

Creative Destruction

What will you do to shape the future of KM?

David Griffiths, PhD | KM Brazil 2021 Keynote: Collaboration - Innovation - Transformation
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Is KM of the People?

A dilemma for the library culture of access for all, no matter who, how, why. A big Western principle stressing egalitarianism. My respects.

However, Maori knowledge brings many together to share their passed down wisdom in person to verify inheritance; without this unity to our collective knowledge dissipates into cults of personality (Sullivan, 1999)



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“If we could first know where we are, and whither we are tending, we could then better judge what to do and how to do it.”

Abraham Lincoln (House Divided speech)



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How do *you* define Knowledge Management?

...and does it matter?



KM today is the result of all decisions taken to this point.

Where are we, and what are you doing to influence our future?



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The greatest problem for any [organisation] is that of developing its resources to the utmost. The solution of this problem involves a thorough knowledge of all resources – natural, intellectual, manual and financial – and thorough knowledge of all means of making the most of them.



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Nutting, 1918



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A knowledge-driven organisation is...an organisation, so arranged that the results of all its efforts are recorded and analysed. The lessons to be learned and the experience to be gained are thus made as much as a company's asset as more tangible things, and can be used in the direction of future undertakings



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Lusty, 1942



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Productive work in today's society and economy is work that applies vision, knowledge and concepts – Work that is based on the mind rather than the hand



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Drucker, 1959



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By Knowledge Management, I mean public policy for the production, dissemination, and use of information as it applies to public policy formulation



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Henry, 1974



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The core objective of knowledge management is getting the right information to the right people at the right times to help people share experiences and insights, and to improve the productivity of teams.

**Deloitte: Simplification of Work
Knowledge Management as a Solution (2016)**



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The core objective of knowledge management is getting the right information to the right people at the right times



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...to improve the productivity of teams.



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The Deloitte Human Capital Report 2020



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More respondents view knowledge management as sharing or preserving knowledge than as creating or deriving value from knowledge

How does your organization define “knowledge management”? (Select all that apply.)

Sharing knowledge: Documenting and disseminating knowledge

55%

Preserving knowledge: Maintaining knowledge for future access and use

44%

Creating knowledge: Developing new services, solutions, products, or processes

43%

Deriving value from knowledge: Tying knowledge to action

36%

Deloitte: 2020 Deloitte Global Human Capital Trends (n=8949)



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75%

Surveyed organizations that say **creating** and preserving knowledge across evolving workforces is important or very important for their success



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82%

Respondents who said their organizations need to do a better job of **tying knowledge to action**



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79%

Respondents who admitted that they must **be more effective at creating knowledge** to jump-start innovations and launch new products and services



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“”The reason *d’etre* of a firm is to continuously create knowledge. Yet, in spite of all the talk about ‘knowledge-based management’...there is little understanding of how organisations actually create and manage knowledge

Nonaka, Toyama & Konno (SECI, Ba and Leadership: a unified model of dynamic knowledge creation, 2000)



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“”We lack a general understanding of knowledge and the knowledge-creating process. The Knowledge Management that academics and business people talk about often means just ‘Information Management’

Nonaka, Toyama & Konno (SECI, Ba and Leadership: a unified model of dynamic knowledge creation, 2000)



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“”The most important aspect of understanding a firm’s capability... is the dynamic capability to continuously create new knowledge out of existing firm-specific capabilities, rather than the stock of knowledge (such as a particular technology) that a firm possesses at one point in time

Nonaka, Toyama & Konno (SECI, Ba and Leadership: a unified model of dynamic knowledge creation, 2000)



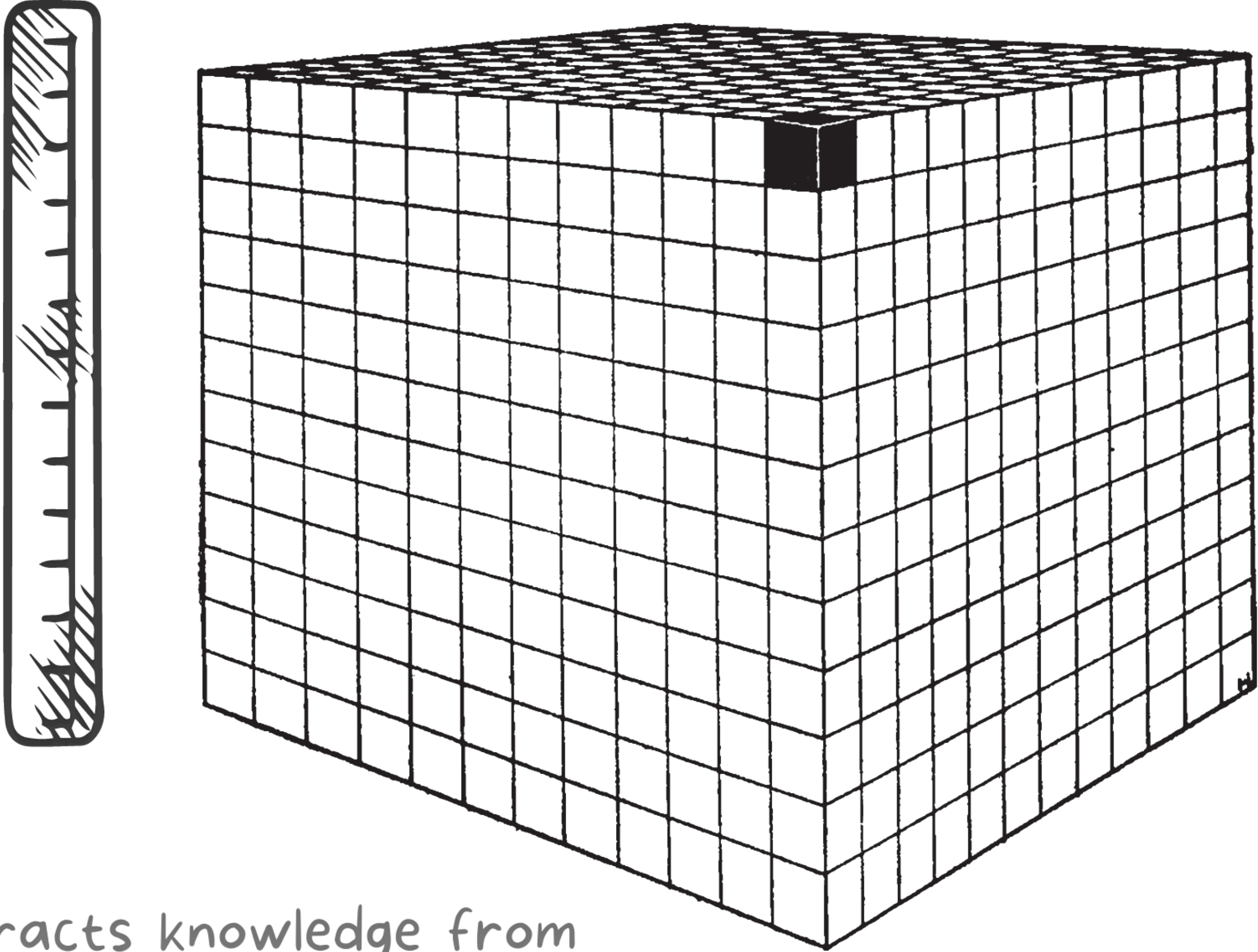
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Knowledge Management...



...extracts knowledge from
time and space



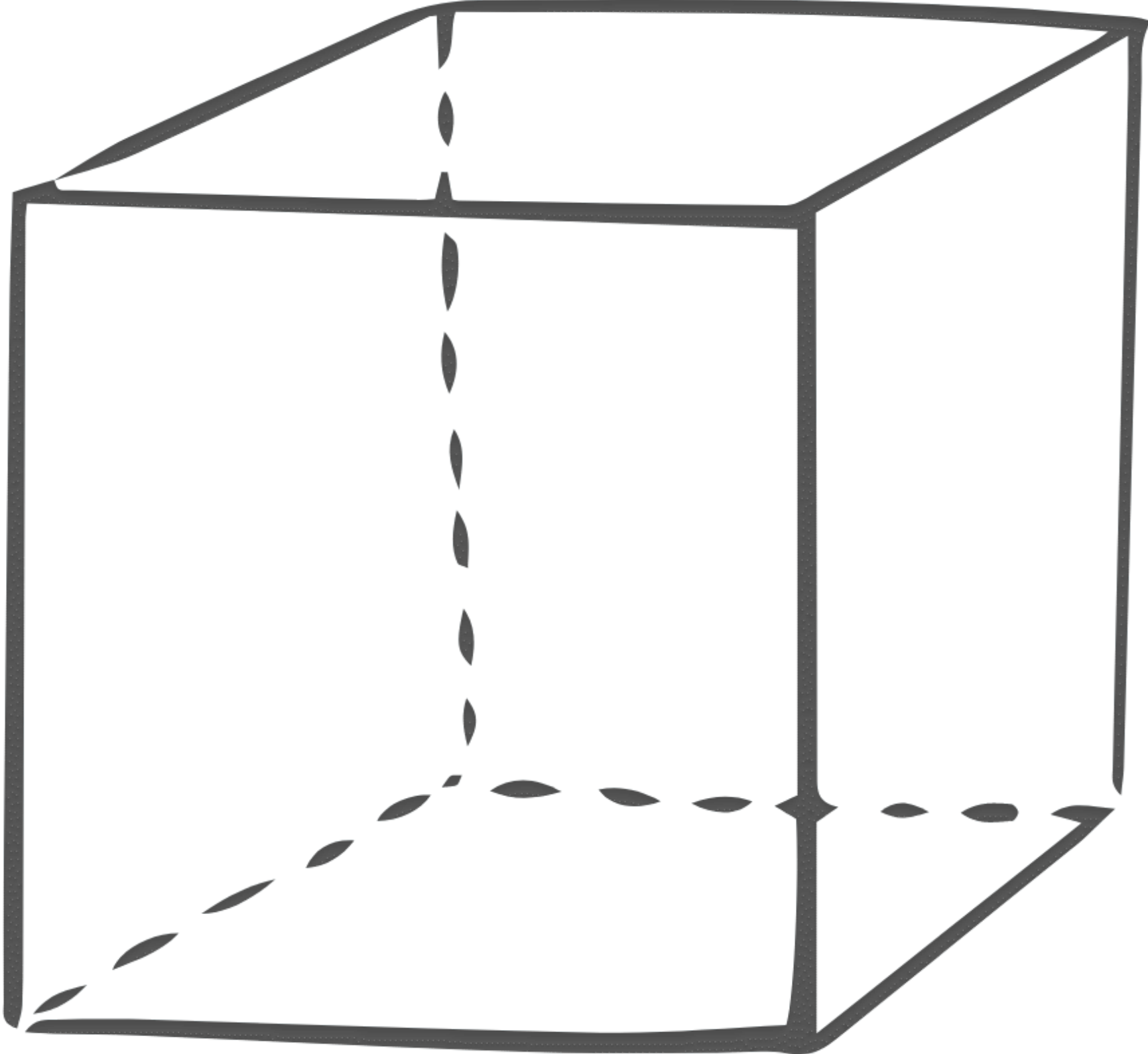
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Knowledge is...



...isolated, tagged, indexed & catalogued

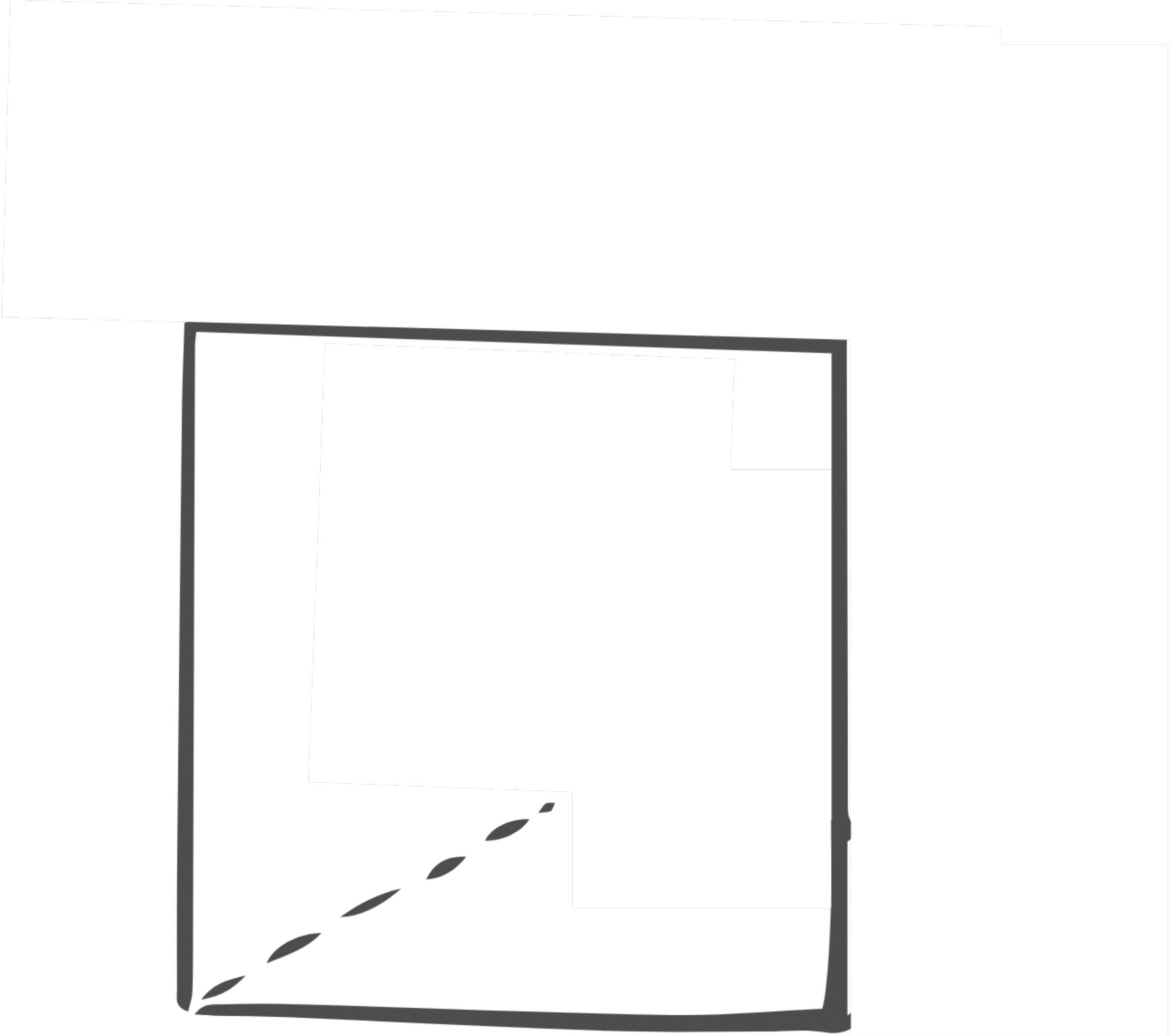


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...Simplified...



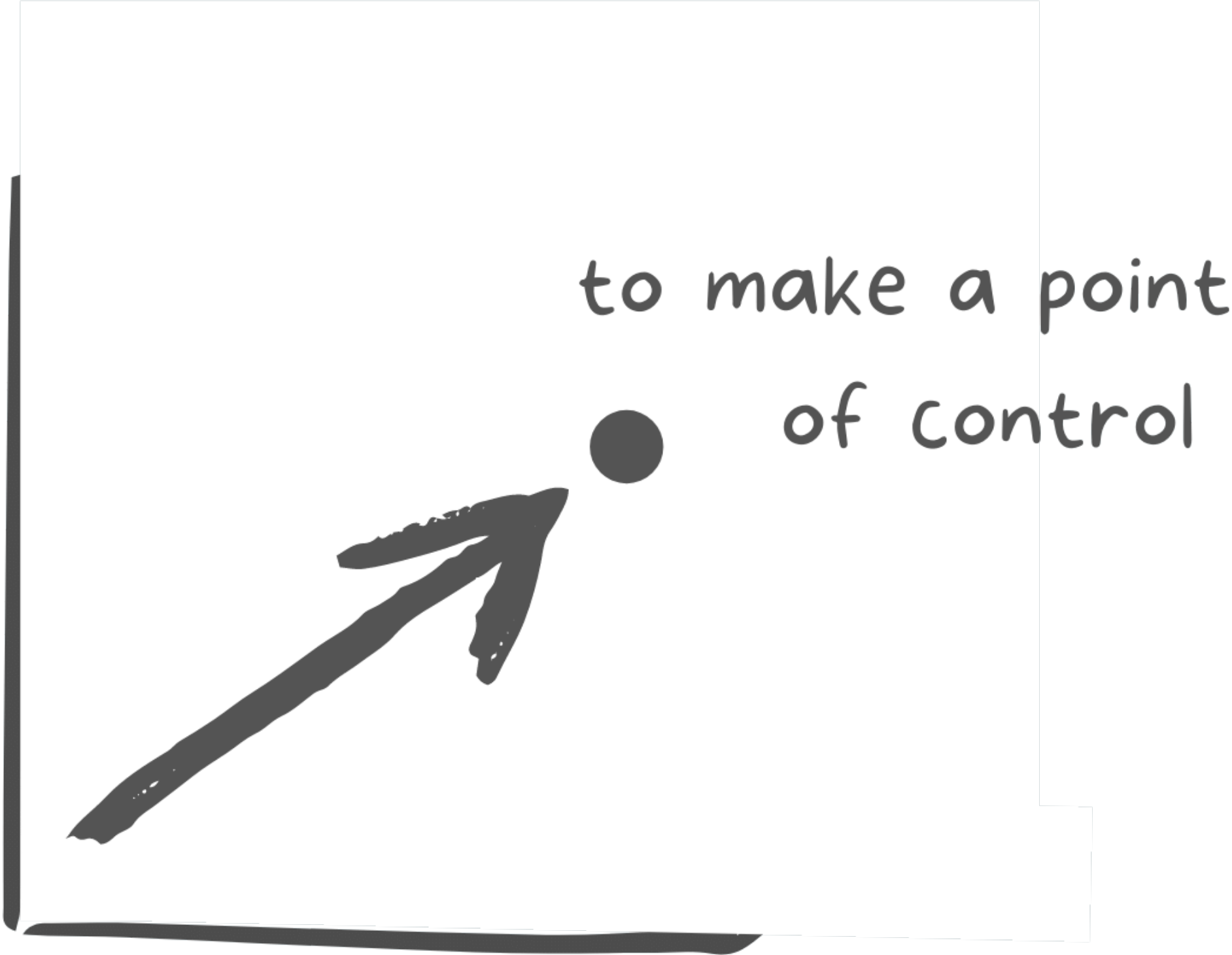
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...extracted...flattened...

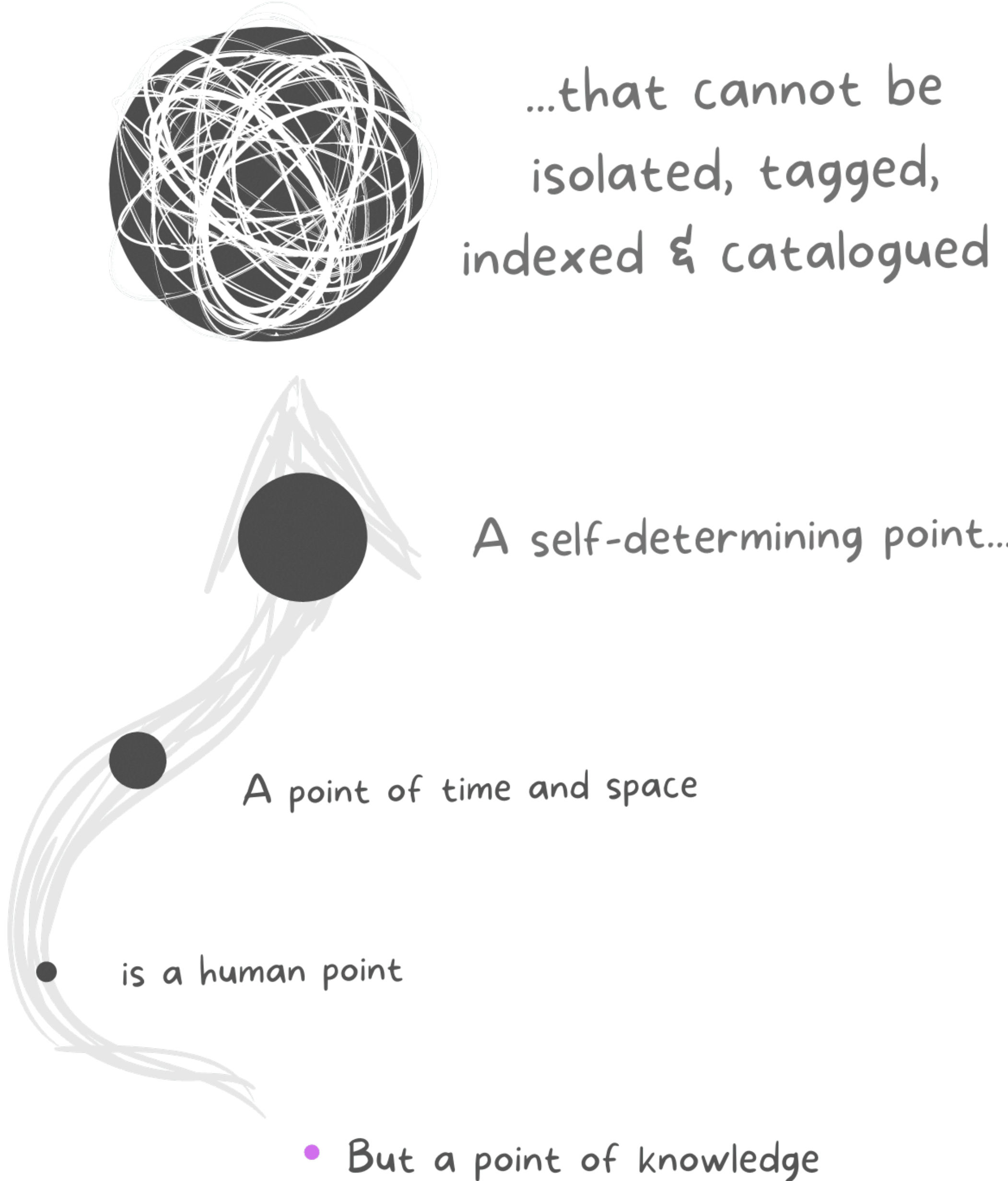


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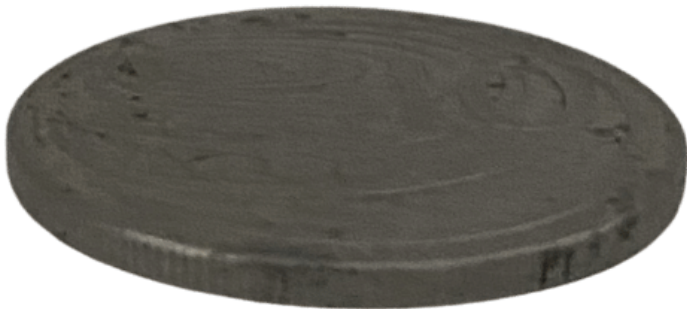
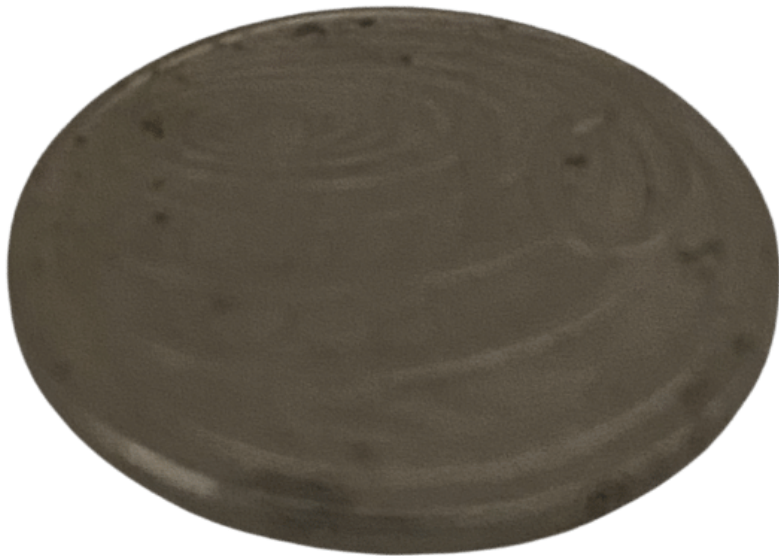
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Knowledge Management

Flattened

Constrained

Operating within confines of
The Goldilocks Principle



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$$\text{KM} = f(\text{P} \times \text{E} \times \text{S} \times \text{T})$$

People Experiences Space Time



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The KM 4 x 4 x 4 Matrix

Acquire & Store
Share
Apply
Create



The KM 4 x 4 x 4 Matrix

Leadership (influence)
Advocacy
Functional expertise
Value Creation



The KM 4 x 4 x 4 Matrix

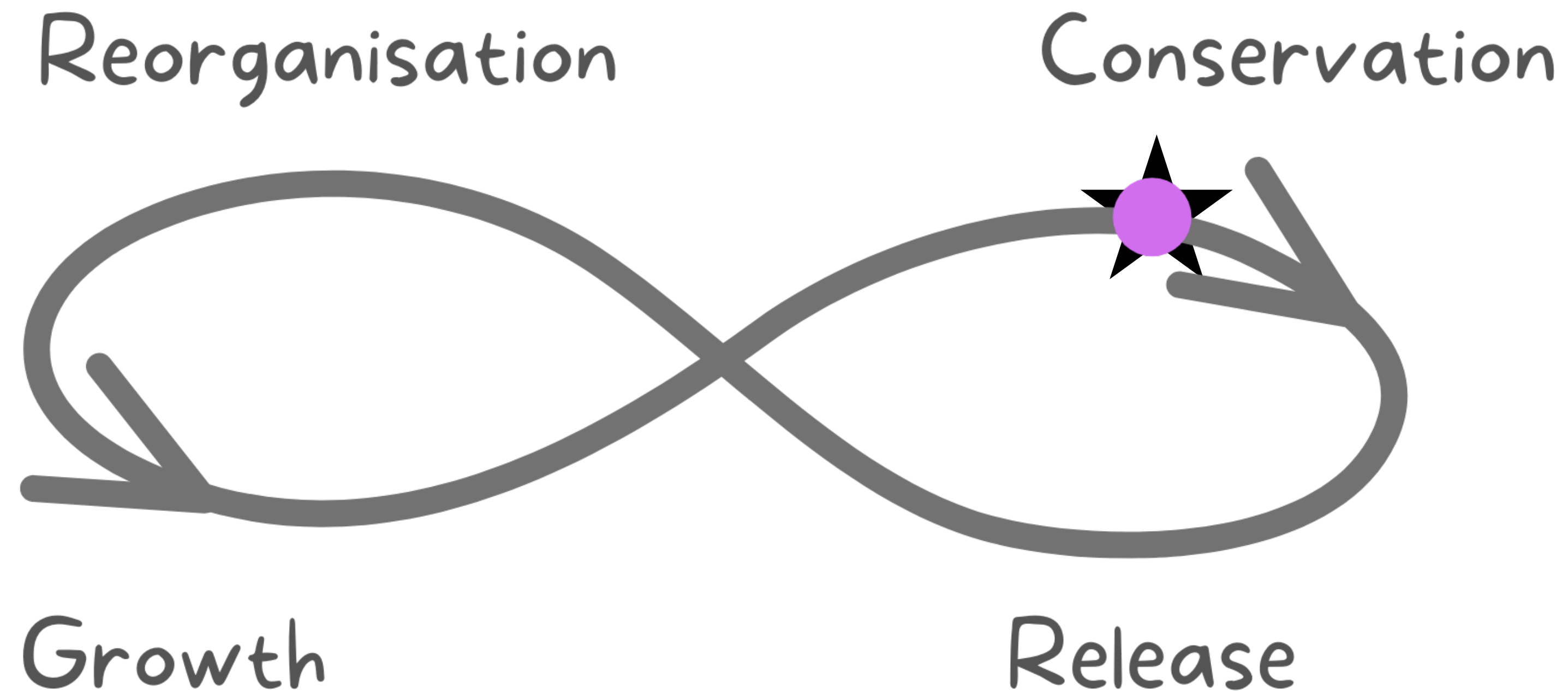
Simple
Complicated
Complex
Chaotic



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Transforming KM is about adaptive renewal.....



...it means influencing self-determining nodes in an organisational ecosystem that is in a constant state of exploitation, conservation, reorganisation and release



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Knowledge Management is the cumulative effect created not by a single system node but by thousands of organisational nodes - every person, object, and process that acquires, shares, uses and create knowledge.

Your job is to anticipate need to influence speed, direction, impact and results



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Every person you engage, every object you create, every process you build will have a positive or negative influence on a system.

What is it that you don't know?



Case Examples

Manufacturing | Pharma | Healthcare | Government



KM Influence

How do you see the world?

- People
- Objects
- Processes
- Services



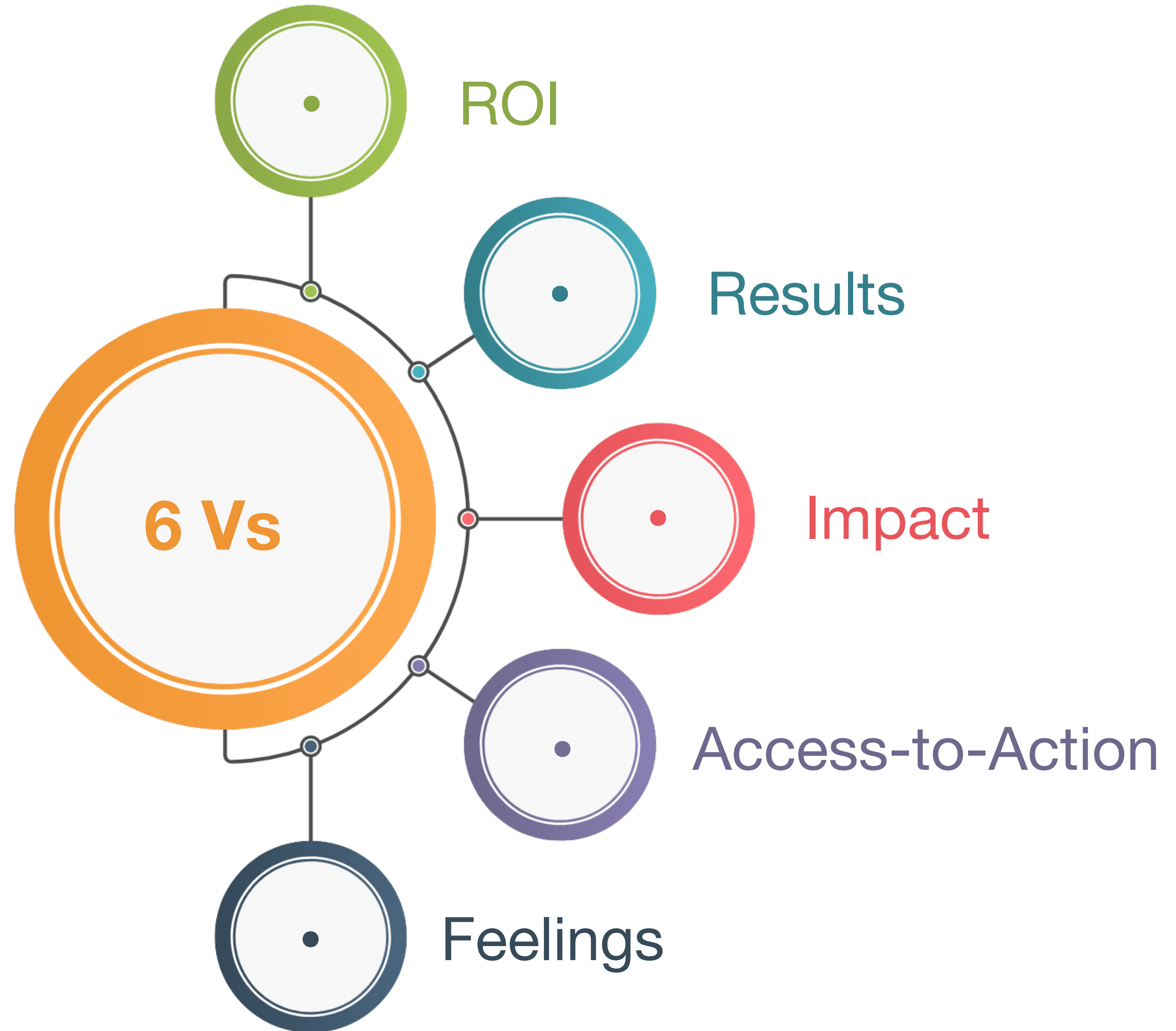
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KM Value Reporting

FAIRR & 6 Vs

- Velocity
- Veracity
- Volume
- Variety
- Value
- Visibility

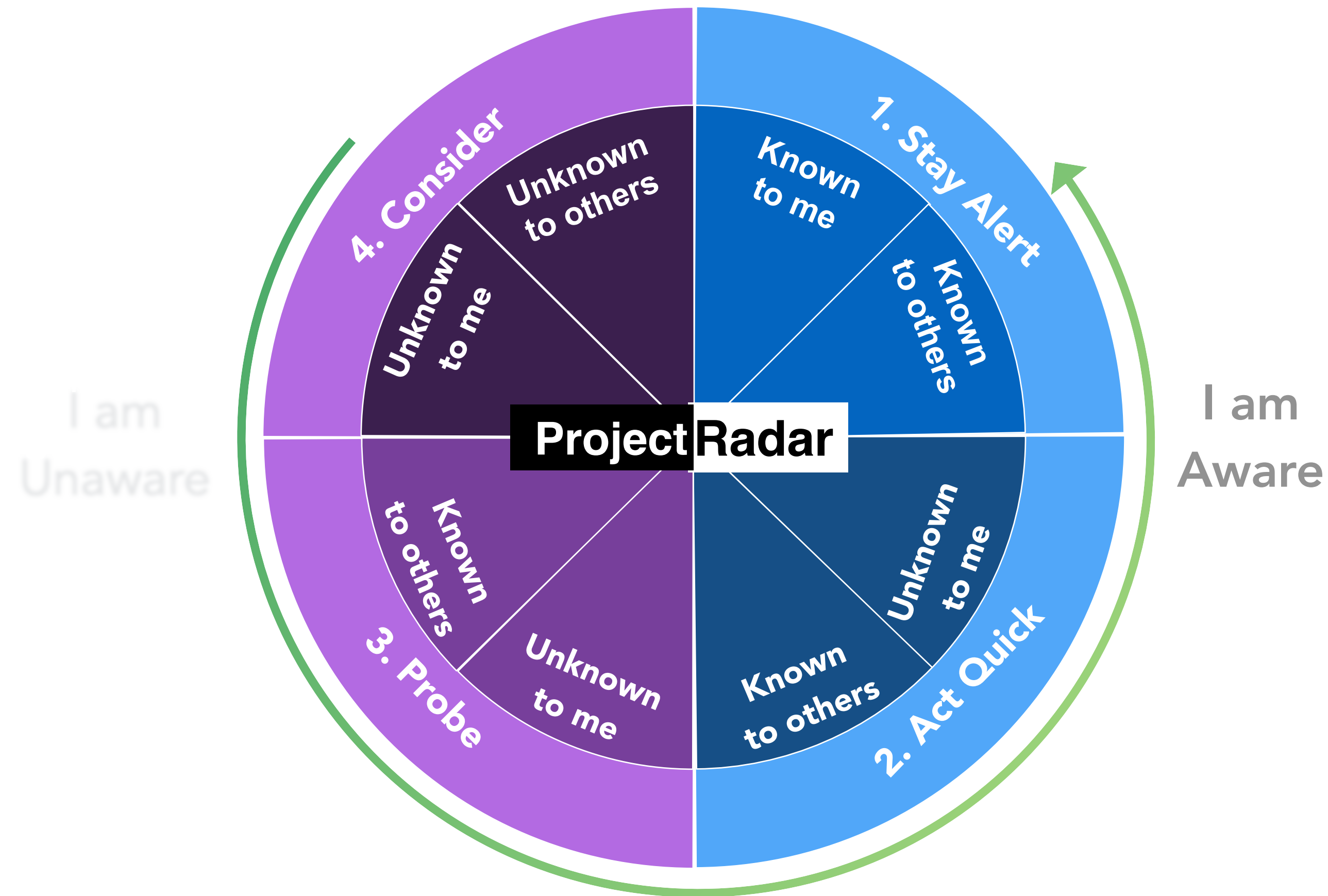


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Nudging Knowledge Flows

Project Radar



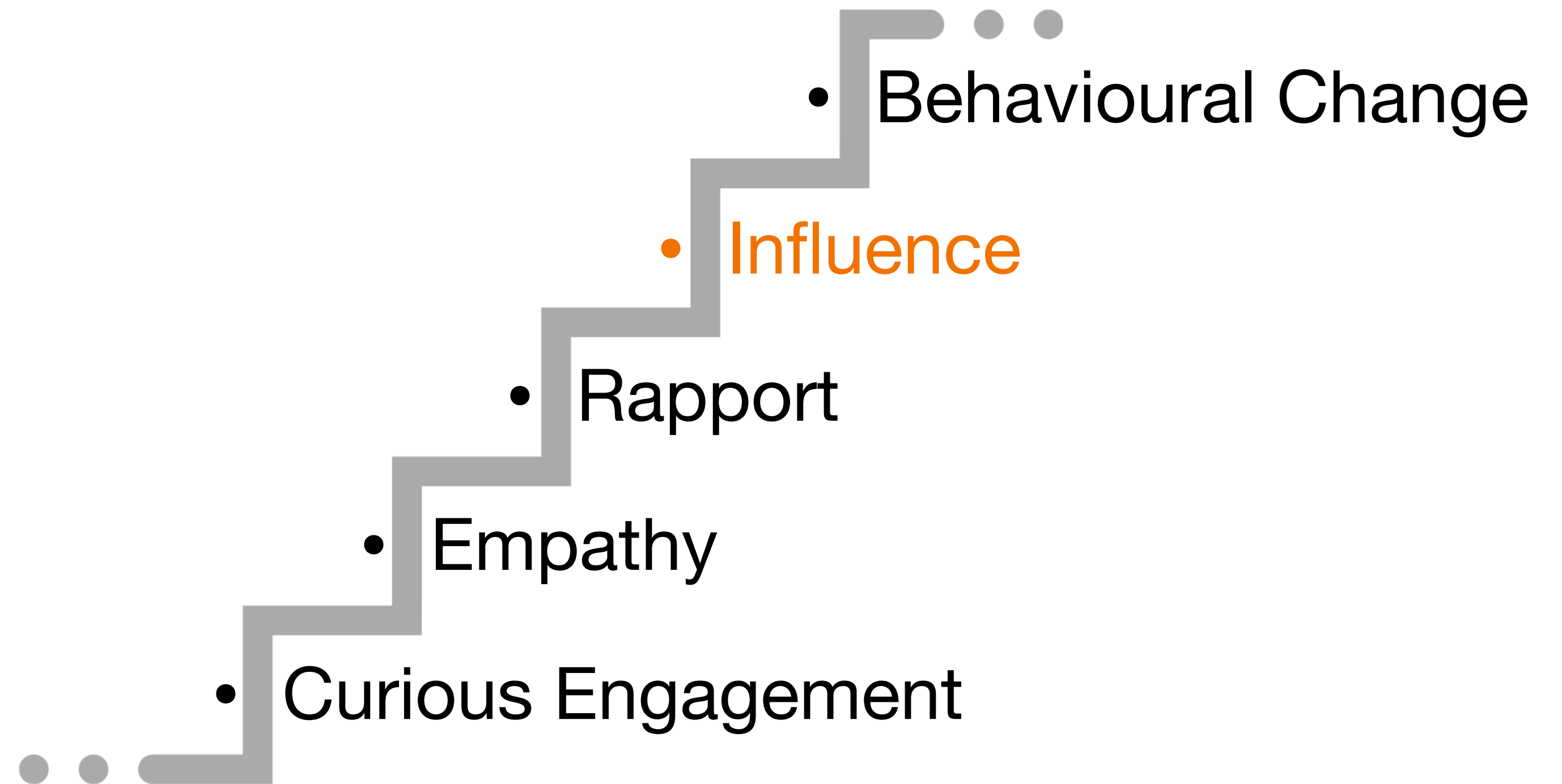
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Creating Change

Accelerating knowledge flows

- If
- Not why!
- If...Then
- What, not how!
- Never reject someone
- Never ask a question you wouldn't ask yourself



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What future are
you shaping today?