Meeting notes on the Knowledge Management Community of Practice (KM COP) meeting held at Team Defence Information Offices on 28th July 2025

In attendance:

Alison	Bulbeck	Ministry of Defence (Co-Chair)
Jeremy	Cogman	RED Scientific Limited
Andy	Corbett	Team Defence Information
Tom	Blacker	Pennant International Ltd
Richard	Hadji	BAE Systems
Julian	Harris	Devonport Royal Dockyard
Nigel	Jones	Team Defence Information (Facilitator)
Luca	Leone	Kahootz (Co-Chair)
Andrew	March	Innovation & Design Engineering Ltd
Mike	Roberts	Kahootz
Phil	Williams	Team Defence Information

Introduction

Apologies were received from Mark Smith, Leidos.

Alison briefly updated the meeting on its purpose and background on the kick-off meeting. Notes of the kick-off meeting are on both the KM COP page on the TD-Info web, and the Kahootz KM COP space.

Terms of Reference Discussion

Nigel presented the latest version of the TORs. From the outset, like the previous meeting, a number of participants stressed the importance of working towards tangible outputs, something stated in the TORs and reinforced by participation by members in shaping the agenda and activity. Defining the programme with outputs within the framework of the TORs is a next step.

One specific suggestion was to engage DJIC to ensure that this KM COP was seen as the primary KM community of practice, working on relevant issues for Defence and the broader defence eco-system. DJIC would benefit from having brief written communication on the KM COP plans (one pager etc.).

Alongside the output focus and brief communications, as captured in the TORs, an additional benefit was highlighted arising from ongoing engagement as a community, sparking new ideas and responsive approaches over time.
Additional points arising during this first discussion included:

- Building on work already done in establishing the basic principles and definitions of KM. For example, ISO 9001 mandates knowledge management systems. ISO 30401 in KM systems provides the detail. **Action: Alison to ask Julian and John at Babcock if they can give an overview talk as Babcock operates to the standard. NJ to provide a text outline form the shared area.**
- Outreach and influence across other departments in government, other catapults and associations. The following were specifically mentioned:
    - [INCOSE](#) and the [Institute for Systems Engineering](#), were seen as useful collaborators, perhaps through tis series of events.
    - Professionalism as a key factor in developing KM practice. [CILIP](#) is a key body in advancing KM. The opportunity to collaborate with CILIP on its activities is available through Alison in particular.

Follow up action: All members as a matter of course.
Action for Chairs and NJ: Consider stakeholder analysis as a F2F activity or collaboratively on Kahootz as part of advocacy function of KM COP

- Administrative aspects of the TORs, including IP, classification. NJ thought that this would be covered through the general T&Cs of TD-Info. **Action: NJ to seek boiler plate paragraph from TD-Info to add to TORs**
- It was agreed that with minor amendments, the TORs were enough to get started and would be reviewed in 12 months. **Action: NJ to amend TORs**
- **Action: F2F meetings in Bristol to start no earlier than 1100 and finish no later than 1530 to accommodate travel plans further more:**
- **Action: NJ, together with the chairs, to publish a list of quarterly working meetings and monthly short online informal meetings.**

POPIT

The main focus of the meeting was a presentation and discussion led by Alison. Using the POPIT acronym, discussion focused on **P**eople, **O**rganisation, **P**rocess, **I**nformation and **T**echnolgy factors. This was to broadly inform a road-mapping approach in which the following questions are examined:

1. What are the drivers of change?
2. What are the desired capabilities?
3. What POPIT factors can support capability?
4. What are the R&D requirements arising?

Alison's presentation is on Kahootz.

During the discussion the following points were made:

People & Organisation:

- It's important to have a KM champion in the organisation, even when KM is 'everyone's responsibility'.
- Culture change is hard. Culture can be viewed as an emergent property of relationships in a system, influenced by a wide variety of factors such as beliefs, values and technological innovation. For example, see Schein's organisational culture with observable artefacts, espoused values and the underlying assumptions. Sometimes the difference between what people say and what they actually do exposes the underlying assumptions that drive behaviour. Afternote: click on the link for a useful short summary of the science of [organisational culture](#).
- Shaping behaviours through gamification, for example, competing to identify lessons learned – who has the best, who has the most?
- Culture and behaviour – aligning roles and responsibilities

Processes

- Overcoming [the hidden factory](#) in ways of working. 'Six Sigma's "Hidden Factory" is the hidden world of waste and flaws that slows down production and lowers the quality of goods. Hidden issues like needless steps taken, overproduction, or errors that go uncorrected can deeply harm a factory's ability to produce.'
- KM as a translation function – for example between technical experts and customers.
- Observation, Discussion, Conclusion, and Recommendation (ODCR) workflow used in NATO's Lessons Learned Process (Comment by participant – sounds massively time consuming…)
- [The SECI model](#) of Knowledge Creation: Socialisation, Externalisation, Combination, Internalisation. A kind of cycle…

Information & technology

- Knowledge flows are not the same as information flows. A data and information focus is not the same as a knowledge focus.
- How does AI help us develop knowledge from data and information? (DIKW model etc.)
- Facts and knowledge are not the same as opinion.
- Suppliers as a stable knowledge base by comparison to personnel changes in defence.
- How do we assure the Integrity of information and knowledge that is captured. Is there a process of knowledge curation?
- Creating value for data as 'knowledge mobilisation'.
- Tools that don't work or are hard to use…
- Availability of information. For example, one part of an organisation starting to work on a problem that another part worked on recently – no one knew their report existed.

General

- What are the barriers to success knowledge management? **(Action: NJ to investigate state of knowledge on barriers to KM)**
- A recent survey on KM was conducted inside DE&S - could be replicated across suppliers? Data could add some weight to advocacy of KM. **(Action: Alison to consider)**

Having had the kick off meeting and the POPIT discussion, the agenda setting for the KM COP now turns to planning actions and outputs. This will develop online in Kahootz and focus work towards the first quarterly meeting in October 2025 (TBC). Details to follow. **Action: Luca is to invite KM COP members to Kahootz working area.**

Afternote: Post meeting activity for discussion online

Subsequent to the meeting NJ produced the following reports/ notes posted on Kahootz.

1. Differentiating Information and Knowledge Flows through the POPIT Framework

2. A short summary of the key principles and organisation of ISO 30401.

3. A list of potential projects emerging from discussion so far.