

2.0 Practice Guide – Capability Area #1: Leadership and Strategy

Measures of Success

Tips for developing an approach for measuring the impacts of knowledge-related strategies

Measuring knowledge-related strategies

Measuring the effectiveness of strategies can provide a good indicator of success. More specifically, it can help an organization identify the impact of activities on business outputs and outcomes. In the public sector, measuring the impact of activities is part of being accountable and transparent.

Specific practices

- If you have a performance measurement framework in place, you can track changes in key performance indicators. For example, are your efforts contributing to higher employee engagement, improved customer satisfaction, operational efficiency or improvements in program outcomes?
- Think of both qualitative and quantitative results when identifying the positive contribution of knowledge-related activities.
- Be deliberate in establishing a baseline of measures before embarking on a strategy. The changes in these indicators can help you assess the effectiveness of the strategy.
- To measure the progress of implementing knowledge-related processes, consider using the self-assessment tool developed by the Office of the Auditor General as a guide.

When?

Consider measurement before implementing a strategy, but monitor results at regular intervals.

Look to improve measures of performance as you move ahead.

Pitfalls to avoid

- Considering knowledge-related initiatives as removed from the achievement of business objectives. In this case, measures are separate from regular business metrics.
- Using measurement as punishment
- Focusing on quantitative measures only
- Using one or two measures only

Other considerations

- “What gets measured gets done.”
- Measurement can help to motivate staff to achieve objectives.
- Social network analysis is a technique to measure the strength of networks and can be used as a tool for measurement.
- Narrative analysis is also a technique to help measure the effectiveness of strategies.
- Measurement of the progress of implementation can be a valuable change management tool.

To learn more:

Gurteen, D. (n.d.). *Measuring the value of KM*. Retrieved October 23, 2009, from slideshare: <http://www.slideshare.net/dgurteen/measuring-the-value-of-km>

Association of Knowledgework. (n.d.). *Conversation with Karl-Erik Sveiby*. Retrieved October 23, 2009, from Star Series: http://kwork.org/Stars/sveiby_conv.html#Learning

Rumzien, M. (2002). *The Complete Idiots Guide to Knowledge Management*. Madison: CWL Publishing Enterprises.

Lambe, P. (2007, September 08). *How to use KPIs in Knowledge Management*. Retrieved October 23, 2009, from Green Chameleon Straits Knowledge: http://www.greenchameleon.com/gc/blog_detail/how_to_use_kpis_in_knowledge_management/

See also Practice Guide #3 Networks and Communities for information on social network analysis