



Driving Knowledge Management Success in the Services Business by Leveraging the Strength of Project Management

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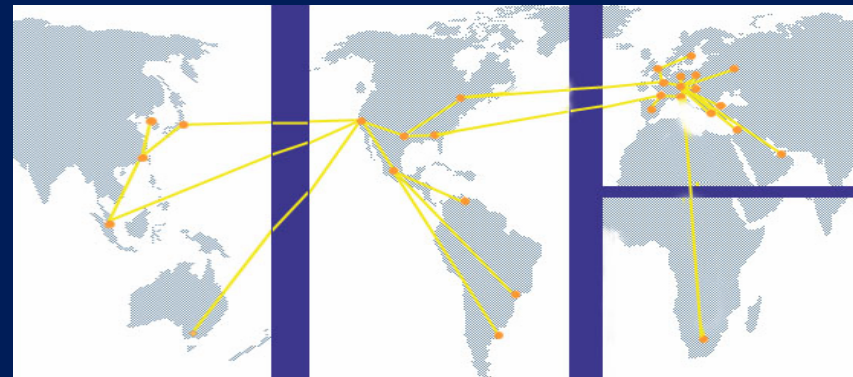


HP Services and Project Management



HP Services global footprint

- Presence in more than 170 countries
- Global knowledge management system
- The industry's largest channel partner network
- 105 response and operations centers for 24 x 7 x 365 worldwide support
- 80 Customer Education Centers
- 15 SAP Competency Centers
- More than 65,000 service professionals:
 - ✓ 23,000 Microsoft-trained specialists
 - ✓ 18,000 UNIX specialists
 - ✓ 3,000 Linux specialists
 - ✓ 7,500 Network/systems mgmt experts
 - ✓ 4,500 Cisco specialists
 - ✓ 5,000 storage specialists
 - ✓ 6,300 OpenVMS engineers





Project Management at HP Services



- Over 3500 Project Managers
- 170 Countries
- Over 3000 PMP® certified

Program Management Offices Worldwide Support



- Review and audit projects
- Ensure consistency and adherence to standards, methodologies, and policies
- Handle issue escalation
- Provide project support
- Foster project manager development



HP Global Method for Project Management

- Customer Centered Methodology

- Broad in scope
- Integrative
- Flexible
- Measurable
- Scalable



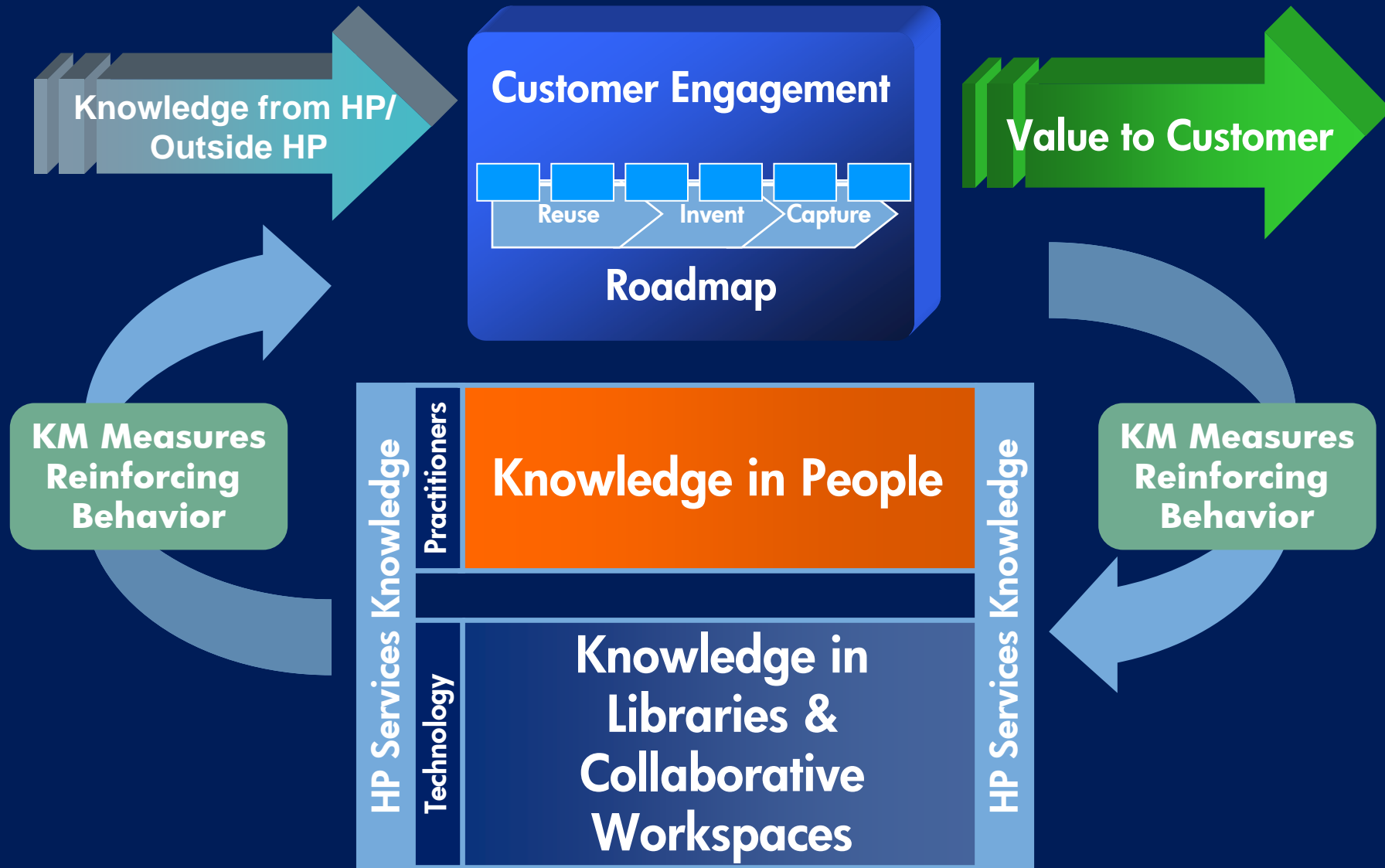
- Based on

- PMI, Project Management Body of Knowledge (PMBOK)
- Best Practices from the PM Profession of both pre merger companies

Project Centric KM at HP Services - a few aspects

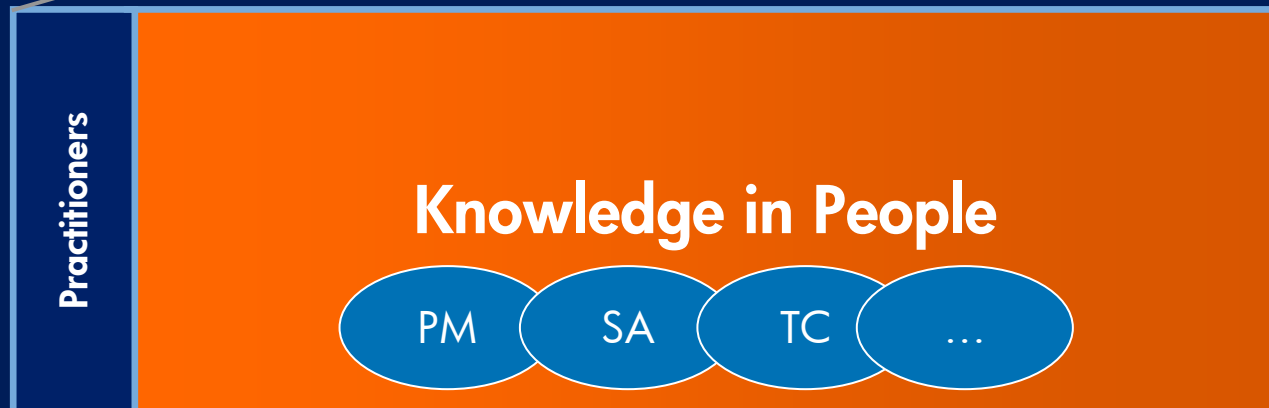
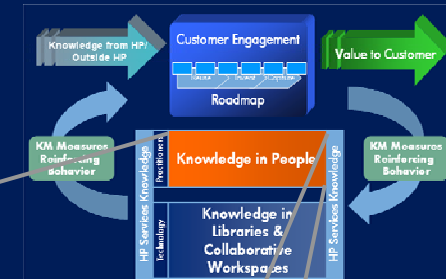


HP Services Knowledge Flow



The People Aspect

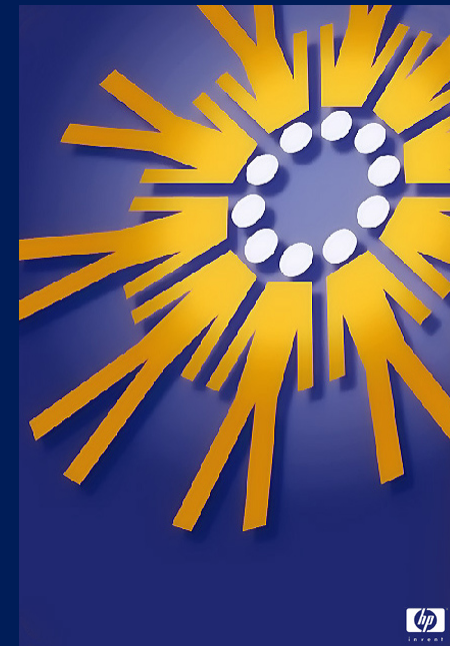
- WW Profession Communities
 - Project Managers, Solution Architects, Technical Consultants (Security, ITSM, ...)
 - across business units



- Practice Communities – focus on service offering

Communities – local and global

- Geographic structure within community
 - Region/Country Leads
 - Address local factors (language, culture, legal, ..)
 - Foster global connection
- Networking and Communication
 - Local, regional and global events
 - Community Portal
 - for best practices and shared assets
 - Forums
 - for discussions and “ask the expert”
- Collaboration Technologies
Sharepoint, Virtual Rooms,
Instant Messenger, ...



Some KM Principles

- Build on corporate culture
 - People share, if they are connected
 - Sharing happens naturally in the context of a need
- Less is more
 - Capture and share enough to enable people-people connection. Sharing assets is important, but ideally just in case of a real need.
- Foster global people networks (Communities) and provide enough technology to bridge the virtual gap to support need based sharing and reuse
- Establish Taxonomy that is valid for people networks and their assets.

Leveraging the Strength of Project Management



Utilizing PM as a Driving Engine

- Knowledge capture and reuse is essential to communities
 - Issues raised in the past: Can't do KM, too much to do
 - Mindset: Work is one thing, KM is something else...
 - Do you recall the early days of quality... sounds familiar?
- To increase the probability that KM happens – make it part of the Project Scope
 - leverage planning and execution strength of PM for KM
 - Knowledge Capture and Reuse (KCR) is a Key Responsibility Area for our Project Managers
 - Key steps integrated into PM Methodology

The Organizational Aspect

- If KM deliverables are part of project **Scope**, they are managed as part of what we do
- **Planning** for KM increases the probability that **Time** is allocated for KM and actions will be carried out.
 - output from reuse is immediately available to the project team
 - output from capture is reusable in other projects.
- The benefits from reuse and the efforts for capture are part of the **Cost** equation and our customers benefit from the overall savings.
- Managing the information about captured assets as part of project **Communication** ensures timely access to assets.

Benefits for the Project

- Reuse can significantly reduce the overall schedule and estimated efforts → shorter **Time** to deliver
- Reusing Intellectual Assets and related Experience has a huge impact on **Risk** and the planned responses.
- Saving time and effort by reusing can leave more room to manage **Quality** or to improve reused quality processes.
- As Reuse starts with assigning the right people or resources, **Human Resource Management** and **Procurement** play a huge role too.
- Reusing one solution somewhere else is quite easy, but being able to tap on to the experience of a team that has done similar, complex **Integration** work before pays off for the customer and for the project

Influence of a PM on KM Behavior

- In his leadership role a PM
 - sets the overall tone in project
 - can acknowledge “hard to do” reuse tasks
 - helps team to overcome mental/technology hurdles
 - can plan team structure, workload and locations to
 - foster knowledge exchange within the project
 - almost avoid exchange
 - can reward, or initiate the reward of right behavior
 - searching for an hour and finding reusable assets is better than stopping after 10 min (because “search didn’t work...”) and starting to create new.

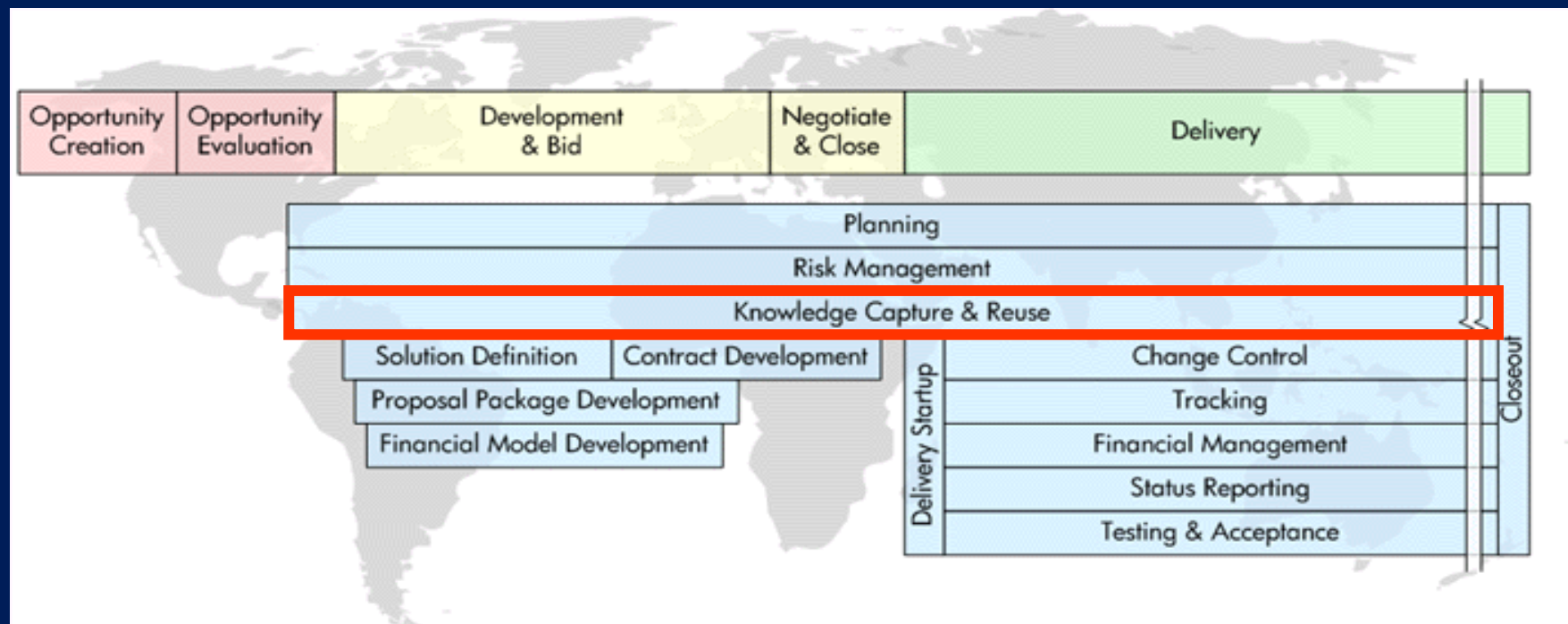
Our Approach on
"Making KM part
of what we do"



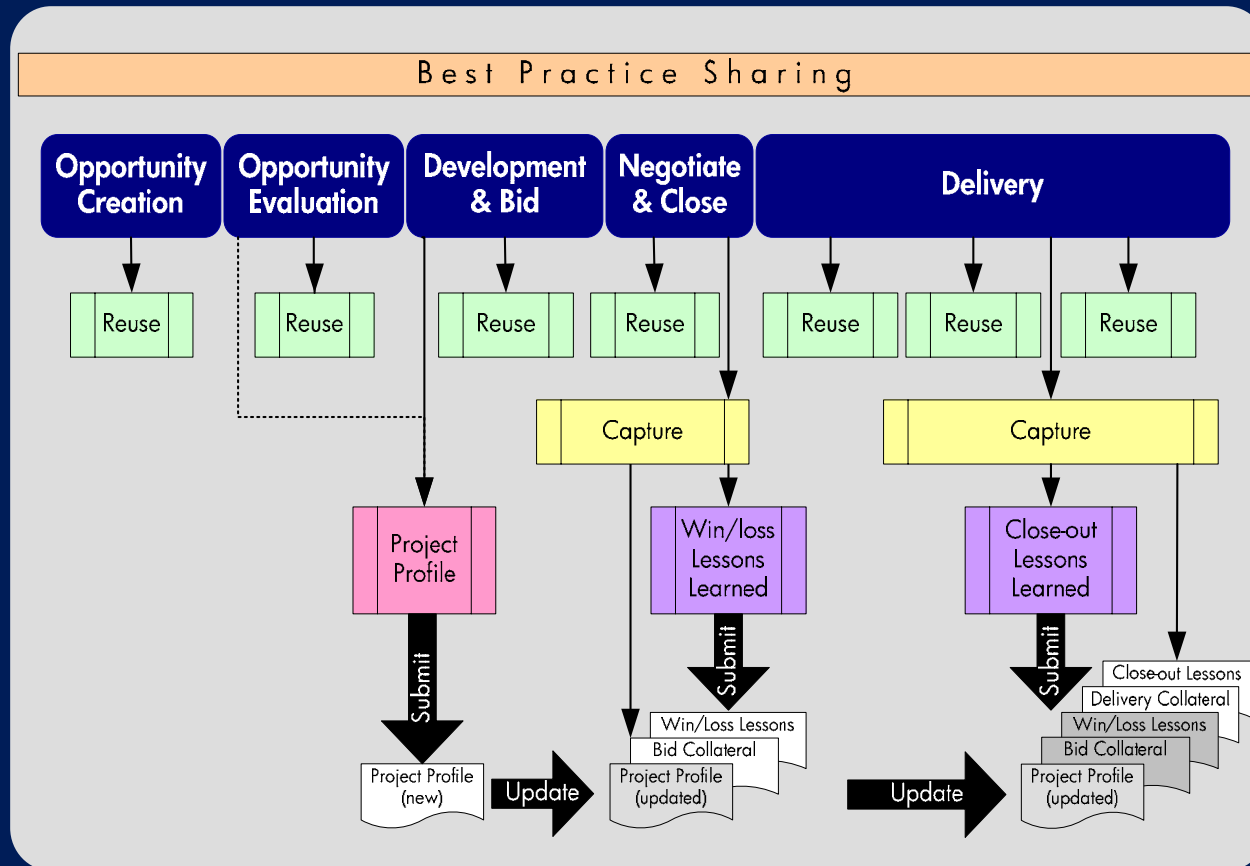
Embedding KM into our Project Management Methodology



- Knowledge Capture and Reuse has been introduced as a Key Responsibility Area in HP Global Method for PM
- Materials have been reviewed by the PM Methodology Improvement Group and field PMs



Key Steps along the Project Lifecycle (Customer Engagement Roadmap)



Four Process Areas:

- Project Profile
- Knowledge Reuse
- Knowledge Capture
- Lessons Learned

- Project collateral is built up and improved over time
- There are key points that knowledge should be captured
- Best Practice Sharing should be happening all the time

What is a Project Profile?

- The purpose of a project profile is to capture enough information about a project to enable other project teams to evaluate the project for potential reuse.
- The information in a project profile is supposed to answer key questions like:
 - What is the project about? (solution components, size, ...) ?
 - What is the business context (customer, industry, partner, ...) ?
 - Where is the project (business, country/region, language, ..) ?
 - Who to contact for more information (key team members, ...) ?
- Project Profiles are submitted to the global Project Profile Repository for easy browsing, searching and selection.

Lessons Learned Review



Why Capture Lessons Learned?

- The purpose of capturing "lessons learned" by your team is to help future teams repeat your successes and avoid your mistakes.
- The purpose of paying attention to „lessons learned“ by other teams is to reduce cost and risk and to improve quality by taking advantage of knowledge and wisdom that already exists.
- The purpose of paying attention to „lessons learned“ by the organization is to improve the organizational setup, our methodologies and training material to run projects

Who and When

Who

- **Sponsor** – the leader, organizer and planner of the Lessons Learned review – usually the project manager,
- **Participant** – anyone involved in the project or other people outside the project team who have valuable insights.
- **Facilitator** – works with the sponsor to plan and finalize the agenda and prepare for the session.
- **Recorder** – objectively reports the learnings, insights and outcomes from the session – usually a key team member.

When

- As part of a Win/Loss/Abandon review, typically at the end of Negotiate & Close stage
- As part of the Closeout review, typically at the end of the Delivery stage
- At intermediate points during engagements with long durations

Identifying "hot" topics



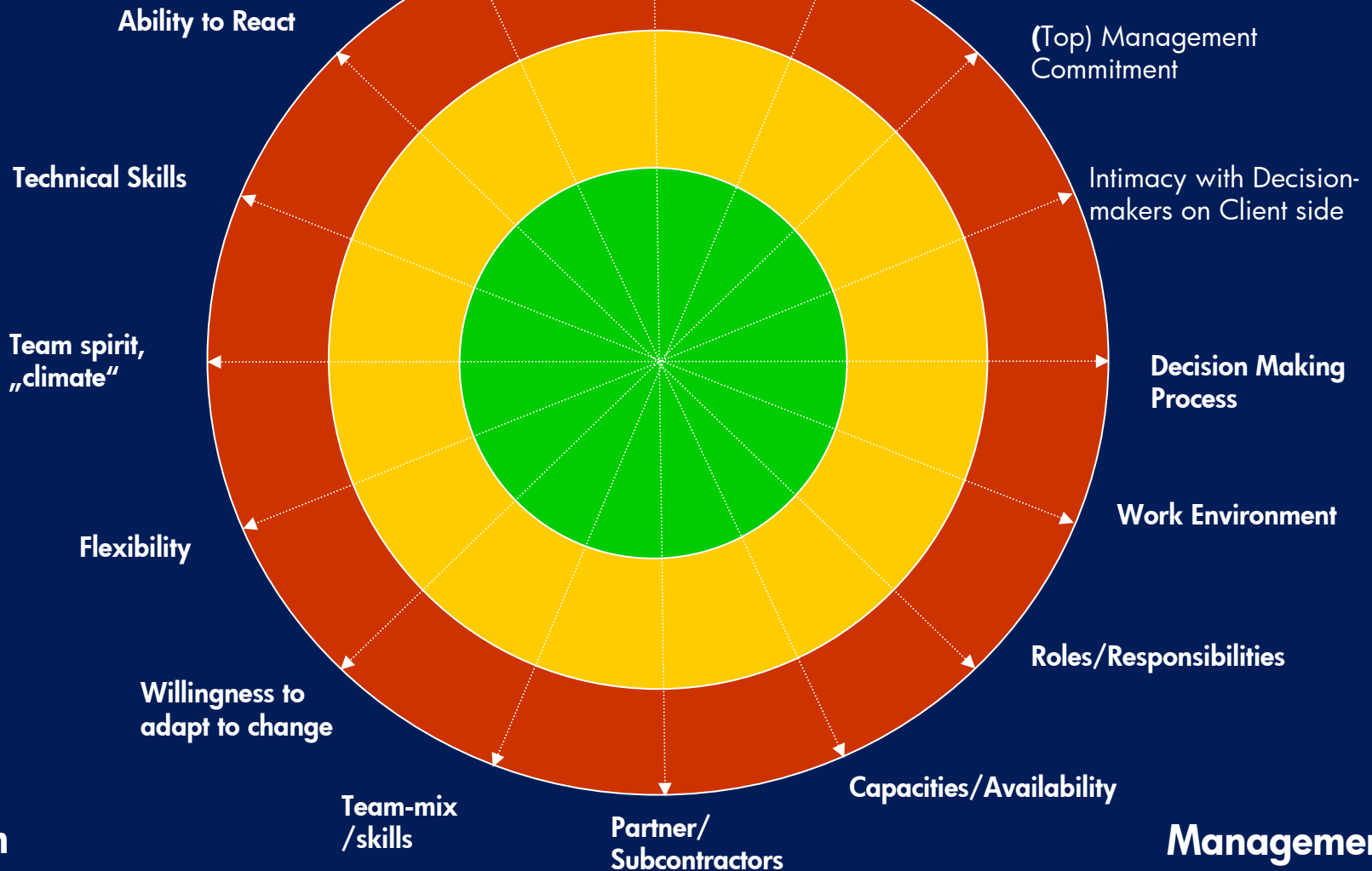
**Ability /
Competence**

**Commitment /
Reliability**

**Communications
Comm. Channels**

**Leadership /
Project Leadership**

Leadership

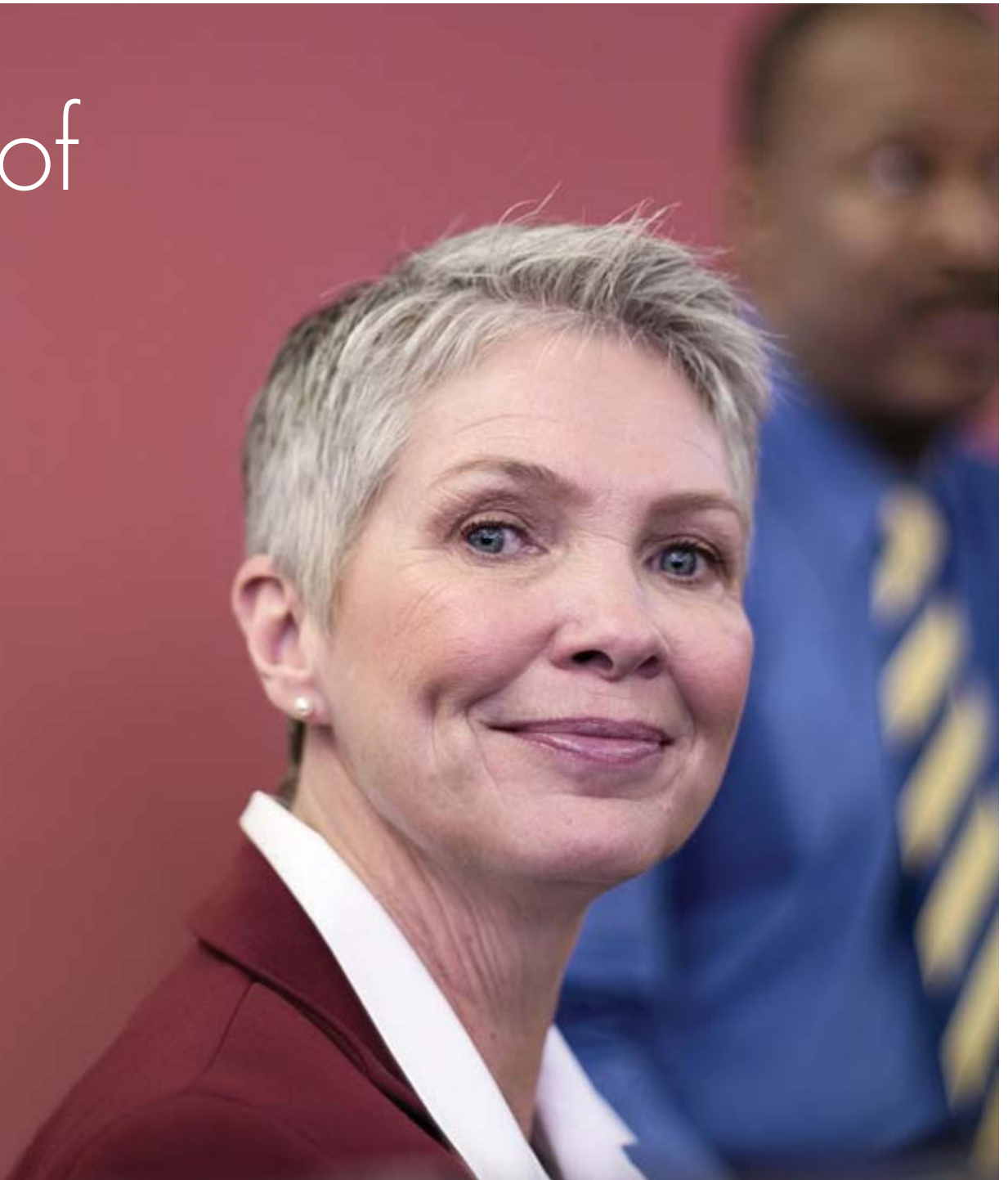


Team

April 3, 2006

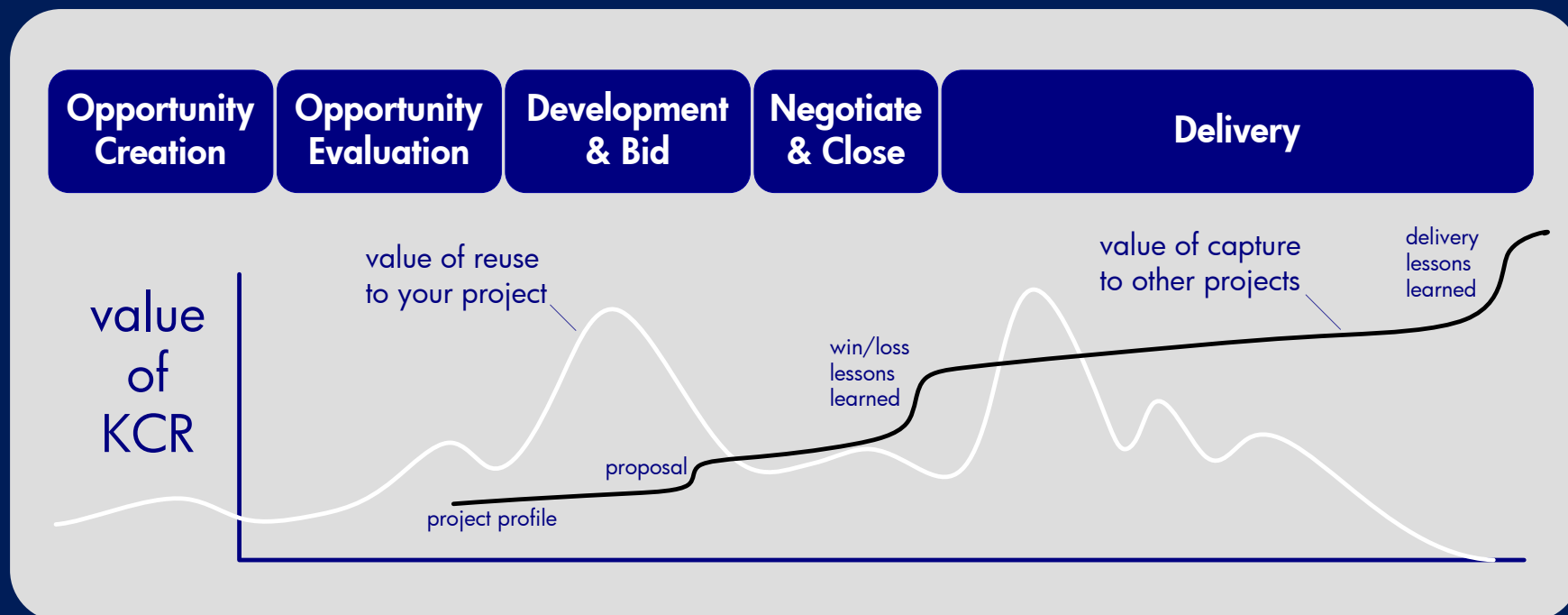
Management

The Value of Reuse

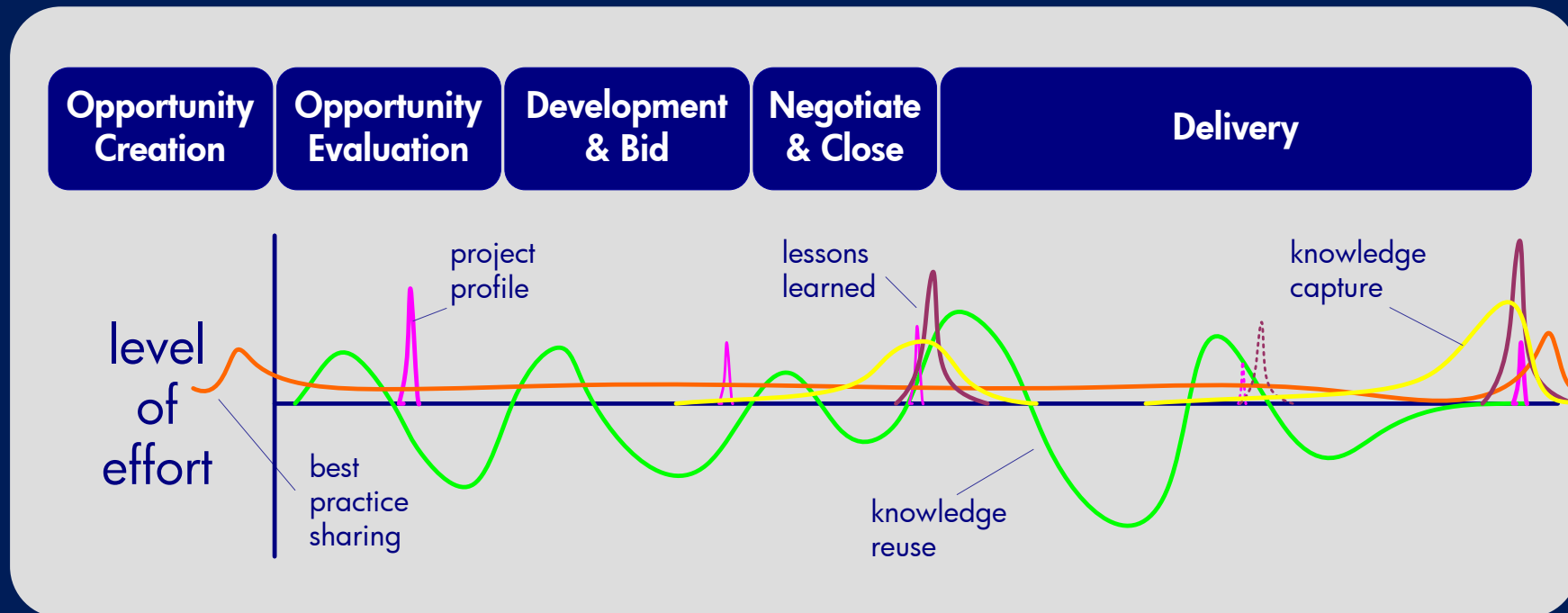


Knowledge Capture & Reuse Value

- Reusable knowledge adds value during key development periods
- The value of reusable knowledge from a project grows over time
- There will be significant increases in value as knowledge is captured

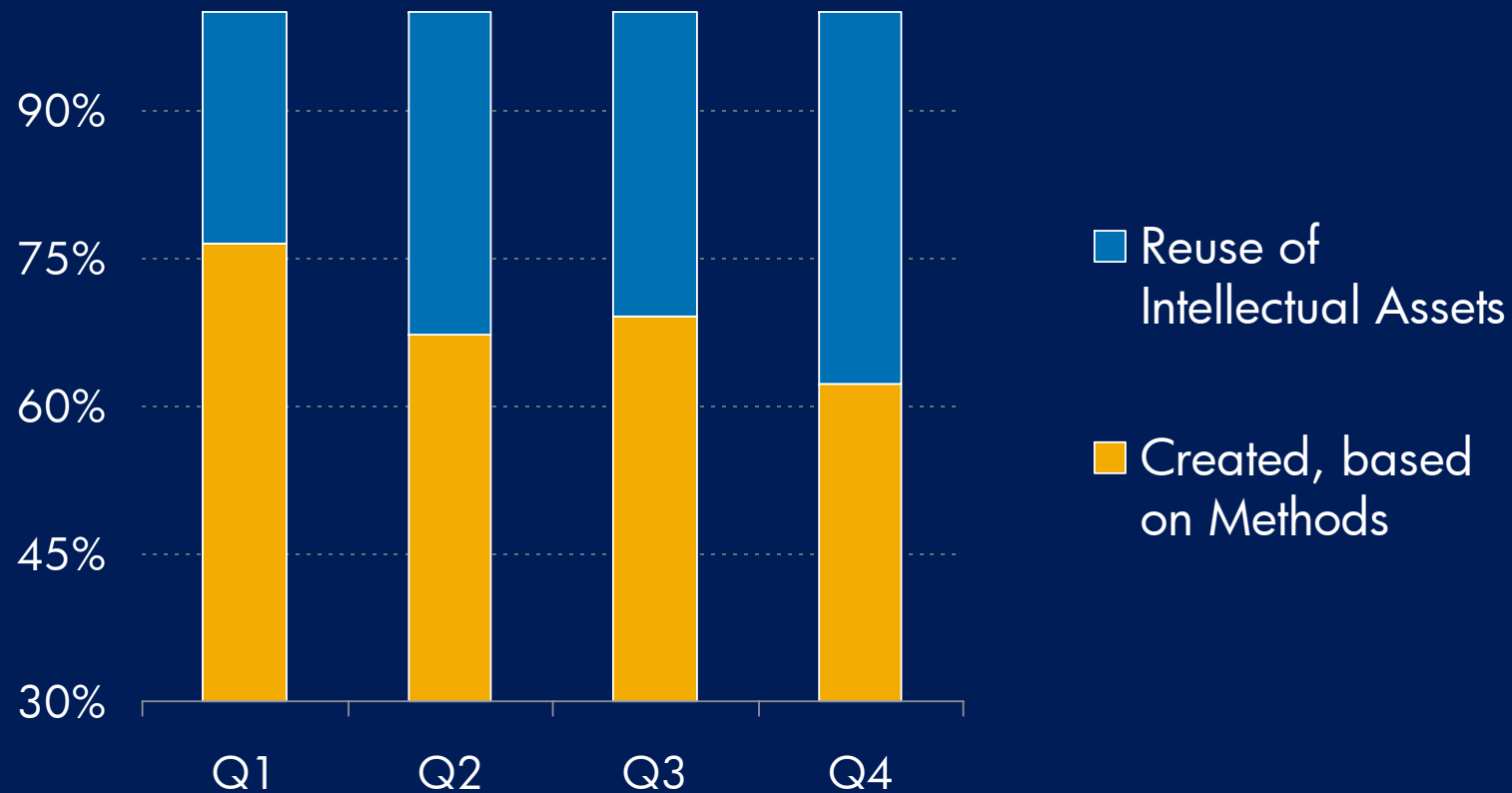


Effort and Savings During the Course of a Project



- The various reuse and capture activities will involve peaks of effort
- Reuse requires some effort to search and evaluate potential assets
- Knowledge reuse savings are covering knowledge capture efforts

Reuse Trend in Fiscal Year 2005 Intellectual Assets in Projects



Global average across consulting business

One of our Working Topics

- Value of Reuse
 - Improving the visibility in our financial models
 - Rollup reporting from project to business unit
 - establishing tangible Return on Knowledge indicators
- Interested in more?

please contact me at marcus.funke@hp.com

Questions?



Thank You!



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