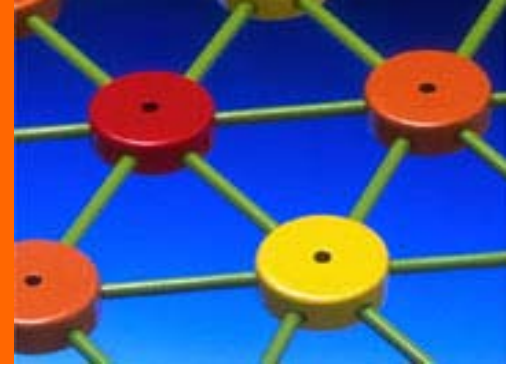


# Managing Personal Information and Knowledge

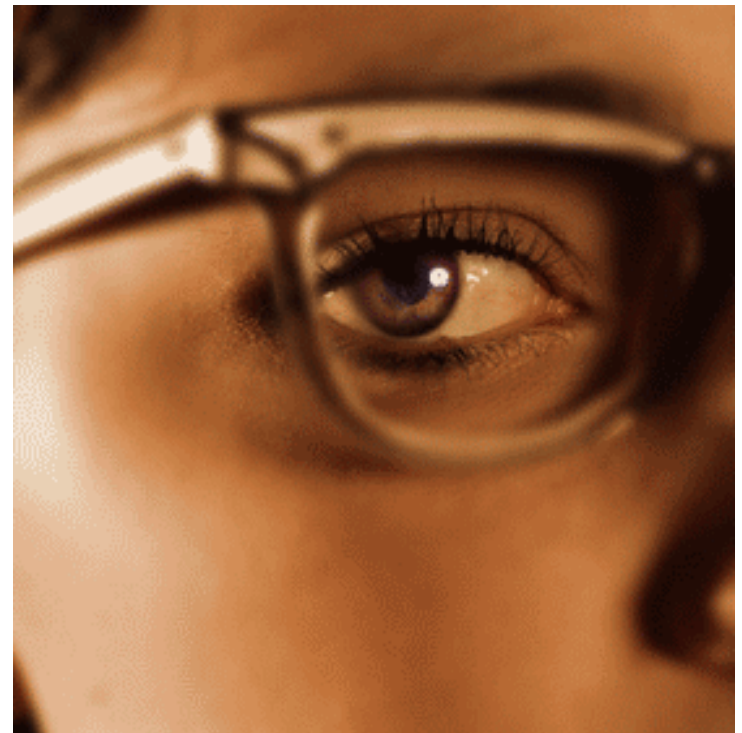
Tom Davenport  
Babson College and Accenture

APGC 2005

# A Hard Look at Knowledge Management



- It's no longer new
- Many organizations have too much knowledge and information available in too many locations
- Discretionary time for knowledge-oriented activities seems to have decreased
- Most KM groups didn't measure their activities and value, and have taken cuts in funding over the last few years
- KM groups often lack the critical mass to succeed on their own

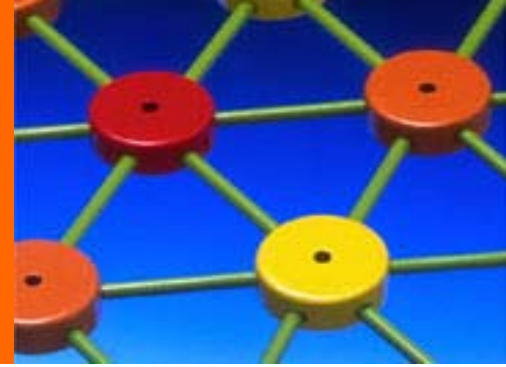


# Some New Ideas for KM

- An integrated approach to content management
- Integration with knowledge work processes
- A merger with learning and e-learning
- Combination with a resurgent information management orientation
- Connecting with customers and other external constituencies
- A focus on knowledge creation
- **A focus on personal information and knowledge management**

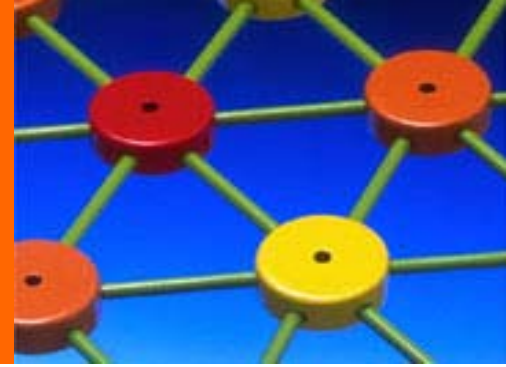


# Why I Think Personal I & KM Will Take Off



- **People are swamped with information and knowledge**
- **The Internet, Google, etc. have greatly increased expectations for information access**
- **There are more and more e-lance workers, and even employees of large organizations often feel they are on their own**
- **Devices and tools for personal information management are multiplying, and they don't integrate well**

# The Multiple Devices Problem: Too Many...



Files



Address books



Protocols



Messages

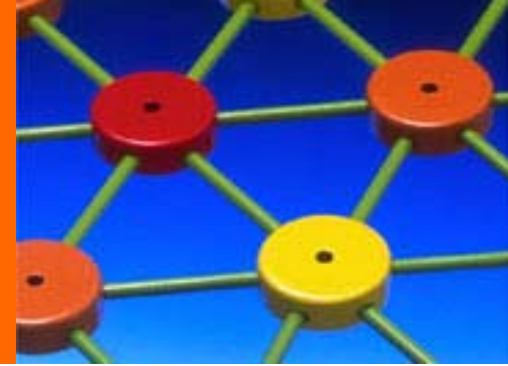


Interfaces



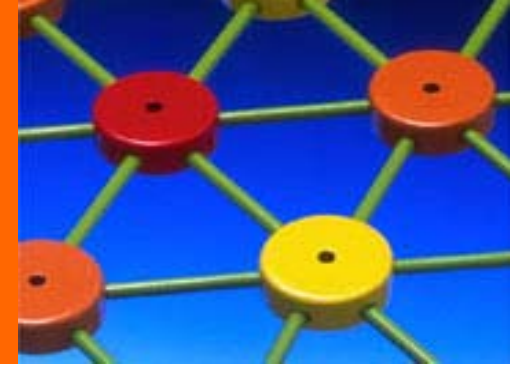
Networks

# Research on PI&KM from the Information Work Productivity Council



- Telephone interviews (managed by the APQC) with 21 managers of information and knowledge in companies and (2) government agencies
  - Goal to understand to what degree they were focusing on the issue, and how they were dealing with it
- Web-based survey of 504 US information and technology users, with 439 qualified respondents (weekly users of e-mail at work)
  - Goal to understand whether they viewed this issue as a problem, and how they were coping with their information flows and devices

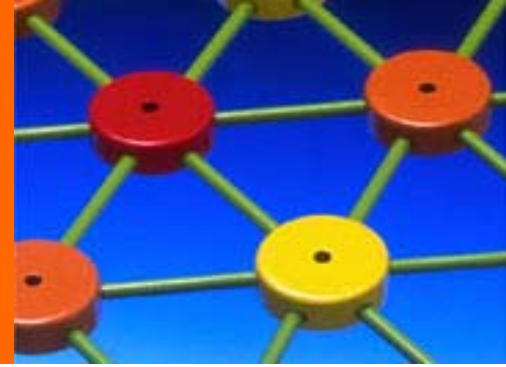
# Findings from Information Manager Interviews



## 3 Levels of Activity in Personal Information and Knowledge Management

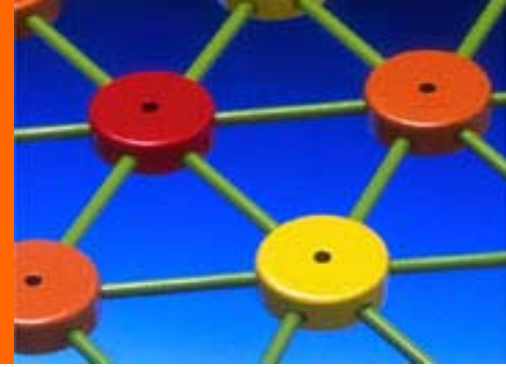
<b>Already There</b>	<ul style="list-style-type: none"><li>• Explicitly address productivity in corporate initiatives</li><li>• Go beyond just technology to usage and behavior</li><li>• Provide an integrated approach to support</li></ul>
<b>On the Road</b>	<ul style="list-style-type: none"><li>• Rely primarily on technology</li><li>• Address knowledge, but not holistically</li><li>• Focused on other issues</li></ul>
<b>Little Awareness or Activity</b>	<ul style="list-style-type: none"><li>• Not aware of the issues</li><li>• Little technology</li><li>• Fragmented support</li></ul>

# Lessons from the Leaders in PIKM



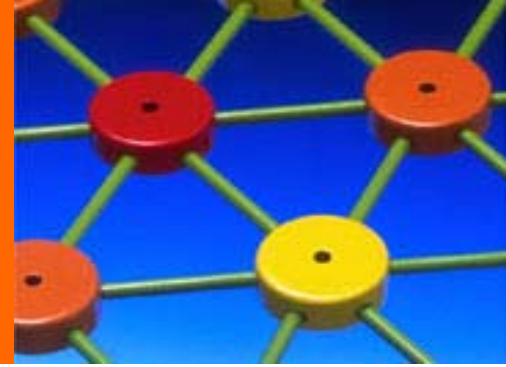
- Heavy use of emerging technologies (IM, PDA, shared repositories)
- Individual-oriented support group exists with holistic focus to personal information and technology
- Explicit knowledge management focus
- Some attempt at changing individual behaviors
- Strong product focus, but also a usage focus
- Explicit productivity initiatives underway
- Examples: Cisco, Microsoft, Intel, BT, Novartis, Roche, SwissRe

## Some Specific PI&KM Initiatives



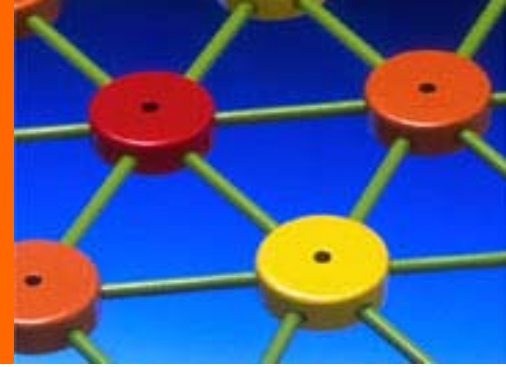
- Intel eWorkforce
  - Combined personal productivity, KM, and collaboration groups
  - Addressing key knowledge worker tasks
  - Customizing Office and other tools
  - Approach differentiated by segments
- Cisco “Change the Way We Work”
  - Education on e-mail, IM, phones, and how to use them effectively
- BP “AdvisorSpace”
  - Provision of all information and knowledge needed by the call center worker

## Other Information Manager Issues



- How to segment information workers, and which specific jobs to target
- Focus on entire jobs, a single process, or key tasks?
- Effective measures for individual-level productivity beyond “time saved”
- Is self-service really accomplishing anything?
- The right way to change behavior

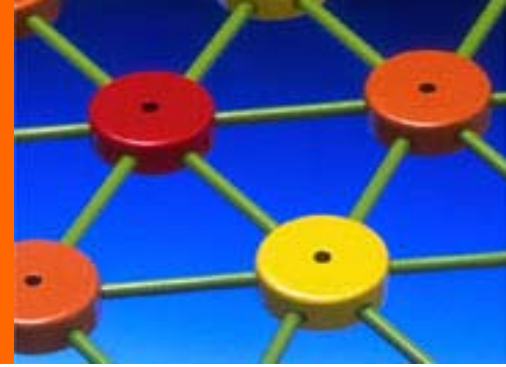
# Results from Information User Survey



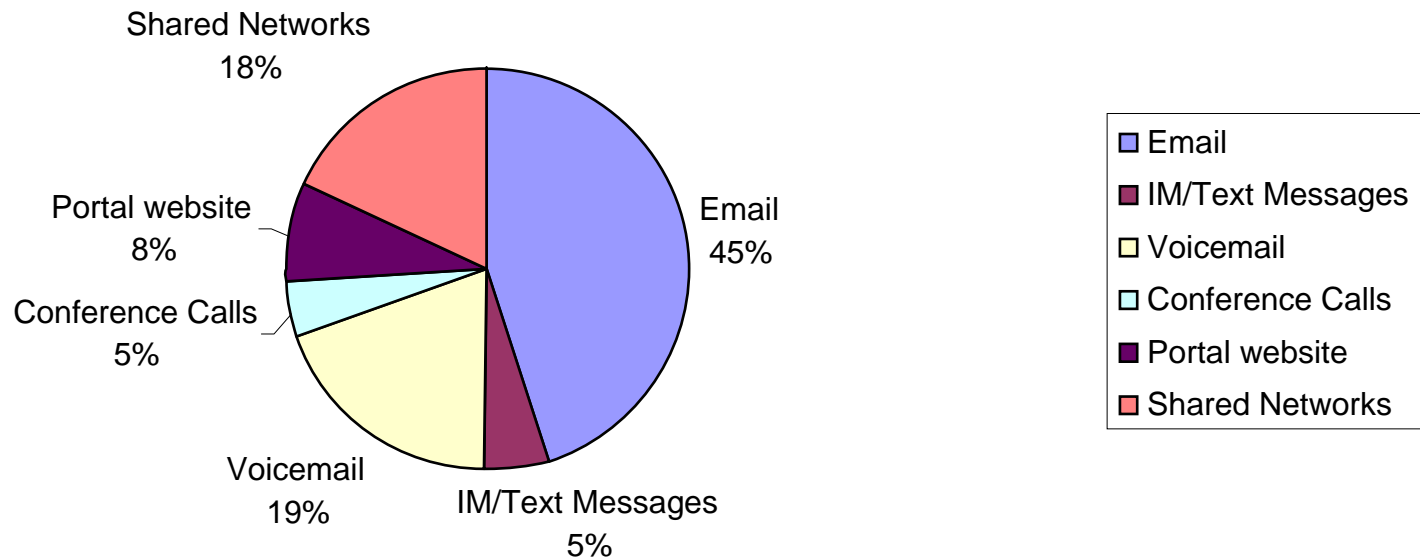
## The average user...

- Spent 3 hours and 14 minutes a day using technologies to process work-related information—just over 40% of an 8-hour work day
- Devoted 1.58 hours/day to e-mail (49% of the information processing [IP] time, and 20% of an 8 hour day)
- Spent 47 minutes, or 24% of IP time on telephone and voice mail
- Received 44 e-mails daily (4 people received 500 a day)
- Sent 17 e-mails daily
- Had more than 3 e-mail accounts
- Received 16 instant or text messages a day (for respondents using this technology)
- Received 18 calls, places 15 calls, gets 7.6 voice mail messages
- Participated in 2.75 conference calls a week (if any)

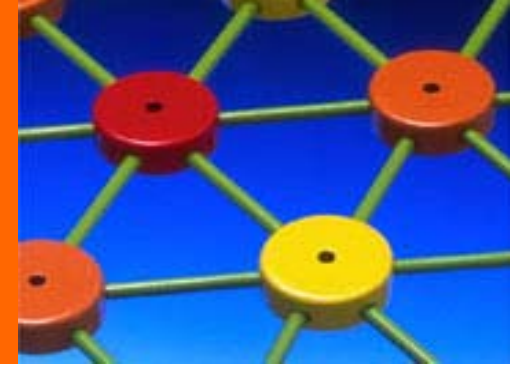
# Where Does the Time Go?



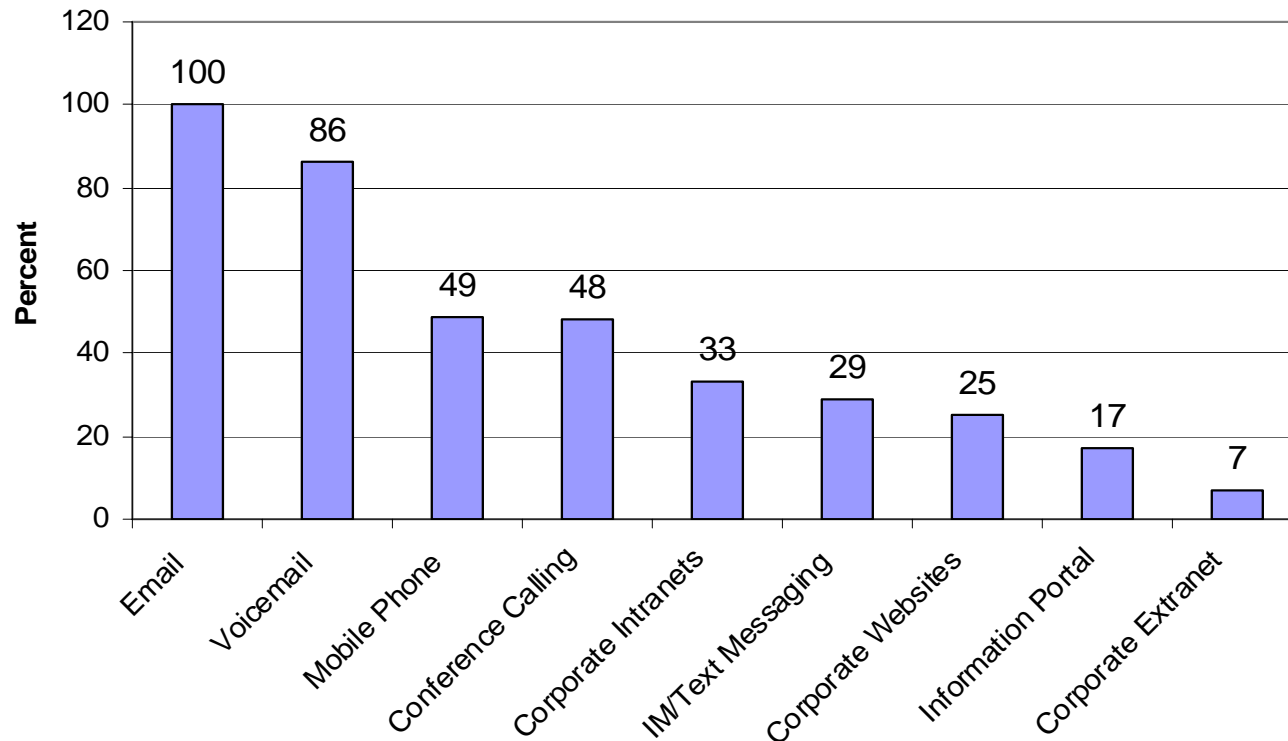
**Average percentage of information processing time spent on each medium (based on average hours spent)**



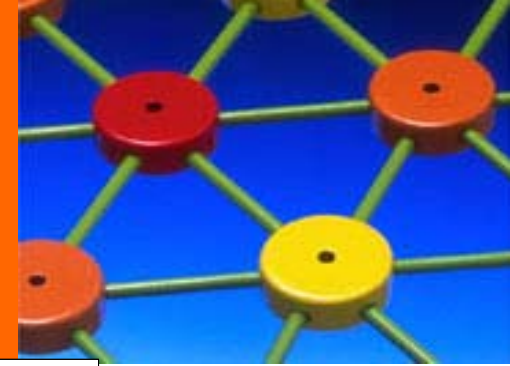
# Who's Using What?



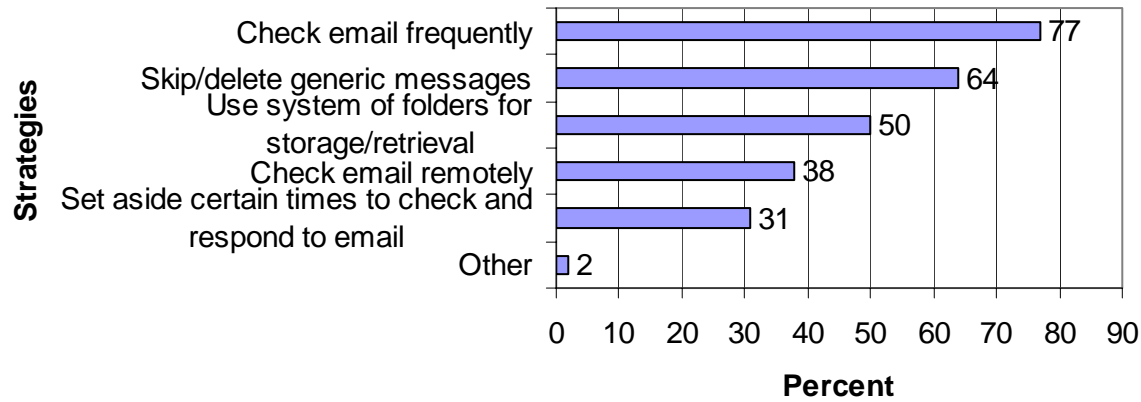
Percent of Typical Users (N= 439) using each medium weekly.



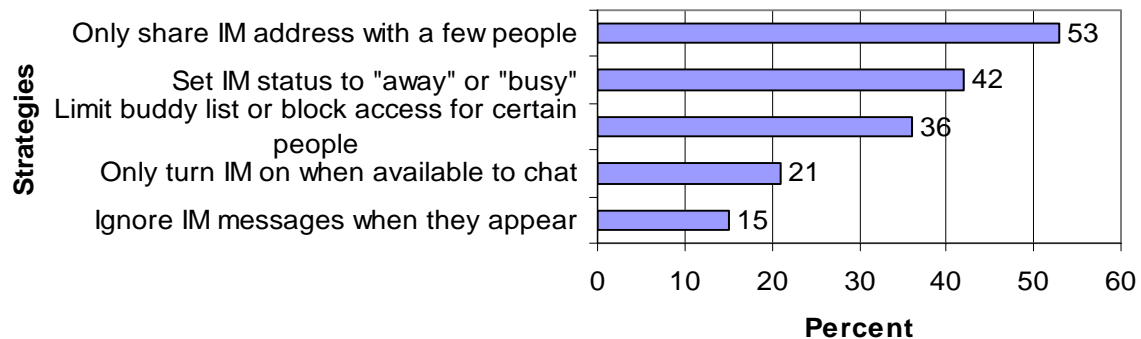
# How Are People Coping?



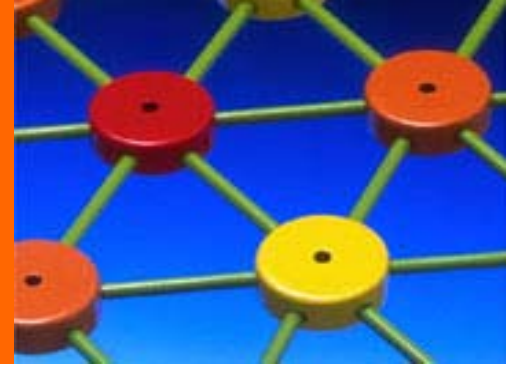
**Percent of typical users (N= 439) employing email management strategies**



**Percent of those using IM/text messaging weekly (N = 131) employing IM management strategies**

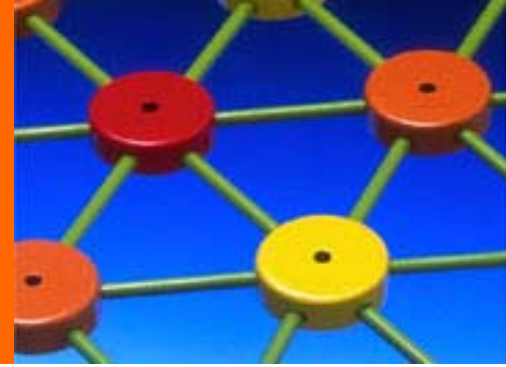


# Strategies of the Informationally Adept



- Use as few devices as possible
- Focus on one piece of software (e.g., Notes, Outlook), and learn its capabilities well
- Invest some time on a weekly basis
- Don't be a missionary
- Find a gadget or two and stick with them; don't be seduced by every newcomer
- Paper is still a useful medium for most
- Lists can be freeing
- Get some instruction in searching

# A Personal View of Some Interesting New Tools



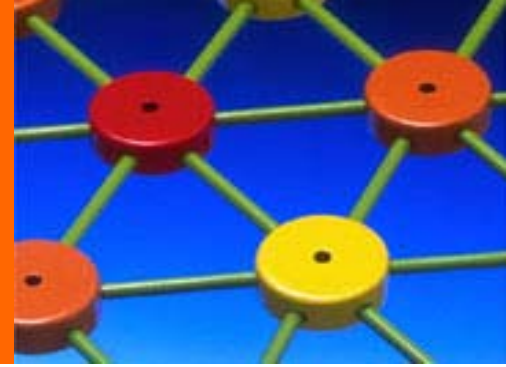
## Tools I Like

- OnFolio for organizing web info
- X1 for searching your own files
- Chandler (haven't used yet, but sounds good)
- TheBrain for information display
- Haystack at MIT (as a concept, not a production tool)
- Treo (but it costs too much)

## Tools that Waste My Time

- Blogging tools
- Wikis
- Tablet PCs, OneNote, and anything that doesn't use keys
- Outlook (but I use it anyway)

# Some PI&KM Behaviors at PwC



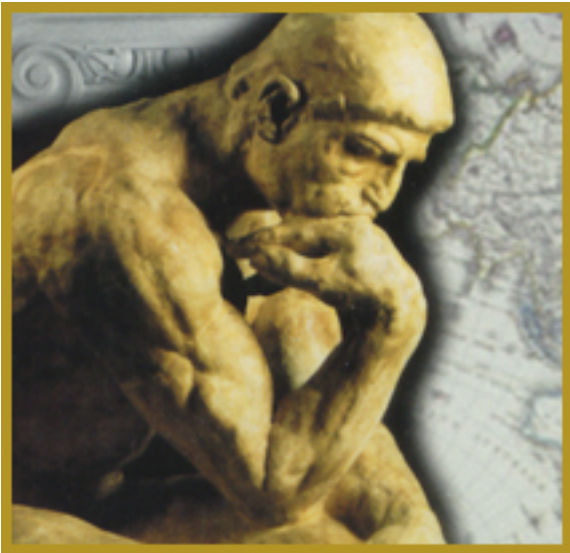
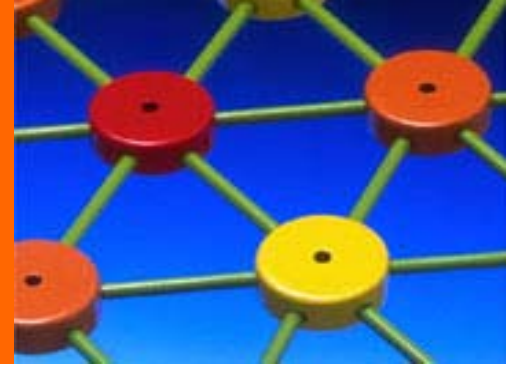
Connected Thinking is PricewaterhouseCoopers' way to better solutions. It is also our standard. If you're not practising Connected Thinking, you do not meet that standard.

What we mean by practising Connected Thinking is...

- Consulting others who have more experience or a different perspective;
- Looking at issues from a number of angles;
- Considering similar cases from different industries and markets;
- Proactively contributing thoughts, insights and experience to our collective brain;
- Considering the impact and wider implications of decisions and recommendations;
- Supporting our colleagues when they turn to us for help;
- Doing what is smart and also right.

Source: PWC website "Connected Thinking" section

# Putting PI&KM to Work



- **Individuals need to recognize how much of their time and productivity is tied up in PIKM**
- **Companies need to realize that their workers are wasting lots of time on this, and that better personal information and knowledge management means greater organizational success**
- **Vendors need to do a better job on reliability, integration, and effective use**
- **We all need more insights, role models, and instructors**