



## Overview

The effectiveness and maturity of a corporate knowledge management program are dependent on successful interactions of a broad array of capabilities that cross business processes, infrastructure and people. Though, there is no generally accepted method for assessing the KM maturity, there are similar methods emerging from leading consultants that address this important measurement area.

TKCI has created a holistic model methodology and tool that assesses the critical area of knowledge use within the enterprise. The systematic model is constructed around six levels of increasing maturity. These levels are conceptually derived from the broad framework of Carnegie Mellon's Capability Maturity Model (CMM) for software engineering.

## Definition

A knowledge maturity model defines stages of maturity that an organization can expect to pass through in its road to improve its overall knowledge-centric practices and processes and ultimately business performance.

## KM Maturity Assessment

TKCI provides a KM maturity assessment service that reviews a client's business and support infrastructure and creates a customized knowledge maturity model for their current business environment and a set of recommended actions for eliminating risk and exposure and reaching higher model levels.

The assessment covers both the perceptual and factual pillars within an organization's key business and support areas. These areas represent distinct themes within the client's infrastructure and form the unit of assessment. In summary, they represent the major building blocks in establishing the knowledge management capability.

The assessment employs a specially designed tool used to gather and evaluate the key factual and perceptual information required to create the customized maturity model. The tool includes 140 specific 'achievement elements; that focus on the best KM practices used by best-in-class companies.

## KMmm® Model

TKCI developed and supports the Maturity Model Assessment Service with their KMmm® Model; key components include:

### 1. Maturity Model Levels

**Level 1 Informal** - KM not supported as a corporate program; non-systematic and ad hoc knowledge handling practices underway

**Level 2 Breakthrough** - KM approved and funded for Business Unit initiatives; KM deployment program created and packaged

**Level 3 Community** - KM program implemented in individual Business Units with standardized practices, processes, and technologies

**Level 4 Enterprise** - KM established as corporate program with centralized leadership & governance; Business Unit KM practices, processes, and technologies standardized, and homogenized across the enterprise

**Level 5 Managed** - KM program is stable and continually measured for progress and variance for KM performance goals and metrics

**Level 6 Optimized** - KM program established as corporate Best Practice; continually evaluated and benchmarked for KM practice and process improvement

### 2. KM Assessment Areas

- a. Strategic
- b. People
- c. Process
- d. Technology

### 3. KMmm Assessment Tool

### 4. KMmm Assessment Methodology

## The Bottom Line

Successful use of the TKCI KMmm® within an assessment of an organization's KM infrastructure should provide:

- Current level of KM maturity
- KM Maturity Model
- Guidance on how to improve environment to higher maturity levels
- Baseline for future knowledge maturity measurements