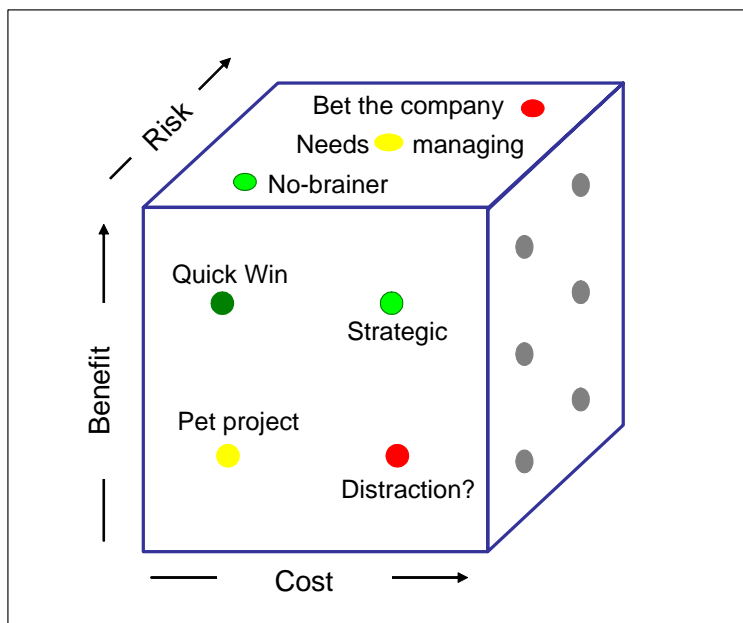


4 Pick The Winners

From the earlier steps you will have a list of different activities, potential benefits and points of leverage. You may also have – if you have completed a KM assessment – a good idea of your organization’s KM capabilities and the costs of carrying out specific activities or projects. Which activities or projects do you pick? Is it simply a case of throwing the dice? Possibly – if you know how to interpret the die (see Figure 4).

Balance ‘quick wins’ with longer term strategic/high value projects

Figure 4 Evaluating the pips on the die



Obviously the best projects are those that need little additional cost outlay and give significant benefits. However, any selection of projects must be accompanied by a risk assessment. Even small projects can cause chaos if they interact with a critical application or process and go haywire. Remember too that cost includes use of people’s time.

Generally it is wise to choose a range of projects or KM activities in your business case portfolio – blending small quick-wins with longer term strategic projects with higher pay-offs. Also, don’t ignore KM activities that have a specific focus and committed champion (pet projects). They may only have limited scope and may therefore not be big hitters, but such projects can bring incremental benefits and enhance your overall KM capability. Consider:

- Who supports this activity? How compelling are the benefits and value proposition
- Who has the requisite capabilities? Have we adequate resources/skills in-house?
- How many people are involved? Can it be tested via a lower cost pilot project?
- What is the impact on the business if it doesn’t deliver the projected benefits?
- And on the morale and commitment of those involved?
- What are the dependencies for success?

Quite often a winner is not the best project but the one which has most management support