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How Content Curation and Knowledge Management Can Help Us Thrive

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Marc is a past president of the International Society for Performance Improvement (ISPI), and holds a Ph.D. in instructional design, plus degrees in communications and marketing. He also holds the Certified Performance Technologist (CPT) designation from ISPI, where he is an honorary life member, the Society’s highest award. Marc is also a recipient of the eLearning Guild’s “Guild Master” award. Dr. Rosenberg has spoken at The White House, debated the future of e-learning at Oxford University, keynoted numerous professional and business conferences, authored more than 150 columns, articles and book chapters in the field, and is a frequently quoted expert in major business and trade publications. He is a former vice president of his local community’s Board of Education.

More information about Marc is available at www.marcrosenberg.com.
The coming knowledge tsunami

The internet of things
Big data
Advancement of science and innovation
Collaborative, knowledge-sharing society
The rate of knowledge growth is increasing exponentially...

...While the half-life of knowledge is shrinking dramatically.
Three laws about content

**Law 1: Technology**

Combining great technology with bad content results in more efficiently delivered bad content.
Law 2: Culture

Combining great content with a lousy organizational culture generates misinformation and distrust, and kills knowledge sharing.
Three laws about content

Law 3: Training

Using training as compensation for poor original content is almost always a waste of time and money.
Content curation focuses on the accuracy, relevance, usefulness, value, and other quality aspects of knowledge assets.

Curators are less focused on finding more content than they are on making sure what they have is the right content.
Twelve signs of bad content

- Content is wrong
- Content is inauthentic
- Content is out of context
- Content creator is not reputable
- Content is incomplete
- Content is overwhelming
- Content is biased
- Content is low priority or value
- Content is difficult to find/learn/use
- Content conflicts with other content
- Content is owned elsewhere
- Content is outdated

We’re good!
We’ve got some work to do
We’ve got lots of work to do
Huh?
Content curation… Five key questions to answer

1. What do your people need to know and when do they need to know it?

2. Do you have the right people curating your content? Do they have the skills?

3. Do you have a QA plan for your content?

4. What are you doing with bad content – assuming you know where it is?

5. How can you get your organization, team or clients to value content curation?
Why content curation fails...

- No leadership or role models
- No motivation
- No sense of accomplishment
- It will curate itself
- Users will figure it out
- No resources
- SME conflicts
...and how to make it better

Content Curation

- Accurate
- Authentic
- Credible
- In Context
- Comprehensive
- Just Enough
- Bias Free
- Valued
- Easy to Use
- Reinforcing
- Copyright Protected
- Removed when Expired
The content curation funnel

Content Sources
- Instructional (training) content
- User generated content
- SME generated content
- Public domain content
- Third party (syndicated) content

Curation Filters
- Accuracy
- Authenticity
- Contextual
- Reputable
- Complete
- Just enough
- Unbiased
- Priority
- Ease to use/learn
- Conflicting
- Copyright
- Relevant
- Readability

Content Access
- The right content,
- At the right detail,
- Organized the right way,
- Managed/archived for the right access,
- Delivered to the right people,
- For the right purpose,
- At the right moment of need.
Knowledge management defined

**Definition A**

Knowledge management captures, distributed and archives intellectual capital in a way that encourages knowledge sharing in the organization.


**Definition B**

The creation, archiving, and sharing of *valued* information, expertise and insight within and across communities of people and organizations with similar interests and needs, the goal of which is to build competitive advantage.

Source: Marc J. Rosenberg, 2006

**Definition C ???**

*Getting useful information from those who have it, to those who need it.*
Getting started… A simplified process

**Identify**
- What do we have?

**Evaluate**
- How good is it?
- What’s missing?

**Eliminate**
- Should we trash it?

**Substitute**
- Should we switch it?

**Improve**
- Should we fix it?

**Create**
- Should we build it?

**Publish**
- Is it ready to go?

- Convey to knowledge management system
- Design and author new content
- Refresh, update and rebuild existing content
- Replace old content with new version
- Remove assets that have no value or have been replaced by newer assets

- Perform quality assessment on content
- Find and inventory existing content

The Coming Knowledge Tsunami
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Getting started… A simplified process

Content Curation

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- Evaluate: How good is it? What's missing?

   - Eliminate: Should we trash it?
   - Substitute: Should we switch it?
   - Improve: Should we fix it?
   - Create: Should we build it?

   → Publish: Is it ready to go?

Knowledge Management

- Publication standards and workflow
- Document/content management
- Knowledge architecture
- Content access and distribution
- Version control
- Security and entitlements
- Alerts
- Personalization and user engagement
- Expiration
- Tracking and reporting
Management’s role

Managing and leading a KM system should be focused on:

- Organization structure
- Staffing
- Roles and responsibilities
- Incentives
- Standards, processes and metrics
- Change management
- Program management
- Advocacy
Knowledge management... Five key questions to answer

1. How well do you get information to your people at their moment of need?

2. How easy is it for people to find the information they need, when they need it?

3. Do you have the technical and skills infrastructure in place for KM?

4. What is your relationship with I.T. regarding KM?

5. How can you get your organization, team or clients to value KM?
Focus on the workplace

What’s really happening in the workplace?

Can training alone really fix it?

Too much or bad documentation

Overly complex processes

Inefficient or poorly designed tools

Bad Management
Content, KM, and the learning and performance ecosystem

- **Talent Management**: Manage and develop the workforce
- **Performance Support**: Improve productivity and reduce errors
- **Structured Learning**: Train, certify and meet compliance requirements
- **Social Networking & Collaboration**: Encourage exchange of knowledge and ideas
- **Access to Experts**: Leverage expertise
- **Knowledge Management**: Provide easy and reliable access to information

Train, consult, advance, perform, share, research
### Value proposition

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<thead>
<tr>
<th>For the Organization</th>
<th>For L&amp;D Professionals</th>
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<tbody>
<tr>
<td>1. Improves employee performance, productivity and job satisfaction.</td>
<td>1. Improves quality and productivity.</td>
</tr>
<tr>
<td>2. Enables reuse with confidence.</td>
<td>2. Assures higher value of L&amp;D products.</td>
</tr>
<tr>
<td>3. Increases innovation and agility in the marketplace.</td>
<td>3. Creates confidence in knowledge resources.</td>
</tr>
<tr>
<td>4. Improves speed and responsiveness to business needs.</td>
<td>4. Lowers costs.</td>
</tr>
<tr>
<td>5. Enhances customer value.</td>
<td>5. Enhances your value.</td>
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Thank You!

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“Marc My Words” column