

QUALITY KNOWLEDGE MANAGEMENT IN THE AI WORLD

How do we know whether KM is good and whether AI can trust it?

QUALITY → MEASUREMENT → TRUST → AI

A management-system view of knowledge quality

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A bit about me, and why this topic?

50 years IT, 20+ years KM

Foundation Affiliate of Knoco

Lessons Learned

Selling KM through Project Management and Quality

Member Australian Organization for Quality (AOQ)

AOQ nominee on Standards Australia KM Committee

Chair and SA representative on ISO 30401 committee

What does “quality” actually mean in Knowledge Management?

Conformance and “best of breed” are useful — but insufficient for an AI-enabled organization.

TRUSTED

Accurate enough to use and supported by provenance.

CURRENT

Maintained at the speed of the work.

CONTEXTUAL

Meaning, assumptions and boundaries travel with the knowledge.

ACCESSIBLE

Available to the people — and systems — that need it.

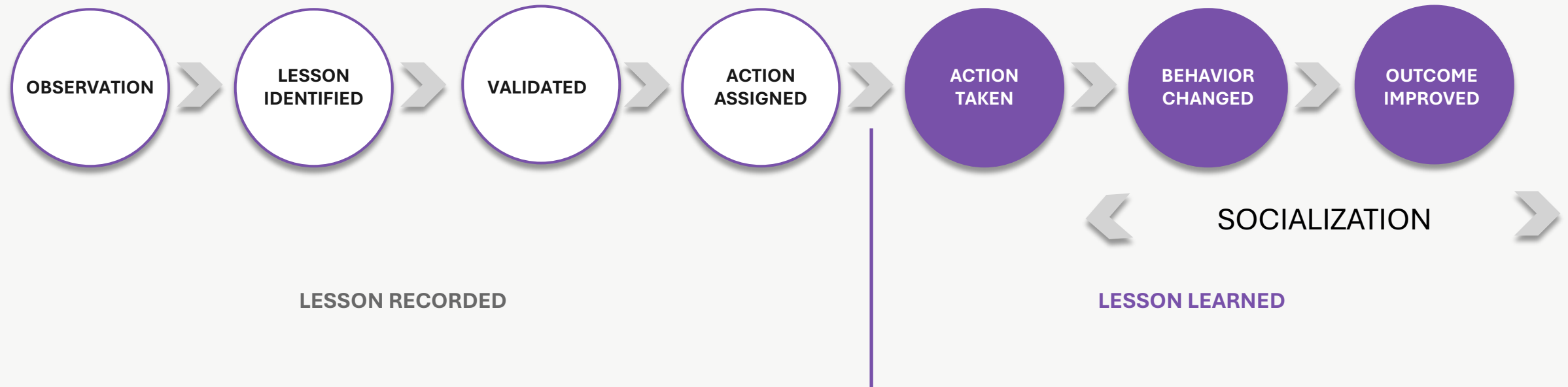
VALUABLE

Improves a decision, action or organizational outcome.

Quality KM = trusted knowledge + effective use + demonstrable organizational value

When is a lesson actually learned?

Capturing and closing a lesson is not the same as organizational learning.



Quality is demonstrated when knowledge changes behavior and improves the outcome.

Useful metric — or proof of quality?

The distinction matters when leaders ask whether KM is delivering value.

CONTRIBUTIONS

Shows participation — not whether the knowledge is right.

SEARCH SUCCESS

Useful only if what people find is current and authoritative.

INTERACTIONS

Shows engagement — not whether knowledge changed a decision.

CONTENT CURRENCY

Closer to quality but still needs context and use.

RESPONSE TIME

Shows speed — not whether the answer is trustworthy.

SELF-SERVICE DEFLECTION

Strong operational value signal when causality is credible.

Do not confuse a healthy KM system with a valuable KM system.

Measure what changed because KM happened

Activity metrics are useful diagnostics. Quality is demonstrated further downstream.

The higher we measure, the closer we get to quality and value.

1 KM ACTIVITY

Contributions •
searches • lessons
captured

2 KNOWLEDGE QUALITY

Accuracy • currency •
context • provenance

3 KNOWLEDGE USE

Accessed • reused •
transferred • applied

4 DECISION / BEHAVIOR

A decision improves •
a process changes •
an error is avoided

5 ORGANIZATIONAL OUTCOME

Time • cost •
readiness • reliability
• innovation •
mission value

Critical Knowledge

Knowledge management addresses knowledge that is critical and vulnerable.

Addressing critical knowledge maximizes the value impact of KM since it focuses on core activities.

What is the process to identify it? There will be a lot of it.

ISO 9001 Quality Management – critical processes

How do you do it??

INTERVAL

There are three interfaces between Knowledge Management and AI

Treating “KM + AI” as one topic hides three very different management areas and problems.

KM → AI

KM in support of AI

Prepare trusted, accessible, contextualized knowledge so AI has a reliable operating environment.

AI → KM

AI in support of KM

Use AI to locate, classify, connect, summarize, surface and help maintain organizational knowledge.

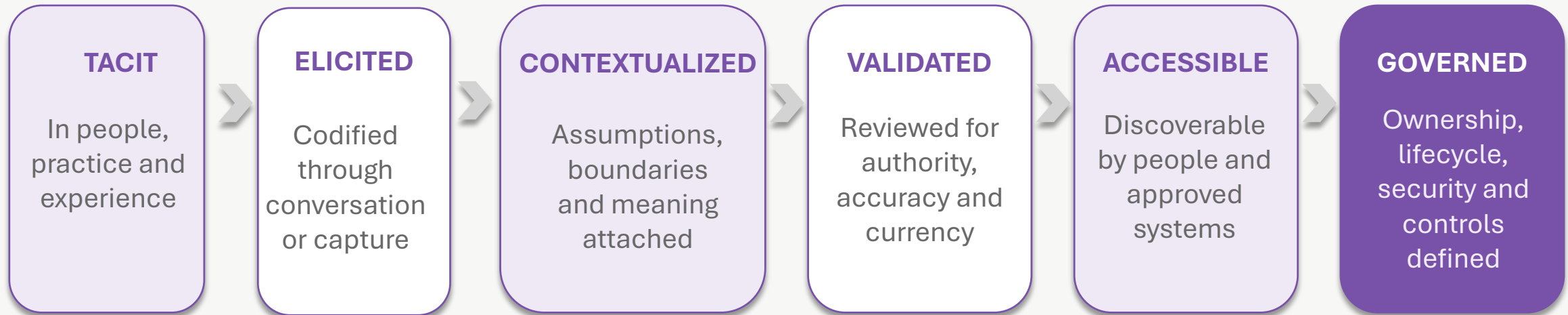
KM + AI

Integrated capability

Combine human expertise, governed organizational knowledge and AI in the flow of work.

KM in support of AI: make knowledge AI-ready

The critical issue is not only whether knowledge is “codified”; it is whether AI can access trustworthy knowledge with sufficient context.



**AI amplifies the knowledge environment it is given.
Quality KM makes that environment trustworthy.**

AI in support of KM: augment the knowledge lifecycle

The best use cases strengthen human KM processes rather than replace them.

DISCOVER

Identify critical knowledge, experts and emerging gaps.

CONNECT

Recommend people, content, lessons and communities.

SYNTHESIZE

Summarize large volumes while preserving source traceability.

CLASSIFY

Tag, organize and route knowledge at scale.

MAINTAIN

Flag stale, duplicate, conflicting or under-used knowledge.

ASSIST

Bring relevant organizational knowledge into the flow of work.

WHAT IF AI COULD INTERRUPT THE MEETING?

“Before you approve this decision...”

The organization tried a similar approach in 2022 and 2024. Here are the relevant lessons, the experts involved, the assumptions that failed, and the current policy constraint.

WOULD YOU TRUST IT?

- Accurate?
- Current?
- Authoritative?
- Contextualized?
- Traceable?
- Governed?

AI trust is a KM quality problem before it becomes an AI problem.



A practical quality test for KM leaders

Before you scale AI, ask whether the knowledge environment passes these six tests.

01 OWNERSHIP Who is accountable for this knowledge?

02 PROVENANCE Can we trace where it came from?

03 VALIDITY Is it accurate and authoritative enough for the use?

04 CURRENCY Is the knowledge maintained at the required pace?

05 CONTEXT Will users understand assumptions, limits and applicability?

06 OUTCOME Can we show that use of the knowledge improved performance?

If the answer is weak for human decision-making, AI will NOT make the underlying knowledge stronger.

Quality in an AI world requires an integrated management system

Quality, knowledge, innovation and AI governance increasingly intersect in the same operating environment.



The objective is not four parallel compliance systems; it is one coherent operating model for trustworthy organizational performance.

STOP MEASURING KM BECAUSE IT HAPPENED.

Measure what changed because KM happened.

QUALITY KM FOR THE AI WORLD

Trusted knowledge
Effective use
Governed AI
Better decisions
Demonstrable outcomes

Ian Fry | Knoco International | Global KM Week 2026

