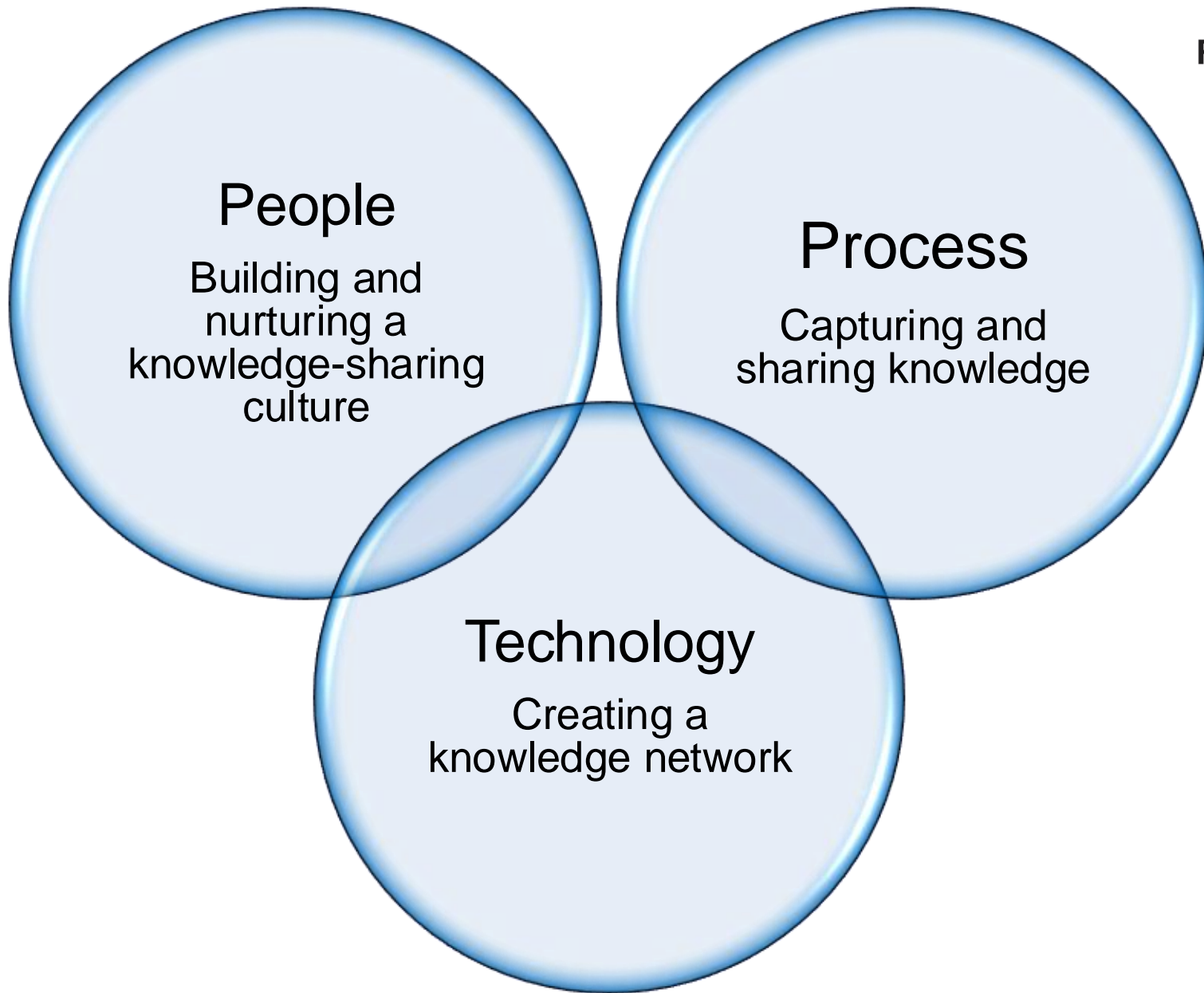
https://www.youtube.com/watch?v=WI1xrUmBH74

What is KM?

"The process of capturing, distributing, and effectively using knowledge."

Davenport, 1994

"The collection of processes that govern the creation, dissemination, and leveraging of knowledge to fulfil organisational objectives."
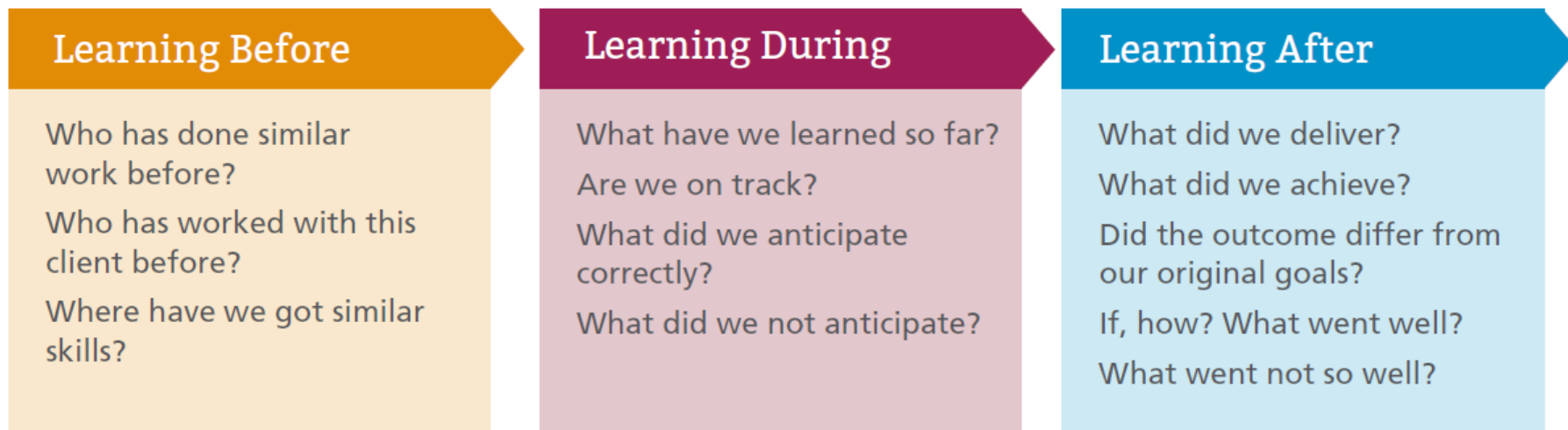
David Gurteen

Optimal KM behaviours

Behaviours associated with good KM are:

- converting tacit knowledge into explicit knowledge

- asking questions

- willing to share what has/hasn't gone well

- digital and information literacy

- understanding of types of evidence and appraising evidence

- actively seeking the experience of others

Twitter

Teams

Webex

Email

Yammer

Sharepoint
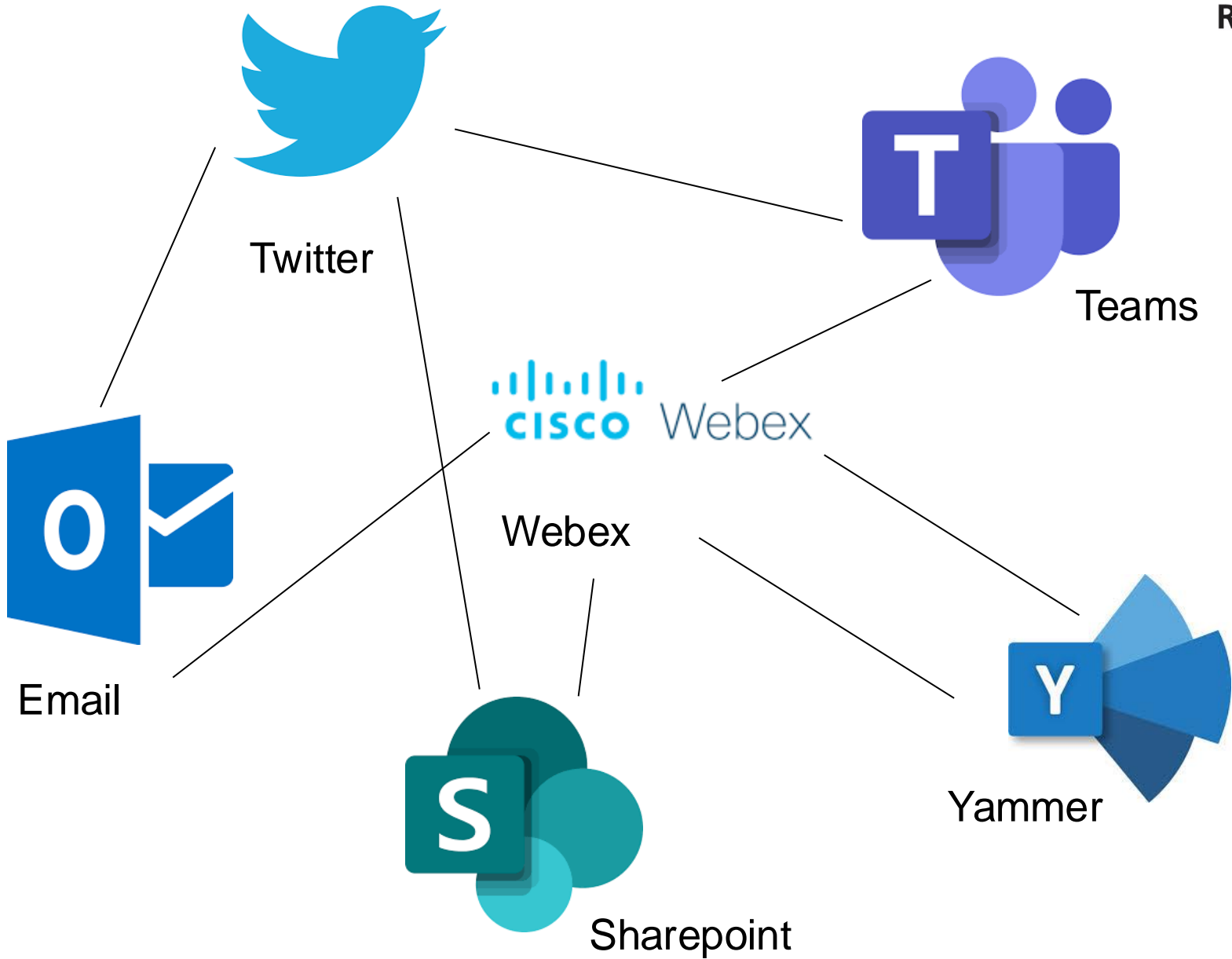
Knowledge Mobilisation Framework

Healthcare is a knowledge based industry. Sharing the 'know-how' of staff, using research evidence and implementing best practice are all business critical. Knowledge Mobilisation emphasises learning throughout an activity's lifecycle: learning before, during and after:

Learning Before

Who has done similar work before?

Who has worked with this client before?

Where have we got similar skills?

Learning During

What have we learned so far?

Are we on track?

What did we anticipate correctly?

What did we not anticipate?

Learning After

What did we deliver?

What did we achieve?

Did the outcome differ from our original goals?

If, how? What went well?

What went not so well?

The tools and techniques of the Knowledge Mobilisation Framework facilitate learning and support strategic planning, operational delivery and sustainability.

Email: HEE.knowledgeforhealthcare@nhs.net
URL: https://rebrand.ly/KMTELL

NHS

Health Education England

After Action Review

What was supposed to happen?   What actually happened?

Why was there a difference?   What can we learn from this?

A short structured meeting held immediately after a short term activity such as a task within a project, for example, a training session, a go live day or an engagement meeting. Usually facilitated by one of the team members, all who were involved in the 'action' should participate in the After Action Review.

NHS

Before Action Review

What are we setting out to achieve?

What can be learned from similar situations and past projects from elsewhere?

What will help deliver success?

What are the actions we need to take to avoid problems and apply good practice?

The Before Action Review helps a team state their intention (task, purpose and end-state) just before commencing the project, project stage or a piece of work, but also adds the discipline of predicting challenges and risks and, most important, drawing on lessons learned from past experiences.
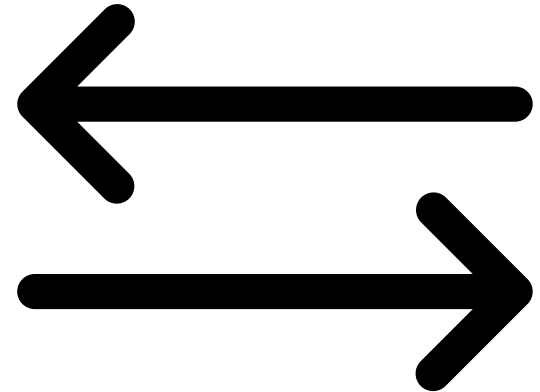
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Activity: Explain KM!

Summarise knowledge management in a sentence for a lay audience
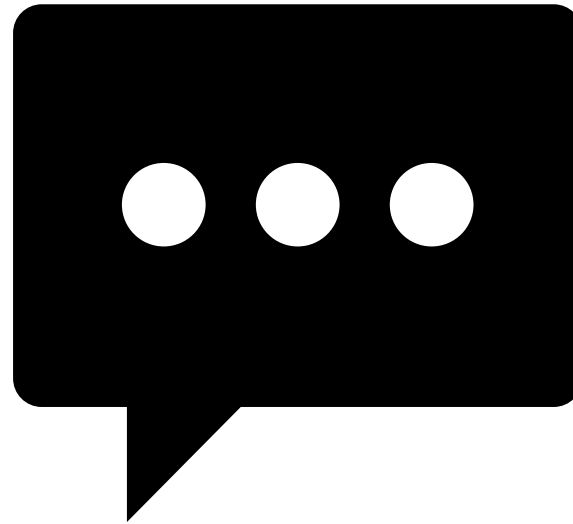
# Activity: KM terminology

Look at the examples of KM jargon.

1. Can you match the KM terminology with its appropriate definition?

2. What activities are you involved in? Do you call them something else?

Activity: Applying your skills

In groups consider the scenario provided.

- What skills would you draw upon and apply?

- Which tools and products would you use?

- How would you work with different teams?
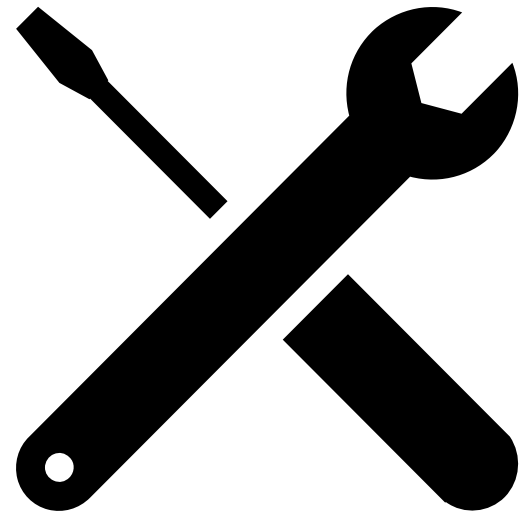
# The Great YOHHLNet Spaghetti Towers challenge

Following this activity, you will:

- Understand the value of the After Action Review to harness learning and enable improvement
- Have practical experience of using spaghetti and marshmallows to demonstrate the After Action Review process
- Gain hints and tips on how to facilitate an After Action Review

Spaghetti Towers

Aim: To build the tallest structure from the materials provided

Build 1

After Action Review
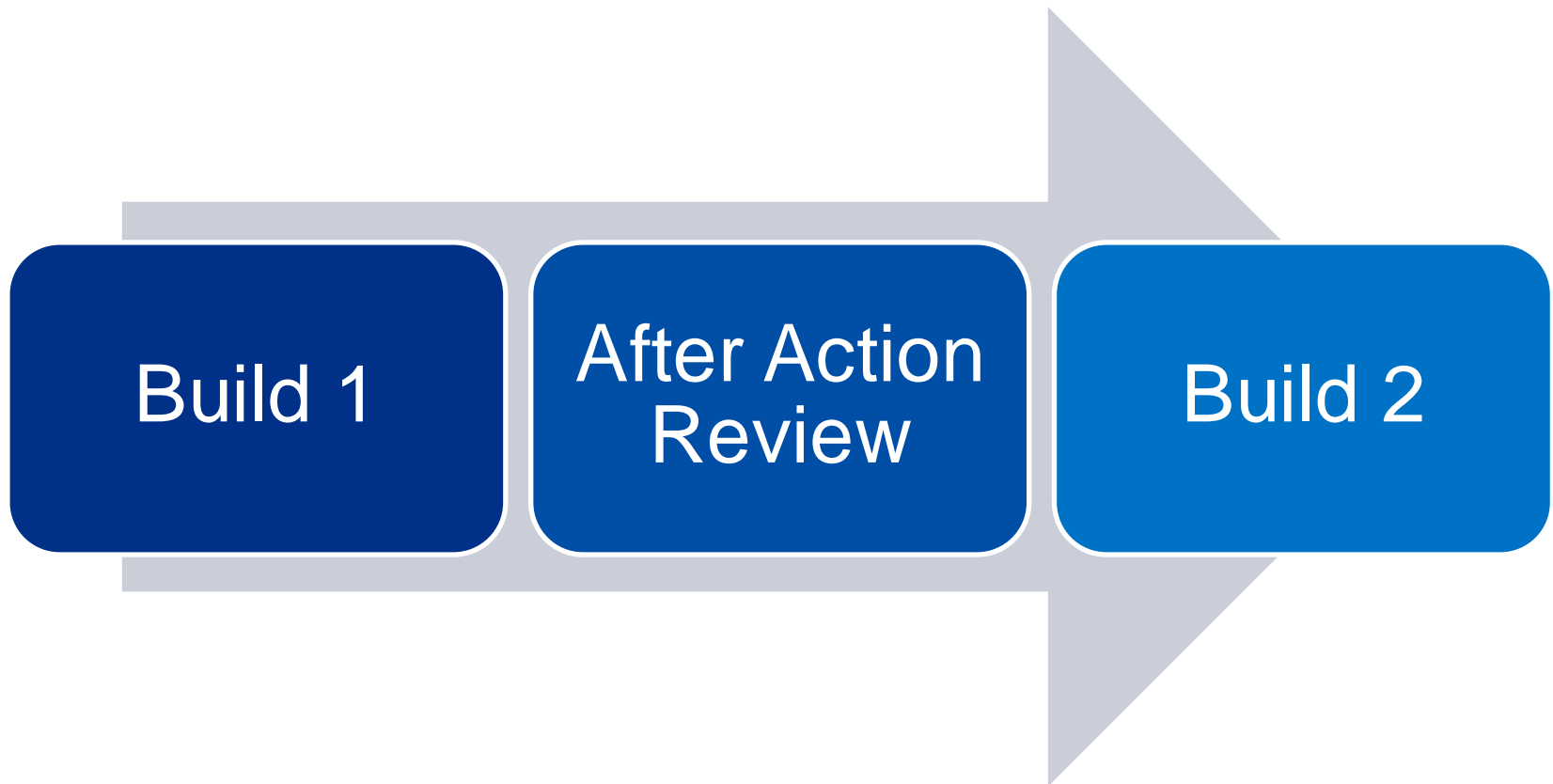
Build 2

Build 1

- In your groups, build a spaghetti tower from the materials provided

- Only the materials provided may be used

- The highest stable tower will be awarded the prize!

- The judge's decision is final

Consider learning before you start…

- Are there any resources you can draw from?

- Is there any past experience in your team?

- Is there an opportunity to learn during (if something goes very well or very badly)
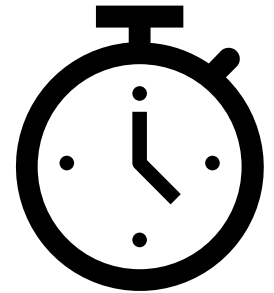
Time: 12 minutes starting from NOW!

Group discussion: After Action Review

- The AAR is a short structured discussion for all those involved in the activity in question.

- Aim: To capture learning in a fast and agile manner immediately after a discrete activity (e.g. an event, a meeting, a key task) where the outcome differed significantly from expectations

- Outputs: A set of recommended actions derived from a team's experience and know-how, that support a team to replicate success or better deal with a challenge.

|			
1.	What was supposed to happen?	2.	What actually happened? What went well and what could have been done better?
3.	Why was there a difference? What caused the results?	4.	What can we learn from this? What actions can be taken to improve or sustain what went well?

Build 2

The same rules apply!

Consider learning before you start…

- Can you apply the AAR recommendations?
- Are there any resources you can draw from?
- Is there an opportunity to learn during (if something goes very well or very badly)

Time: 10 minutes starting from NOW!
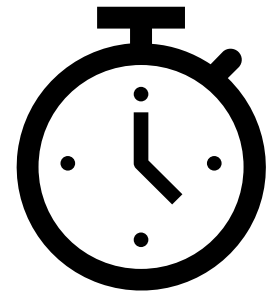
Activity summary

You've completed 2 builds of spaghetti towers and conducted an After Action Review…

Which team will be crowned the winner?!

Consider…

- Did you apply the lessons second time around?
- Did you draw knowledge from elsewhere?
- Did you improve?

Top tips for facilitating

- Ensure **shared understanding** in the group of the AAR
  - the conversation is for everyone;
  - it's purpose is not to blame but seek recommendations for the future;
  - it's okay to disagree – but don't be disagreeable;
  - speak purposefully, concisely and objectively focusing on what happened and why)

- Ensure **recommendations** from the AAR conversation are **clear and actionable**
- Use the AAR when an activity **outcome has either over- or under-achieved**; when something's gone really, really well, or really not gone at all well
- Think about **timings** – things always take longer than expected
- Use small **prizes as an incentive**
- Consider how you might **transport materials**
- Make links to **Knowledge Management**

Summary and next steps

Did this session meet the learning objectives?

"Following this session, participants will:

- Be able to define knowledge and knowledge management (KM)

- Understand some of the terminology around KM

- Reflect on the existing skills and knowledge they possess to deliver KM

- Reflect on optimal knowledge management behaviours and how these can applied in their own organisation"

Finally: Share one thing that you are going to implement in your team following this session

Find out more 1

Textbooks

Some textbooks with a mixture of theory and practical information

Collinson, C. and Parcell, G. (2004) *Learning to Fly*. 2nd edn. Chichester: Capstone Publishing Limited.

Desouza, K. and Paquette, S. (2011) *Knowledge Management: an introduction*. London: Neal-Schuman Publishers, Inc.

Nazim, M. and Mukherjee, B. (2016) *Knowledge Management in Libraries: Concepts, Tools and Approaches*. Cambridge: Elsevier Ltd.

Schopflin, K and Walsh, M (2019) *Practical Knowledge and Information Management*. London: Facet

Find out more 2

Websites with Practical Guides

Websites with practical information – useful for a quick browse or to find out more about specific techniques

Collison, C. (no date) *Mapping the KM Landscape*. Available at: http://www.chriscollison.com/blog/2014/03/10/mapping-the-km-landscape
A picture showing the vast array of approaches, tools and techniques within Knowledge Management

Gurteen, D. (2019) *Gurteen Knowledge*. Available at: http://www.gurteen.com/
David Gurteen's site is particularly useful to learn about peer-to-peer knowledge sharing, conversational leadership, and his famous Knowledge Cafés

Knoco (no date) *Knoco Ltd. Know-how is our business*. Available at: https://www.knoco.com/
Practical tips and ideas – Knoco is a consultancy firm so a lot of the site is advertising their services, although also have lots of free resources for download

Find out more 3

BKBC Animations - What is Knowledge?

https://www.youtube.com/watch?v=WI1xrUmBH74

BKBC Animations - Introducing Knowledge Management

https://www.youtube.com/watch?v=ITUkt0gFpd8

Health Education England Knowledge Management Toolkit

https://kfh.libraryservices.nhs.uk/knowledge-management/km-goals-tools-and-techniques/

Thank you

Knowledge Management team

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