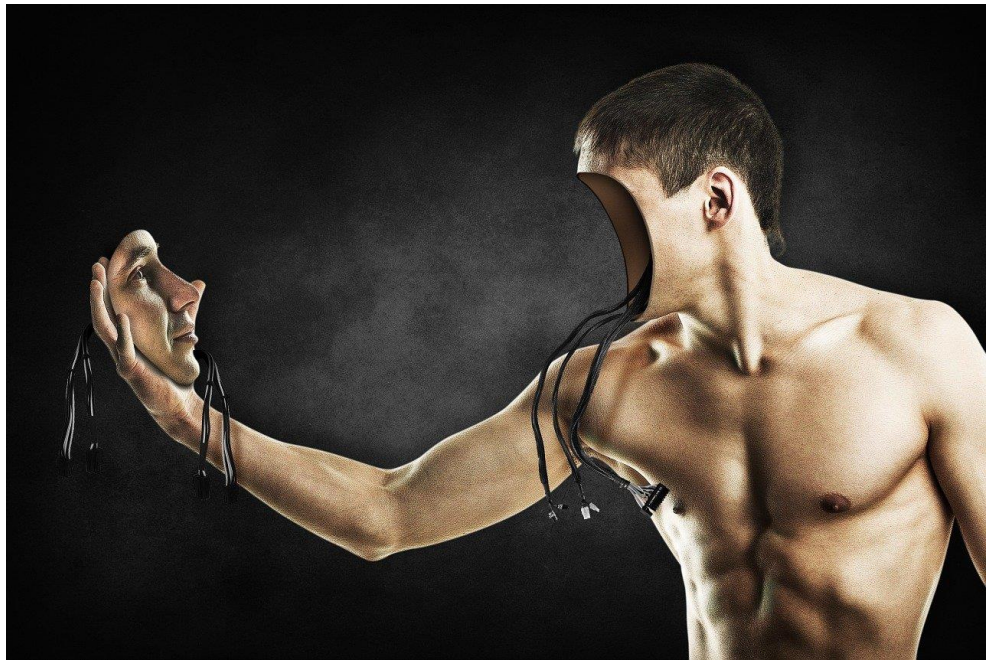
Wissensmanagement x KI: Macht generative KI das persönliche Wissens-management 50% produktiver?

Simon Dückert, Cogneon GmbH

GfWM Seminar MfM, 16.05.2025



>WhoAmI

- 😮 Im 50. Lehrjahr
- 🗺️ Wohne in Nürnberg
- 👨‍👩‍👧 Verheiratet, Tochter, Team Katze
- 💻 Natural Born Digital, CCC
- 🦉 Studierte: Elektrotechnik + Philosophie
- 🕸️ Wissensmanagement seit 1999
- 🎤 Podcast & Podcast-Enthusiast
- 👨‍💼 CEO @ Cogneon est. 2001

3 Das T in MOT in unseren Projektenüber die Zeit

Filespace, Mailinglisten, Foren

Portale, WCMS, DMS, Search

Wiki

Enterprise 2.0, Enterprise Social Networks

Video, Multimedia, Podcast, Mobile

Microsoft 365, Cloud, SMAC

Business Analytics, Low/No Code

Generative KI

Remote / Hybrid Knowledge Work

DATEV #DATEVlernt
Barcamp, KI, Intranet

Siemens Healthineers #DT
Intranet, Office 365, Barcamp, KI

Adidas #LC
Intranet, Enterprise 2.0, Learning Campus

Audi #Z20 / Volkswagen #GC
Wissensaktivierung/Expert Debriefing, Intranet, Wiki, Community Management, ESN, Barcamp, O365, KI

Schaeffler #WM
Intranet, Expert Debriefing, Wiki, Barcamp, Communities of Practice, Lessons Learned

2000

2010

2020

Ausgründung 2001 aus Fraunhofer IIS und KI Lehrstuhl Uni Erlangen

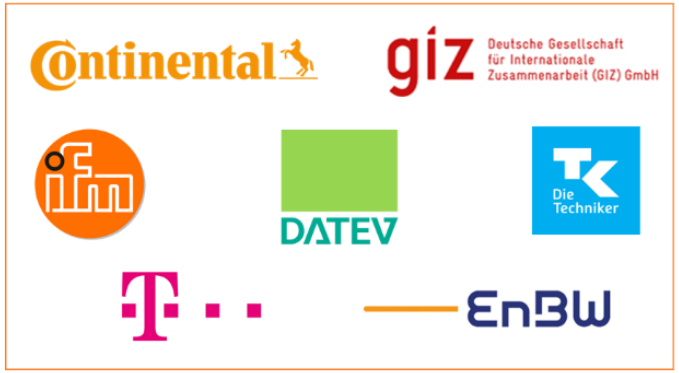
Inhalt

- Was ist Wissensmanagement?
- Wissensmanagement 1.0 – 3.0 (1995-2020)
- Wissensmanagement NextGen
- Wo können Organisationen starten?
- Fragen & Antworten

2025 läuft Wave 2 des Projekts

Benchlearning Projekt 2024

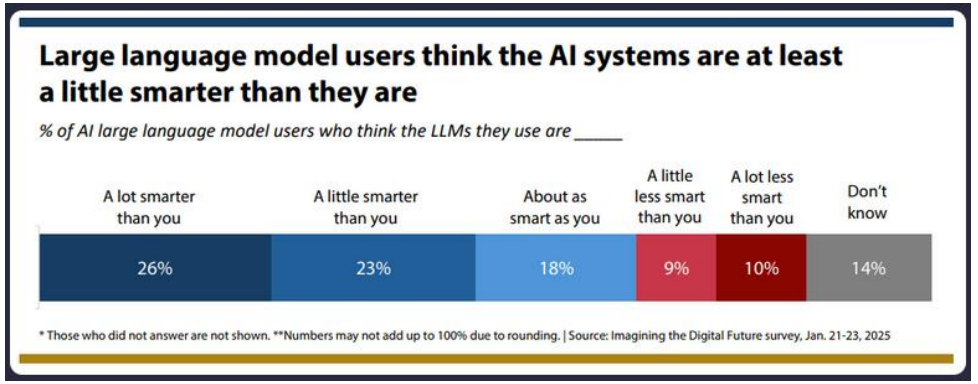
KI für Alle



COGNEON
The Knowledge Company

5 KI – die vierte Kränkung der Menschheit?

1. **Kosmologische Kränkung:** Die Erde ist nicht Mittelpunkt des Weltalls (Kopernikus).
2. **Biologische Kränkung:** Der Mensch ist aus der Evolution entstanden (Darwin).
3. **Psychologische Kränkung:** das Unbewusste dominiert das Bewusstsein (Freud).
4. **Kognitive Kränkung:** Generative KI ist intelligenter als wir Menschen.



6 Was ist Wissensmanagement?

gpt-4o Today at 09:14

Wissensmanagement bezieht sich auf die systematische **Erfassung**, **Organisation**, **Speicherung** und **Nutzung** von Wissen innerhalb einer Organisation, um die **Effizienz** und **Effektivität** von Prozessen zu verbessern. Es umfasst die **Identifizierung** von relevantem Wissen und dessen **Dokumentation** und Speicherung, sodass es leicht zugänglich ist. Methoden wie **Wissensdatenbanken**, **Wikis** und **Dokumentenmanagementsysteme** erleichtern diesen Prozess. Außerdem tragen **Communities of Practice** und **Schulungsprogramme** dazu bei, den Austausch und die Weiterbildung zu fördern. Durch effektives Wissensmanagement können Organisationen ihre **Wettbewerbs- und Innovationsfähigkeit** steigern, indem sie das kollektive Wissen optimal nutzen.

Meta: Llama 4 Maverick (free) Today at 09:14

Wissensmanagement bezeichnet die systematische **Erfassung**, **Organisation**, **Speicherung**, **Verteilung** und **Nutzung** von Wissen innerhalb einer Organisation, um die **Effizienz** und **Effektivität** von Prozessen und Entscheidungen zu verbessern. Dazu nutzen Organisationen Werkzeuge wie **Wissensdatenbanken**, **Wikis** oder **Dokumentenmanagementsysteme**, um relevantes Wissen zu speichern und den Austausch von Informationen zu fördern, und setzen auf **Communities of Practice** und **Schulungsprogramme**, um die Weiterbildung der Mitarbeiter zu unterstützen und so die **Wettbewerbsfähigkeit** und **Innovationsfähigkeit** zu steigern.

Unsere Definitionen

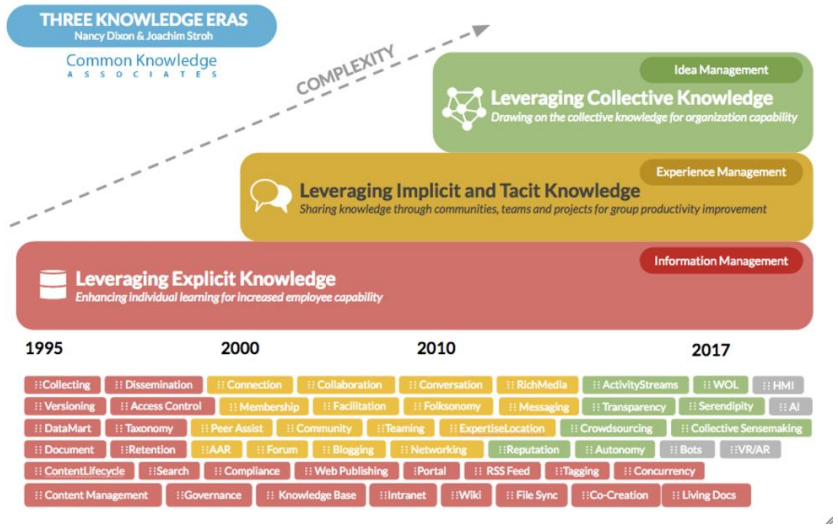
Wissensmanagement (WM) ist die Führung und Gestaltung* von Lernenden Organisationen.

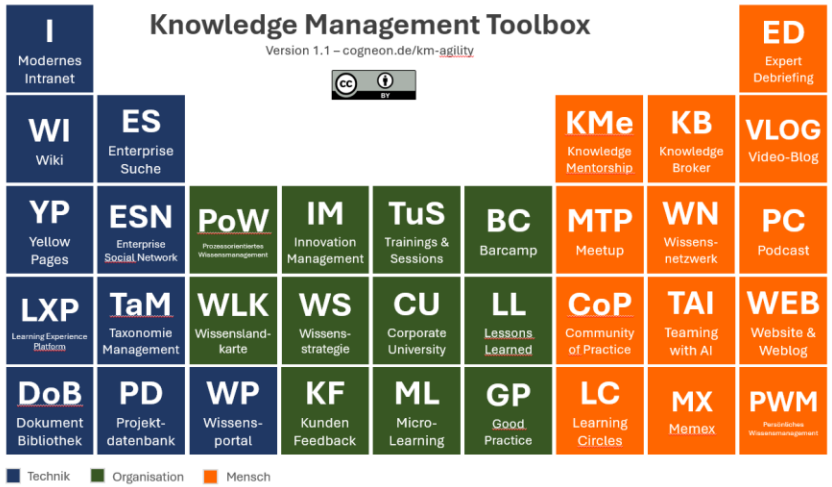
*) Gestaltungsfelder z.B. Organisationsstruktur, Prozesse, Rollen, Aufgaben, Ziele, Strategie, Kultur, technische Infrastruktur.

Eine **Lernende Organisation (LO)** ist eine Organisation, die die Fähigkeit besitzt, Wissen zu generieren, zu akquirieren und zu verteilen und ihr Verhalten auf Basis neuer Erkenntnisse und Einsichten zu verändern.

Die drei Ären des Wissensmanagements (Garfield, Dixon, Stroh)

- **KM 1.0: 1995-2000 - Collection**
  - Content-/Dokumenten-Management
  - Yellow Pages, Skill-Profile
  - Portale
  - Suchmaschinen
- **KM 2.0: 2000-2010 – Enterprise 2.0**
  - Weblogs
  - Wikis
  - Soziale Netzwerke
  - Tags (statt Ordner)
- **KM 3.0: 2010-2020 – Connection**
  - Communities
  - Enterprise Social Networks
  - Working Out Loud
  - Chat-based Collaboration





Quelle: nach Stan Garfield beim Knowledge Camp 2021, Common Knowledge Associates.

9 Wissensmanagement ~~ist~~ sollte Standard sein

INTERNATIONAL STANDARD

ISO 9001

Fifth edition
2015-09-15

Quality management systems — Requirements

Systèmes de management de la qualité — Exigences

7.1.6 Organizational knowledge

The organization shall determine the knowledge necessary for the operation of its processes and to achieve conformity of products and services.

This knowledge shall be maintained and be made available to the extent necessary.

When addressing changing needs and trends, the organization shall consider its current knowledge and determine how to acquire or access any necessary additional knowledge and required updates.

NOTE 1 Organizational knowledge is knowledge specific to the organization; it is generally gained by experience. It is information that is used and shared to achieve the organization's objectives.

NOTE 2 Organizational knowledge can be based on:

a) internal sources (e.g. intellectual property; knowledge gained from experience; lessons learned from failures and successful projects; capturing and sharing undocumented knowledge and experience; the results of improvements in processes, products and services);

b) external sources (e.g. standards; academia; conferences; gathering knowledge from customers or external providers).

Normen-Download-Beuth-Cogneon GmbH-KdNr.7644446-LfNr.7209472001-2015-10-07 12:51

Reference number
ISO 9001:2015(E)

© ISO 2015

INTERNATIONAL STANDARD

ISO 30401

First edition
2018-11

Knowledge management systems — Requirements

Systèmes de management des connaissances — Exigences

5 Leadership

5.1 Leadership and commitment

Top management shall demonstrate leadership and commitment with respect to the knowledge management system by:

— fostering organizational values which enhance trust as a key element for knowledge management;

— ensuring that the knowledge management policy and knowledge management objectives are established, are compatible and are aligned with the strategic direction of the organization and can be evaluated;

— ensuring the integration of the knowledge management system requirements into the organization's business and project processes;

— ensuring that the resources needed for the knowledge management system are available;

— communicating the importance of effective knowledge management and of conforming to, or exceeding, the knowledge management system requirements;

— managing the process of change towards adoption and application of the knowledge management system, and towards the cultivation of a culture that values, supports and enables knowledge management;

— ensuring that the knowledge management system achieves its intended outcome(s);

— directing, motivating, inspiring, empowering and supporting persons to contribute to the effectiveness of the knowledge management system;

— promoting continual improvement of the knowledge management system;

— supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

Licensed to Cogneon GmbH / Simon Dückert (simon.dueckert@cogneon.de)
ISO Store Order: OP[illegible] / Downloaded: 2018-11-02
Single user licence only, copying and networking prohibited.

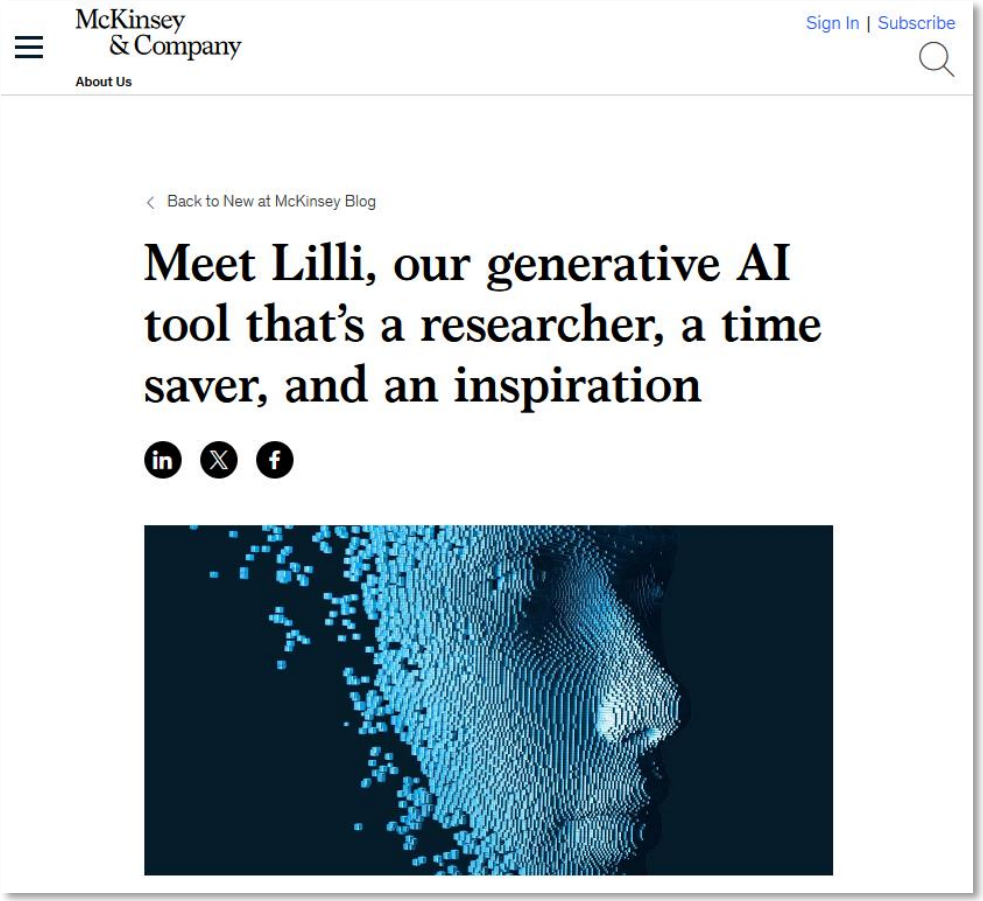
Reference number
ISO 30401:2018(E)

© ISO 2018

Wissensmanagement im KI-Zeitalter (2017+)

$$\text{WM NextGen} = \sum_{n=1}^{3} WM_{n.0} + KI$$

Meine These:
Wir betreten gerade das „AI First KM“ Zeitalter



Künstliche Intelligenz (1956-heute)

1956
Artificial Intelligence
Software, durch die Computer menschliche Intelligenz imitieren können

1997
Machine Learning
Algorithmen, deren Leistung sich durch Daten über die Zeit verbessert

2017
Deep Learning
Künstliche, neuronale Netze, die Muster aus Daten lernen

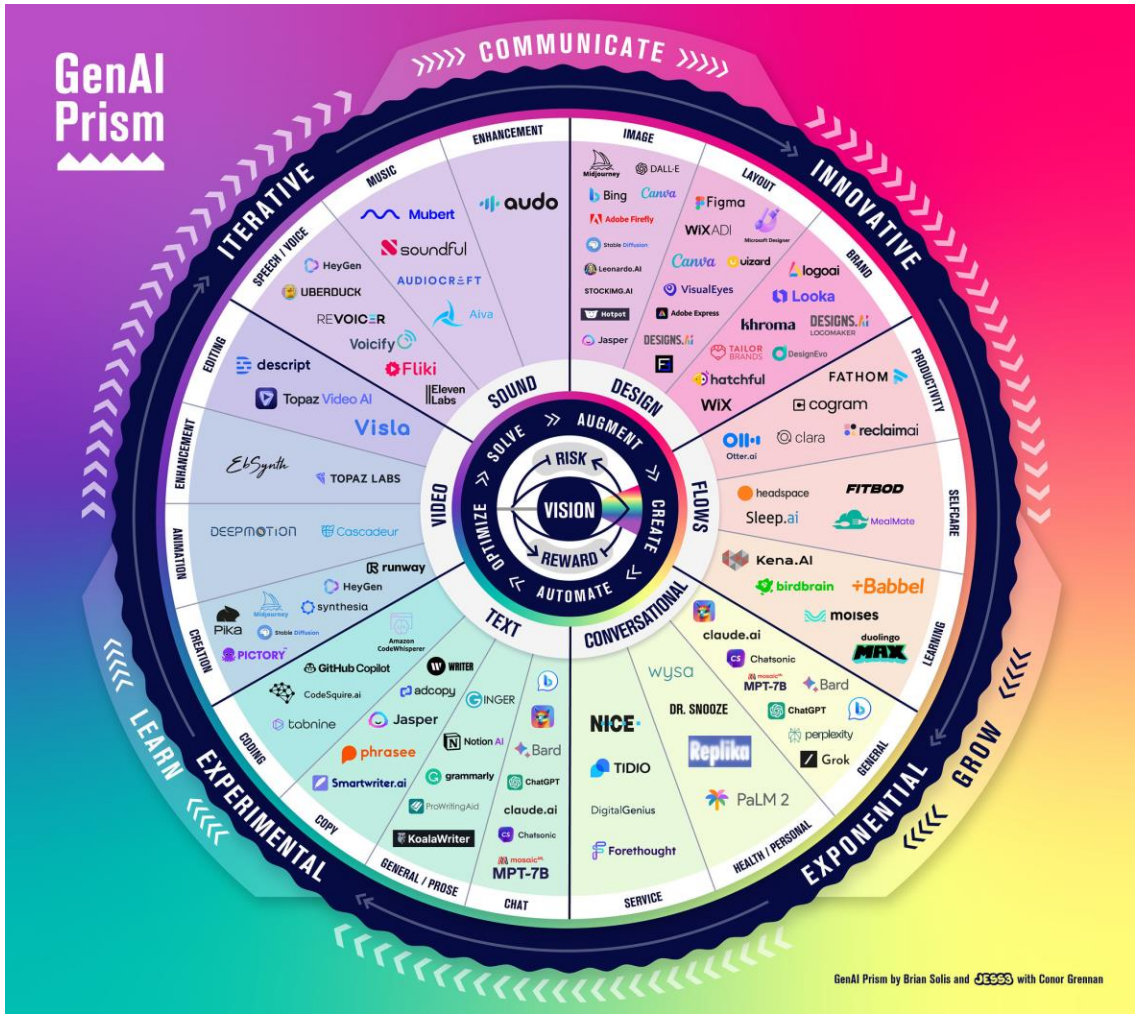
2021
Generative AI
Neuronale Netze, die Daten aus Modellen generieren können

Large Language Models

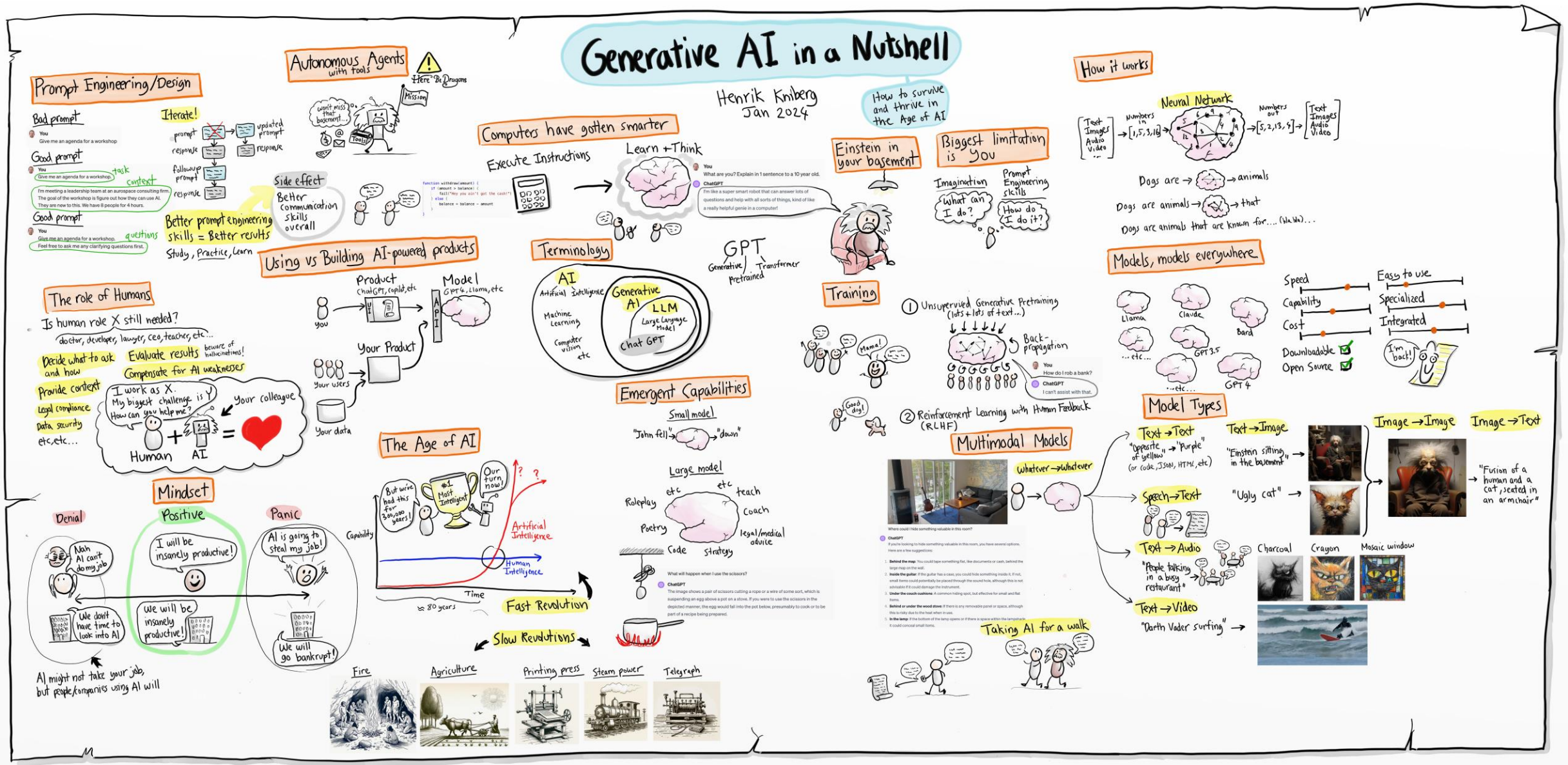
Diffusion Models

CC BY

2025:
Agentic AI

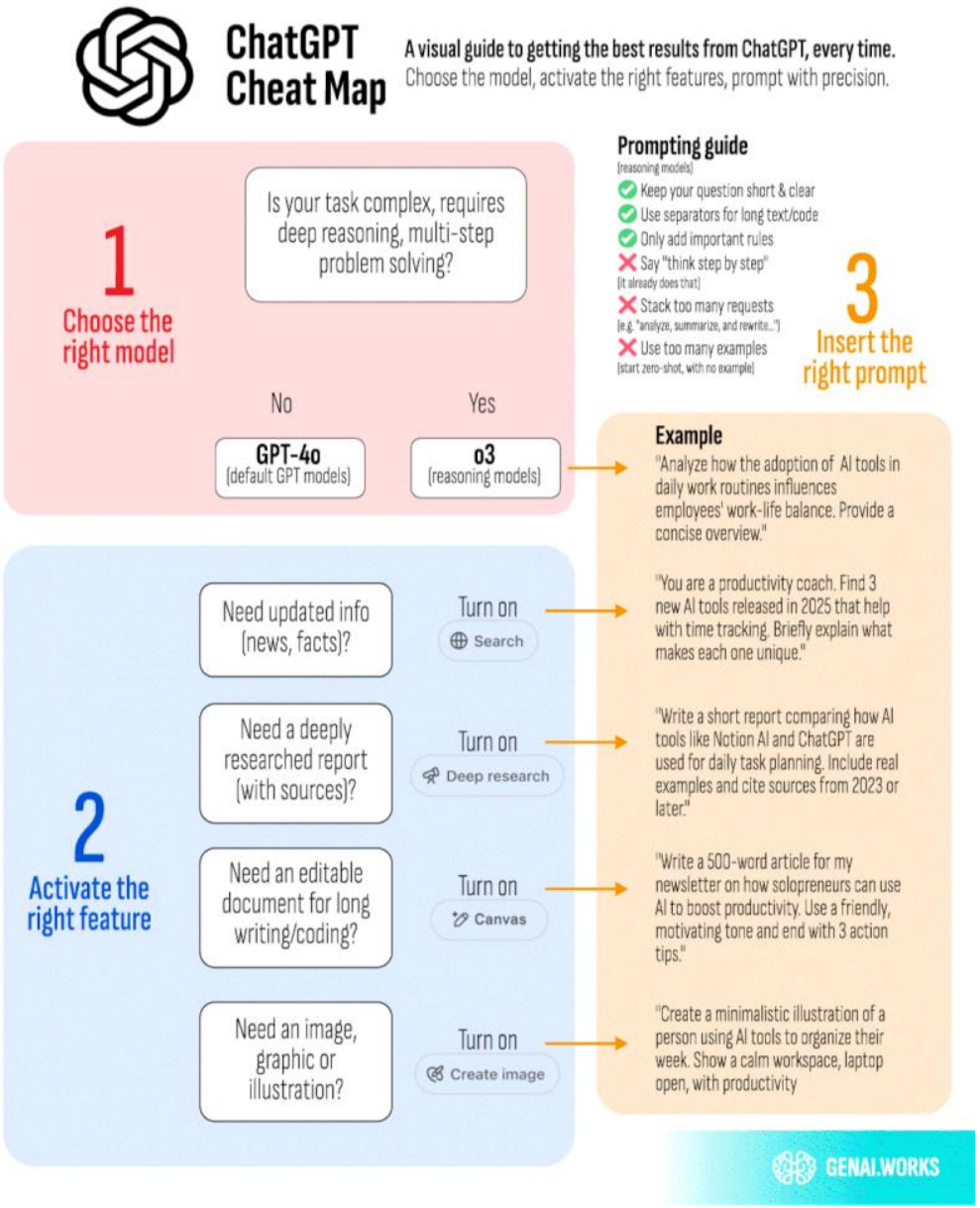


Generative AI in a Nutshell

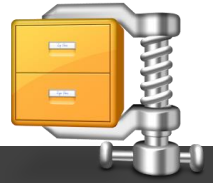


13 Which AI Model When?

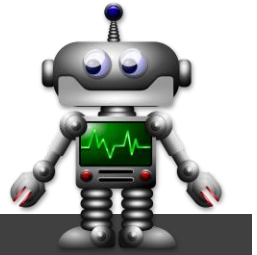
Models	GRIND	AIME 2024	GPQA	SWE Bench	MATH 500	BFCL	Alder Polyglot
GPT-4.1 nano	n/a	29.4%	50.3%	n/a	n/a	n/a	9.8%
GPT-4.1 mini	n/a	49.6%	65%	23.6%	n/a	n/a	34.7%
GPT-4.1	n/a	48.1%	66.3%	55%	n/a	n/a	n/a
Llama 4 Behemoth	n/a	n/a	73.7%	n/a	95%	n/a	n/a
Llama 4 Scout	n/a	n/a	57.2%	n/a	n/a	n/a	n/a
Llama 4 Maverick	53.6%	n/a	69.8%	n/a	n/a	n/a	15.6%
Gemma 3 27b	n/a	n/a	42.4%	10.2%	89%	n/a	4.9%
Grok 3 [Beta]	n/a	93.3%	84.6%	n/a	n/a	n/a	n/a
Gemini 2.5 Pro	82.1%	92%	84%	63.8%	n/a	n/a	72.9%
Claude 3.7 Sonnet	n/a	23.3%	68%	62.3%	82.2%	58.3	60.4%
GPT-4.5	46.4%	36.7%	71.4%	38%	n/a	69.94%	44.9%
Claude 3.7 Sonnet [R]	60.7%	61.3%	78.2%	70.3%	96.2%	58.3%	64.9%
DeepSeek-R1	53.6%	79.8%	71.5%	49.2%	97.3%	57.53%	64%
OpenAI o3-mini	50%	87.3%	79.7%	61%	97.9%	65.12%	60.4%
OpenAI o1-mini	n/a	63.6%	60%	n/a	90%	52.2%	32.9%
Qwen2.5-VL-32B	42.9%	n/a	46%	18.8%	82.2%	n/a	62.84%
DeepSeek V3 0324	n/a	59.4%	64.8%	38.8%	94%	58.55%	55.1%
OpenAI o1	57.1%	79.2%	75.7%	48.9%	96.4%	67.87%	61.7%
Gemini 2.0 Flash	53.6%	n/a	62.1%	51.8%	89.7%	60.42	22.2%



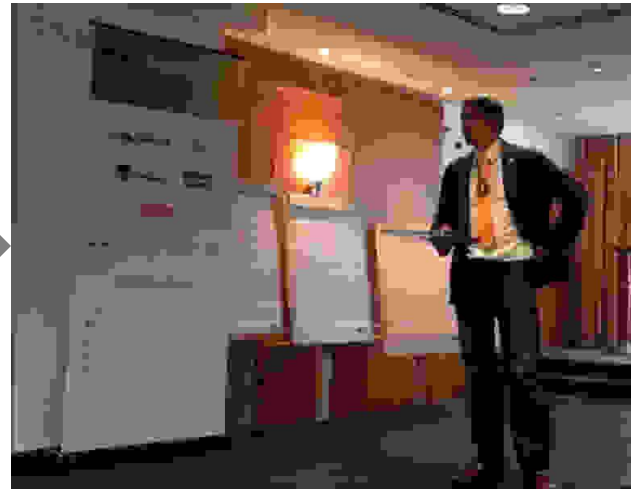
14 Wie Large Language Modelle funktionieren



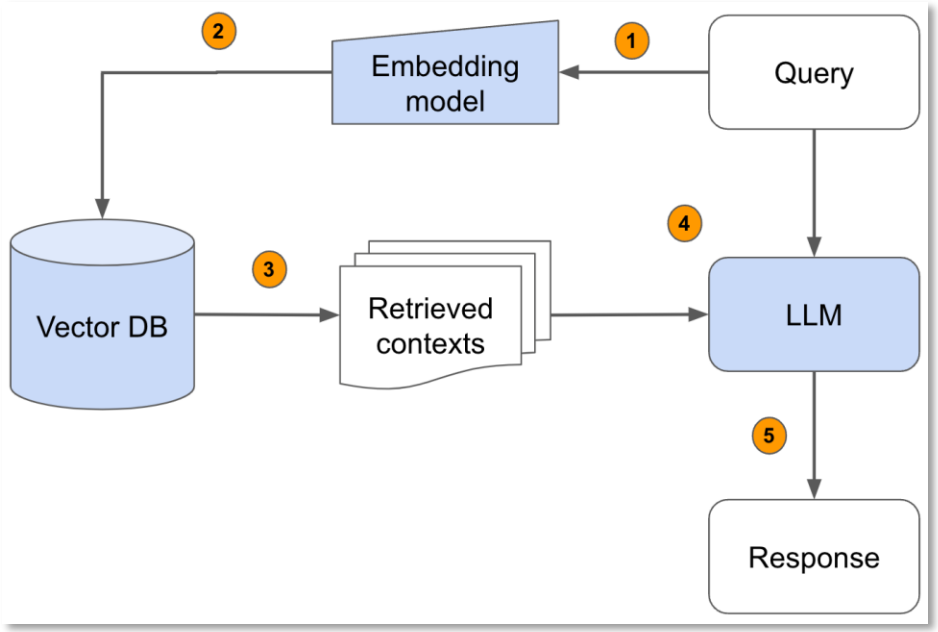
ZIP
(verlustfrei)

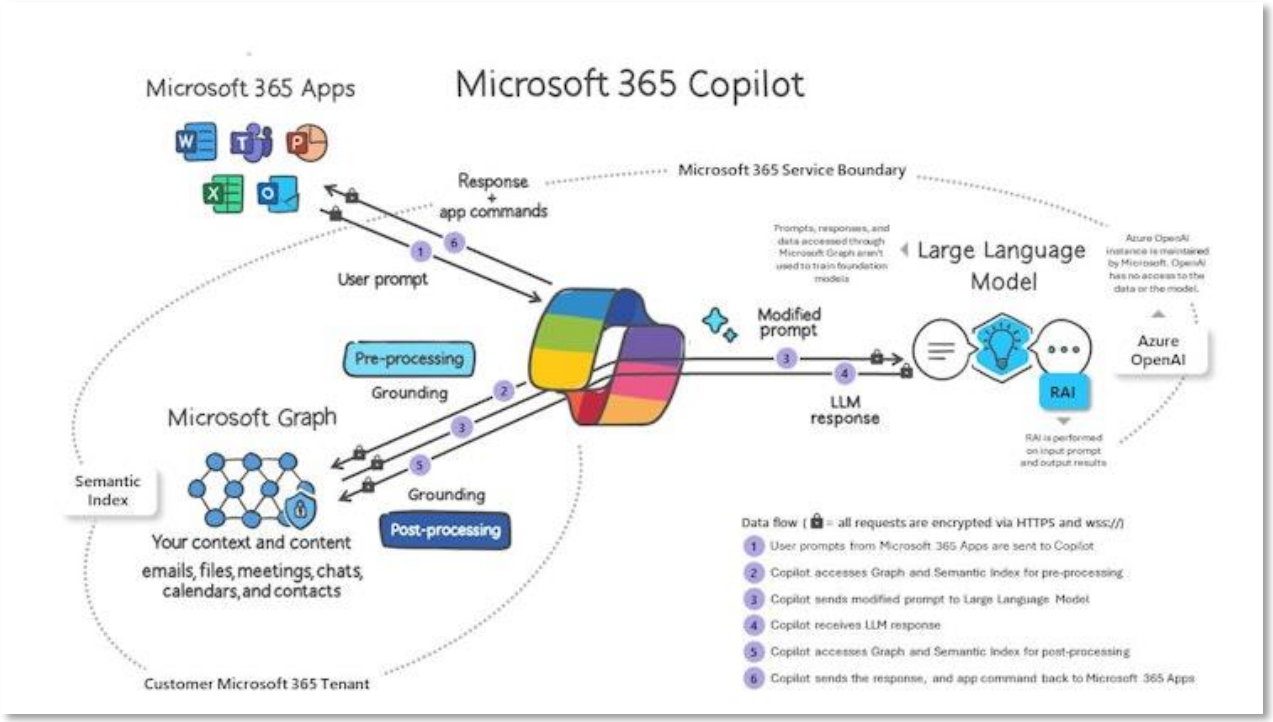


LLM
(verlust-
behaftet)

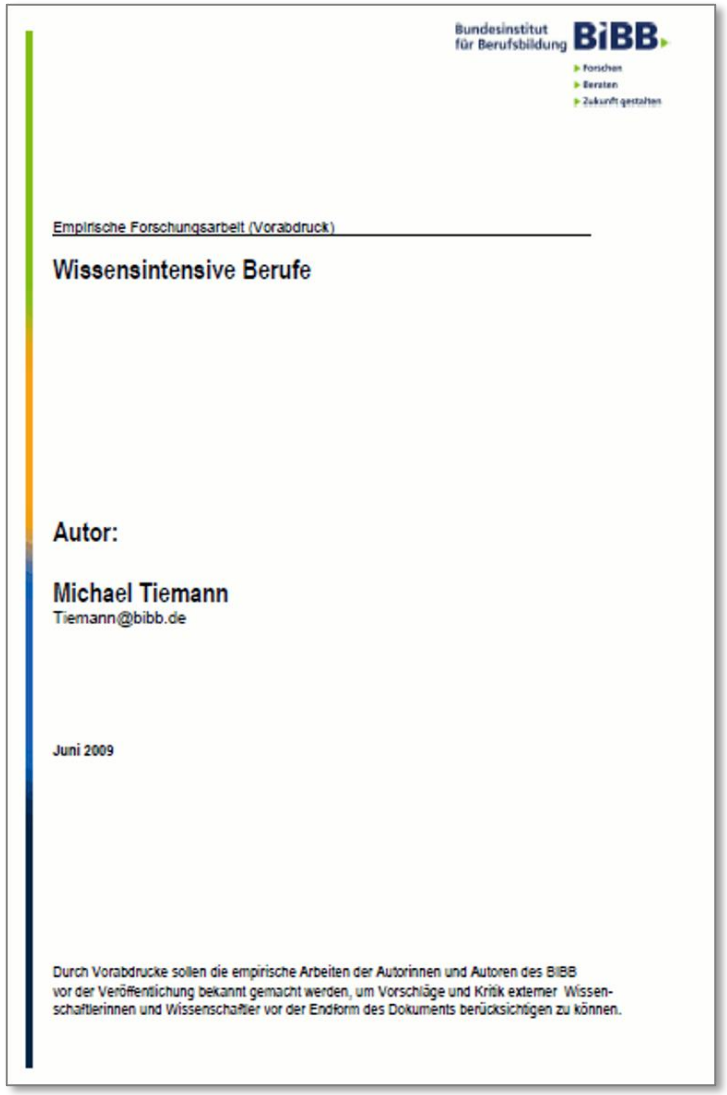


15 To RAG or not to RAG – das ist hier die Frage





Was ist Wissensarbeit?



Bundesinstitut für Berufsbildung BIBB
Forschen
Beraten
Zukunft gestalten

Empirische Forschungsarbeit (Vorabdruck)

Wissensintensive Berufe

Autor:

Michael Tiemann
Tiemann@bibb.de

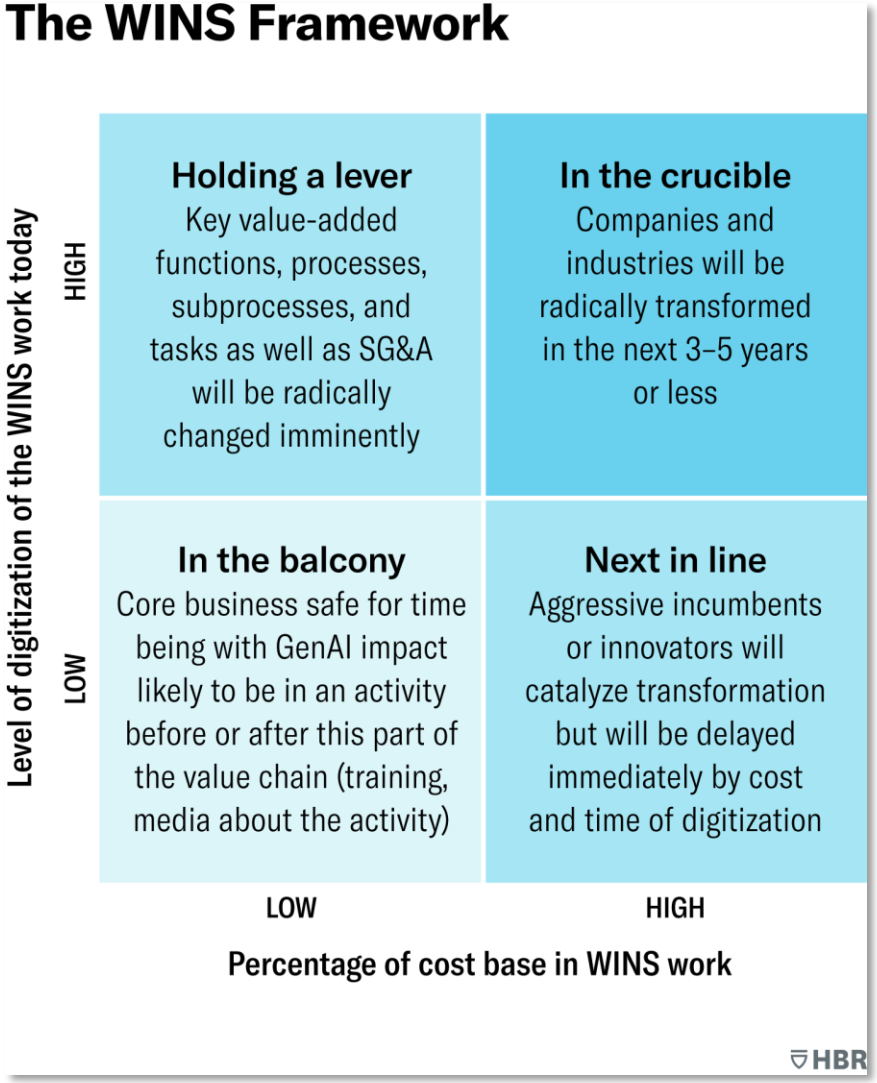
Juni 2009

Durch Vorabdrucke sollen die empirische Arbeiten der Autorinnen und Autoren des BIBB vor der Veröffentlichung bekannt gemacht werden, um Vorschläge und Kritik externer Wissenschaftlerinnen und Wissenschaftler vor der Endform des Dokuments berücksichtigen zu können.

Tätigkeiten, die für das Arbeiten in einem Beruf mit hohen Wissensanforderungen ausschlaggebend sind:

- Organisieren fremder Arbeitsprozesse
- Forschen und Entwickeln
- Ausbilden und Lehren
- Recherchieren
- Dokumentieren
- Informationen sammeln
- Informieren
- Beraten
- Arbeiten mit Computer

17 Welche wissensintensiven Tätigkeiten sind betroffen?



How Urgent Is It for My Firm to Pay Attention to GenAI?

We believe the easiest way for companies to proceed is to ask themselves two simple questions:

1. How much of our **cost** base is made up of WINS work?
2. How **digitized** are the WINS inputs today?

SHOPIFY

Menschen nur noch einstellen, wenn KI den Job nicht kann

In einer geleakten E-Mail macht CEO Tobias Lütke klar: Alle bei Shopify sollen KI benutzen und werden dazu auch abgefragt.

in Pocket speichern | merken

8. April 2025, 12:40 Uhr, Oliver Nickel

(Bild: KI-generiert durch Copilot Designer/Dall-E)

18 Was in der Praxis wirklich, wirklich funktioniert

How People Are Using Gen AI

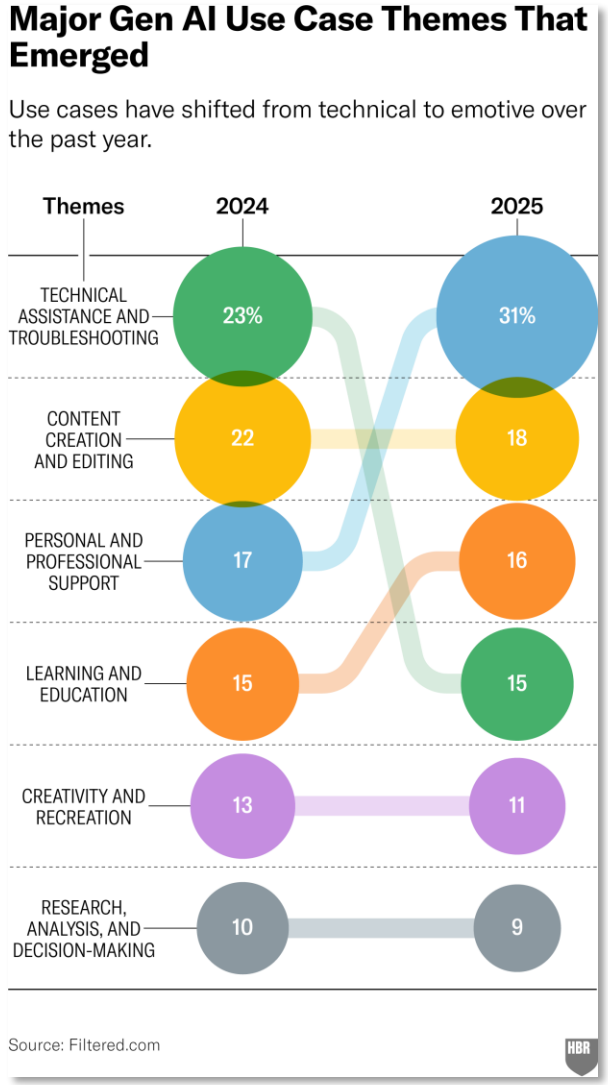
Have people found ways for generative AI to help lighten their workloads, increase their productivity, or think through problems in new ways? To understand how individuals are using the technology, researchers mined web forums like Quora and Reddit, filtering through tens of thousands of posts to identify 100 different use cases, which they then organized into six themes.

Themes: PERSONAL AND PROFESSIONAL SUPPORT; CONTENT CREATION AND EDITING; LEARNING AND EDUCATION; TECHNICAL ASSISTANCE AND TROUBLESHOOTING; CREATIVITY AND RECREATION; RESEARCH, ANALYSIS, AND DECISION-MAKING

Use cases — *Indicates a new use case*

1 Therapy/companionship
2 *Organizing my life*
3 *Finding purpose*
4 Enhanced learning
5 Generating code (for pros)
6 Generating ideas
7 Fun and nonsense
8 Improving code (for pros)
9 Creativity
10 Healthier living
11 Preparing for interviews
12 Generating relevant images
13 Specific search
14 Simple explainers
15 Cooking with what you have
16 Troubleshooting
17 Personalized learning
18 *Boosting confidence*
19 Adjusting tone of email
20 Explaining legalese
21 *Entertaining kids*
22 *Corporate LLM/Copilot*
23 *Writing student essays*
24 *Creating a travel itinerary*
25 Personalized kid's story
26 Medical advice
27 Reconciling personal disputes
28 Generating a legal document
29 *Deep and meaningful conversations*
30 *Anti-trolling*
31 Dungeons & Dragons
32 *Tax advice*
33 *Interacting with the deceased*
34 Summarizing content
35 Coding for amateurs
36 *Imagination*
37 Generating appraisals
38 *Relationship advice*
39 Practicing difficult conversations
40 *Building lists*
41 Homework
42 *Raising/guiding kids*
43 Work buddy
44 Refining prompts
45 Editing text
46 Drafting emails
47 Excel formulas
48 Evaluating copy
49 *Personal finance*
50 *Help with reading books*
51 Drafting a document
52 Drafting formal letter
53 Fact-checking
54 *Shopping*
55 Getting past writer's block
56 Fixing bugs in code
57 *Language learning*
58 Rubber duck debugging
59 *Understanding sex*
60 *Making sense of academic papers*
61 *Generating synthetic data*
62 Generating a lesson plan
63 *Classifying by criteria*
64 Ad/marketing copy
65 For entrepreneurs/startups
66 For people with ADHD
67 Writing/editing CV/résumé
68 *Organizing a brain dump*
69 *Thinking better*
70 Recommending movies, books, etc.
71 Meeting summaries
72 Cleaning up notes
73 Enhanced decision-making
74 *Navigating love lives*
75 Language translation
76 Replying to emails
77 *Learning at work*
78 *Enabling better conversations with doctors*
79 *Structured thinking*
80 Data entry
81 Explaining technical documents
82 Negotiating a deal
83 *Disputing a fine*
84 Generating video
85 Safe space to ask
86 *Eliminating meetings*
87 Using MS Office apps
88 *Creative writing*
89 *Exploring religion*
90 *Choosing wine*
91 *Customer service*
92 *Breaking the rules*
93 Sampling data
94 Spotting anomalies
95 Building a business plan
96 *Creating products and branding*
97 Writing blog posts
98 Writing social media copy
99 *Systematizing social media*
100 Planning workouts

Source: Filtered.com



Major Gen AI Use Case Themes That Emerged

Use cases have shifted from technical to emotive over the past year.

Source: Filtered.com

Co-Intelligence: Human + Artificial Intelligence

#1 Always invite AI to the table

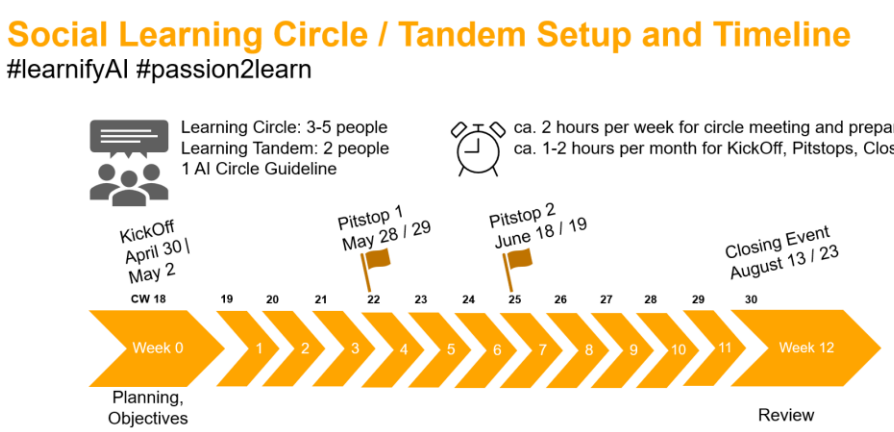
#2 Be the "human in the loop"

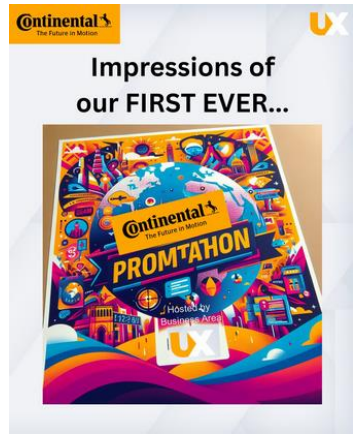
#3. Treat AI like a person (but remember it isn't)

#4. Assume this is the worst AI you'll ever use

20 Wie kann man die AI Literacy in Organisationen fördern?

- **KI Community:** Regelmäßige Interaktion, um voneinander zu lernen
- **KI Promptathon:** Event, bei dem echte Herausforderungen gemeinsam mit GenAI gelöst werden
- **KI Meetup:** Regelmäßige „Stammtische“ zu GenAI
- **KI Barcamp:** Barcamp zu Themen rund um GenAI
- **KI MOOC:** Ein großer Online-Kurs zu KI offen für alle
- **KI Livesessions:** 45-minütige Online-Sesions zu GenAI Themen
- **KI Learning Journey:** Begleitete Lernreise zu GenAI Themen in Learning Circles (je 4-5 Personen).





KEEP
CALM
&
LEARN
ON

Kontakt

@simondueckert

simon.dueckert@cogneon.de