MPF Knowledge Leaders Forum Survey:

"Who owns the knowledge?"

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Steve Perry, Steve Bynghall

Response:

- 47 replies
- Response rate of 2%
- Global 46%
- National 39%
- 70% of respondents primary market is UK
- 25% "truly global"

Composition and respondents

- Legal firms: 67%
- Management consultancy: 11%
- Accountancy: 9%
- Property: 7%
- Design (Engineering / Architecture): 4%
- Technology: 2%

- 55% Director / Head / Partner person responsible for KM
- All respondents were in management positions
  - 19% Managing Partner / CEO
  - 19% Manager
- 68% responsible for KM or were a member of the KM team

Respondents from the C-Suite

- 15 were either CEO or COO or equivalent level and were asked how they defined KM in their organisation.
  - Collaboration and knowledge sharing: 93.3%
  - Information sharing: 80%
  - Information consistency and integrity process: 60%
  - Cultural development, relearning and sharing: 46.7%
  - No established boundaries: an evolving activity: 33.3%
  - ROI on technology: 13.3%
  - As a 'nice to have' but not needed here: 0%
  - As the last initiative – we have moved on: 0%

What were the top three benefits, improvements or outcomes that they expected their knowledge Leader to achieve?

- Improved client service, commercial opportunities or understanding of clients: 8
- Efficiency / process improvement: 7
- Sharing knowledge: 4
- More consistent and accurate data: 3
- Better precedents-related content: 2
- Learning and development: 2
- Better use of technology: 1

What degree of strategic input does or will the Knowledge Leader have in the following areas (1 lowest, 5 highest):

	1	2	3	4	5	N
Name	**%**	**%**	**%**	**%**	**%**	
Business strategy	0,0 %	13,3 %	26,7 %	40,0 %	20,0 %	15
Market strategy	0,0 %	20,0 %	26,7 %	33,3 %	20,0 %	15
IT architecture	0,0 %	6,7 %	60,0 %	26,7 %	6,7 %	15
IT strategy	6,7 %	0,0 %	46,7 %	40,0 %	6,7 %	15
People proposition & strategies (including Learning & Development)	0,0 %	13,3 %	13,3 %	40,0 %	33,3 %	15
Overall value proposition for the business	0,0 %	0,0 %	46,7 %	33,3 %	20,0 %	15

- Highest contribution is expected around people elements (33.3%) rather than IT.
- Supports the idea that KM is perceived as being about people rather than being technology centred.

What level of strategic input did KM Leaders have in various areas (1 lowest, 5 highest)

	1	2	3	4	5	N
Name	**%**	**%**	**%**	**%**	**%**	
Business strategy	18,8 %	15,6 %	43,8 %	15,6 %	6,3 %	32
Market strategy	21,9 %	31,3 %	31,3 %	15,6 %	0,0 %	32
IT architecture	12,5 %	18,8 %	40,6 %	18,8 %	9,4 %	32
IT strategy	12,9 %	22,6 %	38,7 %	22,6 %	3,2 %	31
People proposition & strategies (including Learning & Development)	3,1 %	9,4 %	34,4 %	31,3 %	21,9 %	32
Overall value proposition for the business	3,1 %	12,5 %	34,4 %	46,9 %	3,1 %	32

- The perceived level of strategic input by KM functions is significantly lower than the perception from the C-suite.

Combined 1 and 2 (the lowest) levels of perceived strategic input

	C-suite	KM roles
Name	**%**	**%**
Business strategy	13.3%	34.4 %
Market strategy	20,0 %	46.9 %
IT architecture	6.7 %	31.3 %
IT strategy	6.7 %	41.4 %
People proposition & strategies (including learning & Development)	13.3 %	12.5 %
Overall value proposition for the business	0 %	15,6 %

- C-suite has a more positive view of KM influence on strategy than KM roles noticeable in IT strategy.
- Only area where there is general concurrence is in People, proposition and strategies.

Where do you believe that KM can add value to your organisation or firm?

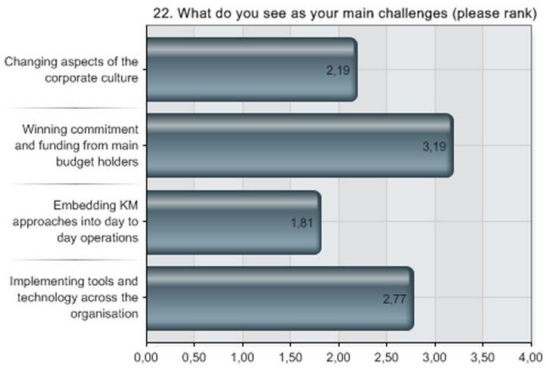
Respondents were asked how they thought KM could add value to the organisation

- Efficiency / process improvement: 19
- Better client service and quality: 17
- General strategic objectives: 10
- General knowledge sharing: 5
- Learning and development: 5
- Better use of technology: 0

Here are a few of the responses:

- Delivery of more effective and efficient client service.
- More effective cross selling
- In streamlining processes and making people shift towards and knowledge culture
- It is all about doing what we do better every time we do it.
- Speed to market learning, proposition development, client relationship management, reduced margins
- Our key clients have intensified their focus on, and scrutiny of, our 'value add' offer.

Respondents were asked to rank the main challenges.



- The results suggest a disconnect between strategic importance which CEOs say they place on Knowledge, and the reality of the level of difficulty of actually getting senior management commitment to funding.

Where does the responsibility for KM reside

- With one board member: 40%
- It hasn't been allocated: 26.7%
- Director / employee: 13.3%
- Partner not on the Board: 6.7%
- Shared between Board members: 6.7%
- With a corporate KM team: 6.7%
- Only 47% of firms had specific KM represented at Board level
- Majority of firms (73%) from the sample of C-suite respondees had an acknowledged KM leader or team
- Respondents were asked which key business areas should Knowledge Leaders add value?
  - Majority of answers reflected the view that Knowledge Leaders should add value across the whole business.
  - "All areas from business efficiency, quality, risk, CRM and business development"
  - "Ideally all areas from support through to frontline fee earners and client account managers"

Respondents were asked if their role was permanent or a change management post.

- 87.5% described their role as permanent.
- Respondents were asked about the composition of their team:
  - A dedicated decentralised team: 31.3%
  - No dedicated team but input from functions & business lines: 31.3%
  - A dedicated centralised team: 28.1%
  - To work through other teams and functions: 9.4%

What was their role in the firm

- KM specific with an explicit KM role title: **72%**
- A Partner, Board level or other senior role with significant responsibility for KM: **25%**
- A Partner, Board level or other senior role with some responsibility with others for KM: **3%**
- 32 respondees, 24 had "knowledge" or "know-how" in their job title
- Most people felt that they had significant influence with 53% stating this extended to senior management, and 34% to strategic planning.

What aspects of the key KM elements does your KM role encompass

- Processes and process improvement: **97%**
- Culture and people aspects: **93.8%**
- Technology and tools: **87.5%**
- Content creation and document management: **84.4%**
- Client experience: **65.6%**
- Information governance: **62.5%**
- Cost management: **53.1%**
- Profit: **28.1%**

Conclusions

- KM people feel KM is under represented at Board level
- KM people don't feel they have enough input into IT and marketing strategy
- Most KM functions focus on how people use technology
- 'C' Suite think there is:
  - Lack of strategic input from KM functions
  - KM focused on people and process but not on profitability and clients