



# A Standard for Knowledge Management: Is this the way forward?

Ron Young, CEO/CKO

KNOWLEDGE  
ASSOCIATES 

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# Introductions

CEO/CKO Knowledge Associates

BSI Chairman for British KM  
Standards Committee

Chairman CEN/ISSS KM Workshop



Ron Young

# Knowledge Associates

- Established 1993
- KM Consulting Group
- Europe, USA and Asia
- KM Solution Providers
- St Johns Innovation Centre
- St Johns College, Cambridge





BSI Position Statement on  
Standardization within Knowledge Management  
April 2002

# BSI as a National Standards Body

- 1901 Worlds first National Standards Body – railway gauges
- 1929 Royal Charter
- Independent of government, industry and trade - non profit
- 3,400 people in 90 countries
- MoU with UK government as the UK National Standards Body



# BSI as a Member ...

- UK Member of European Committee for Standardization (CEN)
- International Organization for Standardization (ISO)
- Long accepted WTO Code of Good Practice for Standards

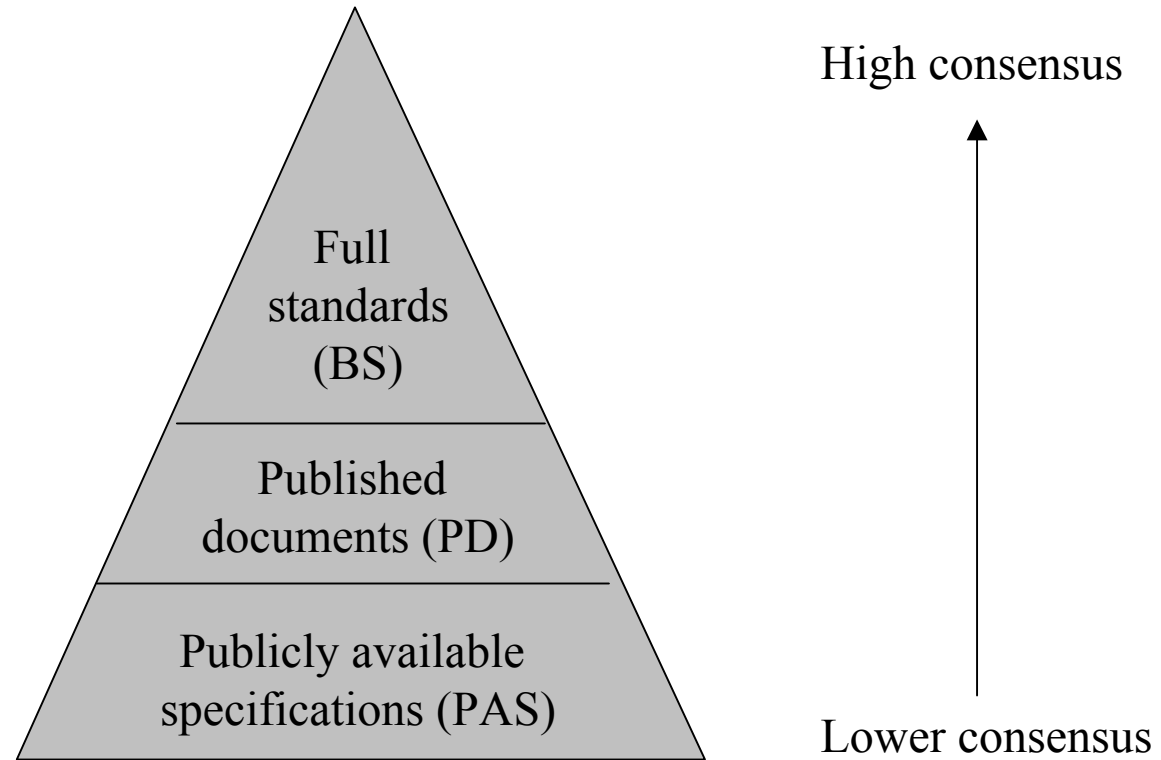


# MoU



“BSI will in all its work on the preparation of national, European and international standards take fully into account the public interest ... and will use all reasonable endeavours to promote such activities in European and international standards organisations”

# Levels of standardization



# KMS/1 Committee

Mr Ron Young, Knowledge Associates – Chairman

Mr Neill Allan, Partners in Performance

Mr Mark Field, The Chartered Institute of Library and Information Professionals

Mrs Margaret Haines, Department of Health

Mr Chris Hancock, Office of E-Envoy

Professor Clive Holtham, City University Business School

Mrs Anne Jubert, European Commission

Mr Dominic Kelleher, PwC

Mr Simon Levene, PwC

Mr Joe McCrea, JBMC

Mr Nigel Oxbrow, TFPL

Mr Tony Sheehan, Arup

Mr Dave Snowden, IBM Cynefin Centre for Organisational Complexity

Mr Toby Farmer, BSI – Programme Manager

# Purpose of the BSI KM programme

"To demonstrate the *informed clarity* that will allow business, government and other organisations to carry out assessments and make decisions through an impartial review of the differing aspects of Knowledge Management, coupled with an understanding of the context within which they may occur."

# Reason and rationale

- To overcome the current lack of clarity in the discussion, debate and understanding of KM
- With growing maturity and complexity have come challenges and a degree of confusion
- Provision of a common framework with the aim of facilitating the easy communication and co-operation of KM-aware bodies and persons.
- KM seeks to interact with ever more diverse disciplines, thus commonality becomes more critical.

# BSI approach

- Key debate: whether KM as a discipline could benefit from formal standardization?
- KM maturity?
- Alternative Methods?
  - commonality
  - interchange of perspectives
  - concepts and ideas
  - tools and ideas

The judgement of BSI is that, at this point in the development of Knowledge Management, it is too early to attempt to impose too rigid a framework or too narrow a view of this rapidly developing field. BSI has decided to seek to demonstrate ‘informed clarity’

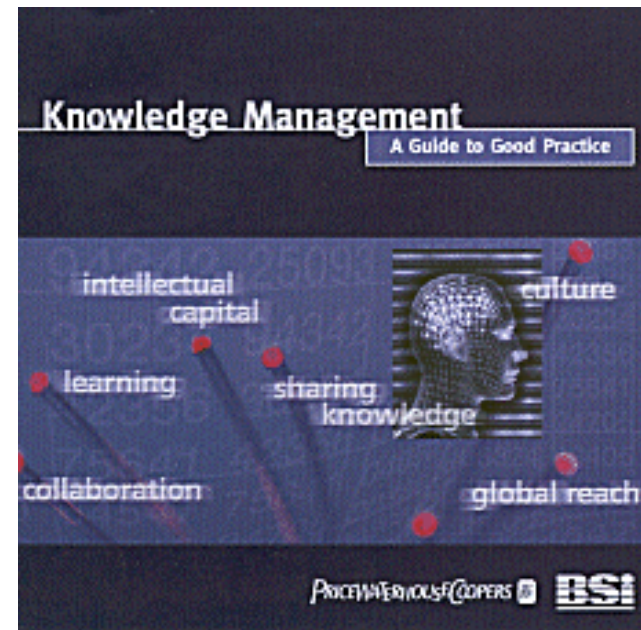
# ‘Informed Clarity’

- Working with acknowledged experts, thought leaders and practitioners
- Producing materials, guidance and other resources
- Enabling ‘business, government and other organisations to make their own rational and informed assessments and decisions ... for their own distinct purposes and in their own particular circumstances

# BSI and KM standardization to date



- June 2001 (PAS2001)
- Publicly available specifications
- Co-authored by PwC
- Reviewed by panel of experts
- Objective overview of latest KM thinking around the world
- KM good practices, case studies, concepts, alternatives
- To stimulate public debate



# Vision of KM Standardization



- Agreed common approaches and understandings
- KM Framework of Good Practice and Analysis
- Documents entirely free from commercial or other bias
- Consideration of all standpoints

# Vision of KM Standardization



- Avoid bland consensus
- Multi-faceted and comprehensive
- Immediately applicable and valuable to all sectors
- Tools for analysis, change and improvement – the original purpose of standardization

# Wider KM standardization

- Considerable interest within the European community
- CEN/ISSS KM Workshop started for a 'European vision' of KM (24/06/02)
- towards full European / full International KM standards utilising CEN and ISO arenas
- Full standards now will not deliver the documents that KM discipline requires right now
- At the right time, BSI will engage with ISO

# UK Government and BSI



- ‘Knowledge Partnership’ with Office of the e-Envoy
- UK Government wide Knowledge Management Policy Framework
- OeE team and BSI reciprocal membership
  - BSI KMS/1 Committee
  - OeE LEARN (Leveraging External Advice and Relations)
- Mutual support BSI/Government to develop a consistent approach to KM

# Planned BSI KM Publications

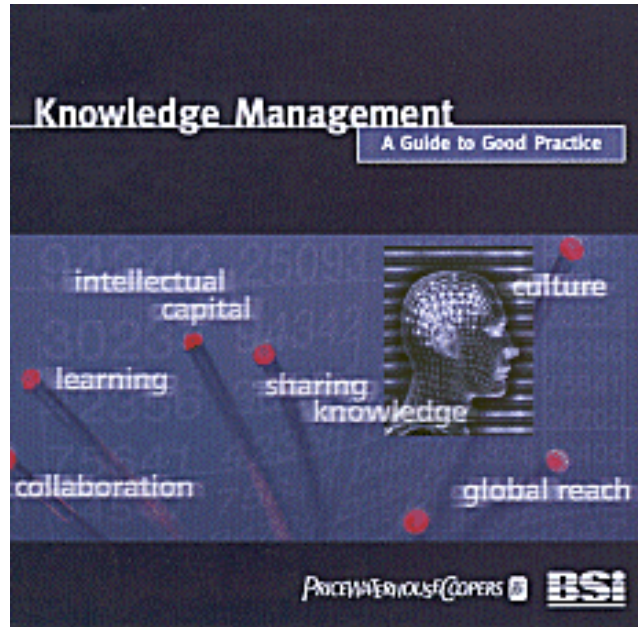
- Phase 1: 2002
  - PD 7500 KM Glossary of terminology - July
  - PD 7501 Culture: Guide to Good Practice - Q4
  - PD 7502 Measurements in KM – Q4 2002
  - PD 7503 KM in Construction – Q3 2002
- Phase 2: 2003 and beyond
  - Parts 2 & 3 of the Culture Guide
  - Further details to be confirmed 2002

# Summary Position

- BSI to provide world class leadership in the understanding, practice and development of the field of Knowledge Management
- BSI seeks to demonstrate ‘informed clarity’
- KM PAS 2001: A Guide to Good Practice – the foundations already laid
- Provision of a common KM Framework of Good Practice Analysis

# Summary Position

- Too early to attempt to impose accreditation or certification at this stage
- ‘Live’ Published documents as ‘Guides to Good Practice’ – towards KM standards, where appropriate
- Focus and speed achieved through industry led expert committee and workgroups
- Informative aide to decision making and strategy, avoiding bland consensus
- Innovative Knowledge Partnership with Government Office of the e-Envoy



[www.bsi-global.com](http://www.bsi-global.com)

# Productivity & KM



# Quality & KM



# Value & KM



# Vision for KM Standardization



- National, Regional and International cooperation and collaboration, as soon as possible
- Harmonized European, USA and Asia Pacific KM standardization initiatives
- BOTH flexible, naturally flourishing leading edge KM development AND agreed common approaches, frameworks, methods and standards



*Producing results through the wise application of knowledge*

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