

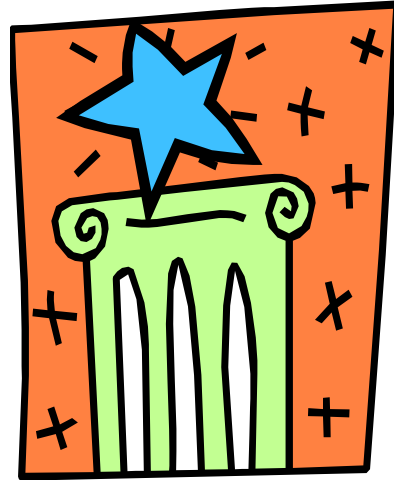
CMM Framework



Description

The following list includes work (“corporate memory management”) that may be performed by organizations that deliberately manage knowledge. One of the barriers to sharing across functions and industries is finding a common language that promotes dialogue and exchange. In order to address this need, LearnerFirst created a taxonomy. Regardless of your function or industry or market, this taxonomy allows us to commonly refer to the same type of work by the same name.

The framework is organized as results and actions. Actions are results-oriented macroprocesses and processes. Each action is stated in a consistent manner as "action-verb plus object" and sorted alphabetically. There is no implied importance based on the sorting.



Purpose

The purpose of this framework is to provide a set of unambiguous descriptions of the specific results and action of corporate memory management in order to:

- establish the boundaries of CMM work.
- aid in the evolution and advancement of the discipline,
- help practitioners of corporate memory management identify the methods and technologies that can be used in their implementations, and
- assist consultants, information technology vendors and solution developers in providing better understanding of the features of, and functions served by, their products and services.

Results	Actions
Administration, Production	1. Balance centralized institution-wide efforts and local projects. 2. Conduct knowledge audits to measure the source, flow, sinks and gaps in corporate knowledge. 3. Create a set of policies for institutionalizing knowledge management. 4. Create aggregate measures (and charts) for an individual's, team's, or unit's knowledge base. 5. Deploy a knowledge asset to its target users/learners. 6. Design a system to collect and manage metaknowledge. 7. Design knowledge acquisition processes and systems. 8. Design knowledge application processes and systems. 9. Design knowledge evaluation processes and systems. 10. Design knowledge retention processes and systems. 11. Design Knowledge Support Systems Architecture. 12. Determine metadata parameters and a process for use and administration. 13. Develop a business strategy for knowledge management. 14. Elicit know-how from expert(s). 15. Establish an enterprise-wide Glossary. 16. Evaluate a knowledge asset's effectiveness, efficiency, and patterns of use. 17. Find credible sources of knowledge (process experts). 18. Formalize know-how into various learning/performance media. 19. Improve knowledge capture and productivity in meetings. 20. Improve outputs and cycle time associated with a knowledge asset. 21. Index people, skills, and know-how. 22. Optimize the modules/components of a knowledge asset. 23. Select a knowledge interchange standard: SGML, KQML, KIF, ADL Metadata 24. Start a knowledge management program by reusing components of your existing quality/process improvement program. 25. Systematize Knowledge Harvesting sessions. 26. Benchmark knowledge management processes and systems. 27. Sift data and information in publications and other printed and electronic media to extract the pertinent knowledge.
External Relationships	28. Communicate value of knowledge-based assets to stakeholders. 29. Educate suppliers and partners (about basic concepts of knowledge management). 30. Harvest supplier or customer-related knowledge. 31. Map knowledge transfer between organizations (process orientation).

	32. Package knowledge for sharing with external organization(s).
Human Resources	33. Assess organizational readiness for enterprise-wide knowledge management. 34. Create a personal Kit that can be used by all organizational members in order to (individually) self-harvest. 35. Derive compensation algorithms based on knowledge-transfer objectives. 36. Develop a work profile for a Knowledge Harvester. 37. Develop a work profile for the Chief Knowledge Officer. 38. Establish a new performance measurement system. 39. Measure the scope and maturity of an individual's (articulated) knowledge base. 40. Measure the scope and maturity of an organization's (articulated) knowledge base.
Legal	41. Create policies for protecting knowledge-based assets. 42. Disclose an invention. 43. Determine patentability of an invention. 44. File a copyright 45. Prepare claims for patents. 46. File a patent. 47. Manage legal issues associated with company ownership of knowledge. 48. Manage a trade secret. 49. Optimize market value for all intellectual property: patents, trademarks, licenses, copyrights, and trade secrets. 50. Optimize protection for patents, trademarks, licenses, copyrights, and trade secrets.
Facilities	51. Establish a filing / organization system for physical files and artifacts. 52. Integrate knowledge management into a strategic plan for facilities management. 53. Re-design the physical work environment in order to improve an individual's ability to organize and manage information and know-how (guidance).

Finance	54. Create a budget for a knowledge-management project. 55. Create additional revenue by collecting the necessary business assets. 56. Develop an internal methodology for valuing intellectual assets. 57. Establish a portfolio of knowledge-based assets. 58. Establish the parameters of a value proposition 59. Measure the cost of knowledge transfer.
Information Technology	60. Build a corporate / organizational memory. 61. Choose information technologies and match them with business requirements and CMM objectives. 62. Create a methodology and interface/ front-end for data-mining. 63. Design and develop knowledge-based applications for performance support. 64. Enable knowledge sharing through an intranet. 65. Enhance the interface and extend the capabilities of your intranet's functions. 66. Establish a channel for managing knowledge between organization and customers. 67. Evaluate an IT product in relation to a specific CMM objective. 68. Integrate knowledge-management technology with other information technologies: Corporate electronic publishing, Decision-support technology, Document-management technology, Help desks and customer-support technology, Information retrieval (including full-text search), Object-oriented information modeling, Performance-support systems. 69. Modify commercial search engine to organization's specifications.
Leadership, Vision & Strategy	70. Address cultural issues and change management. 71. Define the strategic role of knowledge in the organization. 72. Encourage the creation of new knowledge assets. 73. Establish the corporation's common language – the terms and definitions for knowledge-management concepts. 74. Establish/initiate a knowledge-management function. 75. Formulate a knowledge-oriented vision for your project, team, division, or organization. 76. Identify the corporate cultural transitions necessary for deliberate knowledge management. 77. Integrate knowledge management with organizational strategy.
Marketing & Selling	78. Communicate value of knowledge-based assets to stakeholders. 79. Create promotional materials which accentuate features and benefits of knowledge-oriented approach. 80. Sell or license know-how. 81. Trade know-how (guidance).
Product / Service	82. Embed knowledge into products.

Design & Delivery	Embed knowledge into services. 84. Integrate a knowledge schema into a digital signal processor (DSP).
Training & People Development	85. Build trust necessary for knowledge-sharing. 86. Create a blueprint for a corporate university. 87. Create personal responsibility for knowledge management. 88. Develop rewards and recognition for CMM projects, as well as specific CMM process-related actions/tasks. 89. Evaluate and buy knowledge-management learning resources. 90. Gain top-management support for knowledge management. Develop the business case for CMM. 91. Identify issues related to cultural transformation. 92. Identify the key ideas to communicate for gaining commitment for knowledge management (among organizational workers). 93. Introduce CMM: A functional definition of knowledge management. 94. Introduce CMM: Distinctions/definitions among/of data, information, and knowledge. 95. Introduce CMM: Key Concepts in Knowledge Management. 96. Introduce CMM: The Evolution of Knowledge Management Practice. 97. Introduce CMM: Why CMM is a Business Requirement Now. 98. Introduce CMM: Relationship Between Knowledge and Value. 99. Localize a knowledge asset (to language and local culture).