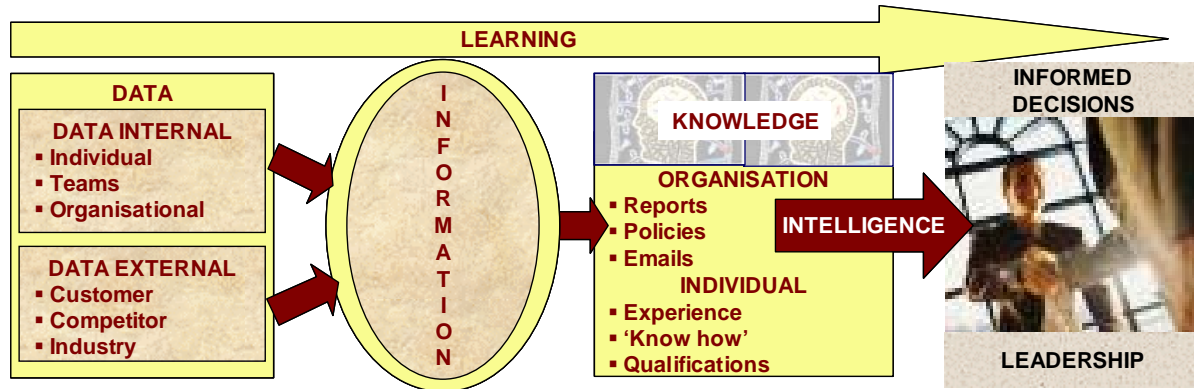


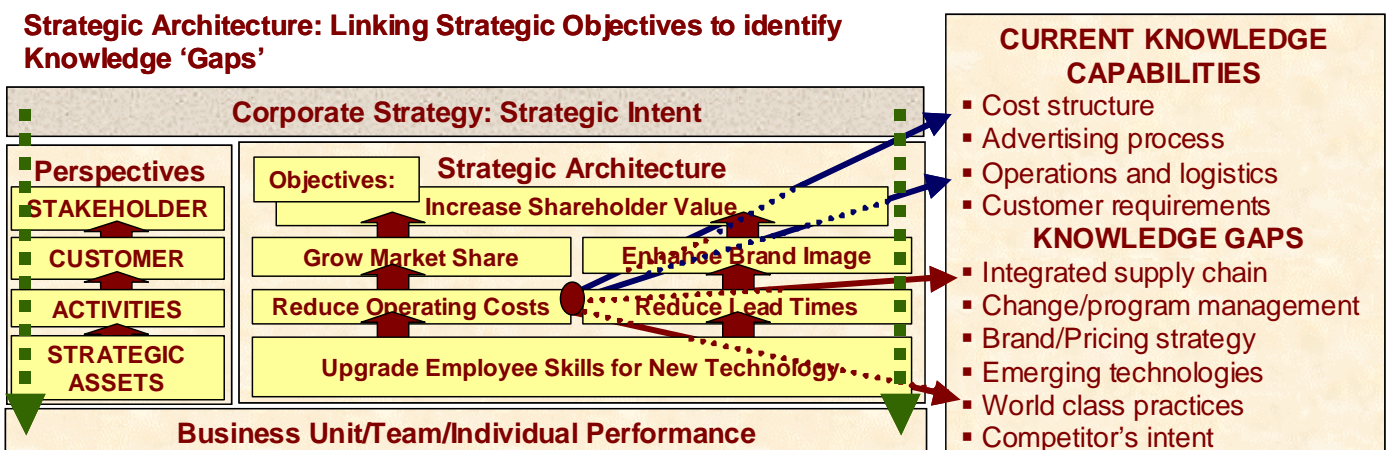
Aligning Knowledge to Strategy – foundation of strategic change

With the advent of advanced IT/ERP systems, most organisations have ready access to a large pool of 'data'. It is HC+P's experience however that **few organisations are successful in translating data into useful information and even less successfully turn information into knowledge**. Fewer still are able to translate knowledge into 'intelligence' - the 'strategic asset' that feeds decision making – a vital support to strong leadership. An illustration of the 'data to intelligence' process follows:



The underlying mechanism supporting the above process is an emerging capability, widely known as Knowledge Management (KM). Effective KM starts with a formal strategy and HC+P strongly suggest that a KM strategy is considerably enhanced when it is fully aligned with the **Corporate Strategy**.

Strategically Aligned Knowledge Management: KM strategies can focus on either 'organisational' or 'individual' knowledge, but generally a 'balance' is required. It is HC+P's experience that the balance will vary from one organisation to another, depending upon the strategic objectives of the organisation. One 'tool' that is particularly effective in aligning a KM strategy with the Corporate Strategy is the Strategic Architecture. Illustrated below, the Strategic Architecture highlights areas where knowledge capabilities must be built, but equally, identifies areas where knowledge 'gaps' exist. A strategic Architecture and Knowledge Map (drawn from a Knowledge Audit) generates all the information needed to establish a KM solution.



GETTING STARTED: HC+P research has shown that most organisations have a strategy. Our experience has shown that the Strategic Architecture can be readily derived from that strategy, providing the basis for considerably enhanced strategic management – and the basis of a KM program. HC+P assist our clients to establish and maintain a beneficial and results oriented KM program. Starting with a five to ten day review, we assist with the development of the strategic architecture and then continue the analysis with the conduct of a Knowledge Audit. This is followed by the construction of a Knowledge Map. Capabilities and 'gaps' are established to provide the foundation of a strategically oriented KM capability.

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 HC+P: *Working together, getting results*