



Strategic Integration of KM & PM Methodologies

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Hypothesis

The startup phase of any project is critical to its success as it is dependent upon existing tacit and explicit knowledge of stakeholder organizations. It involves substantial planning and risk assessment as well as process design to properly capture knowledge for future use.

An integration of KM methodologies with project management (PM) standards increases the potential for completing the project within budget and schedule and with lower risk. This also improves the monitoring processes that provide greater control and predictability for early course correction if needed.

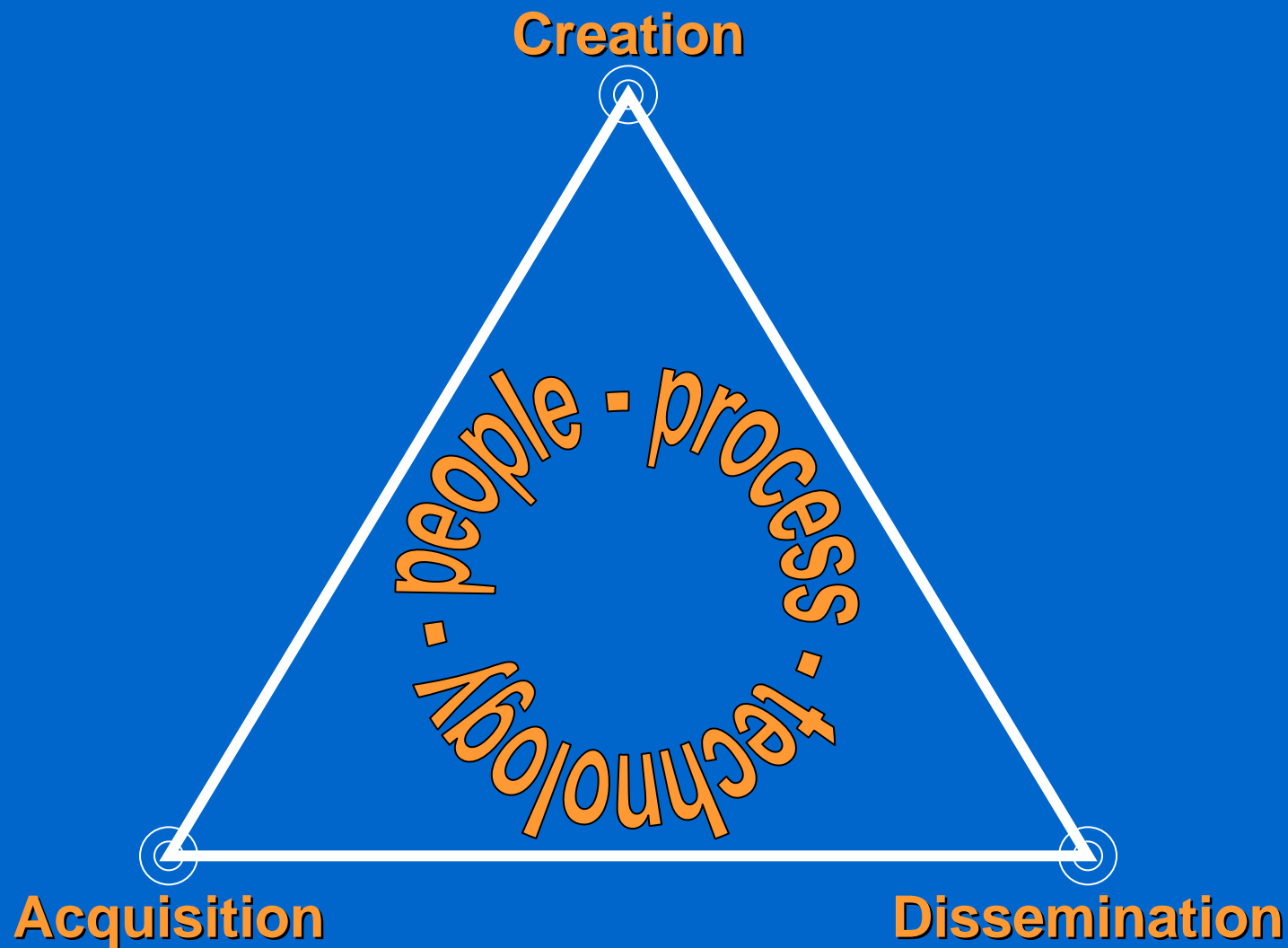
This session discusses whether KM is the right methodology for managing projects.

KM Euphemisms

“People, Process, Technology”

“Acquisition, Creation,
Dissemination”

“The right information to the right
people, at the right time and in the
right context”



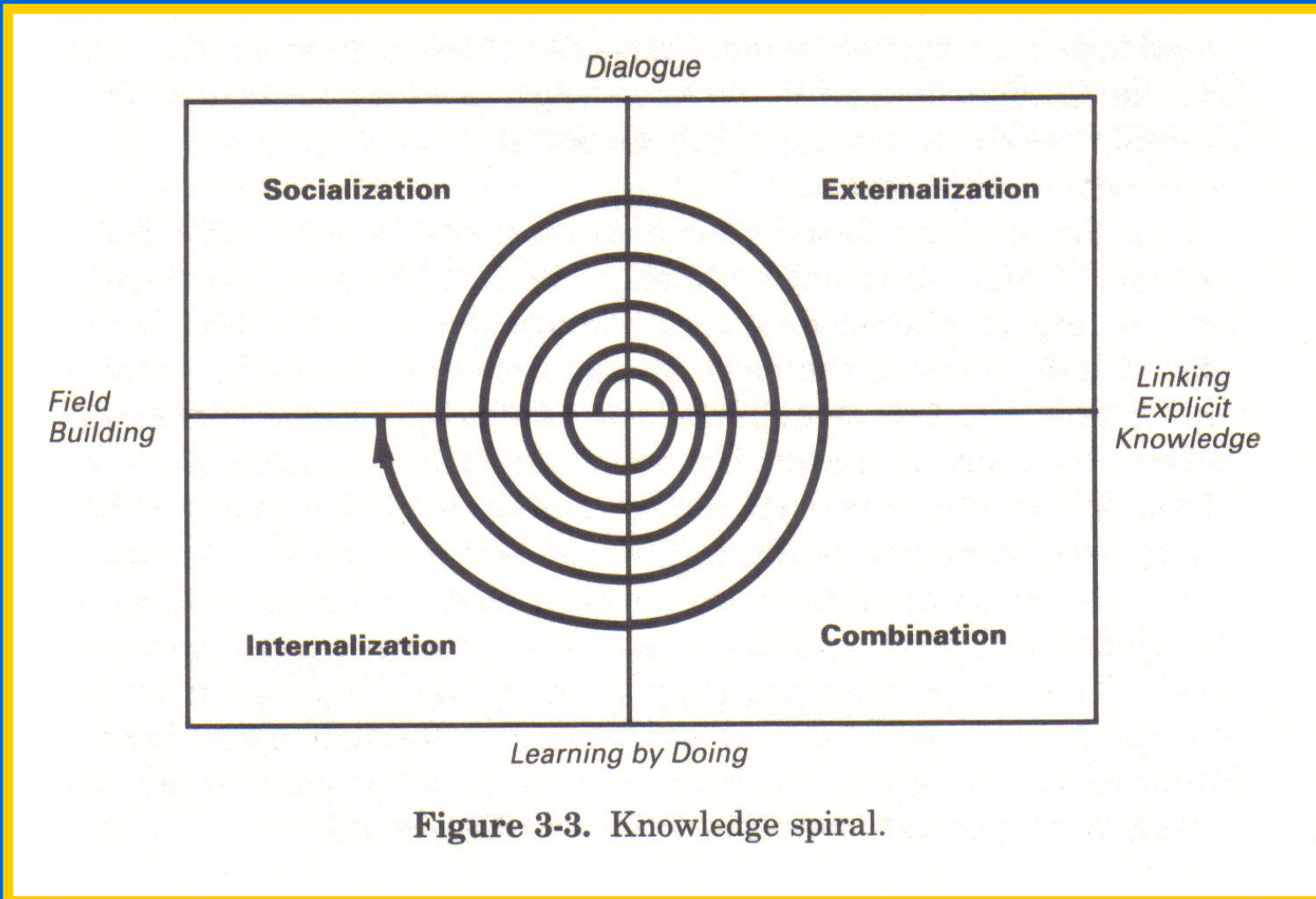


Figure 3-3. Knowledge spiral.

The Knowledge-Creating Company, Nonaka, Ikujiro and Hirotaka Takeuchi. C1995.

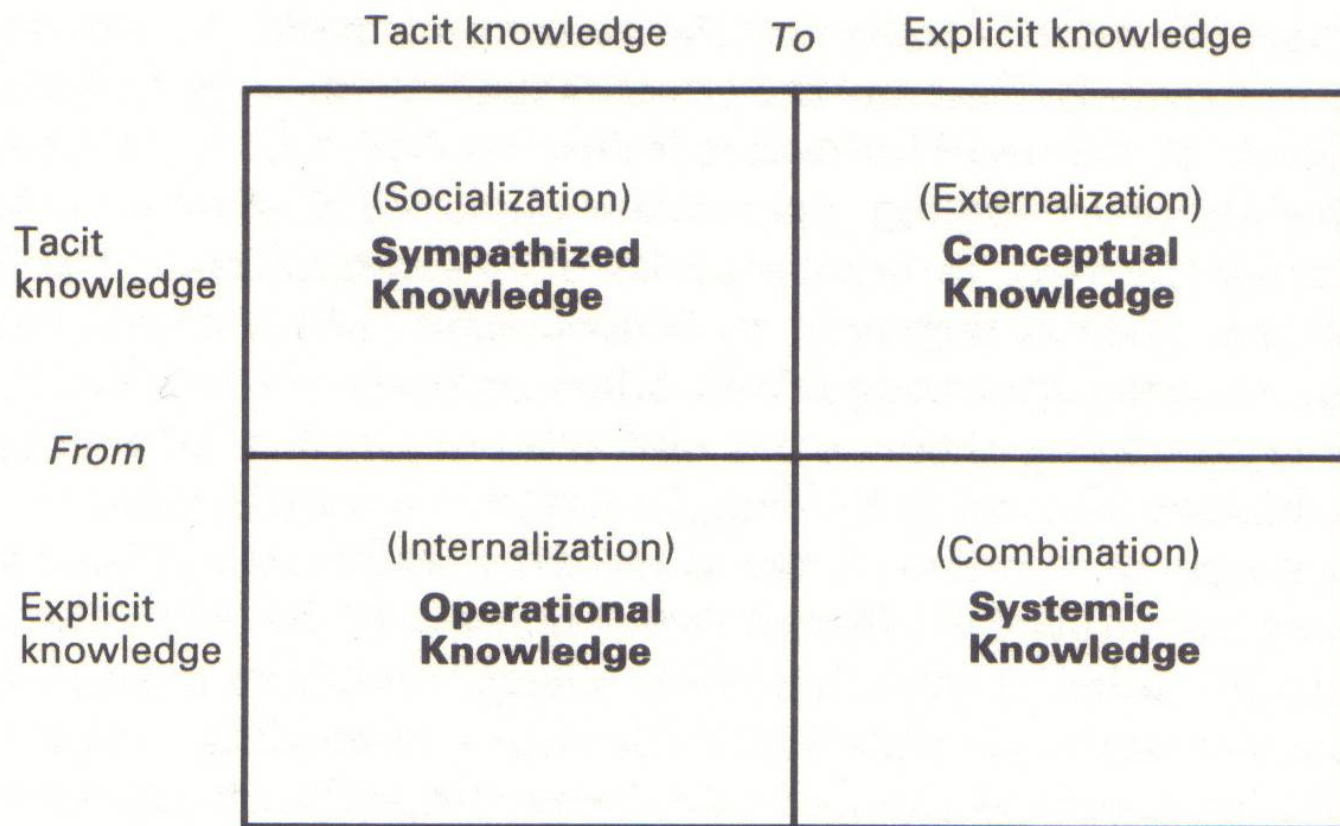


Figure 3-4. Contents of knowledge created by the four modes.

Project Management

“The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.”

A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Project Management Institute (PMI). c. 2004.

Project Management Processes

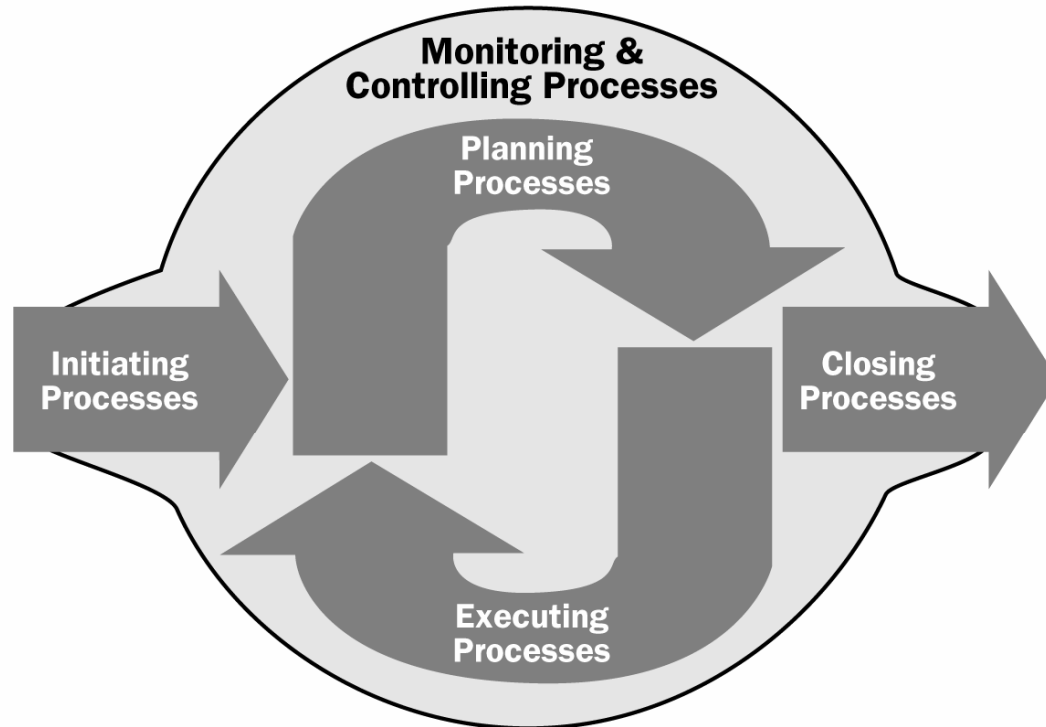


Figure 3-2. Project Management Process Groups Mapped to the Plan-Do-Check-Act Cycle

A Guide to the Project Management Body of Knowledge-Third Edition (PMBOK® Guide). ©2004 Project Management Institute, Inc. All Rights Reserved.

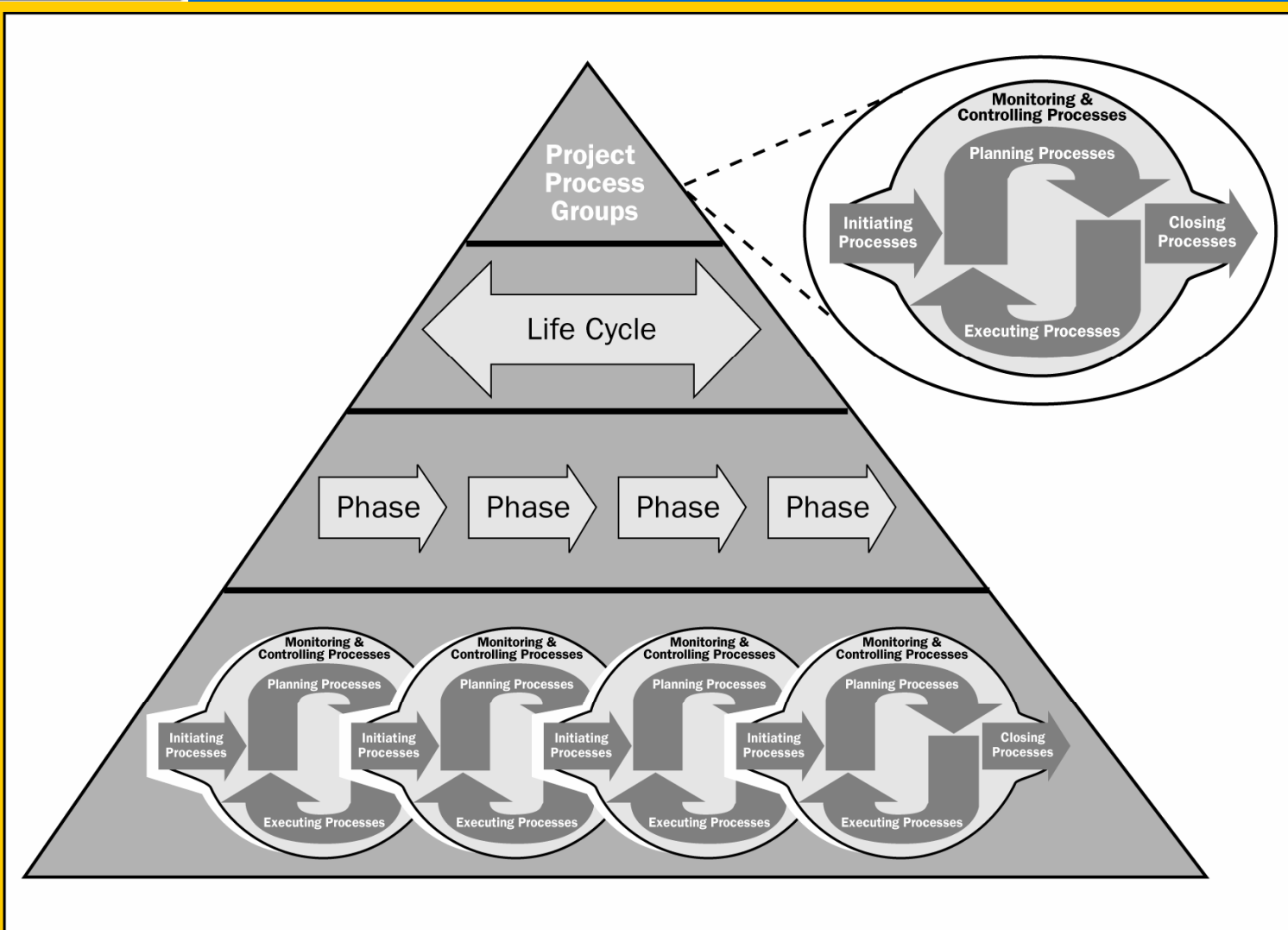


Figure 3-12. Project Management Process Group Triangle

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Common Project Start-Up Issues

- Resources - The People
- Communication - The Content
- Scope – The Deliverables
- Estimations - The Assumptions
- Risk – The Uncertainties

The People

- Skill sets
- Domain experts
- Personality
- Organizational Influence
- Roles and Responsibilities
- Communities of Practice

Team Composition

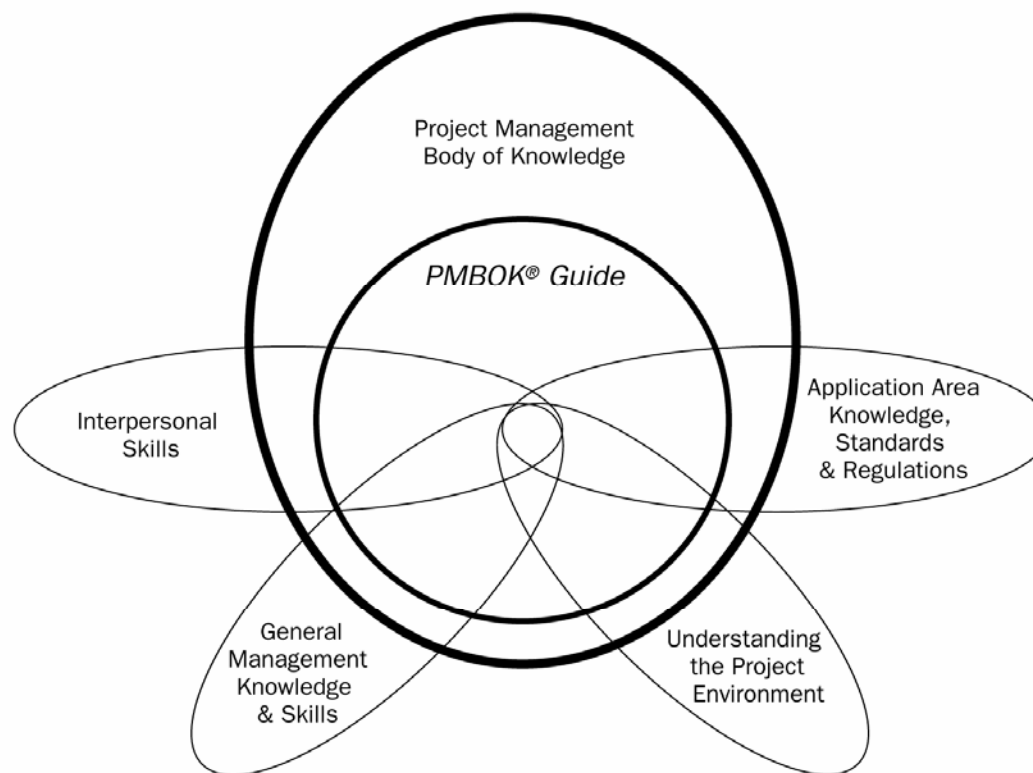
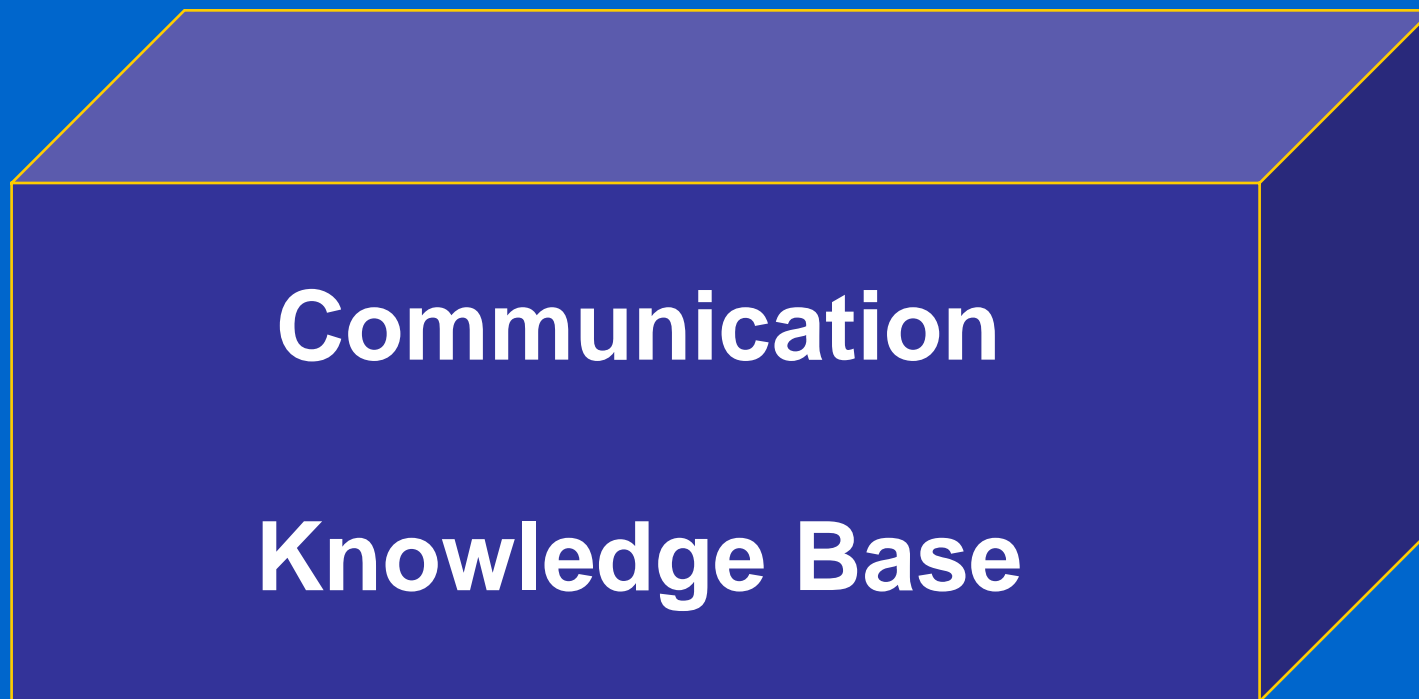


Figure 1-2. Areas of Expertise Needed by the Project Management Team

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The Content



Peter F. Drucker

"Knowledge is power, which is why people who had it in the past often tried to make a secret of it. In post-capitalism, power comes from transmitting information to make it productive, not from hiding it."

Managing in a Time of Great Change, Peter F. Drucker. c1995.

The Deliverables

- Contractual components
- Expectations
 - Internal
 - External

The Assumptions

- Time
- Budget
- Constraints
 - Culture
 - Buy In

“Balancing the competing demands for quality, scope, time and cost”

PMBOK® Guide, c2004

The Uncertainties

- Identify
- Plan
- Analyze
 - Quantitative
 - Qualitative
- Plan Response
- Monitor

KM - PM Integration

- Current Project Methodology
- Future Project Components
- Reusability
- Sustainability

Thomas A. Stewart

"Intellectual capital is the sum of everything everybody in a company knows that gives it a competitive edge."

Intellectual Capital: The New Wealth of Organizations, Stewart, Thomas A. c1998.

Current Trends in KM/PM

Process Improvement

Balanced Scorecard

Business Intelligence

Benchmarking

Governance

KM strategy?

KM is transparent

KM is business process

KM is the Strategy!

Biographies

Deann Smith, PMP, CKM, is a Knowledge Management professional specializing in designing Project Management systems to optimize business flow, processes and procedures. She develops courseware and provides training for UC Berkeley Extension and corporate seminars.

Her experience includes managing global implementations of project management systems and knowledge management methodologies. Ms. Smith holds a degree from the University of California at Berkeley.

Biographies

Elie W. Asmar, PMP, CKM, is co-founder and President of Interpro.com, a Project Knowledge Management corporation specializing in developing and implementing strategic initiatives for global organizations. Elie has extensive experience in executive management, engineering management and training.

He is an instructor at UC Berkeley Extension and Honored Instructor for 2005. He has served on the panels of mediators and arbitrators of the American Arbitration Association (AAA). He is a past president of PMI Northern California Chapter.



Thank you!

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