

## Making It Happen: KM at the Working Level (and up)



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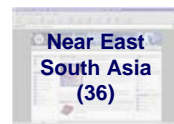
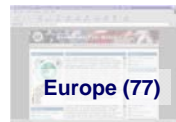
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## State – A Primer

- **Basic Roles**
  - Make and execute foreign policy
  - Provide consular and passport services
  - Manage official U.S. presence abroad
- **57,000+ employees worldwide**
- **High knowledge output**



... plus 30 Geographic, Policy and Management Bureaus and Independent Offices

## Knowledge Leadership

- Knowledge Management goal: *Enable employees to access and contribute knowledge anywhere, anytime*
- Knowledge leadership strategy modeled on common elements of successful KM efforts:
  - Collaboration through self-forming, self-managing, technology enabled communities
  - Better access to expertise
  - Better access to information
  - Technology to make knowledge sharing part of daily workflow
  - 4-5 years of effort to gain solid footing
  - Continuity of leadership from the top



U.S. DEPARTMENT of STATE

## Our chain of command ...

1. Secretary of State
2. Deputy Secretary
3. Under Secretary for Management
4. Chief Information Officer
5. Deputy Chief Information Officer/Chief Knowledge Officer
6. Director, Office of eDiplomacy 



U.S. DEPARTMENT of STATE

## ... and the Revolving Door

Secretary of State	2
Deputy Secretary	3
Under Secretary for Management	3
Chief Information Officer	4
Deputy CIO/CKO	4
eDiplomacy Director	7

## Lessons Learned - making the best of it

- With churn at the top, kept demands and expectations realistic:
- What senior management could provide:
  - Enabling environment
  - Material support
- What “working level” had to provide:
  - Inspiration
  - Innovation
  - Direction
  - Continuity of effort

## And making it happen

- Enterprise search
- Communities @ State
- Diplopedia wiki
- SharePoint – Collaboration Clearinghouse

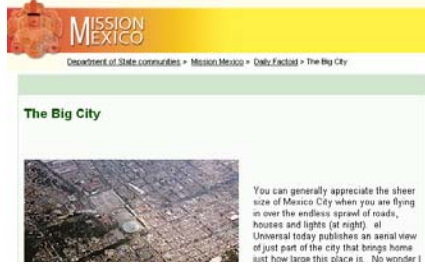
## Enterprise search

- Incorporates site directory of all known sites
- Deep linking to sites
- Indexing of key repositories
- Links are suggested by individual users and business units





## Personal leadership: Deputy Chief of Mission



- DCM is a senior leader within a country mission
- Community provides a personal environment for mission-wide discussions
- Did not expect to be primary contributor

## Group collaboration: Economic section

- Adopted and encouraged by Mission's Economic Section chief
- Acceptance came slowly
- Contributions from Embassy and both consulates in Turkey



## Individual Initiative: gardener, promoter, mentor

- Foreign Service specialist already a personal contributor to Wikipedia
- Took Diplopedia under his wing
- First among equals: about a half-dozen people have adopted his role



## Self-directed communities

- SYS Blog: system administrators
- IntraSource: intranet Web site managers
- ISSO Blog: security personnel
- OMS Community: administrative assistants

Upper-level support helps, but success depends on the actions of implementers

## Collaboration Clearinghouse

- Central point for employees to request collaborative tools.
- Invented and run by working level to manage enterprise SharePoint deployment
- Coalition of the ... interested – i.e., two principal offices, other offices as necessary
- Developing governance and standards based on experience, input from working level



## Take-aways

- Enterprise-wide programs, but local adoption
- Initiatives engage full range of Department's subject matter, workforce (including foreign national staff)
- Working level employees initiate activities and maintain them because they see it to their benefit
- Advantages of this arrangement:
  - Senior managers support the efforts ...
  - ... but leave space (and cover) for experimentation and flexibility (in a very traditional organization), gradual cultural change, refining programs, confidence-building, ability to exploit success

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