

**KM Institute Webinar Series - AI in KM - Managing the Change,
Not Just the Tech** (May 5, 2026 Session)
[Chat Text]



09:10:42 From Pawan Khatawane : Hello Everyone, I am Pawan, from Bangalore, India

09:29:49 From Eric Weidner : Hello everyone! Good to be with you.

KMI team email is: training@kminstitute.org

09:32:12 From Justyna Szulc : Hello, and thank you for recording the session! I can't stay until the end because I have a work meeting at 4:00 pm that I couldn't reschedule.

09:33:50 From Carl Hagenbrock : Good morning, Eric, and Team KMI!!!

09:34:00 From Louise Nunan : A colleague who was registered to join is getting a message saying the meeting is at capacity. Do you know how to get around that?

09:34:43 From Michelle's Notetaker (Otter.ai) : Hi, I'm an AI assistant helping Michelle Ambrose take notes for this meeting. Follow along the transcript here: https://otter.ai/u/Fi-aL48RI6g_l9f0dzTgni6pIEE?utm_source=va_chat_link_1

You can see screenshots and add highlights and comments. After the meeting, you'll get a summary and action items.

If you'd like to stop this recording, you can go to the link above and click the Stop button.

If you'd like to stop the recordings for all Otter Notetakers in this meeting, you can type "otter stop" in Zoom chat.

09:34:50 From Highliner's Notetaker (Otter.ai) : Hi, I'm an AI assistant helping Highliner Admin take notes for this meeting. Follow along the transcript here: https://otter.ai/u/wZ-5k-8mCmaaKpZdcp-GdaPbcoY?utm_source=va_chat_link_1

You can see screenshots and add highlights and comments. After the meeting, you'll get a summary and action items.

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09:34:51 From Rebecca's Notetaker (Otter.ai) : Hi, I'm an AI assistant helping Rebecca Kulik take notes for this meeting. Follow along the transcript here: https://otter.ai/u/cEA-s9oLyf3j_culhNDqMCRcknk?utm_source=va_chat_link_1

You can see screenshots and add highlights and comments. After the meeting, you'll get a summary and action items.

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09:36:03 From Pawan Khatawane : Reacted to "Hello everyone! Goo..." with 👍

09:36:06 From Pawan Khatawane : Reacted to "Hello, and thank you..." with 👍

09:36:11 From Pawan Khatawane : Reacted to "Good morning, Eric, ..." with 👍

09:36:18 From Pawan Khatawane : Reacted to "A colleague who was ..." with 👍

09:36:20 From Eric Weidner : Reacted to "Good morning, Eric, ..." with 👍

09:37:32 From Kash I : He is rejoining

Okay - hopefully the recording will be shared!

09:40:12 From Maureen Mason : no clear strategy

09:40:13 From Ross Blythe : "trust and data privacy concerns"

No clear strategy...

09:40:14 From Melanie Peele : Trust and data privacy concerns.

09:40:16 From Shiran Nizam : No clear strategy or governance

09:40:19 From Amelia Campbell : Very poor rollout

09:40:20 From Amy Hoak : Strategy

09:40:20 From Jana Thuaud : People don't know how to use it effectively

09:40:21 From Kim Rebecca-Murray : not prioritized

09:40:24 From Susan Black : No clear strategy or governance

09:40:26 From Thomas Blackburn : trust and privacy concerns

09:40:28 From Justyna Szulc : People don't know how to use it effectively

09:40:28 From Daniel Rey de Castro : Trust and data privacy concerns, as well as lack of prioritization

09:40:28 From Paola Dentella : trust and s

09:40:29 From Austin Mullenix : strategy

- 09:40:30 From Pawan Khatawane : Content Governance / AI readiness of the Content
- 09:40:33 From Faith Pratt : No clear strategy or governance
- 09:40:35 From Christina Muller : unclear how to use effectively
- 09:40:35 From Katie Reinfeldt : Strategy
- 09:40:36 From Rahul Jairath : People don't know how to use it effectively
- 09:40:37 From Chaity Ranade : B
- 09:40:38 From Nathan Rosen : Change coming so quickly
- 09:40:40 From David Rubin : No clear strategy or governance.
- 09:40:40 From Deirdre Clarke : Trust & data privacy concerns
- 09:40:42 From Paola Dentella : trust and data privacy
- 09:40:43 From Chaity Ranade : B
- 09:40:48 From Natalie Zaccagna : No clear strategy, still building a knowledge culture
- 09:40:52 From Gladys Abreu : trust/privacy concerns and not knowing how to use it
- 09:40:54 From Dawn Dinius : 1
- 09:40:54 From Sue van Gelder : Governance and content quality adherence
- 09:40:54 From Lyn Murnane : trust - the answers are wrong
- 09:40:54 From Paul Johnson : Its a tie for leadership "No Clear strategy or governance" for me, "Trust and data privacy concerns."
- 09:40:56 From David Rubin : Not enough education on how or why to use it.
- 09:40:58 From Sara Anklam : accuracy concerns and associates don't necessarily know how to use it the most effectively
- 09:40:59 From Cynthia Brindamour : No clear process on how what is available and what is being worked on
- 09:40:59 From EVELYN CARROLL : Culture
- 09:41:00 From Budi Wu : People don't know how to use it effectively
- 09:41:07 From Rebecca Draper : Environmental implications - using lots of energy
- 09:41:07 From Michelle Ambrose : Data Privacy Issues

- 09:41:07 From Leo Stanley Ngitar : strategy & governance
- 09:41:08 From Barisa Abdifatah : keeping up to date with AI technologies
- 09:41:10 From Louise Nunan : No one able to own getting it into the business and working well
- 09:41:10 From Niraj Karkhanis : Culture, people, awareness
- 09:41:17 From Sónia Póvoa : data architecture
- 09:41:21 From David Rubin : Lack of trust in the results (rightly so).
- 09:41:23 From Samantha Allen : People are just too busy to invest the time to get familiar with it and learn how to use it effectively
- 09:41:24 From Samuel Felder : My company doesn't know how use AI and how to adapt the changes AI brings
- 09:41:35 From Sharyl Wojciechowski : strategy
- 09:41:40 From Thomas Blackburn : antithesis to tool proliferation
- 09:42:01 From Charlie Bamber : Enthusiasm is greater than competence and knowledge
- 09:42:02 From Marce Chang : Strategy, policies, continue development to adapt to AI quick evolution
- 09:42:20 From Ross Blythe : Replying to "Enthusiasm is grea..." I like that phrasing
- 09:43:00 From Amelia Campbell : Reacted to "Enthusiasm is greate..." with ❤️
- 09:43:16 From Carl Hagenbrock : Lack of strategy, requirements, or knowledge of what AI could deliver. Tend to be reactive in that they will not attempt to develop strategy, requirements, or knowledge until they are very far beyond the curve.
- 09:43:20 From Lyn Murnane : or Microsoft word LOL
- 09:43:30 From Carl Hagenbrock : Reacted to "or Microsoft word LO..." with 😂
- 09:45:28 From Meg Harrelson : If you are trying to change how people work, that's not about a technology or a tool, it's behavior--culture.
- 09:45:37 From Brianna Hemwall : Reacted to "If you are trying ..." with 🎉
- 09:45:40 From Shiran Nizam : Reacted to "If you are trying to..." with 👍

- 09:45:42 From Samantha Allen : Reacted to "If you are trying ..." with 👍
- 09:45:43 From Marce Chang : Reacted to "If you are trying to..." with 👍
- 09:45:44 From Natalie Zaccagna : Reacted to "If you are trying to change how people work, that's not about a technology or a tool, it's behavior--culture." with 🎉
- 09:45:49 From Barisa Abdifatah : Reacted to "If you are trying to..." with 👍
- 09:45:55 From Sara Anklam : Reacted to "If you are trying to change how people work, that's not about a technology or a tool, it's behavior--culture." with 👍
- 09:46:38 From Barbara Fillip : Not just culture. Process change as well.
- 09:46:46 From Kim Rebecca-Murray : Reacted to "If you are trying to..." with 👍
- 09:46:55 From Kim Rebecca-Murray : Reacted to "Not just culture. P.." with 👍
- 09:47:18 From Thomas Blackburn : or your organization had an existing Model Governance team which has since AI as it's domain and is aggressively throttling access and use case review, (in no small part to save money.)
- 09:47:21 From Kim Rebecca-Murray : Replying to "Not just culture. P.." and change management
- 09:47:30 From Meg Harrelson : Reacted to "and change managemen..." with 👍
- 09:49:09 From Paul Johnson : A basic understanding of taxonomy and ontology
- 09:49:11 From Chaity Ranade : sorry for late joining
- 09:49:15 From Pawan Khatawane : Reacted to "A basic understandin..." with 👍
- 09:49:20 From Chaity Ranade : had problem with zoom
- 09:49:56 From Eric Weidner : Reacted to "sorry for late joini..." with 👍
- 09:49:58 From Charlie Bamber : Finding is different to searching
- 09:51:35 From Charlie Bamber : ...and it's always better to curate knowledge in than search it out
- 09:51:41 From Meg Harrelson : We've been talking for decades about using machine learning/neural networks to provide structure to unstructured data. The thing that seems to be shifting is that LLMs are making all of this more accessible for people who don't write algorithms.

- 09:53:08 From Jana Thuaud : Love this slide!
- 09:53:37 From Pawan Khatawane : Reacted to "...and it's always b..." with 👍
- 09:54:18 From Pawan Khatawane : Reacted to "Not just culture. P..." with 👍
- 09:54:29 From Pawan Khatawane : Reacted to "or your organization..." with 👍
- 09:54:38 From Pawan Khatawane : Reacted to "If you are trying to..." with 👍
- 09:54:45 From Pawan Khatawane : Reacted to "Lack of strategy, re..." with 👍
- 09:55:01 From Pawan Khatawane : Reacted to "Enthusiasm is greate..." with 👍
- 09:55:09 From Pawan Khatawane : Reacted to "Culture, people, awa..." with 👍
- 09:55:12 From Pawan Khatawane : Reacted to "data architecture" with 👍
- 09:59:03 From Justyna Szulc : I've got to run to a meeting. Thanks for today, I'll catch the recording later.
- 09:59:13 From Eric Weidner : Reacted to "I've got to run to a..." with 👍
- 09:59:16 From Mandy MacLeod : Reacted to "I've got to run to a meeting. Thanks for today, I'll catch the recording later." with ➕
- 09:59:30 From Brianna Hemwall : interesting
- 10:00:41 From Kim Rebecca-Murray : what is the tool being used with this analysis?
- 10:00:53 From Caroline Guzman : Reacted to "what is the tool b..." with 👍
- 10:00:59 From Susan Black : Reacted to "what is the tool bei..." with 👍
- 10:01:00 From Barisa Abdifatah : Reacted to "what is the tool bei..." with 👍
- 10:01:00 From Lisa Obereder : Replying to "what is the tool being used with this analysis?"
- Claude
- 10:01:17 From Kim Rebecca-Murray : Replying to "what is the tool bei..."
- 
- 10:01:32 From Pawan Khatawane : Reacted to "Claude" with 👍

10:02:16 From Lisa Obereder : Replying to "what is the tool being used with this analysis?"

This is a html built by Claude, to clarify

10:02:46 From Amelia Campbell : @Pawan Khatawane do we have access to this data at Nestle?

10:04:33 From Lyn Murnane : also awesome visual data to share with leaders about KM , how it works and the fact that we need to capture his tacit knowledge

10:04:43 From Rofaida Elzubair : will appreciate sharing the recording afterwards, as it wasn't able to join from the start as Zoom indicated that the meeting was full with 100 participants.

10:04:43 From Paul Johnson : I would think your model needs to factor in, whether said employee is primarily remote or on premise. Additionally, we have found more senior employees tend to communicate less via e-mail in an effort to limit potential discoverable materials in any future litigation. But all in all, this visual is very useful.

10:05:52 From Thomas Blackburn : Reacted to "I would think your model needs to factor in, whether said employee is primarily remote or on premise. Additionally, we have found more senior employees tend to communicate less via e-mail in an effort to limit potential discoverable materials in any future litigation. But all in all, this visual is very useful." with 🙌

10:06:33 From Kim Rebecca-Murray : Reacted to "This is a html built..." with 👍

10:06:43 From Maureen Mason : Can you also include data from Teams/Slack?

10:06:51 From Saad Altai : How does ONA help AI successful implementation?

10:07:07 From Caroline Guzman : Reacted to "Can you also inclu..." with 👍

10:07:13 From Jana Thuaud : Thank you Rooven and Pawan! Really looking forward to continuing the conversation.

10:07:36 From Natalie Zaccagna : we're working on it but nothing formal yet

10:07:38 From Chaity Ranade : B

10:07:41 From Samuel Felder : No , we don't.

10:07:42 From Faith Pratt : Working on it but n

10:07:43 From Emily Green : We're working on it but nothing formal.

10:07:45 From Faith Pratt : no*

10:07:45 From Melanie Peele : idk

10:07:46 From Maureen Mason : No

10:07:46 From Thomas Blackburn : "We're working on it, but nothing formal yet. Trust but verify.)

10:07:49 From Amelia Campbell : no

10:07:51 From Paul Johnson : "We're working on it but nothing finalized yet."

10:07:55 From Paola Dentella : no, trying to work on it

10:07:59 From Chaity Ranade : yes - we have governance in place

10:08:00 From Louise Nunan : Yes with Governance in place but only for parts of the business.

10:08:01 From Ronald Cheruiyot : no

10:08:01 From Jana Thuaud : Yes, we have governance in place — BUT no one knows how to navigate it (translation into daily tasks)

10:08:02 From Niraj Karkhanis : no

10:08:03 From Salle Jones : we are working on it

10:08:04 From Susan Black : Actively working on it for a formal strategy in place by end of Q2.

10:08:06 From Daniel Rey de Castro : B, we've established a few policies but there's no formal strategy there

10:08:06 From Brianna Hemwall : I would say ours is yes and no. "Yes - Governance in place" in overall organization, but my smaller organization is "Ad hoc"

10:08:07 From Lyn Murnane : not sure they understand value of it

10:08:07 From Amy Hoak : No

10:08:08 From David Rubin : Very early stages.

10:08:14 From Gladys Abreu : No

10:08:14 From Shiran Nizam : yes but not corporate-wide, but in silos within certain teams

- 10:08:15 From Kim Rebecca-Murray : es
- 10:08:17 From Cynthia Brindamour : Not really - as AI will fix it
- 10:08:18 From Donna Taylor : No
- 10:08:22 From Pawan Khatawane : we have in place, including COE like org
- 10:08:23 From EVELYN CARROLL : not yet
- 10:08:24 From Deirdre Clarke : have a AI Policy on usage, governance etc
- 10:08:26 From Camila Tavella : We are working on it
- 10:08:28 From Austin Mullenix : We're working on it
- 10:08:29 From Sara Anklam : We have governance in place, but it's certainly fluid and subject to change modification
- 10:09:23 From Pawan Khatawane : I wish Microsoft Apps or a customized solution may help us with this. 😊
- 10:09:56 From Thomas Blackburn : Seem to have skipped step 5 and are relentlessly focused on step. 6.
- 10:10:39 From Meg Harrelson : Replying to "Seem to have skipped..."
- Companies so often don't want to really know what the barriers are.
- 10:10:51 From Pawan Khatawane : Replying to "How does ONA help AI..." by providing insights into communication patterns. It identifies key people and bottlenecks in an organization, aiding in better decision-making. AI tools analyze data from communication channels to uncover hidden structures and predict future behaviors. These insights help optimize knowledge flow and improve team communication.
- 10:10:53 From Amelia Campbell : Reacted to "I wish Microsoft App..." with 😊
- 10:11:05 From Pawan Khatawane : Reacted to "Thank you Rooven and..." with 👍
- 10:11:14 From Pawan Khatawane : Reacted to ""We're working on it..." with 👍
- 10:12:52 From Kim Rebecca-Murray : leader
- 10:12:57 From Susan Black : Leader / decision maker
- 10:12:57 From Chaity Ranade : B
- 10:12:58 From Natalie Zaccagna : leader / decision maker

10:13:00 From Sara Anklam : contributor/practitioner

10:13:01 From Rebecca Draper : Leader

10:13:03 From Monique Rice : Leader

10:13:03 From Amelia Campbell : leader

10:13:03 From Maureen Mason : Contributor

10:13:05 From Niraj Karkhanis : contributor

10:13:05 From Pawan Khatawane : Leader / Decision Maker for IT Knowledge Management

10:13:05 From Brianna Hemwall : Learning

10:13:06 From Shiran Nizam : Contributor

10:13:10 From Austin Mullenix : Not involved yet

10:13:11 From Paola Dentella : learner and practitioner

10:13:11 From Katie Reinfeldt : Contributor

10:13:12 From Thomas Blackburn : observer/ learner, if we're being generous.

10:13:12 From David Rubin : Contributor

10:13:12 From Samuel Felder : Contributor

10:13:15 From Jana Thuaud : Contributor/Practitioner en route to Leader 😊

10:13:15 From Melanie Peele : observer/learner

10:13:16 From Louise Nunan : Contributor / Practitioner

10:13:18 From Esther Kahinga : Contributor

10:13:18 From Samantha Allen : Contributor

10:13:25 From Christina Muller : contributor

10:13:25 From Emily Green : Contributor / practitioner moving to a decision maker

10:13:26 From Sharyl Wojciechowski : contributor

10:13:27 From Deirdre Clarke : Contributor /practitioner

10:13:33 From Gladys Abreu : learning/contributor

10:13:36 From Leo Stanley Ngitar : observer

10:13:37 From jana parks : leader/practitioner

10:13:42 From Salle Jones : Learner and contributor, quasi practitioner gaining popularity

10:13:45 From Dawn Dinius : Practitioner AND Leader

10:13:48 From cynthia brind amour : Leader per say and learner in more advanced

10:13:51 From Carl Hagenbrock : Contributor/Practitioner

10:13:54 From Paul Johnson : We are consultants for our clients and assist on developing their respective AI CoE to include governance and AI risk registers.

10:13:55 From Chaity Ranade : contributor

10:13:59 From Daniel Rey de Castro : practitioners

10:14:18 From Chaity Ranade : habit

10:14:28 From Paul Johnson : We are honestly, closer in-between Habit and Value.

10:14:35 From Pawan Khatawane : Reacted to "We are honestly, clo..." with 👍

10:14:46 From Brianna Hemwall : habit

10:16:10 From Holly Ballard : Thank you!

10:16:17 From Brianna Hemwall : Thank you for your time!

10:16:22 From Susan Black : Thank you!

10:16:24 From Carl Hagenbrock : Thank you!!!

10:16:27 From Paul Johnson : Great to see you in action again Rooven, we need to reconnect. Alot going on in our part of the world in AI CoE.

10:16:30 From Sue van Gelder : Thank you! Special greetings to Pawan!

10:16:32 From Chaity Ranade : thank you

10:16:33 From Jennifer Crowe : Thank you!

10:16:35 From Chaity Ranade : Thank you!

10:16:37 From Austin Mullenix : Thank you!

10:16:40 From Sharyl Wojciechowski : Thank you!

10:16:40 From Barisa Abdifatah : Thank you!

10:16:41 From Pawan Khatawane : Reacted to "Thank you! Special ..." with ❤️

10:16:41 From Dawn Dinius : Thank you!

10:16:43 From Deirdre Clarke : Thank You

10:16:48 From Monique Rice : Thank you!

10:16:48 From Michelle Ambrose : Thank you!

10:16:49 From Elena Larios : Thank you!

10:16:53 From Thomas Blackburn : Appreciate your time.

10:16:55 From R E : thank you

10:16:55 From EVELYN CARROLL : tHANKS YOU

10:16:58 From Lyn Murnane : that was awesome

10:16:58 From Sónia Póvoa : thank you

10:16:59 From Pawan Khatawane : Replying to "Thank you! Special ..." thank you for inspiration!! always

10:17:01 From Melanie Peele : Thank you!

10:17:01 From Meg Harrelson : This was fun! Thanks!

10:17:06 From Niraj Karkhanis : Thank you

10:17:07 From Daniel Rey de Castro : thanks!