

AEC Knowledge Management Survey

Key Findings + Insights



Christopher Parsons
Knowledge Architecture



AEC Knowledge Management Survey
Key Findings + Insights

2015



Advancing the Practice of
Knowledge Management in the
AEC Industry.

AEC Knowledge Management Survey

Demographics

125 Responses

113 Unique Firms

60%

Architecture or A/E

30%

Engineering or E/A

10%

Other Firm Types

8.8%

1-49 Employees
(n=11)

24.8%

50-124 Employees
(n=31)

42.4%

125-499 Employees
(n=53)

24%

500+ Employees
(n=30)

AEC Knowledge Management Survey

Survey Team



Christopher Parsons
Knowledge Architecture



Fred White
Practice Lab

AEC Knowledge Management Survey

Special Thanks



Denise Parsons



Community Members

?

עַל־כֵּן (שֶׁנֶּאֱמַר) עַל־כֵּן

Less $\neg \lfloor (\neg) \rfloor \neg$.

What percentage of AEC firms have a KM Leader?



Are you more likely to find a KM Leader in an architecture or engineering firm?



Is KM a full-time or part-time position?

~_(\ツ)_/~

Is having a KM Leader correlated to firm size? $\sqrt{(\psi)}$

How do AEC firms measure the value of their KM programs?



AEC Knowledge Management Survey

Common Questions

What percentage of AEC firms have KM Leader?

33%

Are you more likely to find a KM Leader in an architecture or engineering firm?

Architecture or A/E. (~2x)

Is KM a full-time or part-time position?

Full-time. (54%)

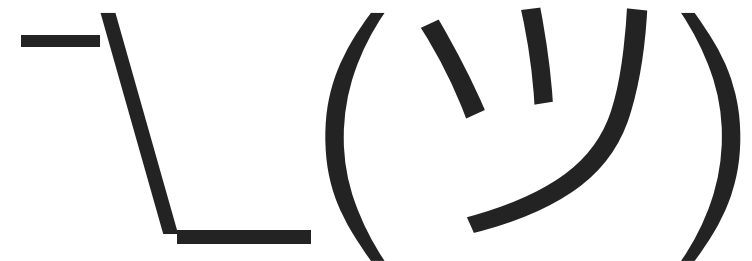
Is having a KM Leader correlated to firm size?

Yes.

How do AEC firms measure the value of their KM programs?

They don't, really.

Survey Goal #1

Less . More Data.

AEC Knowledge Management Survey

Sections

1. Strategic Priorities for KM (Differentiation/Thought Leadership)
2. Core KM Processes (Research)
3. Supporting KM Activities (Who Performs Research at Your Firm?)
4. KM Leadership
5. Successes, Challenges, and the Year Ahead

AEC Knowledge Management Survey Sections

1. Strategic Priorities for KM (8)
2. Core KM Processes (13)

Strategic Priorities for KM

Differentiation/Thought Leadership - Turning specialized knowledge and capabilities into a marketing advantage.

| | Unimportant | Not Very Important | Somewhat Important | Very Important | Critical | N/A |
|-------------|-----------------------|----------------------------------|-----------------------|-----------------------|----------------------------------|-----------------------|
| Importance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| | Poor | Fair | Good | Very Good | Excellent | N/A |
| Performance | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Strategic Priorities for KM

Differentiation/Thought Leadership - Turning specialized knowledge and capabilities into a marketing advantage.

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| Importance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| | Poor | Fair | Good | Very Good | Excellent | N/A |
| Performance | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Gap = 3

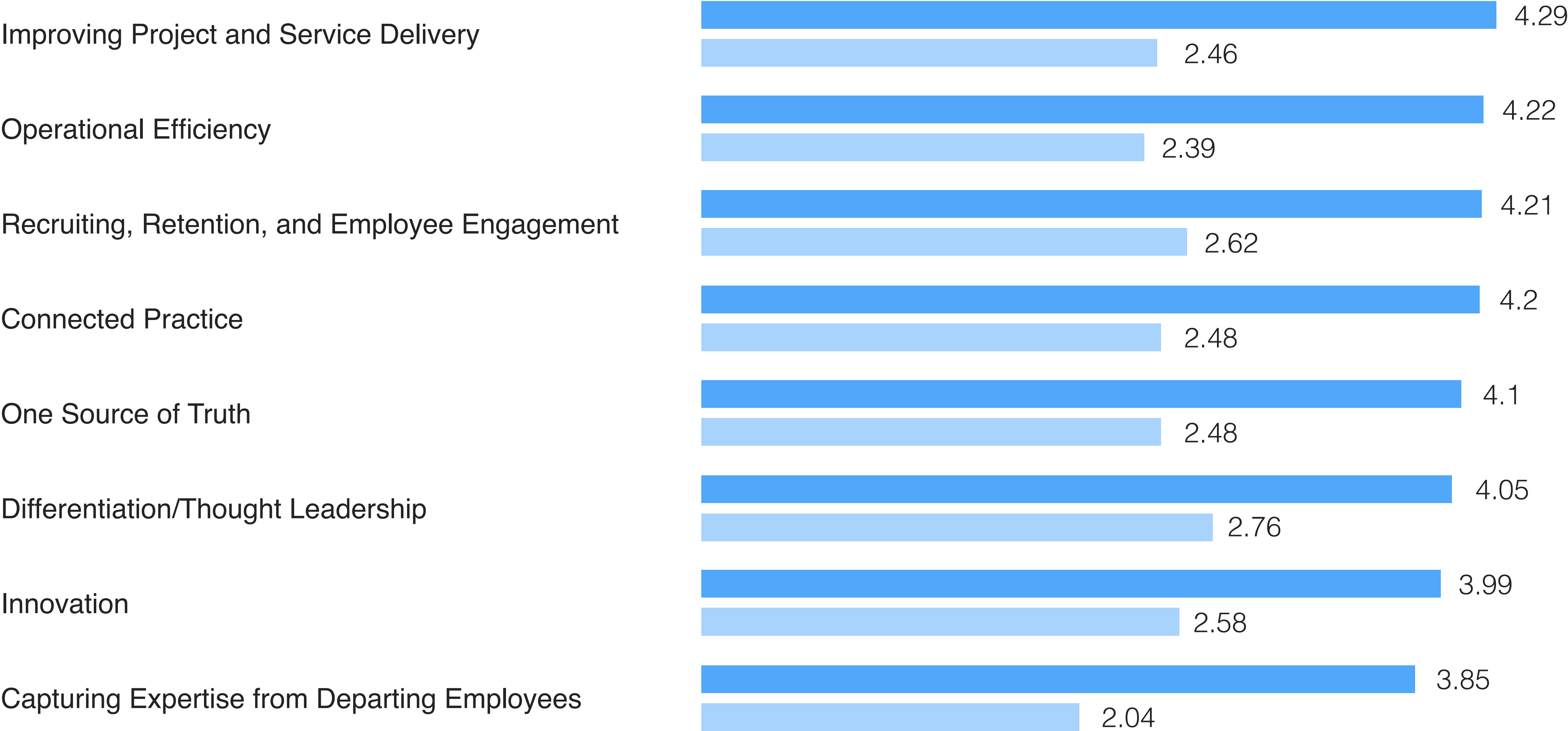
Core KM Processes

Producing Original Insights through Research

| | Unimportant | Not Very Important | Somewhat Important | Very Important | Critical | N/A |
|-------------|-----------------------|-----------------------|----------------------------------|-----------------------|-----------------------|-----------------------|
| Importance | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Performance | Poor | Fair | Good | Very Good | Excellent | N/A |
| | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

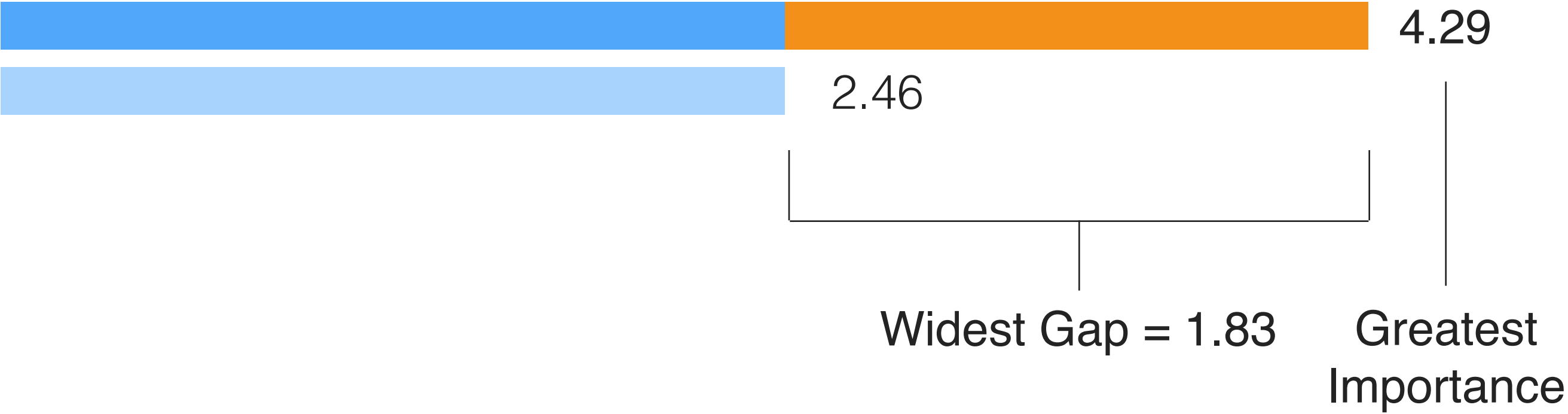
Gap = 0

Strategic Priorities for KM

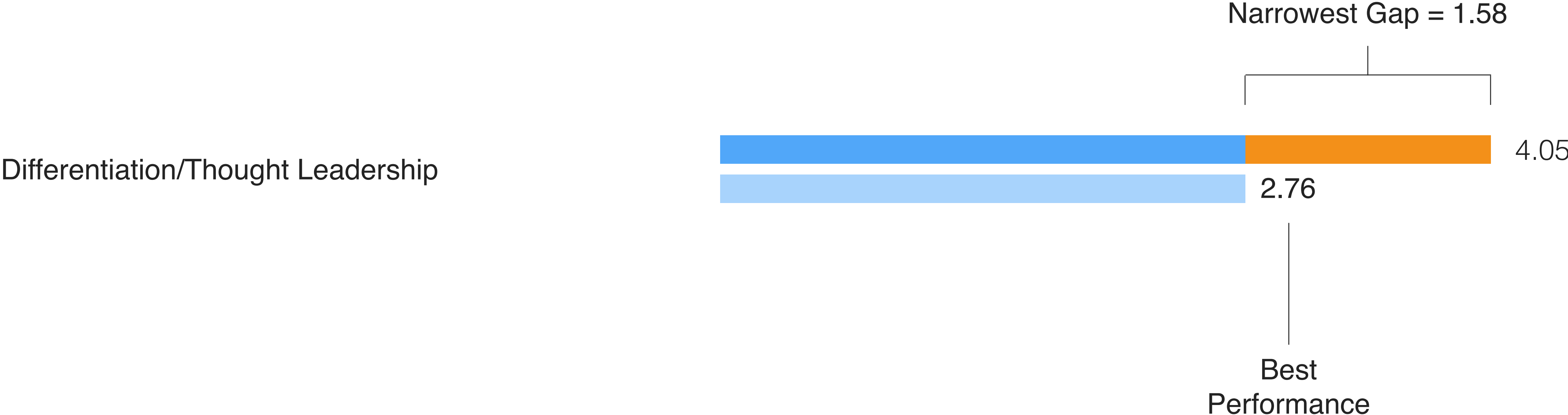


Strategic Priorities for KM

Improving Project and Service Delivery



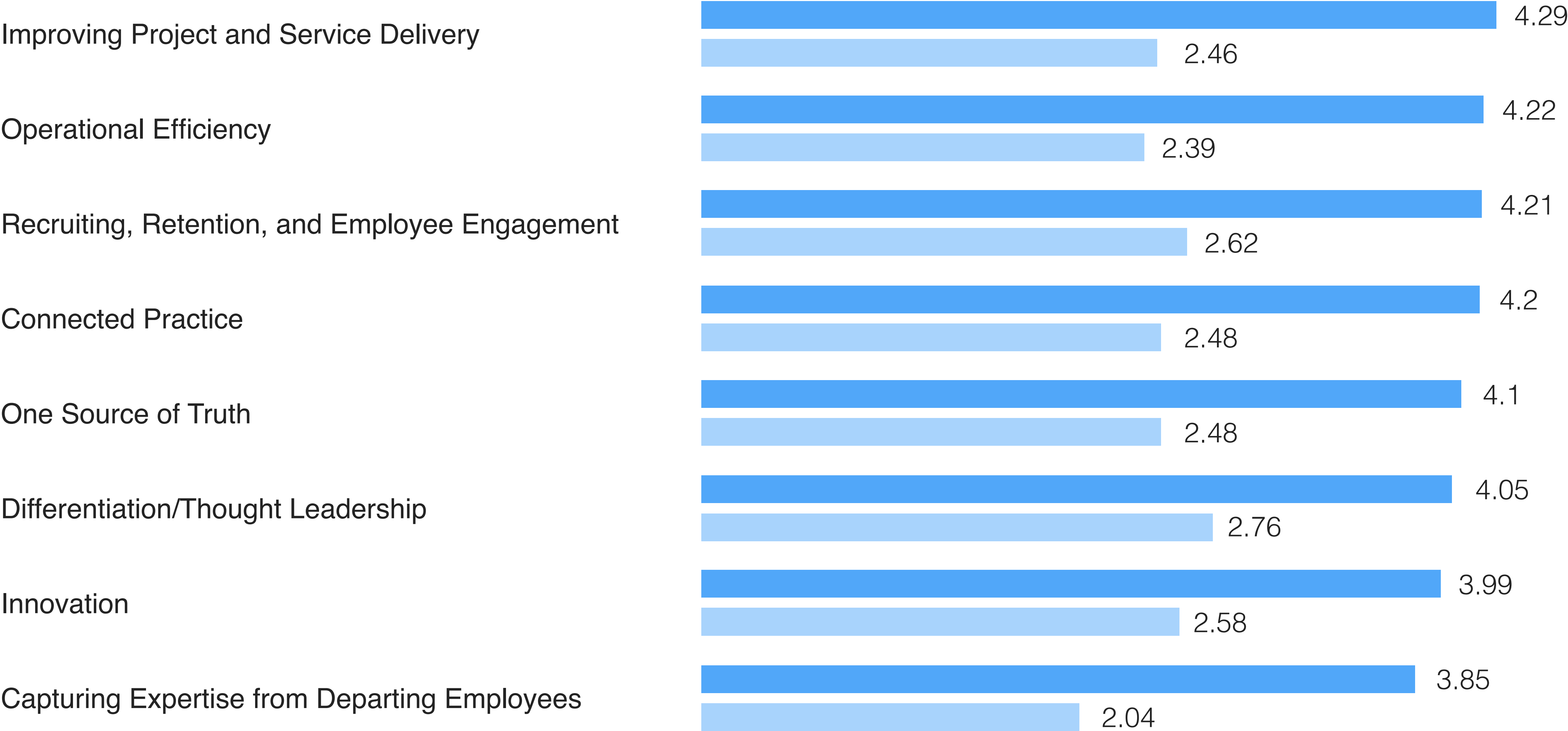
Strategic Priorities for KM



Strategic Priorities for KM



Strategic Priorities for KM

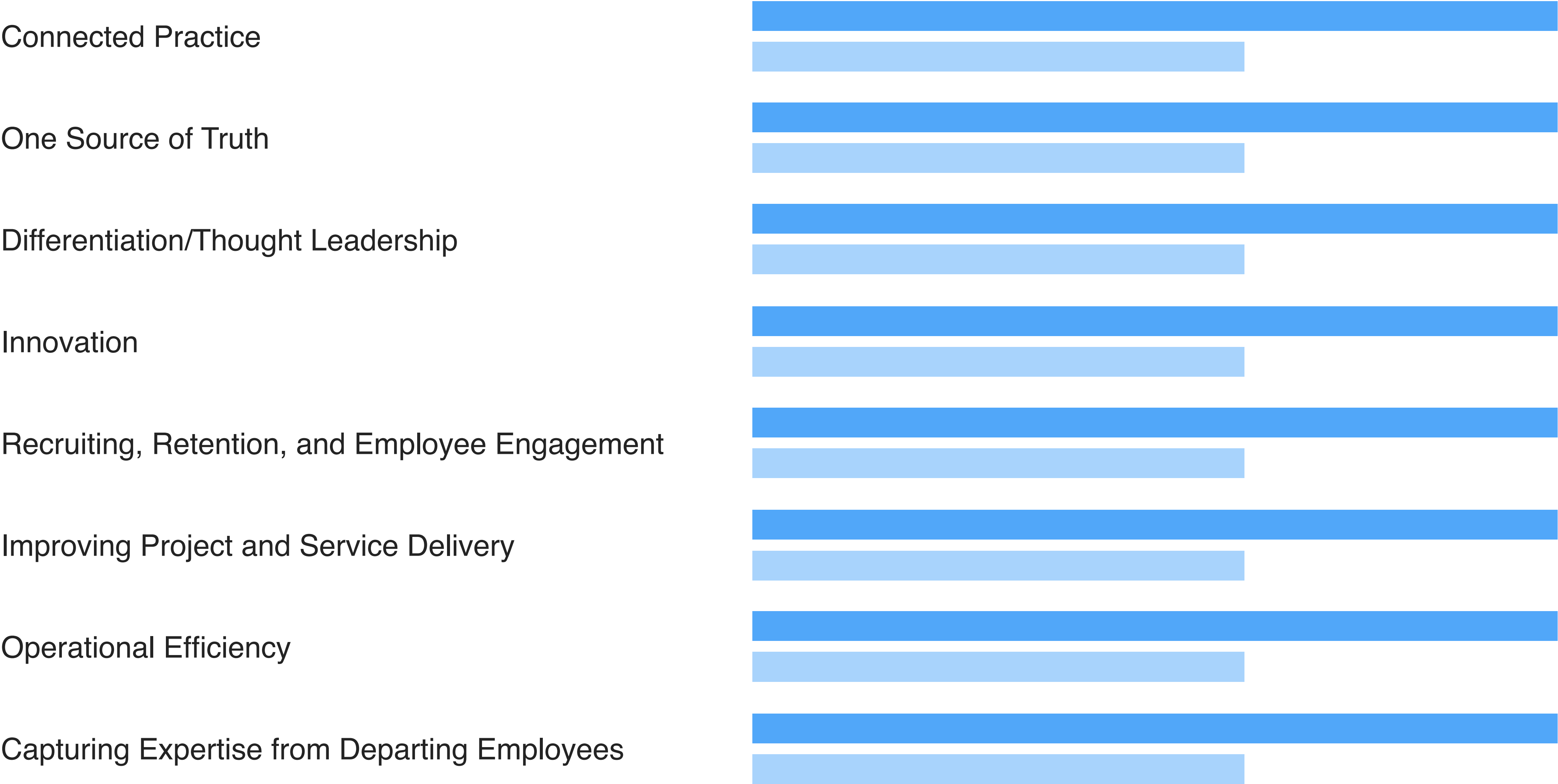


I know what you're thinking.

That's kind of interesting...

...but so what?

Strategic Priorities for KM

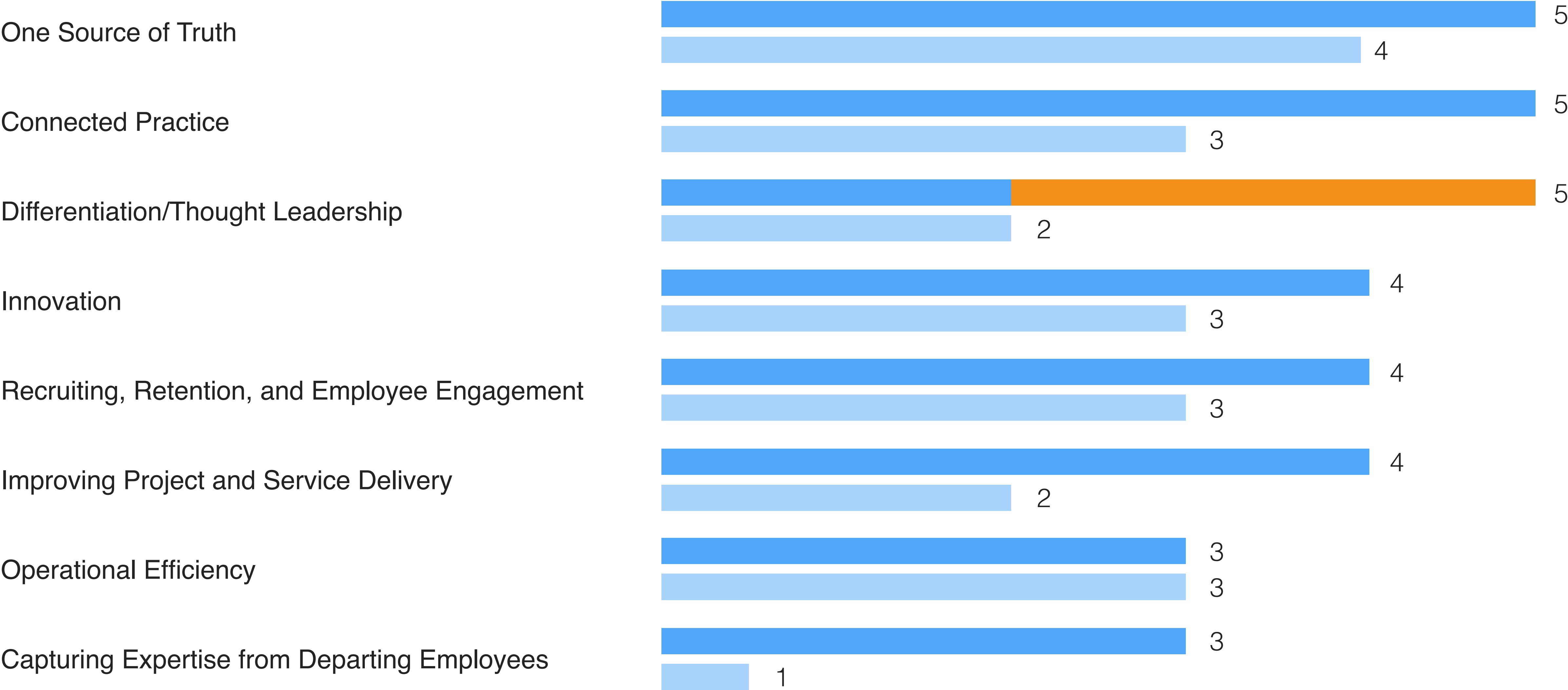


Survey Goal #2

Personal Prioritization + Gap Analysis

Your Strategic Priorities for KM

You Said



Your Strategic Priorities for KM

You Said

Differentiation/Thought Leadership



Survey Goal #3

Discover Outliers

Core KM Processes

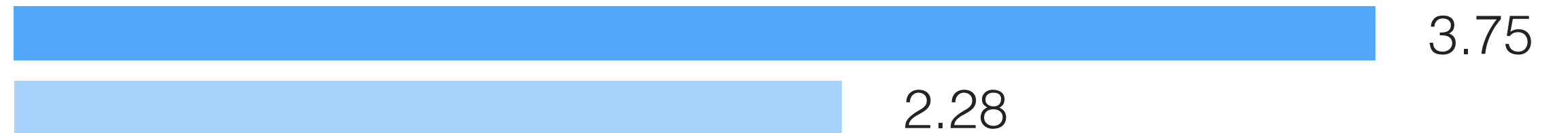
Knowledge Capture (KC)

- Creating and Sharing Lessons Learned
- Creating and Sharing Best Practices and Standards
- Capturing Core Data about Employees + Projects
- Eliciting Knowledge + Relationships from Experts



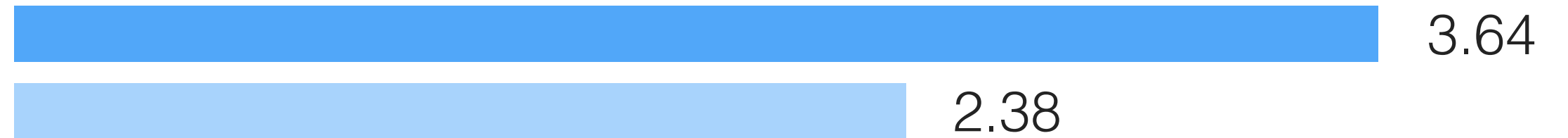
Research (R)

- Gathering and Sharing Client Feedback
- Performing Post Occupancy Evaluations
- Producing Original Insight through Research



Communications + Community (CC)

- Using Communities of Practice to Share Knowledge
- Creating and Publishing Thought Leadership Content
- Running a Formal Internal Communications Program



Professional Development (PD)

- Providing Formal Training through a Company University
- Running a Lean/Continuous Improvement Program
- Running a Professional Development/Microgrant Program



Core KM Processes

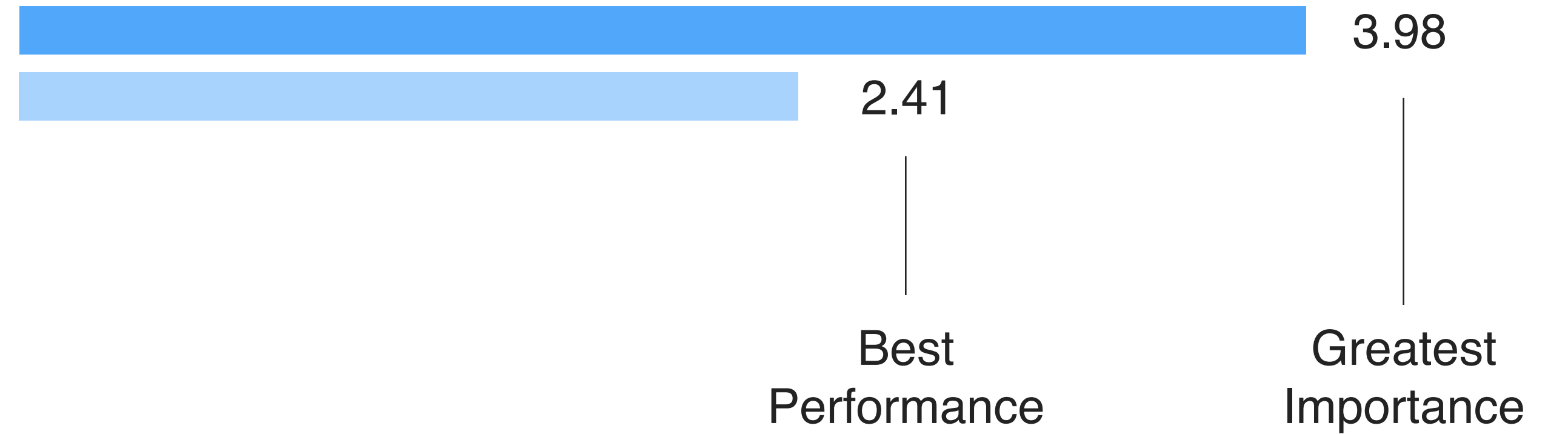
Knowledge Capture (KC)

Creating and Sharing Lessons Learned

Creating and Sharing Best Practices and Standards

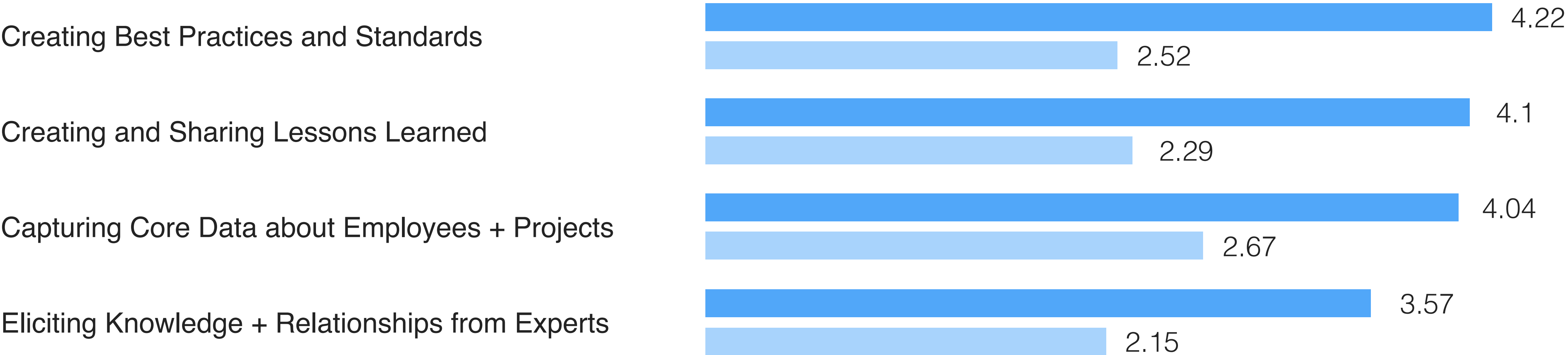
Capturing Core Data about Employees + Projects

Eliciting Knowledge + Relationships from Experts



Core KM Processes

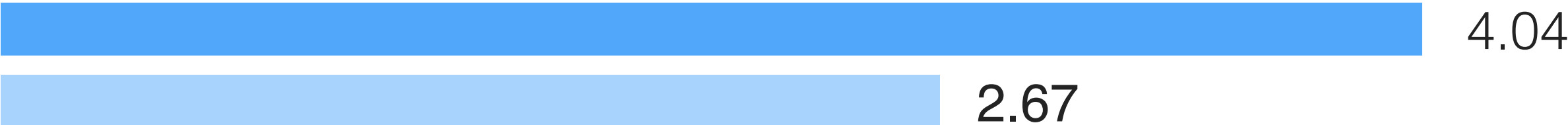
Knowledge Capture (KC)



Core KM Processes

Knowledge Capture (KC)

Capturing Core Data about Employees + Projects



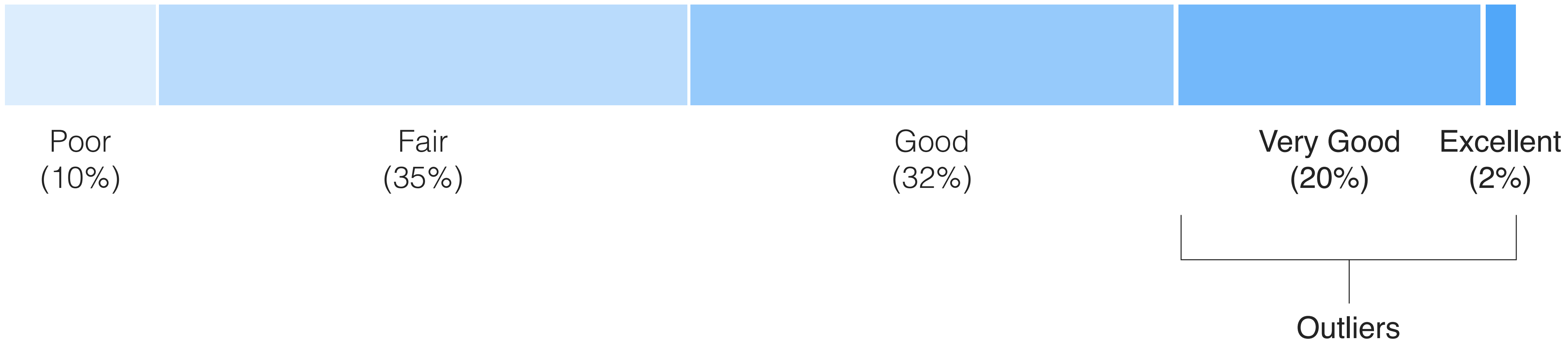
Best
Performance

Core KM Processes

Knowledge Capture (KC)



Performance Breakdown by Responses



Survey Goal #3

Discover Outliers



“At this point, we don’t know.”

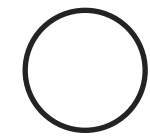
AEC Knowledge Management Survey Sections

1. Strategic Priorities for KM (8)
2. Core KM Processes (13)
3. Supporting Activities for KM (19)

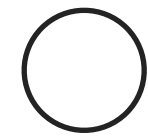
Supporting KM Activities

Information Management - Manages Firm's Project History Database

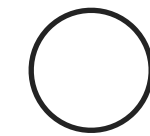
Knowledge
Management



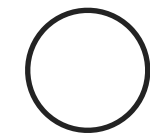
Research



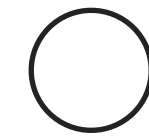
Marketing/
Communications



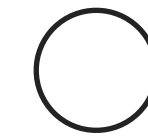
Information
Technology



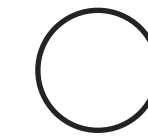
Human
Resources



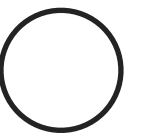
Principals



Other



Nobody



Survey Goal #4

Who Performs Which KM Activities?

Supporting KM Activities by Role

| CATEGORY | KM | Research | MarCom | IT | HR | Principals | Other | Nobody | Everybody |
|-------------------------------|------------|-----------|------------|------------|-----------|------------|------------|------------|------------|
| Leadership & Management | 29% | 13% | 43% | 42% | 22% | 56% | 14% | 16% | 84% |
| Connecting People & Knowledge | 26% | 10% | 41% | 37% | 17% | 47% | 26% | 11% | 89% |
| Research | 10% | 16% | 42% | 9% | 3% | 40% | 33% | 15% | 85% |
| Writing | 10% | 5% | 55% | 3% | 4% | 15% | 19% | 28% | 72% |
| Community Management | 18% | 5% | 35% | 20% | 4% | 15% | 11% | 36% | 64% |
| Information Management | 13% | 1% | 68% | 27% | 10% | 9% | 19% | 6% | 94% |
| Role Average: | 16% | 7% | 51% | 21% | 9% | 25% | 21% | 16% | 84% |

Supporting KM Activities by Role

CATEGORY

KM

Research

MarCom

IT

HR

Principals

Other

Nobody

Everybody

Leadership & Management

Connecting People &
Knowledge

Research

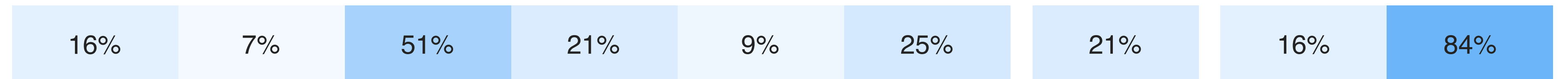
Writing

Community Management

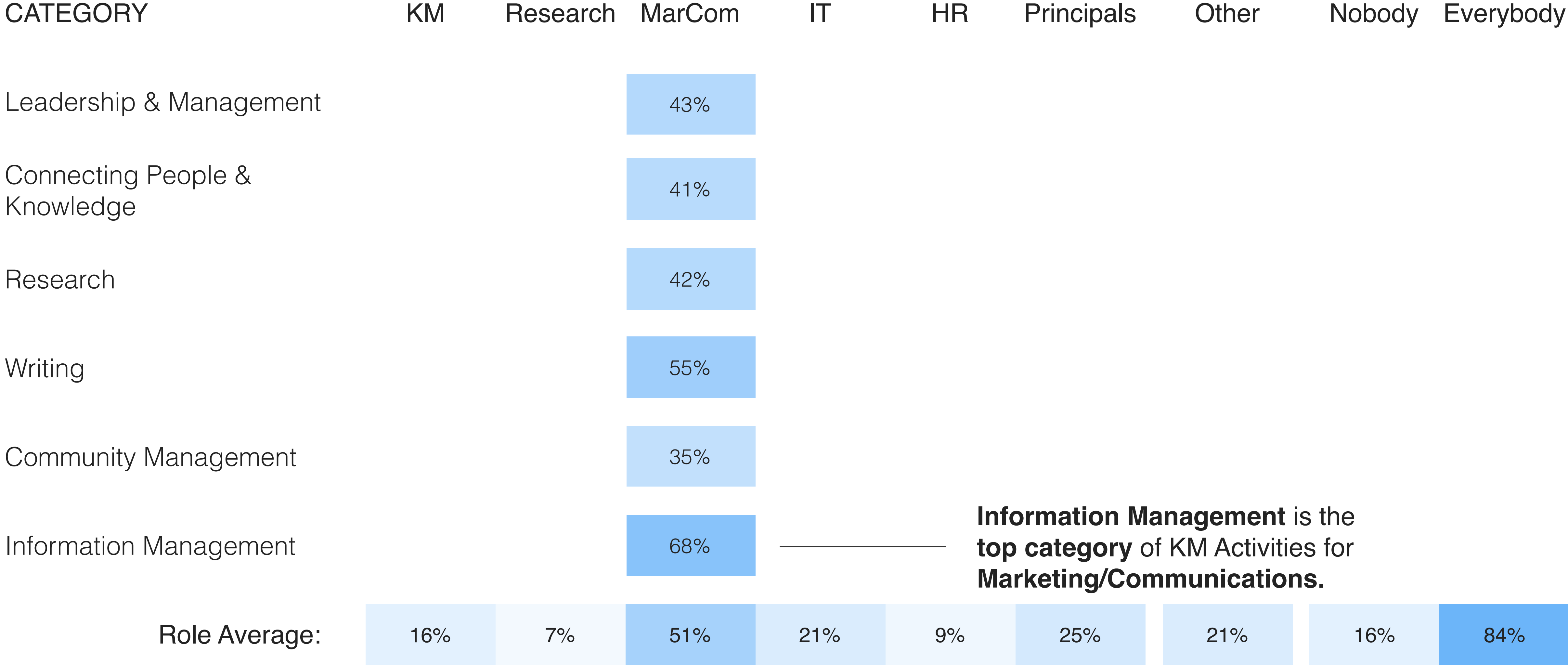
Information Management

Marketing/Communications is
involved in **more than twice as many**
KM Activities as any other Role.

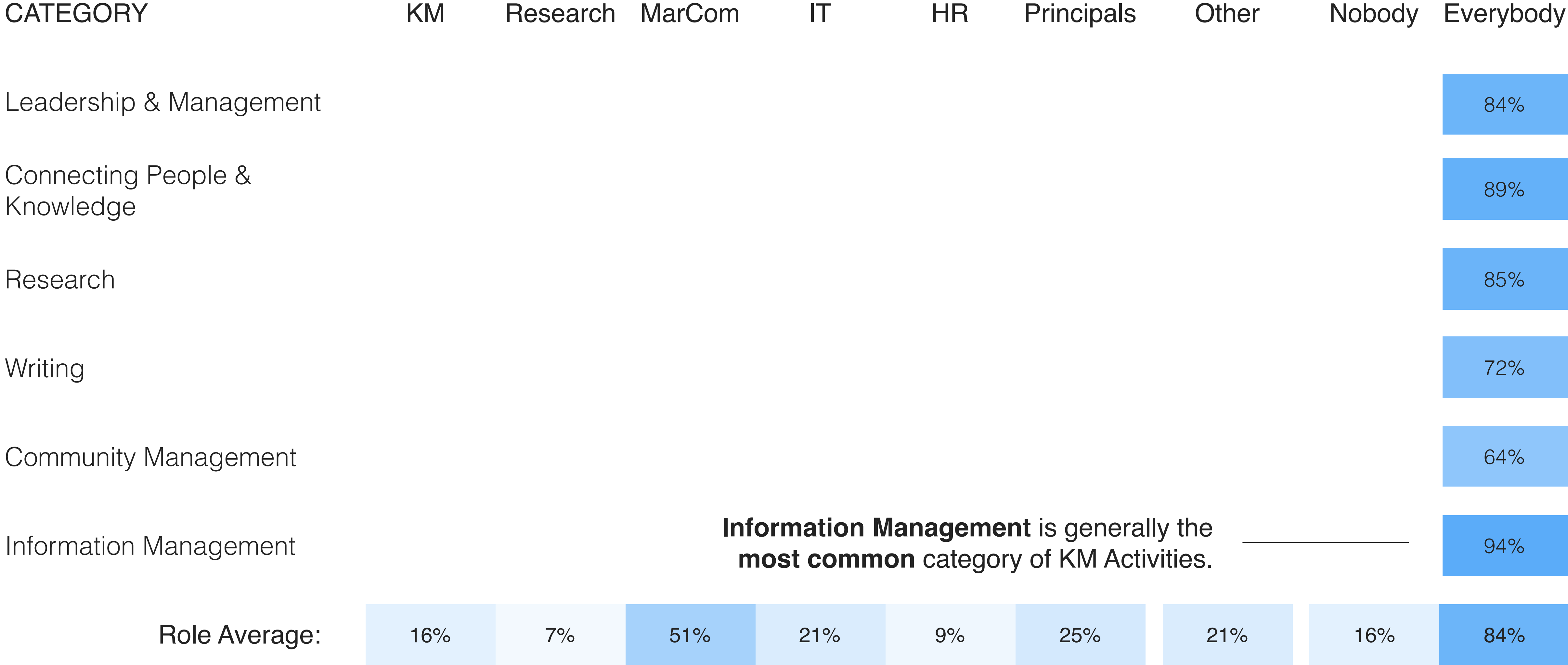
Role Average:



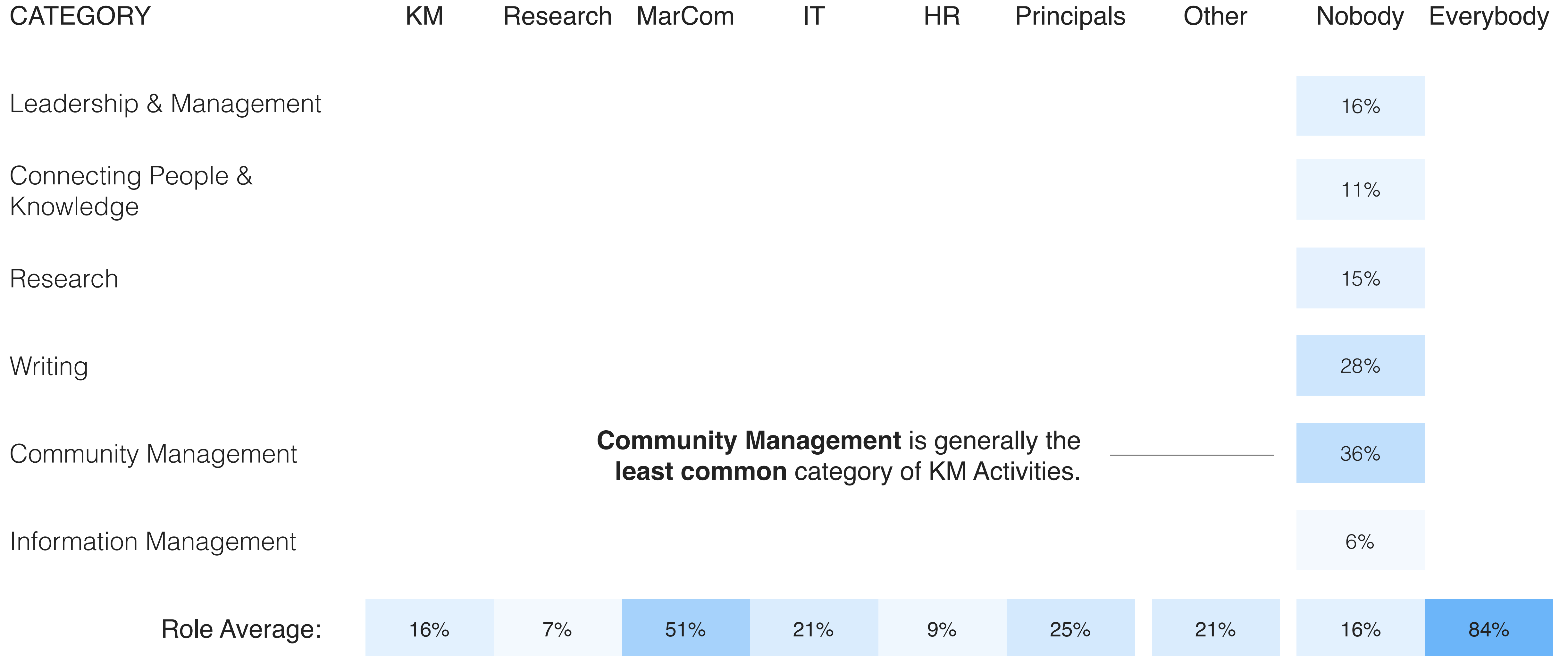
Supporting KM Activities by Role



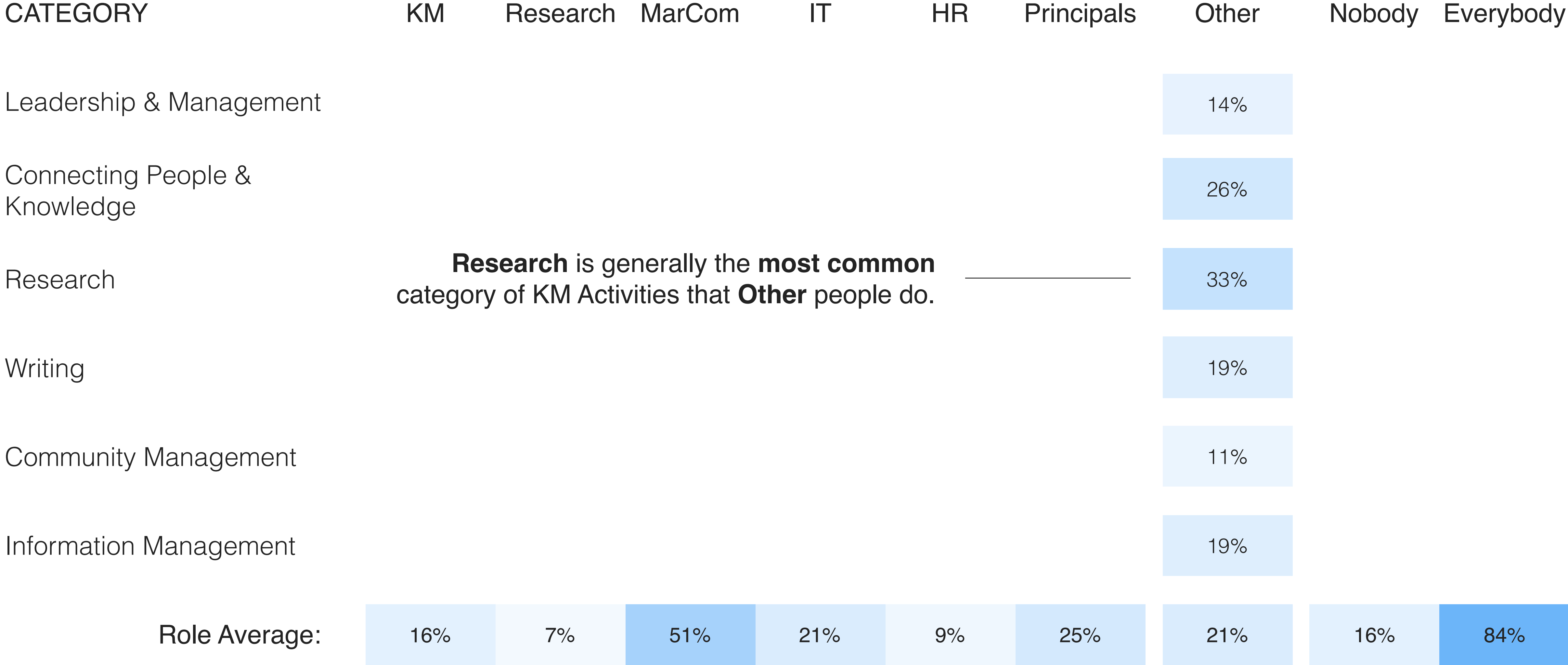
Supporting KM Activities by Role



Supporting KM Activities by Role



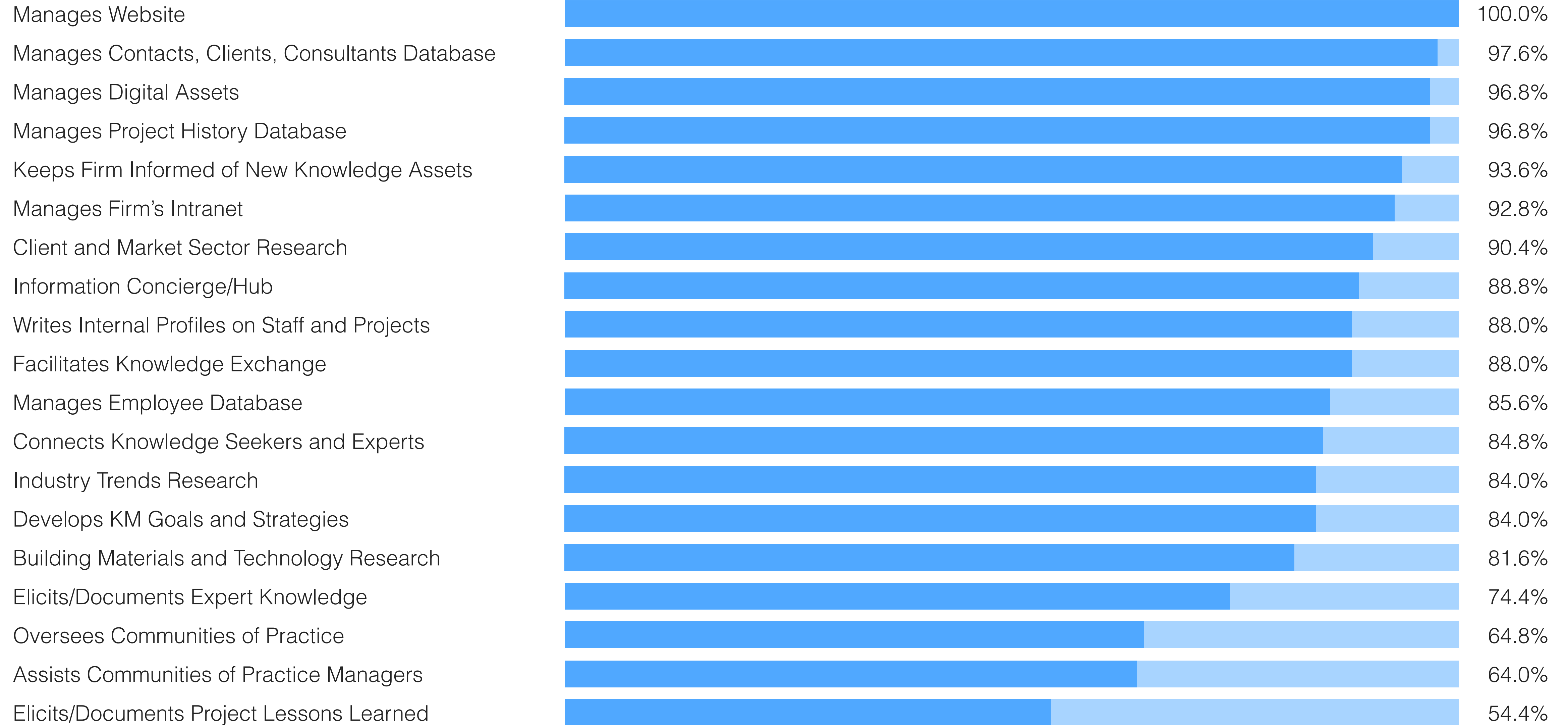
Supporting KM Activities by Role



Survey Goal #5

What are the Most Common
KM Activities?

Most Common Supporting KM Activities



Most Common Supporting KM Activities

Top Five



Most Common Supporting KM Activities

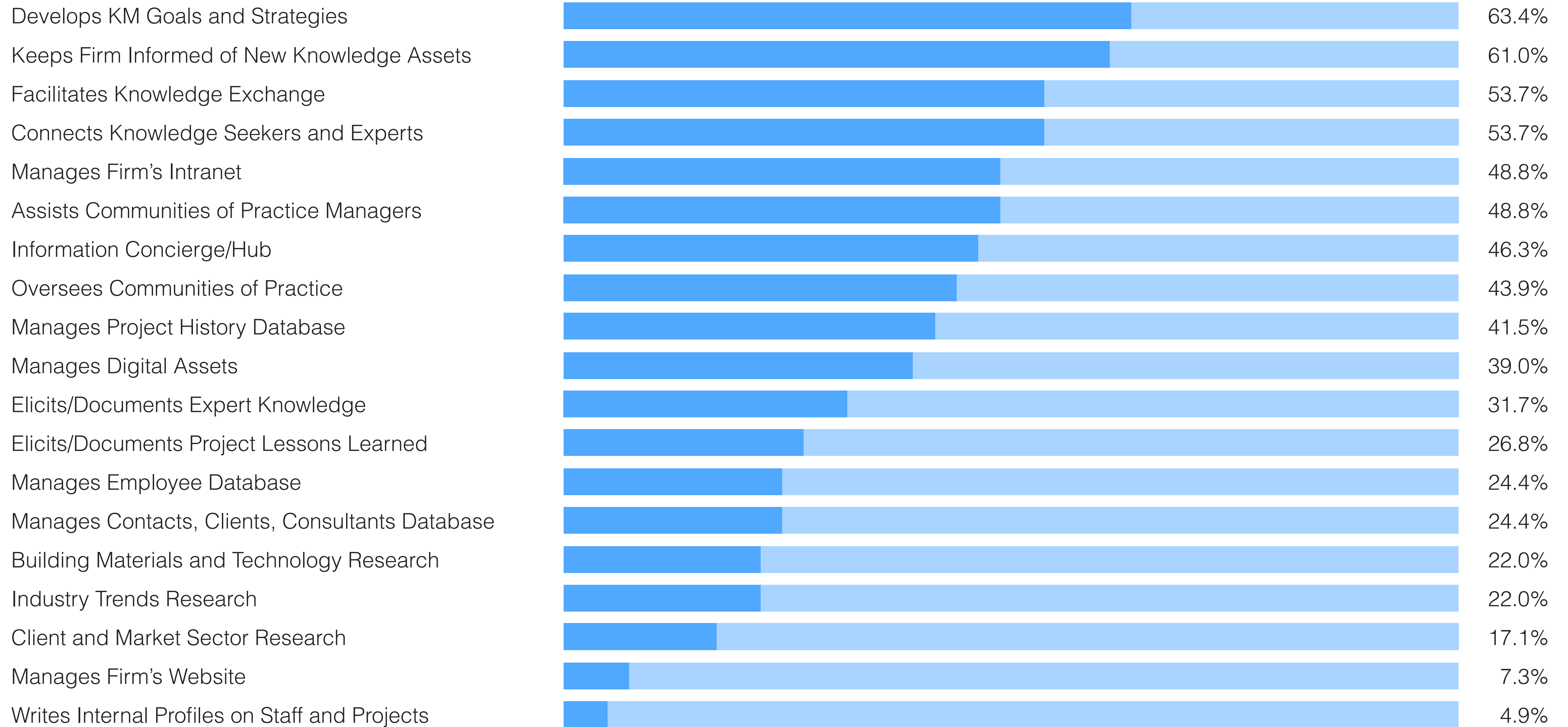
Bottom Five



Survey Goal #6

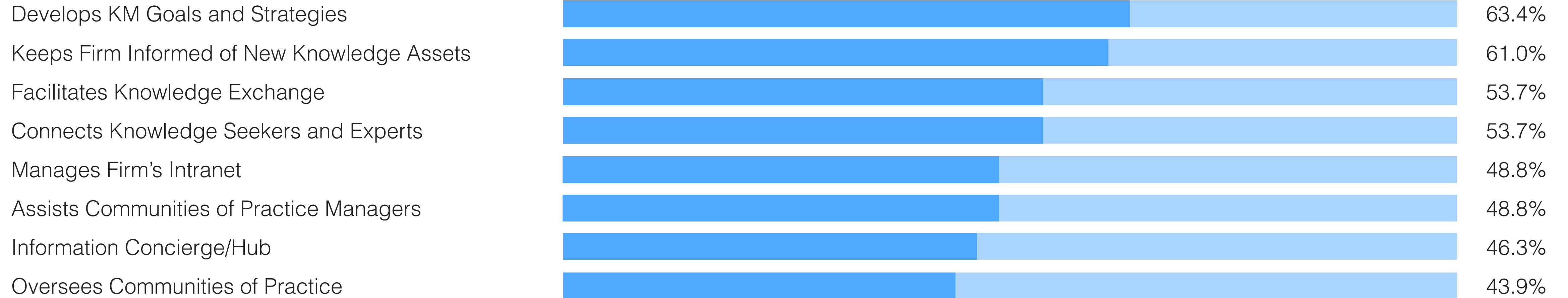
What does KM do in an AEC Firm?

Supporting Activities Performed by KM Role*



*These Supporting Activities are performed by the KM Role in the 33% of firms who indicated they had a KM Leader.

Supporting Activities Performed by KM Role*



What does KM do in an AEC Firm? It looks like **Strategy + Increasing Knowledge Flow.** Information Management Supporting Activities rank consistently lower.

*These Supporting Activities are performed by the KM Role in firms who indicated they had a KM Leader.

Survey Goal #7

Who Leads KM in an AEC Firm?

AEC Knowledge Management Survey Sections

1. Strategic Priorities for KM (8)
2. Core KM Processes (13)
3. Supporting Activities for KM (19)
4. KM Leadership

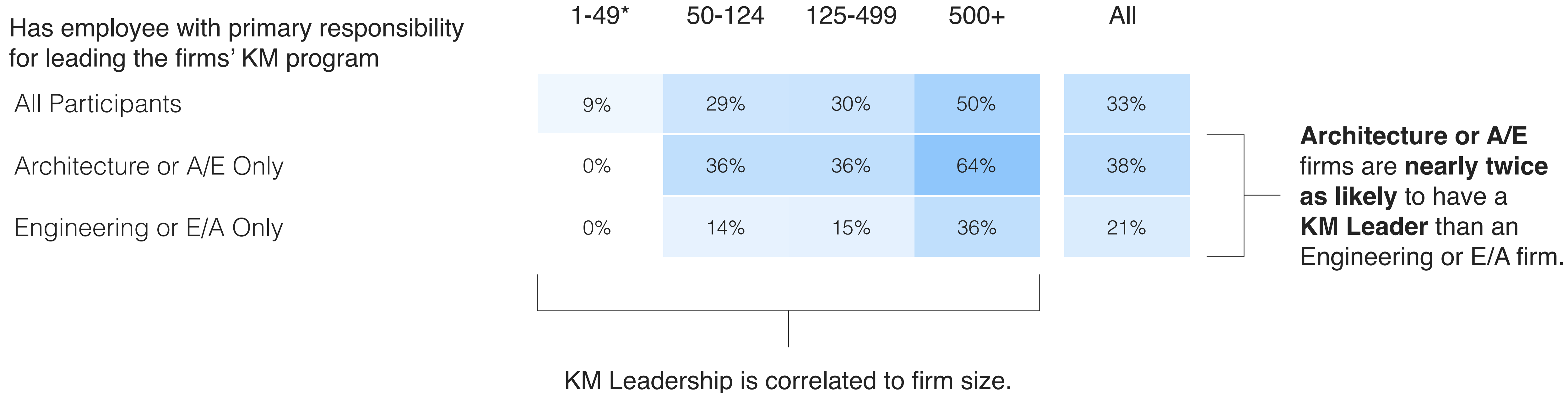
Does your firm have an employee with primary responsibility for leading the firm's KM program?*

*This person may or may not have "Knowledge Management" in their title.

33%

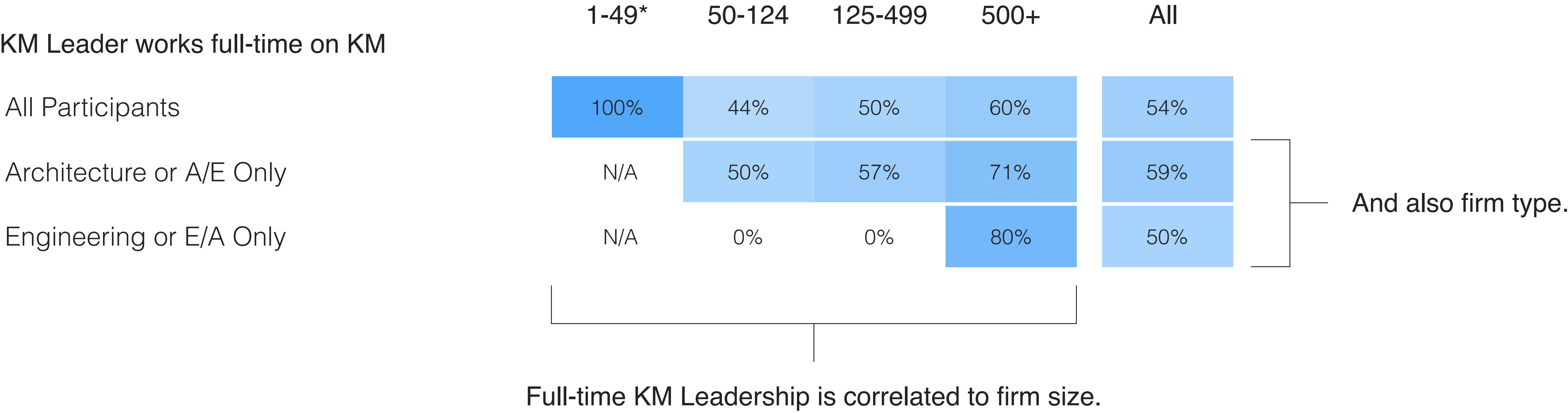
KM Leadership by Firm Type and Size

Has a KM Leader?



KM Leadership by Firm Type and Size

Full-Time vs. Part-Time



KM Leadership by Firm Type and Size

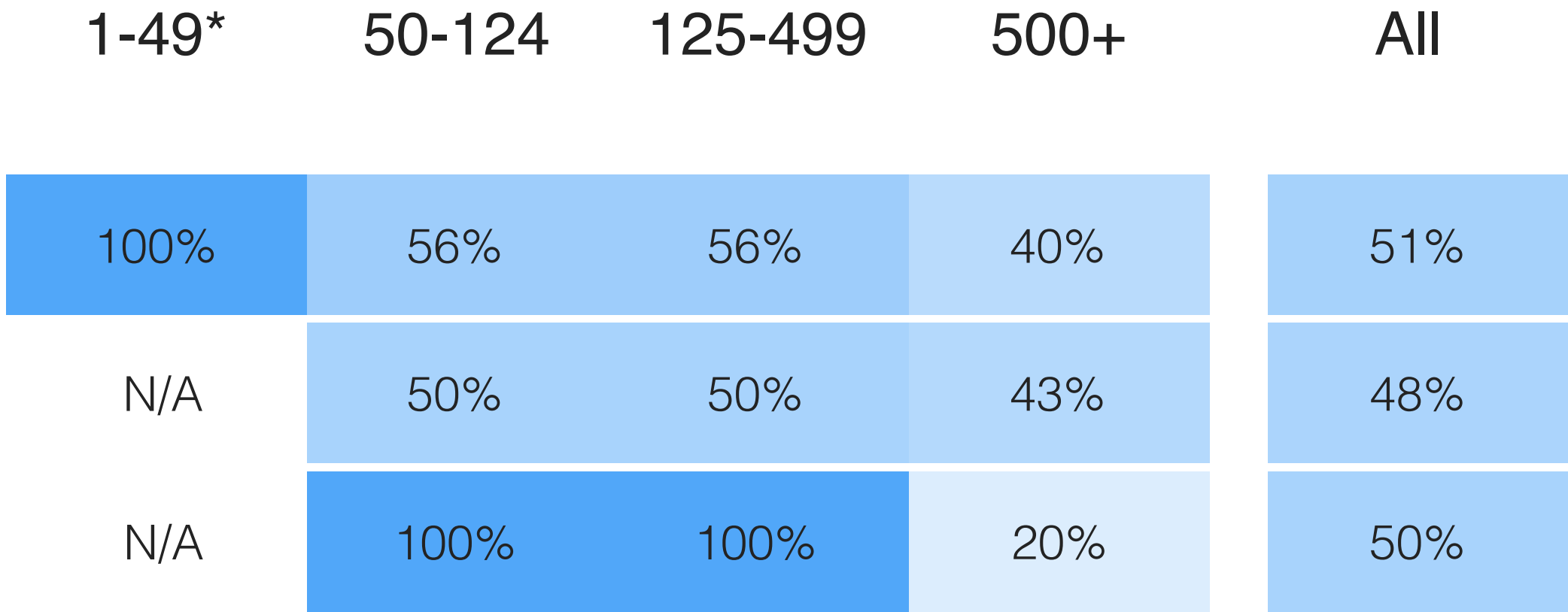
Reporting Relationship

KM Leader reports to CEO/
Managing Principal

All Participants

Architecture or A/E Only

Engineering or E/A Only



— **KM Leaders report to the CEO/Managing Principal more than any other Role.**

KM Leaders are most likely to **report** to the **CEO/Managing Principal** in smaller firms.

AEC Knowledge Management Survey

Sections

1. Strategic Priorities for KM (8)
2. Core KM Processes (13)
3. Supporting Activities for KM (19)
4. KM Leadership
5. Successes, Challenges, and the Year Ahead



“No time for love, Dr. Jones.”



“What’s Next?”

AEC Knowledge Management Survey

Next Steps

1. This Presentation on SlideShare ([Check Twitter](#))
2. Early Access to Results on Practice Lab for Survey Participants ([Tonight](#))
3. General Availability of Full Survey Results ([Summer](#))
4. Videos, Write-Up, Additional Charts, and Other Survey Assets ([Summer](#))
5. Panel Discussion ([In 5, 4, 3...](#))



Thank you!