Using AI to Enable Knowledge Management

ES 99
Peterhouse College Cambridge
Monday 13th December 1999

Workshop Report

This report was prepared by the workshop facilitators and is therefore subjective. If you attended the workshop and would like to add your comments to this report please email Ian Watson ian@ai-cbr.org. The original call for participation is here.

Organisers

- John Gordon, NWAIAG
- Ann Macintosh - International Teledemocracy Centre, Napier University
- Ian Watson, University of Salford

Agenda

The following agenda was tabled and discussed by the participants - it was agreed to bring forward the SWOT analysis and to break at 4.00 PM to attend the panel discussion of the Smart Software meeting.

Position Papers

The following position papers were submitted and briefly presented by their authors and discussed by the participants.

- Alun Preece, University of Aberdeen, AI for Knowledge Management: Walk, Don't Run
- Gary Iain Lambley, John Moores University Liverpool, How Can Artificial Intelligence Techniques be Extended to Support Knowledge Management?
- Graeme West, Strathclyde University, Using AI to Enable Knowledge Management
- Benjamin Adesola, Cranfield University, "How can Artificial Intelligence techniques be extended to support Knowledge Management?" Knowledge Modelling Technology is the Answer.
- John Kingston, AIAI, Edinburgh University, Knowledge management is...

Discussion on Position Papers

A discussion was had by the group, prompted by the issues raised in the position papers. Brief notes can be read here.

Identification of KM activities

No attempt was made to "define" knowledge or management, but the group felt it useful to identify the tasks or activities involved in KM. Specific AI techniques, methods or technologies could then be linked to these KM tasks. The identification can be seen here.

SWOT Analysis

A SWOT analysis was performed by the group to see what strengths, weaknesses, opportunities and threats AI had in relation to KM. The results of the analysis can be seen here.

KM links

- A catagorised bibliography of KM publications can be seen here.
- NWAIAG's KM resource

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Using AI to Enable Knowledge Management

Expert Systems 99
Peterhouse College Cambridge
Monday 13th December 1999

Workshop Facilitators

- Ian Watson – AI-CBR, University of Salford University
- John Gordon – North West Artificial Intelligence Applications Group
- Ann Macintosh – Napier University

Agenda

time*	activity
9.35	welcome and housekeeping announcements
9.45	ice-breaker – workshop participants introduce themselves, briefly outlining their background, describing why they are interested in KM and stating what they want to gain from this workshop
10.15	re-write the agenda – is this the agenda you want? It's not set in stone you can change it now.
10.30	position statements – 5 position papers have been submitted to the workshop, the authors will be given a few minutes to summarise their positions
11.15	coffee
11.30	what is KM - can we agree on a definition of KM?
12.00	group activity – draw an influence diagram (concept map) for KM
12.30	discuss the diagrams – can we synthesise out a single diagram?
1.00	lunch
2.30	discussion – "what has been learned about knowledge in AI"
3.00	discussion – "what currently motivates KM"
3.30	group activity - SWOT analysis for using AI to enable KM
4.00	tea
4.30	group activity – prepare a statement explaining how your group would use AI to enable KM
5.00	future actions – what should we do know, plan for an event in 2000 (ECAI or ES00)???
5.30	close

* Times are approximate. The workshop is intended to be a fluid participatory meeting and this agenda is merely a guide to help organise the day.

Last updated January 3rd 2000

Alun Preece

University of Aberdeen

AI FOR KNOWLEDGE MANAGEMENT: WALK, DON'T RUN

This author would argue that the priority should not be to attempt to somehow "extend AI for knowledge management", but rather to concentrate on gaining experience in using AI for knowledge management. Existing AI technology has much to contribute for knowledge management - and is already having a limited impact in industrial knowledge management projects - but it will never be a "silver bullet". Fundamentally, knowledge management requires a collection of complementary techniques, from highly structured knowledge engineering to unstructured information retrieval. These techniques must be harnessed in effective knowledge management processes within an enterprise. AI techniques would seem to be successful for knowledge management when all three of the following conditions apply:

1) there is a genuine need for AI - there is some aspect of the enterprise's knowledge management requirements that cannot be addressed by a non-AI technique;

2) a process can be established to apply the AI technique with all necessary rigour - from knowledge acquisition through to delivery, including user training and ongoing maintenance;

3) the project is supportable by management - there must be a conviction at all levels of management overseeing the project that AI is the right way to go, and resources must be put behind the project.

The Aberdeen group has recently completed a very successful knowledge management project with Baker Hughes UK, in which highly-valuable expertise of company engineers was systematically captured by a well-defined knowledge acquisition process, then analysed and represented in a LOOM knowledge base. This knowledge base is being made available on the company intranet. The factors underpinning the success of the project were:

1) alternative approaches could not handle the rich and flexible queries the users demanded - a knowledge-based system was needed;

2) great attention was paid to creating a development procedure so that the company experts and users felt they had ownership in the delivered system;

3) there was a supportive management line from the local Aberdeen office directly to corporate HQ in Houston.

We would have failed if any of these factors had been missing.

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How Can Artificial Intelligence Techniques be Extended to Support Knowledge Management?

Gary Iain Lambley
John Moores University Liverpool

Knowledge management is the integrated adoption of organisational and technological best practise in order to achieve business performance improvement, informed by the understanding that knowledge provides the value behind all business processes. The knowledge perspective of a company is that of a changing, evolving collection of knowledge assets that form the basis of all decisions and actions performed by the company (see figure one).

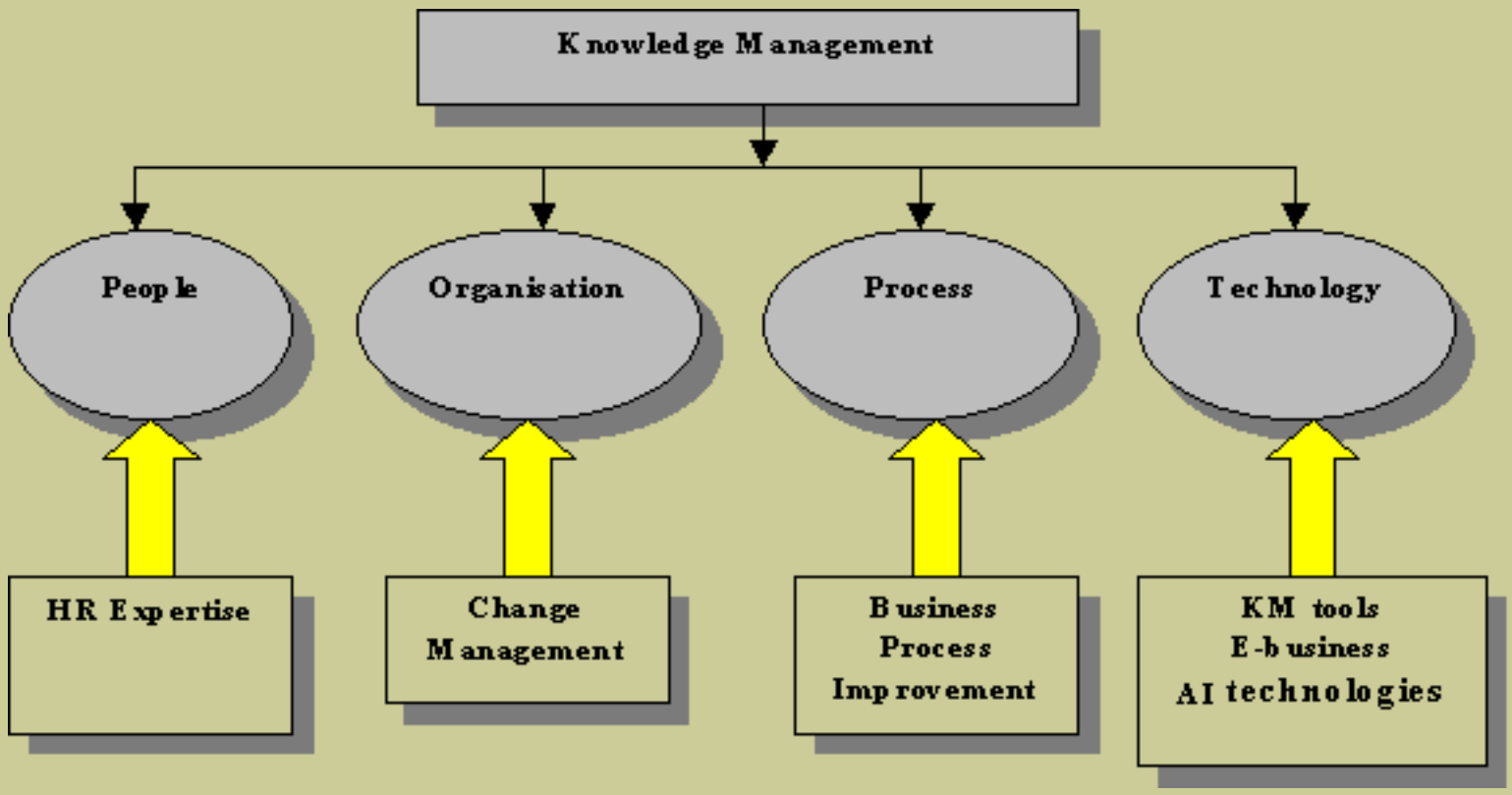

Figure 1. KM Integrated Capability

To support this level of asset there should be developments within artificial intelligence (AI) to capture and manipulate the knowledge of a person or function with a view to problem solving. Therefore there are three main areas of AI that will support knowledge management, those being expert systems, machine learning and problematic reasoning. (see figure two)

An ***expert system*** is a computer program that represents and reasons with knowledge of some specialist subject with a view to solving problems or giving advice. Such a system may completely fulfil a function that normally requires human expertise, or it may play the role of an assistant to a human decision maker. The decision maker may be an expert in his or her own right, in which case the program may justify its existence by improving the decision maker's productivity. Alternatively, the human collaborator may be someone who is capable of attaining expert levels of performance given some technical assistance from the program.

Machine learning is the idea that a computer system could perhaps learn to solve problems in much the same way that humans do, that is to say, by example. There appear to be three alternatives to the "hand building" of a knowledge base:

1. Interactive programs which elicit knowledge from the expert during the course of a conversation at the terminal.
2. Programs that learn by scanning texts rather as humans read technical books.
3. Programs that learn the concepts of a domain under varying degrees of supervision from a human teacher.

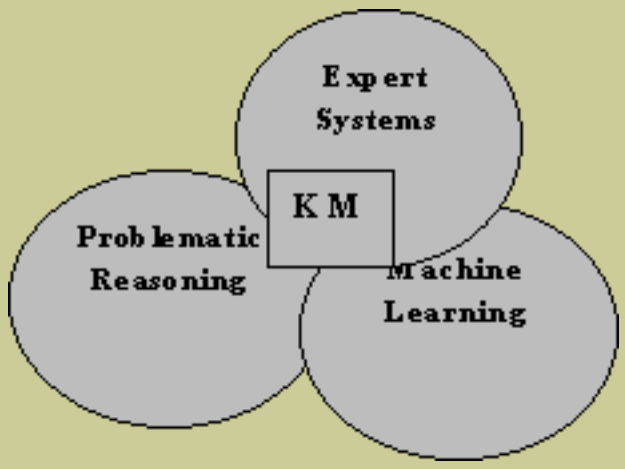

Figure 2 AI Support

Problematic reasoning can be integrated with both hierarchical planning and opportunities. Knowledge source activation records that represent desirable actions, but which have unsatisfied preconditions, can give rise to sub-goals to perform actions which cause those pre-conditions to be satisfied. Goal knowledge can be differentiated by distinguishing between the desire to perform an action, promote a state, cause an event.

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USING AI TO ENABLE KNOWLEDGE MANAGEMENT

Graeme West

Strathclyde University, UK

"How can Artificial Intelligence techniques be extended to support Knowledge Management?"

This discussion draws from experience being gained from a project entitled "Protection Design Knowledge Management" in conjunction with two major UK utility companies. The primary objective of the project is to provide a protection engineer with a single, virtual source of information for carrying out his/her job. Key problems being addressed in this project include :

· There is an increasing problem of retention and dissemination of increasingly scarce knowledge and experience in the area of protection design.

· Personnel being aware that the required knowledge exists but not knowing its location i.e. effective storage and retrieval of the knowledge

· Personnel not being aware that certain information exists in the first place (especially with less experienced engineers)

· New knowledge (e.g. experience in the field, new regulations, new products/developments, etc) not being effectively introduced to the process

The protection design process is complex, drawing upon a diverse range of knowledge sources, from company policies to technical data to the experience of the individual.

The main technique under investigation to support the design process is case-based reasoning in conjunction with a web-based environment and document management system.

Throughout discussion with several protection engineers it as been established that through the various stages of the design process they very rarely start anything from scratch, preferring to recall previous schemes which they have been involved in. Case-based reasoning can support this by providing a permanent means of storing information about a scheme. By making the CBR system a multi-user system all previous schemes can be accessed and not just those that the individual has been involved in. Another area of research is in the capture and re-use of design rationale. Often it is not enough to present the case in it's final format but the reasoning behind the decisions made may also be required, especially if the same approach is to be adopted for the current scheme. Finally, a rule-based component is also being considered to provide a reminder system where lessons learned, reminders or other documentation could be returned to the engineer at the relevant stages of the scheme.

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"How can Artificial Intelligence techniques be extended to support Knowledge Management?" Knowledge Modelling Technology is the Answer.

Benjamin Adesola

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Knowledge Management (KM) is an envelope term for how organisations can leverage their intellectual properties and competence. It is a topic of growing interest comprising activities focused on the organization acquiring knowledge from many sources, including its own experience and from that of others. As the resource of land, labour and capital begins to deplete, knowledge becomes the only sustainable source of competitive advantage. Management will continue to seek ways and means of harnessing and leveraging technical and non-technical knowledge to enable delivery of customer satisfaction.

Allen Newell (1982) knowledge level modelling perspective provides much needed support for knowledge management. By distinguishing between levels will lead to a simple and satisfactory view of knowledge and its representation, this dissolves some of the difficulties and confusions made about aspects of Artificial Intelligence[1].

Artificial Intelligence (AI) techniques such as *Knowledge-Based Systems* (KBS) can be extended to support KM through knowledge acquisition, modelling and reuse. A KBS[2] is a computer system, which uses knowledge to solve a task. Knowledge modelling is a pre-requisite for development of KBS and it can be used to support the development of Knowledge Intensive Systems (KIS). A Knowledge Modelling Framework[3] defines the basic types of organisation of an approach to knowledge modelling. Knowledge Modelling Approaches[4] defines the scope of modelling, methodology, and levels of specification. Knowledge Modelling technologies - in particular problem solving methods (reusable reasoning strategies) and ontologies (reusable terminologies) - are relevant to KM. We cannot begin to manage knowledge until we identify, capture and represent its components. To do this an organisation has to (1) develop application development frameworks; (2) specify languages for KBS; (3) generate libraries of reusable knowledge components and (4) develop knowledge modelling approach such as *ontologies* and *problem solving methods*. Above all, knowledge modelling technology is concerned with acquiring and modelling knowledge making it available throughout an organisation.

[1] Allen Newell (1982), The Knowledge Level, *Artificial Intelligence* 18, 87-127

[2] Stefik M. (1995) *Introduction to Knowledge Systems*. Morgan Kaufman, San Francisco, CA.

[3] Motta, E. (1999) *Reusable Components for Knowledge Modelling*. Case Studies in Parametric Design Problem Solving. Frontiers in AI and Applications, *Vol. 53*. IOS press

[4] Brazier F.M.T. and Wijngaards, N. (1997) A purpose Driven Method for the Comparison of Modelling Frameworks. Proceedings of the 7th Workshop on Knowledge Engineering: Methods and Languages - KEML '97. The Open University, 22-24 January, 1997.

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John Kingston
AIAI, Edinburgh University

Knowledge management is

"the identification and analysis of available and required knowledge assets and knowledge asset related processes, and the subsequent planning and control of actions to develop both the assets and the processes so as to fulfill organizational objectives." [2]

The above definition of knowledge management implies that is necessary for organizations:

- to be able to capture and represent their knowledge assets;
- to share and re-use their knowledge for differing applications and differing users; this implies making knowledge available where it is needed within the organization;
- to create a culture that encourages knowledge sharing and re-use.

From an information technology viewpoint, the true challenge for knowledge management therefore lies in accurate capture and accessible representation of knowledge assets. These are the areas to which the science of knowledge engineering has the most to contribute.

For a knowledge asset to be represented in a manner which is accurate, complete, embedded in its context, and yet comprehensible, *multi-perspective modeling* is required. As the name implies, multi-perspective modelling requires that a knowledge asset should be represented using a collection of knowledge models, each of which takes a different viewpoint on that knowledge. The diagram formats may (and probably should) differ between perspectives, but all knowledge items are drawn from a single underlying repository.

We propose that the various perspectives that are recommended by the CommonKADS methodology can be summarised under the following headings: *how* a process is carried out, *who* does it, *what* information is needed, *where* that information comes from, *when* each activity must be carried out, and (less explicitly) *why* the process is performed. Table 1 gives more detail on the expected contents of these perspectives.

Perspective	Description
What	Declarative knowledge about things as opposed to procedural knowledge about actions. "What" knowledge encompasses concepts, physical objects, and states. It also includes knowledge about classifications or categorisations of those states.
How	Knowledge about actions or events. It includes knowledge about which actions are required if certain events occur; which actions will achieve certain states; and the required or preferred ordering of actions.

When	When actions or events happen, or should happen; it is knowledge about the controls needed on timing and ordering of events.
Who	The agents (human or automated) who carry out each action, and their capabilities and authority to carry out particular actions.
Where	Where knowledge is needed and where its comes from -- communication and input/output knowledge.
Why	Rationale; reasons, arguments, empirical studies and justifications for things that are done and the way they are done.

Table 1: Descriptions of perspectives

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Discussion on Position Papers

The following notes were taken of the discussion of the presented position papers.

Alan Preece

A broad "*holistic*" view or process is required for KM. There is more emphasis on catagorising knowledge (K) through ontologies to long lasting K repositories with explicit processes to maintain and update K.

Garry Lambley

KM involves people, organisations, processes and technology. Garry highlighted that process modelling needs associated K modelling to identify critical K required to carry out the processes. Trust is required to change culture.

Graeme West

For KM you must know:

- what K exists
- where the K is
- how new K can be integrated

and you must capture the rational behind the use of K. A discussion was had about if we need to define K per se of focus on K as an asset required/used by an organisation.

Benjamin Adesola

For KM we must make explicit K related processes. K does not exist in isolation, but in a context. This context scopes what K is required. A discussion asked how we can put a value on K? If we can assign value to K then we can use the value to determine the worth of *capturing* it.

John Kingston

John showed through a simple example that very often the K required to understand a problem and its solution is often of a high order and is not (perhaps contrary to many people's perceptions) hard to elicit. However, sometimes very precisely contextualised K is required to solve specific problems. This K can be hard to elicit since it may not seem relevant even to the initial problem solver.

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Identification of KM activities

No attempt was made to "define" knowledge or management, but the group felt it useful to identify the tasks or activities involved in KM. Specific AI techniques, methods or technologies could then be linked to these KM tasks. The KM tasks and activities were brainstormed by the group and no attempt was made to rigorously define terms, hence there is redundancy and overlap between terms. Of these terms four (acquire, analysis, preserve and use) were felt to broadly categorise the other terms.

KM tasks or activities	AI methods or techniques
acquire learn create identify	knowledge elicitation machine learning information extraction
analysis assess validate value	ontologies knowledge modelling & representation formal verification of K V&V
preserve organise represent maintain develop transform capitalise	ontologies knowledge modelling & representation V&V KBS CBR
use transfer reuse apply share solicit advertise	ontologies agent technology KBS CBR

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SWOT Analysis

A SWOT analysis was performed by the group to see what strengths, weaknesses, opportunities and threats AI had in relation to KM. The items listed under each heading are in no particular order

Strengths

- good support for the identification and acquisition of K both through conventional K elicitation techniques and ML techniques
- experience of categorisation through the use of ontologies
- K modelling and representation techniques
- understanding of problem solving methods
- support for sharing and reuse of K
- experience of the reuse and application of K (e.g., via KBS and CBR)

Weaknesses

- poor understanding of cultural or organisational issues
- no support for valuing K assets
- limited contribution for dealing with tacit K
- AI techniques may discourage a holistic view of K
- limited support for recognising redundant K
- AI systems can be complicated, requiring very specialist skills and can be expensive (AI is viewed as "*rocket science*").

Opportunities

- AI has a lot of practical experience and techniques to offer KM
- AI could become better accepted within companies
- KM is a good vehicle for research funding

Threats

- KM is yet another management buzzword
- KM could/will be overtaken by a "*new*" hyped movement in 5 years and if AI is too closely

associated it will be percieved as "*old hat*" and suffer from (another) backlash.

- KM may be taken over by document management, groupware and Intranet software companies
- conversely KBS applications are not KM either

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Version 4.0, January, 2000
(Prepared by Eric Tsui, Computer Sciences Corporation, Email: etsui2@csc.com.au)

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