

# ARMY OPERATIONAL KNOWLEDGE MANAGEMENT

## KNOWLEDGE MANAGEMENT

**Knowledge Management (KM)** - The art of creating, organizing, applying and transferring knowledge to facilitate situational understanding and decision making. KM supports improving organizational learning, innovation and performance. KM processes ensure that knowledge products and services are relevant, accurate, timely and useable to commanders and decision makers. (FM 3-0 Operations, February 2008)

Knowledge management is an integrating process that occurs during all phases of an operation. As an integrating process, KM must be synchronized with other processes as well as integrated into the overall operation. Other integrating process include targeting, intelligence preparation of the battlefield and composite risk management.

**Purposes of KM** - Effective KM provides commanders relevant information and knowledge for making informed, timely decisions. KM enables effective collaboration by linking the various organizations and Soldiers requiring knowledge. It reduces the fog of war and enhances rapid adaptation during dynamic operations. Specific purposes of KM include:

- Facilitating:
  - Situational understanding
  - Common operational picture
  - Decision making
  - Transfer and availability of expertise and experience
- Enhancing organizational learning during operations
- Enhancing collaboration among personnel at different places
- Speeding knowledge transfer between units and individuals
- Providing reachback capability to Army schools, center of excellence and other resources
- Incorporating simulations and experiential learning into training
- Helping leaders and Soldiers become more agile and adaptive during operations
- Influencing doctrine development



### KM Components

- **People** - those inside and outside the organization who create, organize, apply, and transfer knowledge, and the leaders who act on that knowledge.
- **Processes** - the methods of creating, organizing, applying and transferring knowledge.
- **Technology** - information systems used to put knowledge products and services into organized frameworks.

Of the three components, **people** are the most vital for successful KM.

To learn more about Army Knowledge Management, visit the AOKM AKO portal:

<https://www.us.army.mil/suite/page/645010>