Certified Knowledge Manager
Live Classes - Virtual or Self-paced Asynchronous
Overview

What is the CKM?

The CKM program is KM Institute's flagship course, delivered in up to 15 countries yearly, with many thousands Certified since 2001. The CKM designation has become the global benchmark for both quality learning and competency in the Knowledge Management field.

Who Should Attend?

The CKM is ideal for anyone tasked to lead or improve a KM initiative - anyone interested in gaining a solid grasp of common KM principles at an advanced level with actual "hands-on" experience performing KM.

Prerequisites?

There are no prerequisites, and no technical background is required. CKM Graduates range from newcomers to seasoned KM managers and practitioners, content managers, project managers, IT as well HR professionals. We serve individuals and teams from public, private, and military sectors, non-profits and NGO's.

KMI's Virtual CKM Classes have proven tremendously successful.

CERTIFIED KNOWLEDGE MANAGER
CKM

What is a Credly certificate?

All CKM Graduates will receive a **Credly Digital Badge** upon successful completion of the program.

You are authorized to highlight your digital certificate in any professional setting - everything from incorporating it into your digital signature, to proudly displaying it on your LinkedIn profile.

Recent CKM Live (in person) Class, Washington DC.

Why Become a CKM?

Regardless of your organization's size, structure or purpose, we provide you with the knowledge and skills to lead successful, real-world KM initiatives. Whether you are new to KM or advanced, anyone can start!

- **Perform** KM using proven tips/tools anyone can use!
- **Build** Collaborative Environments; better communication, spark innovation
- **Transform** your organization into a rapid-learning environment
- **Develop** innovative ways to motivate your staff with quick wins
- **Create** the KM Vision for your company, including a solid strategy to get there
- **Initiate** with your peers successful Communities of Practice
- **Discover** usable, real-world KM principles and keys to success

How to Complete Your Certification

❖ **STEP 1: Register for a CKM Virtual Class**
Choose a convenient date for your time zone – see our "Events" listing at kminstitute.org.

❖ **STEP 2: Pre-Class E-learning – Up to 10 Learning Modules**
Access optional study-ahead content prior to joining the class. Online modules can be accessed at the KMI LMS. Learners enroll in the LMS before the class start date. Early access available. [Approx. 10 Hours]

❖ **STEP 3: Attend the CKM Virtual Class**
This workshop includes expert instructor lecture, classroom discussion, and interactive group exercises designed to engage participants in real-life scenarios applicable to your personal and organizational challenges.

❖ **STEP 4: Study additional Online Learning Modules to prepare for the CKM Exam***
All KMI CKM-related learning content will be made available prior to taking the exam, including the legacy "CKM Resource Book" and the eCKM (asynchronous online version).

❖ **STEP 5: Earn Your Certification**
The CKM exam is the final step in obtaining your CKM credential. It tests your ability to apply best practices using your understanding of the concepts presented and discussed in class and via your online learning modules. The exam consists of 50 questions, timed. You will be able to retake the exam until a passing score of 70% is achieved. There is no extra fee for the exam; it is included in the cost of your certification course.

Upon successful completion of the CKM exam, you will:

❖ Be awarded the CKM designation
❖ Receive a CKM certificate commemorating your accomplishment
❖ Be eligible to participate as a member of the CKM Alumni Community
❖ Enjoy continuous learning at the KMI "Knowledge Hub" (within our LMS)

*The exam may be taken immediately after class, or you may spend extra time in study and review as needed.

Available as a
4-Day Course in
Europe and the
Gulf Region
- Please ask!

5-Day* Virtual CKM Class Daily Agenda

The CKM Program consists of 13 Practicum Objectives. Each Objective contains exercises.
Class pacing may vary based on student interaction and questions, however KMI Instructors will generally adhere to this Agenda.

DAY ONE – MONDAY

Objective 1: Call to Action

This beginning Practicum establishes the urgency of Knowledge Management (KM) by tracing the shift into the Knowledge Age, where organizational success depends less on physical assets and more on how effectively knowledge is created, shared, and applied. Most organizational knowledge—often as much as 80%—exists only in employees' heads, creating risk and highlighting the need for deliberate KM strategies.

Through interactive exercises, participants calculate their collective knowledge and develop tailored **Calls to Action (CTAs)** that demonstrate KM's practical value, such as improving decision-making, enabling remote work, and capturing critical expertise. Effective KM must align with each organization's unique context and future needs. You will recognize both the strategic importance of KM and **your role** in driving meaningful change.

Objective 2: Define KM

Learn to define Knowledge Management in a way that is meaningful and relevant to diverse audiences. There is no single universal definition and each organization must tailor KM to its specific needs and goals. Explore the distinction between data, information, and knowledge, recognizing that knowledge emerges through experience, analysis, collaboration, and application to drive better decisions and organizational learning.

Effective KM definitions must be people-centric, outcome-focused, and adaptable— and to clearly communicate how KM enables individuals and organizations to become high-performing learning organizations in the Knowledge Age.

Through interactive exercises, students craft stakeholder-specific KM definitions that highlight practical value, such as improving access to expertise, avoiding repeated mistakes, and strengthening organizational performance.

* North American classes

Objective 3: KM Metrics (Measure KM Success)

KM must be measured in business terms to gain credibility, demonstrating clear value, ROI, and alignment with organizational objectives. Explore how KM contributes to organizational and financial performance by connecting knowledge activities to tangible outcomes such as improved productivity, innovation, and customer satisfaction.

Successful KM measurement requires a balanced, outcome-focused approach using both leading and lagging indicators, ensuring KM is recognized as a strategic driver of organizational performance and continuous improvement.

You will learn to develop meaningful metrics that reflect real business impact—such as time savings, faster onboarding, and stronger organizational connectivity—rather than focusing solely on KM system usage.

Objective 4: The KM Methodology

Learn how to evaluate, select, and adapt a Knowledge Management (KM) methodology that aligns with your organization's unique culture, maturity, and business objectives. Participants compare traditional and modern approaches, recognizing the shift toward more agile, people-centric methodologies that emphasize iteration, cultural alignment, and continuous learning.

Through practical exercises, you will explore the *KMI 5-Phase Methodology* and develop customized approaches that balance quick wins with longer-term strategic transformation.

This objective reinforces that there is no universal KM methodology; success depends on tailoring proven frameworks to organizational realities while fostering ongoing adaptation, measurable progress, and sustained organizational learning.

Objective 5: Quick Wins

This objective emphasizes the importance of achieving rapid, low-cost KM results to build momentum, demonstrate value, and secure support for larger initiatives.

Volunteer-driven, high-impact quick wins not only improve collaboration and productivity but also establish credibility and lay the foundation for sustained KM growth and strategic investment.
Students learn the distinction between tactical "quick wins" and longer-term strategic projects, recognizing that early successes help de-risk KM transformation and strengthen organizational buy-in.

You will identify and prioritize practical initiatives—such as Knowledge Cafés, expertise location, and improved onboarding—that deliver measurable business benefits within a short timeframe.

Objective 6: Awareness Campaign - Learning Plan

Effective KM learning must be continuous, role-appropriate, and embedded in daily work, helping organizations build internal capability, improve engagement, and support long-term KM transformation.

Awareness Campaigns are transformational learning plans that equip employees with the knowledge and skills needed to thrive in an info-saturated world, where workers still spend a significant portion of their time searching for (the right) information and engagement levels remain low.

Students explore how to develop role-specific learning strategies based on the KM Roles Framework and the 70-20-10 Learning Model, emphasizing experiential, social, and formal learning tailored to different organizational roles. Explore what goes into developing targeted learning plans that align with business objectives, strengthen KM competencies, and foster both technical capability and cultural readiness for knowledge sharing.

Objective 7: Awareness Campaign - Communications Plan

Learn how to develop strategic communication plans that inspire behavioral change and build organizational momentum for Knowledge Management.

This objective reinforces that effective KM communication goes beyond information sharing— it creates emotional connection, builds trust, and motivates sustained participation, helping organizations transition toward a knowledge-sharing culture and successful KM transformation.

Participants learn to use storytelling and compelling narratives to help stakeholders understand the urgency and value of KM, connecting technological change and business outcomes to everyday work. Design multi-channel communication strategies tailored to different audiences, using targeted messaging, testimonials, and engagement techniques to reinforce the KM vision.

Objective 8: Transformational Change

Successful Knowledge Management (KM) requires transformational change, not just new technology, and must address culture, behaviors, and organizational readiness.

This objective reinforces that effective KM transformation depends on leadership, engagement, and structured change management, enabling organizations to shift mindsets, strengthen collaboration, and fully realize the strategic value of knowledge.

Students explore proven change management frameworks, including Kotter's model, and learn how to build urgency, empower change agents, and sustain momentum through both quick wins and strategic initiatives. Learn to develop change strategies that identify resistance, engage stakeholders, and create conditions for lasting knowledge-sharing behaviors.

Objective 9: KM Solutions Matrix

The KM Solutions Matrix as a practical tool for prioritizing Knowledge Management initiatives and securing executive support by aligning proposed solutions with clear business criteria and outcomes.

The Solutions Matrix serves both as an analytical prioritization tool and a strategic communi-cation instrument, helping bridge the gap between KM concepts and business value while fostering executive engagement and shared ownership of KM strategy.

Students learn to evaluate potential KM initiatives based on factors such as business impact, sponsorship, budget, timelines, and measurable benefits, ensuring alignment with organ-izational priorities. Participants develop Solutions Matrices that help articulate compelling business cases, enabling productive leadership conversations and informed decision-making.

Objective 10: Knowledge Transfer and Retention

Address the critical challenge of preserving organizational knowledge in the face of retirements, turnover, and role changes, emphasizing the need for proactive knowledge transfer and retention strategies. Effective knowledge retention requires both structured techniques and cultural support, ensuring organizations can preserve expertise, maintain continuity, and sustain long-term performance despite workforce transitions.

You will explore agile capture methods—such as reverse mentoring, ghost blogging, video interviews, and expert communities—to systematically preserve both explicit and tacit knowledge. You will practice capturing critical expertise under realistic constraints, learning how to embed knowledge transfer into natural work processes.

Objective 11: Governance/KM Team Charter

This objective focuses on establishing effective KM governance and developing a KM Charter that provides structure while preserving the collaborative culture essential for knowledge sharing.

Successful KM governance must balance structure with flexibility, enabling organizations to guide KM adoption, maintain stakeholder engagement, and support continuous knowledge-driven transformation.

Students learn how to create governance frameworks that define roles, accountabilities, policies, and strategic direction, ensuring KM initiatives remain sustainable and aligned with organizational goals. Through hands-on exercises, participants design KM Charters that function as both business plans and operational guides, incorporating governance elements such as metrics, training, content management, and long-term roadmap planning.

DAY FIVE – FRIDAY

Review of week and additional exercises prescribed by Instructor.

Based on flow of content for the week, what still needs to be addressed, etc.

Objective 12: Overcome Barriers

What are the cultural, leadership, and organizational barriers that often prevent KM initiatives from succeeding, and how do we overcome them?

Successful KM implementation requires sustained leadership engagement, clear business alignment, and effective change management, ensuring organizations can overcome resistance and achieve lasting knowledge-driven transformation.

Students explore how to create urgency and leadership commitment by linking KM to business imperatives such as competitive advantage, knowledge retention, and regulatory requirements. Through case studies and group analysis, participants identify common obstacles—such as silos, resistance to change, and lack of incentives—and develop targeted intervention strategies to address them.

Objective 13: Get Started (Way Forward)

This final Practicum integrates all prior learning into a comprehensive Knowledge Management strategy, guiding students to develop actionable roadmaps tailored to their organization's current maturity and future needs.

Successful KM transformation requires sustained leadership commitment, iterative refinement, and a balanced approach that combines strategic vision with pragmatic execution to achieve long-term organizational impact.

Participants assess organizational readiness using maturity models and human capital analytics, ensuring strategies are grounded in realistic baselines and measurable objectives. Design coordinated KM strategies that align governance, technology, communities, and change management into unified implementation plans.

What specifically are you going to do when you get back to your team and organization? Exercise: Practicum 13: Capstone KM Strategic Planning Canvas activity.

KM Strategy Conclusion - Next steps, more live feedback / Exam Review: cover slides, field any questions.

Supplemental CKM Learning Content

The live CKM Class draws upon a wealth of KM learning content created over the years. To make that knowledge available as background/backup material, each student will receive the legacy **eCKM Self-paced Progam,** in addition to the live virtual class. eCKM Module titles include:

Theme I

Module 1.01 – Course Intro
Module 1.02 – Create the Knowledge Imperative
Module 1.03 – Let's Define Knowledge
Module 1.04 – The New Knowledge Paradigm
Module 1.05 – Define KM
Module 1.06 – Knowledge Modes
Module 1.07 – Knowledge Processes
Module 1.08 – Knowledge-intensive Activities
Module 1.09 – KM Principles and Tactics
Module 1.10 – A Proven KM Methodology
Module 1.11 – Understand Knowledge-Age Roles
Module 1.12 – Transformational Change Management
Module 1.13 – Advanced KM Methodology
Module 1.14 – Startup Techniques: Knowledge Cafes
Module 1.15 – Get Started!

Theme II

Module 2.01 – KM Universe Model
Module 2.02 – KM Principles & Keys to Success
Module 2.03 – KM Competencies and
      ISO 30401:2018 Standards for KM
Module 2.04 – Essential KM Methodology Components
Module 2.05 – Evaluate Alternative KM Methodologies
Module 2.06 – KMI Methodology – Phases I/II
Module 2.07 – KMI Methodology – Phase III
Module 2.08 – KMI Methodology – Phase IV
Module 2.09 – KMI Methodology – Phase V
Module 2.10 – Understand the KMM

Theme III

Module 3.01 – Transformational Leadership & Strategy
Module 3.02 – Knowledge Assessment / Evaluation
Module 3.03 – Culture and Communications
Module 3.04 – Collaboration and Communities
Module 3.05 – Knowledge Asset Management
Module 3.06 – Intellectual Capital Management
Module 3.07 – Organizational Learning
Module 3.08 – Knowledge-Embedded Business Ops
Module 3.09 – Knowledge Technologies
Module 3.10 – Knowledge Architecture

Topics

Theme III Modules break down into these Topics:

3.01.1 – Develop Vision & Mission Statements
3.01.2 – Develop KM Strategy
3.01.3 – Lead Change
3.01.4 – Create Urgency to Act Now
3.01.5 – Get Buy-In to Act Now: Implement KM
3.01.6 – Accelerate Knowledge-Age Change
3.01.7 – Enterprise Innovation

3.02.1 – Knowledge Audits
3.02.2 – Knowledge Mapping
3.02.3 – Evidence-Based Analytics
3.02.4 – Advanced KM Metrics
3.02.5 – KM Benchmarking
3.02.6 – Justify your ROI

3.03.1 – Adv Change Management Concepts
3.03.2 – Create Personal KMers
3.03.3 – Storytelling & Presentations
3.03.4 – Appreciative Inquiry

3.04.1 – Expert/Expertise Locators
3.04.2 – Communities of Practice (CoPs)
3.04.3 – Social Network Analysis

3.05.1 – Taxonomies (Business)
3.05.2 – Intellectual Property
3.05.3 – KM Sciences

3.06.1 – Intellectual Capital Model
3.06.2 – Knowledge Capture for Action
3.06.3 – Knowledge Transfer/Retention

3.07.1 – Adult Learning Theory
3.07.2 – Rethink Learning
3.07.3 – Performance Support

3.08.1 – Systems Thinking, Complex Adaptive Systems, Work-place Environment and Methods
3.08.2 – Lessons Learned Management Process (LLMP)
3.08.3 – Best Practices Management Process (BPMP)
3.08.4 – Evidence-based Analytics
3.08.5 – 'Connect & Collect'

Convince Your Leadership

Why should your top management consider 'certifying' your staff with KMI?

KMI is the most trusted source in KM Certification for top-level management worldwide:

❖ **The CKM is the #1 Certification in KM.**
For nearly 25 years, KM Professionals world-wide have trusted KMI for their KM Training and Certification needs. Our management will know that I received the best KM training by the most well-known training vendor in the industry.

❖ **Industry Best Practices...**
The CKM program teaches the best-known practices delivered by top organizations. Your staff will gain not just an 'academic' understanding, but will put these practices to work in our interactive, workshop format.

❖ **Learn from Expert Practitioners.**
KMI's CKM classes are led by instructors who are also (primarily) seasoned KM Practitioners. When they are not busy teaching, they are on the 'front lines' consulting with organizations to solve their KM challenges. They bring that real-world experience to the class. Breakout sessions offer strategic and tactical approaches that I'll bring back to our organization to help move business forward. There are many valuable and practical resources that I'll receive during and after this class.

❖ **Excellent Value and Experience.**
In addition to the live class, KMI includes the full online/self-paced program (free) as part of the package, so students get the live interaction plus over 20 hours of additional (supplemental) learning from their e-learning CKM program.

You will also gain new perspectives; with each class averaging 15-20 students – some who may be dealing with the same exact challenges – you will make great connections with your peers.
And – post-class KMI offers additional (free) support, with their KM discussion forum (led by KMI instructors) and various online communities.

Knowledge Hub – Continued Learning

KMI's proprietary **"Knowledge Hub"** is included as part of your lifelong KM learning experience, at no additional charge to the CKM student/grad. The KHub is your "go-to" location for: new videos by Subject Matter Experts, KM Showcase event footage, and additional course background material. **eCKM** content, categorized by Competency Area Areas, also resides in the Knowledge Hub. As new material is available, we add it to the Hub and send regular announcements updating our grads.

Use the Knowledge Hub to peruse new and emerging KM topics, bonus CKM content, and opportunities to connect with your fellow CKM grads.

Instructor Spotlight and Student Accolades – North America

John Hovell

As a leader in the convergence of Knowledge Management (KM) and Organization Development (OD), **John Hovell** is Managing Director and Co-Founder at STRATactical International. He is a practitioner, speaker, and author in OD/KM strategies and their application to current challenges.

John has led 5 different teams that have won awards from Chief Learning Officer magazine. In 2015, he was named the 8th most influential person in KM. He published "Creating Conversational Leadership" in 2023. In 2009, he was honored by Training Magazine as one of the "Top Young Trainers" after being honored in 2008 as one of the top "Young Trainers to Watch."

He earned his Master's degree from The George Washington University in Washington, D.C. and his Bachelor's degree from Virginia Tech in Blacksburg, VA. He is also certified in Organization Development as well as Gestalt Psychotherapy in Organizations.

John has been a KMI Instructor for nearly 10 years and in addition to the CKM, teaches several CKS (Specialist) courses: Conversational Leadership and Knowledge Transfer.

Optimal Audience: John is KMI's recommended Instructor for general audiences, or those new to KM.

"John is wonderful! I would sign up for any course he is offering because I am confident in his ability to facilitate and to guide me toward success. Thanks, John!"

"Mr. Hovell is an outstanding instructor. One of the best I've encountered in 35 years of attending expensive, focused training/ seminars. I would/will highly recommend him to anyone interested in the KM subject area. He's a reason to take the course."

"John is extremely knowledgeable in KM - enjoyed him sharing real life experiences and affording the class to share their experiences. Greatly appreciate his teaching"

"John was the best. A true master and expert. Awesome professional."

Jack Merklein

Jack has been teaching for KMI for nearly 10 years, but has been practicing KM for over 30 years. Jack is the only KMI Instructor to have led KM teams in all sectors: Government, Commercial, Non-Profits and NGOs.

KM professional work: Director of KM and distance learning for the US ArmyIG School; Director of Knowledge and Learning for Xerox Global Services; worked for Northrop Grumman as a KM consultant to the USPSOIG; Chief of Knowledge and Learning for Peace Corps; Director of KM for World Vision International, and is an adjunct professor teaching KM for the University of Maryland University College and serves as the course chair for their KM program.

Education: BS in Engineering from West Point; MS in Human Relations -Organizational Development from Golden Gate University; PhD candidate in Knowledge Management from Walden University.

Jack teaches the CKM for North America and specializes in Government, Military and DoD clients.

Optimal Audience: As a seasoned KM Practitioner, Jack is KMI's "go-to" for most of our Government and Military trainings, but is also well-received by our commercial students.

"I thoroughly enjoyed learning from Mr. Merklein. I was constantly engaged, and the resources he provided (stories of his own experience and digital assets) will prove to be beneficial as I use KM in my workplace."

"I love Jack! He's real, keeps the info in real time, and provides lessons learned. He is amazing!"

"Very knowledgeable and very willing to share experiences and materials. He genuinely wants the class to succeed in their KM efforts."

"Absolutely great. Passionate, knowledgeable, ready to share. Very flexible and understanding facilitator."

Europe (and Beyond)

Rooven Pakkiri

Rooven Pakkiri is a leading KM Consultant and Author and an acclaimed Instructor, primarily focusing on the symbiotic relationship between AI and KM. A digital evangelist and veteran of the dot-com era, Rooven's expertise lies in how technology transforms organizational communication and collaboration.

He has taught AI methods and KM strategies to senior leaders at major corporations and global organizations including the World Bank, the United Nations, Google, PWC, and the US Military. His work emphasizes the practical, real-world application of AI to enhance knowledge capture, organization, retrieval, and transfer within an enterprise, moving beyond theoretical concepts to actionable strategies. He is also the Founder and Lead Instructor of The AI for Kids Academy.

Education: B.A. LLB from the University of Bristol, UK.

Rooven teaches the CKM for Europe and Certified AI Manager (CAIM™) Program for North America and Europe.

Optimal Audience: Rooven is the primary Instructor for Europe and surrounding regions, and has extensive experience working with the European pharma industry, among others.

"Mr. Pakkiri is very engaging and keeps your interest. No snoozing or feeling lost. He is courteous and perceptive to use comments and questions from students to illustrate a point further and made real-world examples. I have never had a better teacher in a professional class. He is phenomenal!"

"Rooven was wonderful. I loved his energy and interaction with the class. He had great insights and very simple examples when making points."

"He is excellent. His passion, professional knowledge and love for this topic is effectively and efficiently communicated through his instruction."

EMEA/Gulf Region

Barisa Abdifatah

Barisa Abdifatah recently joined the KMI CKM Instructor Team. She is the Director of Knowledge Management at STRATactical International, where she drives strategy, operations, and client solutions that deliver measurable impact. She applies proven KM practices—such as Knowledge Cafés, Communities of Practice, and Organizational Network Analysis—to drive collaboration, innovation, and better decision-making.

With over twenty years of global experience in academia and professional settings, Barisa has worked as an educator, administrator, translator (English/Arabic), and librarian. She is passionate about building people-centered KM frameworks that unite process and technology
for sustainable value.

Barisa holds a Bachelor's in English Language and Literature and a Master's in Library and Information Science. She is a Certified Knowledge Manager (CKM), Certified Knowledge Specialist in Organization Development (CKS-OD), certified educator with a Certificate for English Language Teaching to Adults (CELTA), and upcoming Project Management Institute (PMI) Project Management Professional (PMP) certification.

Barisa just started teaching for KMI and we will post new student feedback soon!

Your Total Package

• Training Sessions and Materials, Class Recordings
• Full eCKM (self-paced) Program – Free (20 hours of bonus material)
• CKM 'Box' Shipped to You (Workbook, KMI Polo shirt, Brochures)
• Access to the KMI LMS and Additional Bonus Learning Modules
• Access to Future Updates/Enhancements to the Course via the KMI LMS
• Exam, CKM Certificate and Digital Badge (no additional fees for exam retakes)
• Dedicated Support Throughout Your Training

Program Fees/Availability

The standard rate for the 5-day version for North America is $2,995; the 4-day EU version is $2,500 / €2,115. Virtual classes are held for North American and European time zones, typically 10am-4pm ET and 9am-4pm CET (Central EU) respectively.

See the KMI website calendar for classes coming up near your time zone.

Discounts are available for:
• Past Grads (CKS/CKP/CAIM)
• Government and Military; Non-Profits and NGOs
• Small Groups (2 or more students qualify)
• Self-paying Individuals*

Registering out of pocket? KMI has reduced rates and payment plan options for self-paying students.

Contact KM Institute today!

Reach your KMI Team at: training@kminstitute.org, or call: (US) +1 703-327-7096.

Team members are available to discuss the program and go over your training options, plus provide a no-obligation quote.

Need to convince your boss? Ask us for our "Convince my Boss" letter template and we will send it over asap.

We are here to help.