

Knowledge Organisation Capabilities

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Agenda

- The story so far
- Moving from competencies to capabilities
- What makes up capabilities?
- Capability building
- Capability building – two examples
- Partnering to develop capabilities

To recap - KOCF was developed for Innovations in Knowledge Organisation, Singapore, 2015





1. Strategy & Context	2. Users	3. Knowledge	4. Technology	5. Knowledge Organisation Systems
1.1. KOS Business Case Creation	2.1. Developing user segments and personas	3.1. Conducting content inventories	4.1. Managing Content Management Systems (CMS)	5.1. Developing and implementing taxonomies, thesauri or controlled vocabularies
1.2. KOS Project Management	2.2. Conducting user observation and interviews	3.2. Conducting knowledge audits	4.2. Managing Relational Database Management Systems (RDBMS)	5.2. Developing and implementing ontologies
1.3. KOS Stakeholder Engagement	2.3. Facilitating user workshops and focus groups	3.3. Modelling data structures	4.3. Creating SQL queries	5.3. Developing and implementing metadata standards
	2.4. Developing and testing prototypes	3.4. Analysing content semantics	4.4. Working with graph databases	5.4. Working with text analytics and autoclassification tools
		3.5. Running statistical tests	4.5. Managing Hadoop installations	5.5. Working with enterprise taxonomy management systems
			4.6. Using data visualisation tools	5.6. Working with Linked Data
				5.7. Integrating taxonomies and metadata with search tools
				5.8. Building search based applications

Definitions of Competency Levels

No Experience = I have no prior knowledge of this activity.

Basic Understanding = I have an understanding of the concepts at work here (e.g. academic study or peripheral involvement in a project) but I have not successfully undertaken this activity.

Undertaken Successfully = I have successfully undertaken this activity at least once.

Undertaken Repeatedly = I have successfully undertaken this activity multiple (more than 3) times. I may coach others in how to undertake this activity.

Developing & Innovating = I regularly undertake this activity and have developed new tools and techniques to improve its efficacy.

Moving from competencies to capabilities

Competencies

Individual

Skill (Doing, Being,
Thinking)

Maybe acquired consciously
or unconsciously

Capabilities

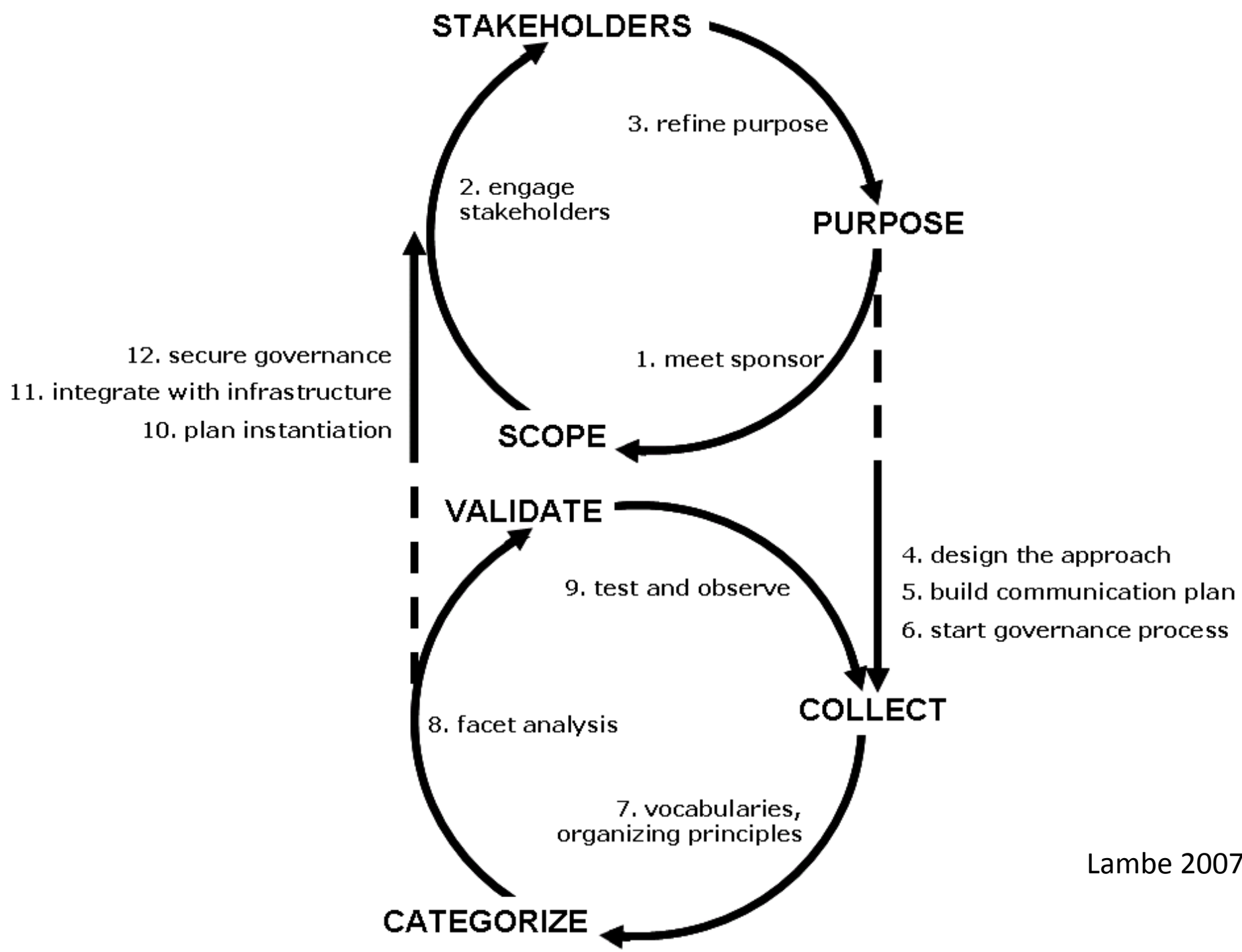
Collective

People, Process &
Technology

Have to be built but may
pivot off an existing capability

Examples of the three elements

People	Process	Technology
Taxonomists	Information Governance	Content Management System(s)
UX (User Experience) Designers	Information Lifecycle	Search
Developers	Continuous Improvement	Taxonomy / Ontology Tools
Data Scientists		Relational Databases
Project Managers		Mobile Devices
Subject Matter Experts		Analytics Engines
End Users		
Business Leads		



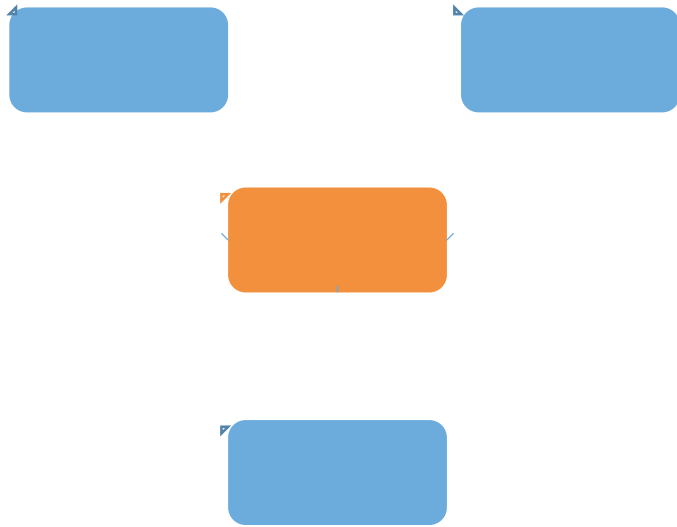
Lambe 2007

Meta-Capabilities – Tying things together

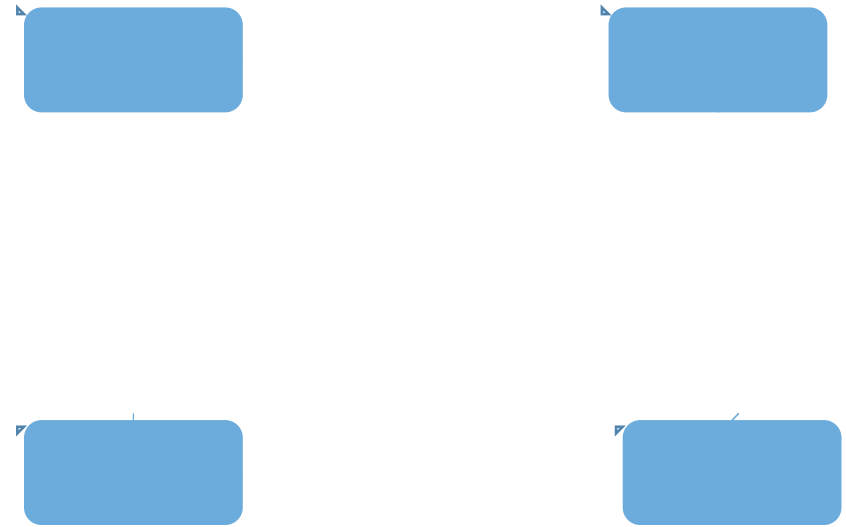


- Do we have a consistent understanding of the goals and objectives? How is that maintained over time? Are we all pulling in the same direction?
- Do we have a common situation awareness? Do we communicate changes and new discoveries to each other, so we stay aligned on a common operational picture?
- Do we have the right capabilities for the objectives, or can we acquire them? Do we have processes for keeping the capabilities aligned and in sync?

Capability Co-ordination



Orchestration



Choreography

Developing Capabilities



- Some elements are deliberately built while some emerge.
- What is a robust pathway for capability development?

Story 1: Capability challenges

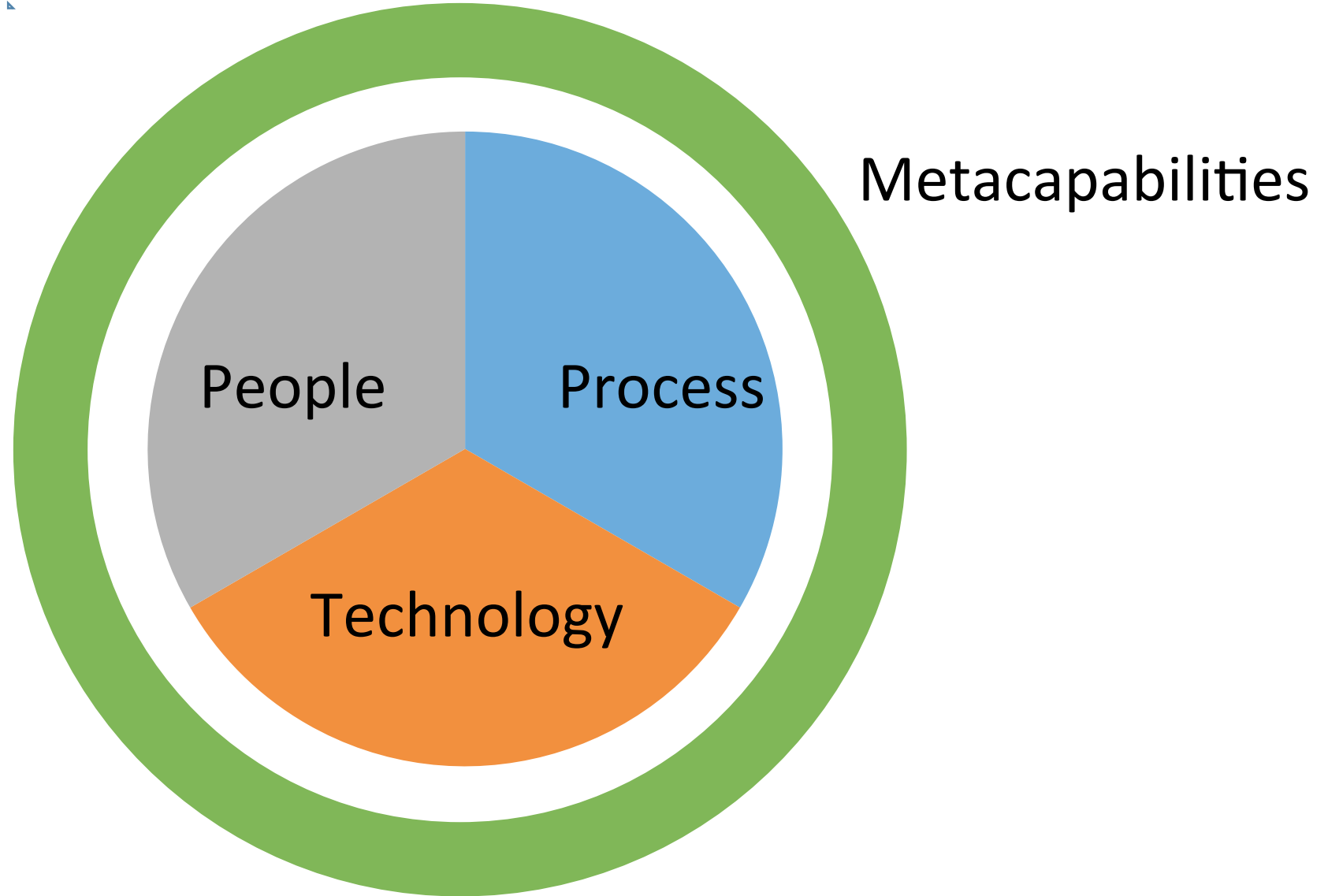


- People, process and technology all there...
- ...But not together.

Story 2: Building a capability successfully



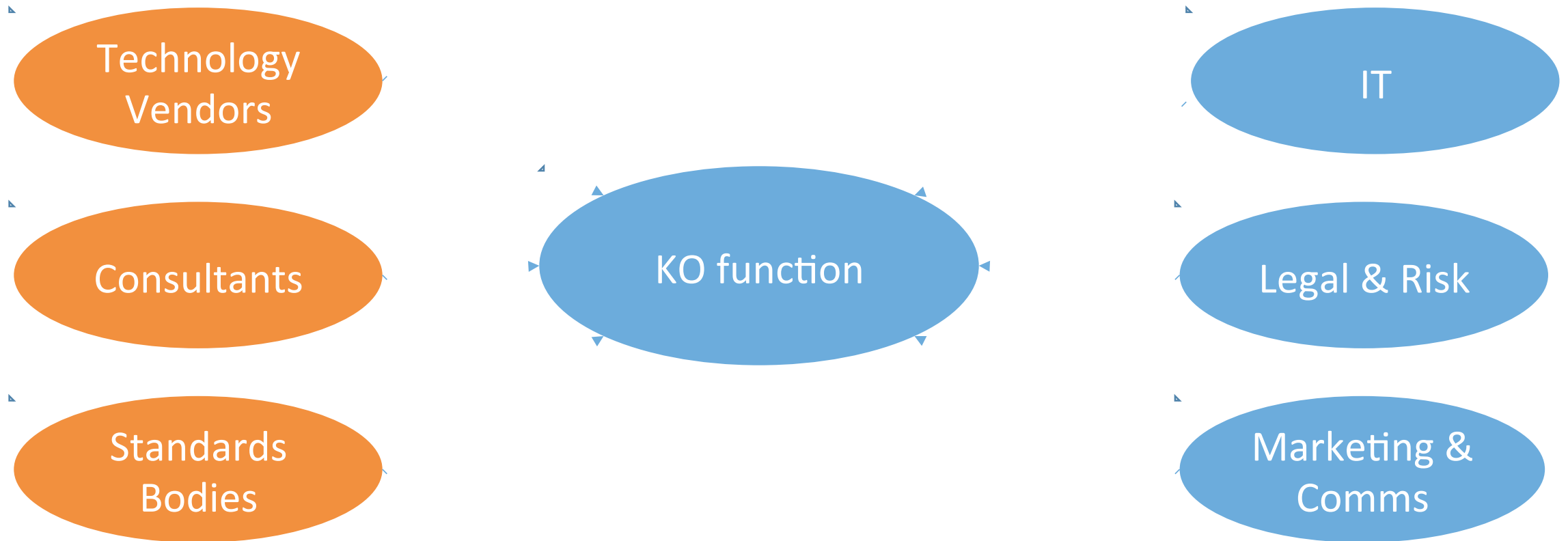
- Right people (technology, content, process, operational)
- Communication
- Technology iteration
- Processes not forgotten



Capability elements

If you are missing...	Then you risk...
People	Lacking the skills and making mistakes
Process	Variable quality and unpredictable outcomes and costs
Technology	Limiting your ability to scale
Meta-Capabilities	Confusion and inertia

Partnering with others to source capabilities



What makes a good partnership?

- Clear understanding the gap in your capability.
- Clear understanding on the value that the partner brings – and their limits.
- Roles & responsibilities – who will do what.
- Service level agreement (SLA). Understand which elements are critical to which parties and why.
- Trust is not developed and earned immediately.

Capability Assessment Activity

Each table should have:

- KO Capability Canvas;
- Capability hexies.

Each table should identify:

1. One participant's organization to discuss;
2. The goals & purpose for a KO program for that organization;
3. The capability elements they have;
4. The capability elements they need;
5. Action points to undertake.