Figure 1: Knowledge is the most important currency in a project economy.
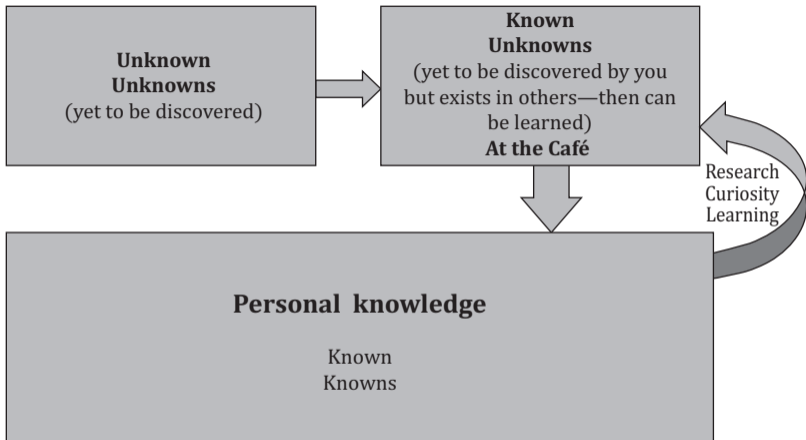
Figure 2: Connecting personal knowledge to the unknowns.

Table 1. Personal Knowledge Register (PKR)

Activity	Goals, Dreams, and Aspirations	Results
My Growth Plan: Growth Milestone Every 5 Years		

1. Learn at least three new creative ideas every day. That's how you get to one new viable concept quarterly—or maybe more.
  a. Attended webinars on the following topics: artificial intelligence, stakeholder engagement, project management, knowledge management, financial management, leadership development, innovation, and problem-solving
  b. Read a book
  c. Learn one new concept or a problem-solving strategy
  d. Meet and learn from at least one of my mentors every month
2. Impact at least one person every week
  a. Increase the number of new mentees by x percent
  b. Focus on family
3. Social media outreach
4. Write a book
5. Develop a new presentation
6. Volunteer in a nonprofit
7. Obtain at least one terminal degree, diploma, license, or certification ever 5 years		

Training and Projects		
Research and develop project management training and workshop materials	Benchmark or follow PMI guidelines, NCHRP Scan research, 52-member AASHTO, and TRB Knowledge Management community, KM industry standards, knowledge fairs, and café and brainstorming outcomes for SMEs and researchers	Completed January 2020; modified materials based on class feedback

Table 1. (*continued*)

Date: **Knowledge:** Financial Markets **New Knowledge:** Trained on stock trading and invested; tested my attitude to risk—level of my risk aversion. **Risk/Fear Overcame:** Financial investment fear; you can gain a lot or lose everything. **Relevance to Career**: Risk management **Regrets:** Not doing this earlier	• Grow portfolio by 50 in 2020 • Options and Futures trading • Assigned a percentage of my savings and investment to the stock market	Opportunity in the stock market. **Wow!** One needs knowledge, patience, and the right strategy to win in this space. Realized that one could participate in the stock market with little or a lot of money.
Date: **Knowledge:** Enterprise Project Management **New Knowledge:** Designed an Enterprise Project Management Dev Program **Risk/Fear Overcame:** • A new challenge worth taking • Learned how to integrate these into the toolbox of my CoP effectively	Train 60 project managers of PMs by July 2016 with PMP certification Follow PMI guidelines Institutionalize PM in the agency Secure career pathway for all PMs in the agency	Trained 60 project managers 24 certified in the first 6 months and more than 100 by 2020 Received a Certificate of Achievement for outstanding honorable performance for high standards of excellence by TxDOT Executive Director, 2016 **Wow!** • The enthusiasm this sparked was terrific.

Table 1. (*continued*)

• I initially thought that more people were smarter and more seasoned to take on this project, feeling inadequate. • I'm now a "possibiliterian" **Relevance to Career**: KM career **Regrets:** Not doing this earlier; how far these tools will meet the needs of the CoPs		• Dozens of PMs on the waiting list with zero marketing efforts for the program. • Several participants have advanced their careers after participating in this program; each letter of promotion and new position I receive from participants makes my day (one person had 45% increase from a new offer after certification)
Knowledge: Collaboration and conducting a meeting with WebEx, Zoom, and Jabber **New Knowledge:** Explored collaborative functions of these tools **Risk/Fear Overcame:** New challenge **Relevance to Career**: KM career **Regrets:** Not doing this earlier	Conducted several leadership meetings with these tools	Part of my KM technology enablers

Table 1. (*continued*)

New Ideas, Inspirations, Places, and WOW Moments		
Write all new ideas and inspirations in this register.		
• Identified, researched, and developed Knowledge Café as a KM tool	10 Knowledge Café events in the year, targeting different solutions and professions	Met thrice in the first quarter and scheduled gatherings for the next quarter
• Secured a book deal with Berrett-Koehler Publishers after presenting at the PMI Global Conference in Los Angeles	Curating, indexing, storing, and making lessons learned and knowledge interviews/storytelling, accessible, searchable, and findable across the enterprise	Gather friends or coworkers in a new location monthly for a Knowledge Café
• Presented on project management and knowledge management in 16 cities, learned new cultures, made new friends, broadened my networks		Knowledge Café solves family problems, convening innovators, leaders, PMs, SMEs, compassion and NGOs, the interface of government, business, and faith communities, etc.
• Developed a workshop on Help! Managing Projects and Stakeholders from Hell		
• Held 5 leadership cafés in Austin		

Table 1. (*continued*)

Serendipities: Great Discoveries, Tricks, Innovative Ideas		
Date: **Knowledge:** Financial wellness **New Knowledge:** Saving from buying quantities; Stumbled onto two discount stores in Austin; Disciple of family monthly budget **Risk/Fear Overcome:** New challenge **Relevance to Career**: Financial responsibilities and wellness **Regrets:** Not doing this earlier	Savings $ • Initiated the Hope Water project for poor communities in my home country • Learned the best way to buy a car • Learned the best way to make international shipment • Learned the best way to send money abroad	Savings $ **Wow!** • Attended David Ramsey's Financial University class • Saved $25 on one item from a discount store • You cannot grow bigger than you give • Learned how to set up a home office with multiple monitors, and furniture • Learned how to set up the trampoline with kids; the bonding with my teenage kids

Figure 3: Knowledge Café is the melting pot for learning agility and resilience in a pandemic and post-pandemic era.

Table 2. How the Café Stacks with Other Communication Gatherings

	Knowledge Café	Knowledge Fair	Traditional Meeting/ Conference	Meetup	Stand-up/Daily Scrum
Purpose	Knowledge exchange, making sense, "aha!" moment, rejuvenation	Display of KM practices	Agenda dictates	Find and build community	Synchronize activities and plan
Ground Rules	Yes	No	It depends	No	It depends
Small group	Yes	No	It depends	Yes	Yes
KM technique	Yes; a technique for any of the meeting types	Yes; KM technique to highlight KM best practices	No; any of the meeting types	No	No
Audience	Knowledge workers, common interest, anyone	Knowledge workers, anyone	Anyone	Common interest group	Project team
Relationship with others	Can be used in multiple settings	Can be used in knowledge display settings	Can be used in multiple settings	Used for this purpose alone	Used for project purpose alone

Table 2. (*continued*)

	Knowledge Café	Knowledge Fair	Traditional Meeting/Conference	Meetup	Stand-up/Daily Scrum
Structure	Question-driven; little or no presentations networking	Display of KM best practices; presentations; café add-ons	Presentations, discussions	Presentations, discussion, networking	Short stand-up meeting
Format	Face-to-face or virtual	Face-to-face	Face-to-face or virtual	Face-to-face or virtual	Face-to-face or virtual
Facilitator/host	Facilitator	Facilitator	Depends on meeting	Host	Dev Team
Location/Time	Agreed by all	Organizer	Organizer	Organizer	Organizer
Characteristics	Could be structured and unstructured and open	Displays	Needs clear agenda to be effective	Designed for networking	Taskboard
Excitement level	High	Medium	It depends, Low	It depends, High	Low

Table 3. Café Agenda

Theme: Knowledge Café: Building a Community of Practice for a Knowledge Management Culture. The Knowledge Café is divided into four segments.

Part I
- Introduction and key innovative ideas worth learning
- Overview of KM and CoPs: CoP, CoP1, CoP2, and CoP3
- Testimonials from pilot CoPs
- Q & A

Part II
- Questions: What are knowledge management, techniques, and tools at work in your workspace? What are the existing knowledge mapping techniques?
- Brainstorming and deliberations in groups
- Summary from each table

Part III
- Questions: Creating a knowledge culture—what are the barriers to knowledge sharing in an organization, and how do you overcome them?
- Brainstorming and deliberations in groups
- Summary from each table

Part IV
- Questions: How do you start a community of practice? What are the knowledge frameworks, capture methods, and transfer methods and challenges? Identify.
- Brainstorming and deliberations in groups
- Summary from each table
- General summary, closing, and what's next

Table 4. Café Agenda

Theme: Capturing and finding information and knowledge to do your work during the pandemic. The Knowledge Café is divided into four segments for a typical 2.5-hour café.

Part I: The most critical aspect of this part is the warm and rousing welcome (purpose of the café and café ground rule, small table discussion, and summaries)

- Welcome (2 min.)
- A short video on a 3-year digitization project that was completed in 3 weeks because of COVID-19 (2 min.)
- Interactive survey (4 min.). Often, I send this interactive survey to attendees to capture their opinion on several issues like yes-or-no answer questions relevant to the theme, and satisfaction and ways to improve KM and café events.
- Introduction (3 min.). Note: when I have more than 30 in a café, openings are better at the small tables. Depending on the context, we decide how much of an introduction we need from the attendee. If it's a relational café, we spend more time here to know each other.
- Purpose of the café and café ground rule (2 min.). Note: the purpose of the café is often communicated to the attendees before they attend.
- Overview of the last café (2 min.)
- 5 min. presentation on the role of digitization in a knowledge-centric organization (5 min.). Note: the purpose of the café is for interaction and two-way communication; therefore, one-way communication is discouraged.
- Instruction for table conversation and breakout session (2 min.)

Café 1: Teleworking and remote working present new challenges related to sharing knowledge, interacting, and collaborating. How are you adapting KM to the Digital Enterprise? How are you getting the information you need to manage your projects, programs, and operations, and how do you enhance the process and enrich knowledge users' experience? (30 min.). Note: attendees can switch tables after the first 15 minutes.

- **Summaries** and notes from the tables of 3–7 attendees (5 min.)
- Testimonials from experts. Note: this is necessary when there are teams that are ahead of the game that can share lessons they are learning (3 min.)
- Break: 10 min.

Table 4. (*continued*)

Part II
- Icebreaker Q &A (4 min.)
- Instruction for table conversation and breakout session (2 min.)

Café 2: Nowadays, face-to-face collaborations are rare. Are you losing the human element of KM? What are you doing to get the same level of cooperation and human-machine collaboration on your project? (20 min.)

- Summaries and notes from the tables of 3–7 attendees (5 min.)
- Testimonials from experts. Note: this is necessary when there are teams that are ahead of the game that can share lessons they are learning (3 min.)
- Q&A (3 min.)

Part III
- Icebreaker (2 min.)
- Instruction for table conversation and breakout session (2 min.)

Café 3: What practical thing have you done to capture and steward your organizational knowledge? Share your experience with Knowledge Interview and Wiki Knowledge Library and how to connect captured knowledge, findability, and discoverability (15 min.).

- Summaries and notes from the tables of 3–7 attendees (5 min.)
- Testimonials from experts. Note: this is necessary when there are teams that are ahead of the game that can share lessons they are learning (3 min.)
- Q&A (4 min.)

Part IV
- What have we learned and unlearned today? (2 min.)
- What can be implemented today (2 min.)
- Final survey (2 min.)
- What's next? (2 min.)
- Wiki, CoP, and other KM meetings and resources (2 min.)
- General summary, closing (2 min.)

Additional questions: How best are you capturing critical knowledge, and how are you increasing the findability and discoverability of this information and knowledge? How do you make captured knowledge available to those who need it and when they need it?

Table 5. Results of Automation

| From . . .	To . . .
One size fits all	Increased segmentation, scalability, tailored to the customer
Unmodified enterprise legacy systems and process	Enterprise digital strategy
Legacy applications	Modernized systems and digital transformation
Poor user experience	Increased Net Performances Score (NPS)
Manual and repetitive processes	Automation, advise, and judgment
Fax and printers	Electronic signatures
Limited insights	Strategic focus, customer centricity, organizational agility
High cost	Low cost
Human error	Reduced error and high accuracy
Legacy process	Real-time, omni, 24 X 7 monitoring, centralized and more efficient process, greater capabilities, and high compliance
Paper	Digital assets
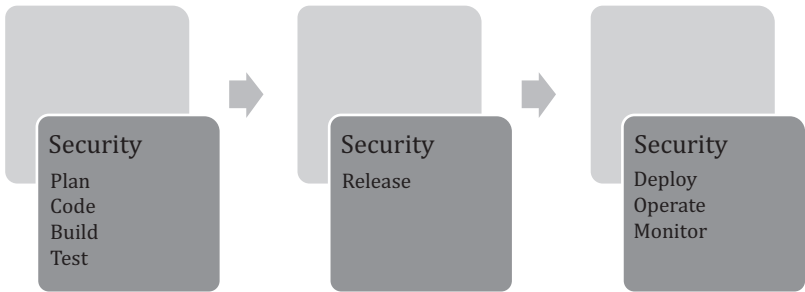
Figure 4: DevOps life cycle.

Power ⬤ Knowledge ⬤ Environment ⬤ Leadership ⬤ Curiosity/Passion
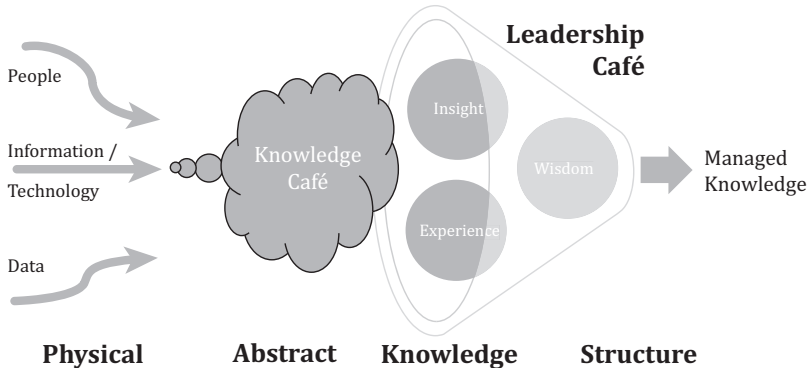
Figure 5: Café Environment Roadmap.

Figure 6: Knowledge leadership continuum.

Table 6. Organizational Knowledge Assets

WHAT ARE ORGANIZATIONAL KNOWLEDGE ASSETS?	
Organizational Knowledge Base	Workforce Knowledge Base
• Databases	• All Intellectual Capital
• Documents	• Information
• Guide	• Ideas
• Policies	• Learning
• Procedures	• Understanding
• Software	• Memory
• Patents	• Insight
• Consultants	• Skills: Cognitive & Technical
• Customers' Knowledge Base	• Capabilities

Knowledge

Explicit Knowledge

- Data
- Information
- Documents
- Records
- Files

Tacit Knowledge

- Experience/ Relationship
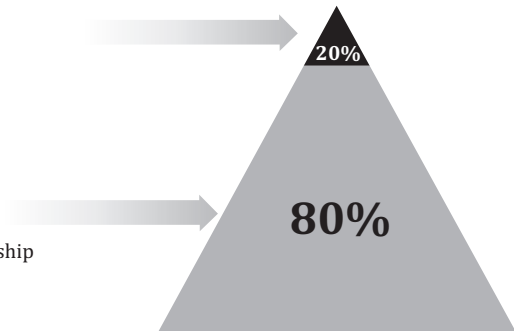- Thinking/Politics
- Competence
- Commitment
- Deed/Passion

20%

80%

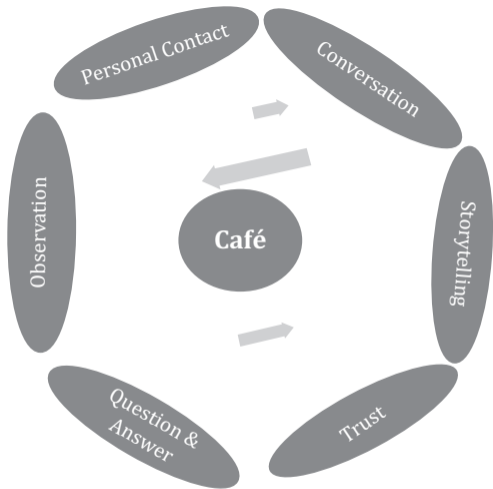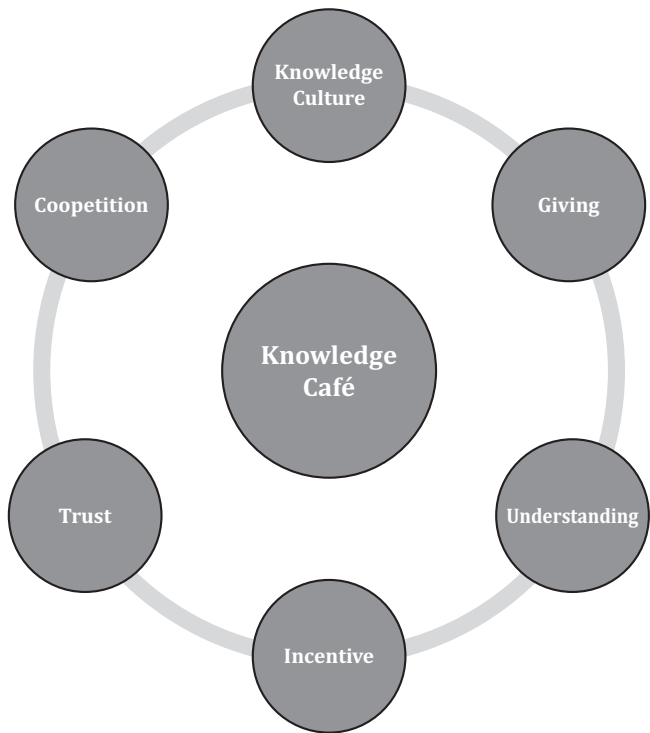**Figure 7:** Knowledge assets of an organization.

Figure 8: Café and tacit knowledge transfer.

Figure 9: Why some share and others don't.