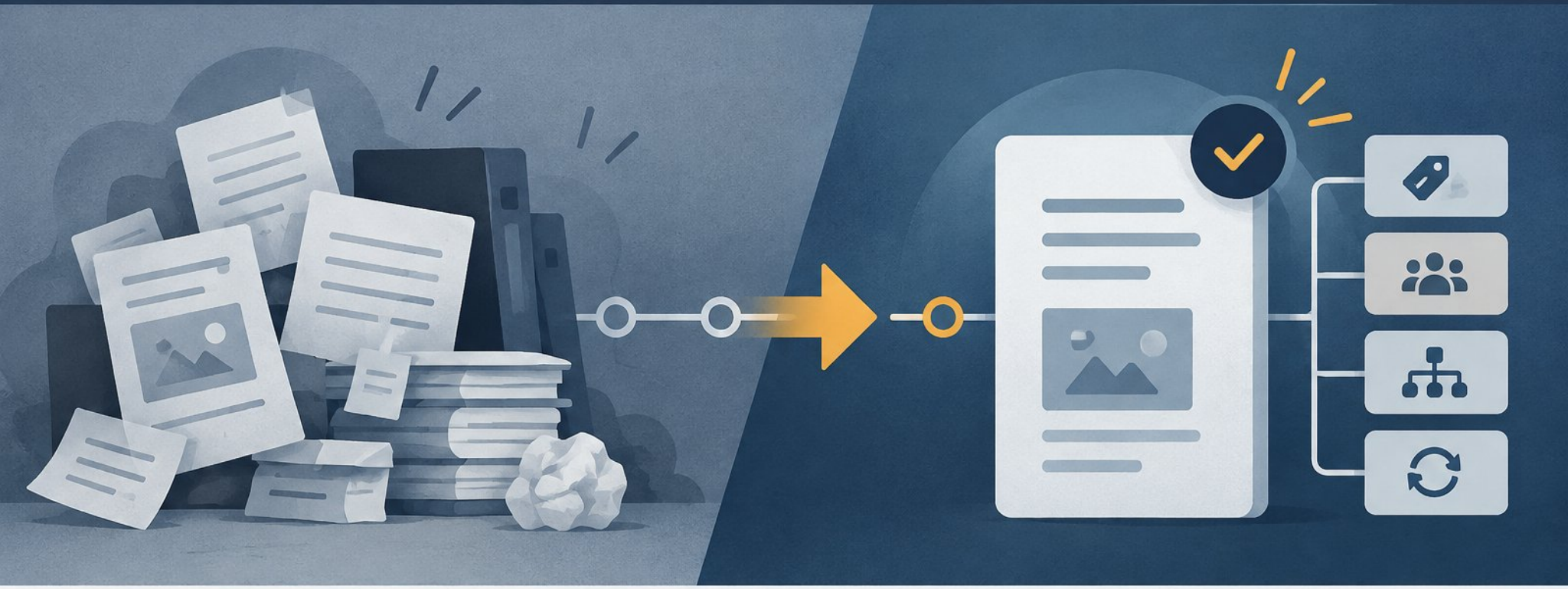
Knowledge Management Cycle: Concepts, Purpose, and Examples

- A repeatable cycle: identify, create/capture, organize, share, apply, improve
- Each stage depends on the others — weak links break the whole flow
- Purpose: turn fragmented expertise into searchable, reusable organizational capability
- Shared vocabulary for diagnosing knowledge flow and spotting broken stages
- Use this session to prioritize the highest-impact knowledge improvements



Background: Why Knowledge Work Needs a Cycle



Knowledge shifting from documents and wikis to managed business assets

Symptoms of neglect: stale pages, duplicate content, unowned FAQs

2026: AI is the top KM priority for 49% of respondents

AI exposes weak content quality, governance, taxonomy, and ownership

Business case: speed, quality, compliance, risk reduction, employee experience

Core Concepts: From Data to Wisdom

PEOPLE
IDEAS
BETTER OUTCOMES

- Data are facts; information is interpreted data; knowledge adds context and application
- Tacit knowledge: experience-based, hard to transfer, often most valuable
- Explicit knowledge: codified, shareable, teachable through documents and training
- Knowledge is a process, not just a repository: people create and share knowing
- Nonaka–Takeuchi modes: socialization, externalization, combination, internalization
- Information management stores records; knowledge management enables context, expertise, and application



KNOWLEDGE TODAY
STRONGER TOMORROW

The Cycle at a Glance: Stages and Loops

- Six core stages: identify, create/capture, organize/store, share, apply, improve
- Review and preservation are woven through every stage, not bolted on
- Models vary (APQC's seven steps, Dalkir's integrated lifecycle, the KMC model) but converge on five or six core processes
- Stages interlock: no strong capture without clear identification; no reuse without trust; using knowledge creates new knowledge
- Looped, not linear: the cycle is monitored and improved, never a one-time publishing workflow
- Breaks most often at ownership gaps, metadata neglect, and application without feedback



Stage 1: Identify Critical Knowledge

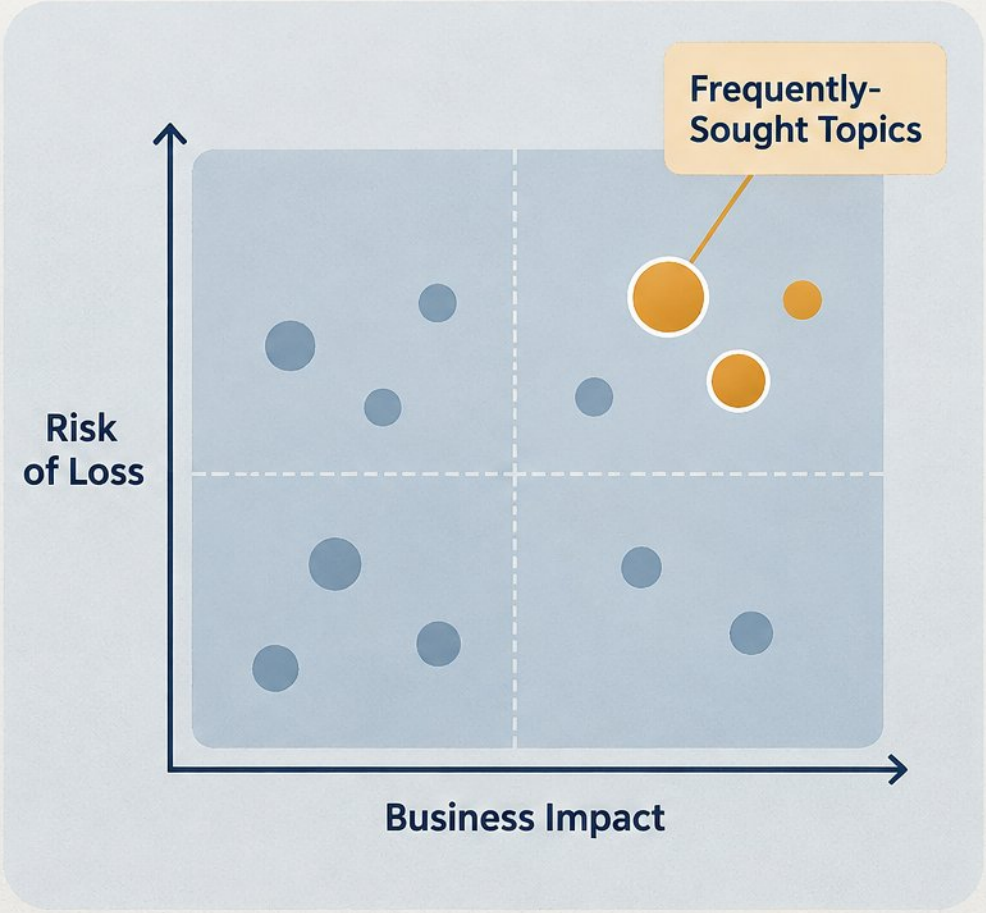
Needs assessment: what is business-critical, at risk, or frequently sought

Gap analysis: compare required knowledge to existing knowledge by process and role

Prioritize by business impact, loss risk, frequency of use, regulatory exposure

2026 priority: prepare business-critical domains for search, recommendations, and reuse

Common trap: treating every request as critical instead of focusing on what matters



Stage 2: Capture Knowledge, Including Tacit Expertise

Methods: interviews, observation, after-action reviews, process docs, call transcripts, SME sessions

Direct elicitation: interviews, think-aloud, teach-back; indirect: card sorting, repertory grids, document analysis

Audio diaries plus facilitated debriefing turn individual experience into shareable knowledge

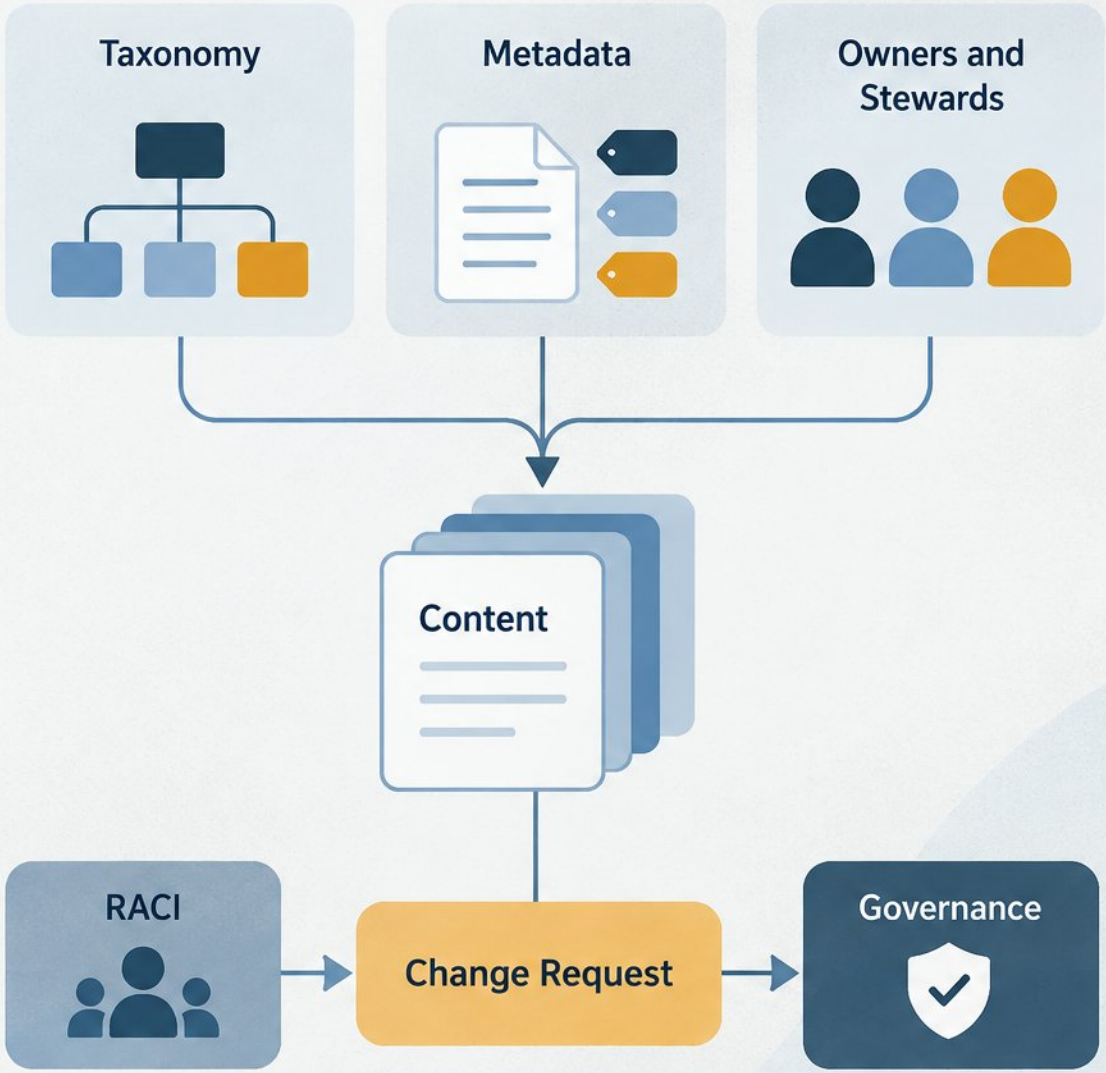
Capture as a byproduct of work: lessons learned, project reviews, post-incident reviews

Avoid the trap: capture what matters, not everything



Stage 3: Organize, Store, and Govern

- Taxonomies and controlled vocabularies make knowledge findable and filterable
- Purposeful metadata supports search, navigation, and lifecycle management
- Named owners and category stewards keep structure current
- RACI and change requests govern taxonomy updates; communicate changes regularly
- Governed content produces governed outcomes; ungoverned content produces ungoverned risk



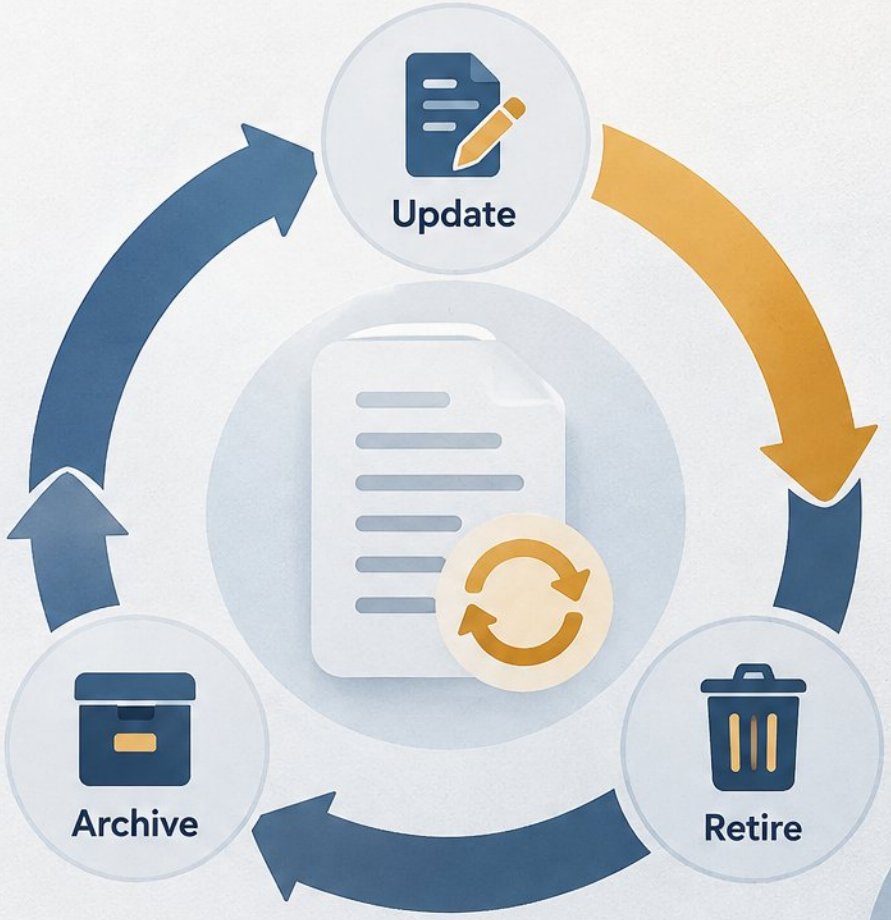
Stage 4: Share, Apply, and Reinforce

- **Channels:** search, communities of practice, enablement sessions, in-workflow help
- **Turn knowledge into** job aids, decision guides, training, and AI-ready assets
- **Encourage contribution:** incentives, safe space for dialogue, recognition
- **Community health:** expert non-sharing and isolated members create bottlenecks
- **Measure application:** search success, reuse in daily work, time-to-answer



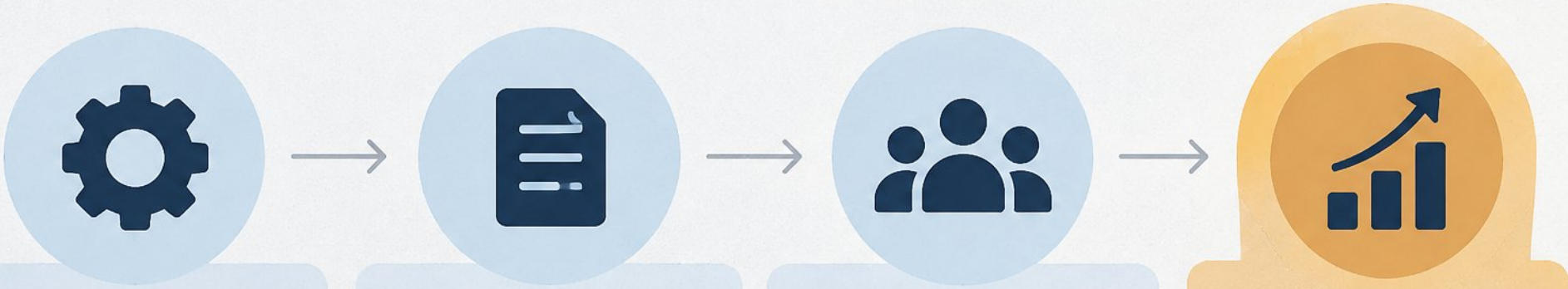
Stage 5: Evaluate and Refresh for Relevance

- Knowledge decay is inevitable; spot broken content, stale pages, and unanswered queries early
- Review triggers: scheduled reviews, incident learnings, process changes, AI-generated content updates
- Feedback loops from users and front-line teams reach named owners with review SLAs
- Decide what to update, archive, or retire — including metadata disposition at end of life
- AI-assisted maintenance automates standardization at scale, but keep human validation and provenance



Purpose and Value: What the Cycle Delivers

FROM KNOWLEDGE SHARING TO MEASURABLE IMPACT



Operational

- Operational: faster resolution, fewer repeat errors, smoother onboarding, less duplicated work

Strategic

- Strategic: institutional memory, turnover resilience, faster absorption of change

Experience

- Experience: more confidence in answers, less frustration, improved CSAT

- APQC: rigorous KM measurement yields roughly $2+ return per $1 spent



- **2026:** link KM metrics to revenue, cost, and customer satisfaction, not activity counts

Measuring Cycle Health: Leading and Lagging Indicators

Leading indicators

- active users
- search success
- no-result queries
- review SLA compliance

Content health

- freshness
- broken/duplicate rate
- time to publish
- gap backlog

Lagging outcomes

- time-to-answer
- handle time
- rework hours
- escalation rate
- audit findings

Baseline before changing anything; before-and-after comparison is most persuasive

Report a small, stable metric set on a fixed quarterly rhythm



Worked Example: Operations and Support Knowledge

Scenario: support FAQ with stale answers and repeated tickets

Identify high-volume questions; capture from transcripts and agent debriefs

Organize with metadata and owners; share in-context; refresh on a review cadence

Repeat tickets deflected: real support cost avoided (e.g., 30% fewer repeat tickets)

EMC repair room became a micro-learning hub with boards, manuals, and mentor–mentee pairing

What worked: knowledge close to the work, regular updates, shared ownership



Worked Example: Onboarding and Institutional Memory

Scenario: rapid hiring and turnover create onboarding friction and lost institutional memory

Cycle in action: capture how and why decisions were made; build a timeline and taxonomy; publish reusable learning paths

Case pattern: fast-growing K.A.CARE built content audit, taxonomy, governance, and knowledge capture and retention design

Enablement-led reuse: expert knowledge becomes job aids and training that shorten time-to-proficiency

Documented benefits: faster response, better decisions, reuse of approaches and tools, improved employee engagement



Putting It into Practice: A 30-60-90 Day Adoption Plan

FROM FOUNDATION
TO LASTING IMPACT



Days 0–30

Baseline one high-value loop; audit content health, name owners, set a small metric set

Days 31–60

fix the weakest stage first — usually capture and metadata — add review triggers and SLAs

Days 61–90

scale reuse via in-workflow help, communities of practice, enablement; report against baseline

Roles

- knowledge manager
- content owners and stewards
- contributors
- consumers
- executive sponsor

Counter competing priorities and unclear ownership with a focused pilot and transparent metrics

PEOPLE / KNOWLEDGE / PROGRESS

PersonWise.

PersonWise • AI digital-human course platform

Scan the code or click anywhere to watch this course live, with voice Q&A

personwise.ai/t/34a9b70f/public