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

UndertakenRepeatedly = 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

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

https://www.flickr.com/photos/wwworks/562339500
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.

https://www.flickr.com/photos/jakerust/16226019243
Story 2: Building a capability successfully

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

https://commons.wikimedia.org/wiki/File:HTML5_de_Erick_Dimas.jpg
### Capability elements

<table>
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<tr>
<th>If you are missing...</th>
<th>Then you risk...</th>
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<tbody>
<tr>
<td>People</td>
<td>Lacking the skills and making mistakes</td>
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<tr>
<td>Process</td>
<td>Variable quality and unpredictable outcomes and costs</td>
</tr>
<tr>
<td>Technology</td>
<td>Limiting your ability to scale</td>
</tr>
<tr>
<td>Meta-Capabilities</td>
<td>Confusion and inertia</td>
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</table>
Partnering with others to source capabilities

- Technology Vendors
- Consultants
- Standards Bodies
- KO function
- IT
- Legal & Risk
- Marketing & Comms
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.