

The Knowledge Management Assessment Tool (KMAT)

The KMAT was developed by the American Productivity & Quality Center and Arthur Andersen in 1995 to help organizations self-assess where their strengths and opportunities lie in managing knowledge.

The tool is divided into 5 sections: the **KM process; leadership; culture; technology; 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 organization'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 members of the organization are involved in looking for ideas in traditional and *non*traditional places.

_ 1 _ 2 _ 3 _ 4 _ 5

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

_ 1 _ 2 _ 3 _ 4 _ 5

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

_ 1 _ 2 _ 3 _ 4 _ 5

Total of items P1 through P5. _____

II. Leadership in Knowledge Management

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

_ 1 _ 2 _ 3 _ 4 _ 5

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

_ 1 _ 2 _ 3 _ 4 _ 5

L3. The organization 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 organization encourages and facilitates knowledge sharing.

_ 1 _ 2 _ 3 _ 4 _ 5

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

_ 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. Employees take 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 enterprise 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 organization closer to its customers.

1 2 3 4 5

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

1 2 3 4 5

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

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 organization has invented ways to link knowledge to financial results.

1 2 3 4 5

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

1 2 3 4 5

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

1 2 3 4 5

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

_ 1 _ 2 _ 3 _ 4 _ 5

Total of items M1 through M4. _____