

Knowledge Management Assessment Tool

The tool is divided into five sections: the KM process; leadership; culture; technology; and measurement. The following is a subset of the items and information in the KMAT, with a simplified scoring system.

Directions: Read the statements below and evaluate your association's performance. The scale is as follows:

1 = no, 2 = poor, 3 = fair, 4 = good, and 5 = excellent

I. The Knowledge Management Process

P1. Knowledge Gaps are systematically identified and well-defined processes are used to close them.

1 2 3 4 5

P2. A sophisticated and ethical intelligence gathering mechanism has been developed.

1 2 3 4 5

P3. All staff and volunteers of the association are involved in looking for ideas in traditional and non-traditional places.

1 2 3 4 5

P4. The association has formalized the process of transferring best practices, including documentation and lessons learned.

1 2 3 4 5

P5. "Tacit" knowledge (what staff and volunteers know how to do, but cannot express) is valued and transferred across the association.

1 2 3 4 5

Total of items P1 through P5. _____

II. Leadership in Knowledge Management

L1. Managing organizational knowledge is central to the association's strategy.

1 2 3 4 5

L2. The association understands the revenue-generating potential of its knowledge assets and develops strategies for marketing and selling them.

1 2 3 4 5

L3. The association uses learning to support existing core competencies and create new ones.

1 2 3 4 5

L4. Individuals are hired, evaluated and compensated for their contributions to the development of organizational knowledge.

 1 2 3 4 5

Total of items L1 through L4. _____

III. Knowledge Management Culture

C1. The association encourages and facilitates knowledge sharing.

 1 2 3 4 5

C2. A climate of openness and trust permeates the association.

 1 2 3 4 5

C3. Customer value creation is acknowledged as a major objective of knowledge management.

 1 2 3 4 5

C4. Flexibility and a desire to innovate drive the learning process.

 1 2 3 4 5

C5. Staff takes responsibility for their own learning.

 1 2 3 4 5

Total of items C1 through C5. _____

IV. Knowledge Management Technology

T1. Technology links all members of the association to one another and to all relevant external publics.

 1 2 3 4 5

T2. Technology creates an institutional memory that is accessible to the entire enterprise.

 1 2 3 4 5

T3. Technology brings the association closer to its members.

 1 2 3 4 5

T4. The association fosters development of “human-centered” information technology.

 1 2 3 4 5

T5. Technology that supports collaboration is rapidly placed in the hands of staff.

 1 2 3 4 5

T6. Information systems are real-time, integrated, and “smart.”

 1 2 3 4 5

Total of items T1 through T6. _____

V. Knowledge Management Measurement

M1. The association has invented ways to link knowledge to financial results.

 1 2 3 4 5

M2. The association has developed a specific set of indicators to manage knowledge.

 1 2 3 4 5

M3. The association's set of measures balances hard and soft as well as financial and non-financial indicators.

 1 2 3 4 5

M4. The association allocates resources toward efforts that measurably increase its knowledge base.

 1 2 3 4 5

Total of items M1 through M4.

Total Score **out of a possible** **120**

Rating =

Comments for Future Action

This tool has been adapted from the Knowledge Management Assessment Tool (KMAT) developed by the American Productivity & Quality Center and Arthur Andersen to help organizations self-assess where their strengths and opportunities lie in managing knowledge.