Small innovations shift perceptions to make a big difference

Arthur Shelley

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Knowledge ROAR?

- 1.5 people
- Global responsibility
- 30 Communities of practice started
- Extra team member added
- Focus on people and interactions
- Collection of success stories shared
- Meteor shower
- Succession plan
- Sustained program with measurable ROI
Here is Edward Bear, coming downstairs now, bump, bump, bump on the back of his head, behind Christopher Robin.

It is, as far as he knows, the only way of coming downstairs, but sometimes he feels there is really another way, if only he could stop bumping for a moment and think of it.

And then he feels that perhaps there isn’t.
Know WHY and with WHOM

Benefits
Reasons
Outcomes

Why?

Core participants and sponsor

Interested parties and stakeholders

Extended network and beneficiaries
Behaviour drives Performance

Performance ~ Capability * Motivation * Influence * Role

Limitation of Resources * Risk

Skills, Training, Behaviour

Shelley 2009, Adapted from Clancy & Webber (1999)
Knowledge Framework

**Behaviours:** Collaboration leadership, Knowledge capture & sharing, Attitude biased towards leverage, Seek before reinvent, Participative learning, Support for development programs

**Networks and Communities:** Connect, Dialogue, Relationships, Peer Assist, Profiles, Regular Interactions Roles, Purpose, Development, Succession plans, Benefit focused

**Processes:** Knowledge activities embedded into normal operations and used routinely "KM Supports": Discovery, Benefits definition, Measures, Capture, Transfer & Capability build

**Tools:** Knowledgebase, Functions for capture, classification, search, storage, retrieval and communication

**Infrastructure:** Intranet, Connectivity, Reliability, Performance, Security, Measures

**Communication:** Cyclic at all stages

**Learning:** Learn Before, During and After. **Knowledge:** Capture and Sharing

**Discovery**
- Search, Develop.

**Leverage**
- Search, Adopt, Adapt.

**Define**
- Plan from known foundation.

**Refine**
- Assess feasibility

**Develop**
- Deliver

**Review**
- Confirm Benefits

**Leverage Outcomes**
- New opportunities or extensions
Strategic Framework

Networks are loose associations of people with common interests who are aware of each other and occasionally interact informally.

Communities are groups of people who proactively interact and collaborate on projects. They may be temporary or ongoing.

Projects are specific time bound activities with a discrete set of outcomes in a discrete timeframe.

People and Behaviours

Networks and Communities

Processes

Tools

Infrastructure

Knowledge Foundations

Learning Organisation

Systems Thinking

Personal Mastery

Shared Vision

Mental Models

Team Learning
Influencing Perspective

“The kind of conversation I like is one in which you are prepared to emerge a slightly different person.” Theodore Zeldin
Do you know the outcomes you seek?
Performance Cycles

Potential

Facilitated interactions

Value

Connect

Collaborate

Capitalise

Results

Relationships, Trust
Enthusiasm, Passion
Understanding
Teamwork
Leadership
Adaptation, Adoption
Ownership, Identity
Innovation, Creativity

Financial Benefits
Continuous Improvement
Enhanced Capabilities

Ideas
Opportunities
Issues

Knowledge
Learning
Experience
Information
Processes
Tools & Systems
Increasing maturity & benefits

Lead by example and encourage others with positive reinforcement.

Each year new priority areas are added, building on the earlier foundations and leverage them.

Focus and persistence!

Implement foundations. Pilot community. Increase use of tools.

Initial KM Strategy. Connect up & leverage informal activities, develop basic tools. Find passionate collaborators to lead communities.

Several Networks and Communities operating. Some self managing, with good use of support tools. Success stories being published.

Self supporting communities actively collaborating and with online presence.

Structured, well understood and widely used tools.

Knowledge processes embedded in business activity. Clear benefits from ongoing collaboration.
Performance Improvement Challenge

Implement Improvements and handover ownership

Envision
Value what you have
Understand opportunities
Assess cultural and business fit

Win Support For Change
Build Engagement
Communicate Benefits

Implement Changes
Transfer Ownership
Manage process change

Sustain & Improve
Deliver benefits
Optimise use
Ongoing Knowledge Transfer

Managing the existing business
Mental Models for Stakeholders

Positive

Detached

Available

Closed

SURVIVOR

VOLUNTEER

Stuck

Open

PRISONER

Avoiding

WHINGER

Negative
Stories to motivate performance

Canadian development team asked international colleagues’ advice on new product development resulting in faster time to market.

Product was launched in Europe as direct result from Australia sharing their learning.

India accelerated a product through development from several interactions on network teleconferences.

Mexican, Turkey, France and US joint workshop generates 20% increase in capacity.

Lessons shared on portal have helped South Africa learn from their findings.

Australian & USA co-develop new technology.

High potential recruit gained secondment to Australia via portal.

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Leverage Behavioural Diversity

It is not the strongest of the species that survives, not the most intelligent, but the one most responsive to change.

Charles Darwin

- It is impossible for individuals to be expert in all fields

- Successful leaders leverage the total capabilities and behaviours of their whole team (or entire networks) to influence them to align actions with their goals

- Effective collaboration has been proven to work when the relationships and the environment are right and people are open to each others ideas
1. Understand your Zoo Dynamics

Understand your Organizational Zoo and how your team benefits the creatures within - from their perspective (alignment)
2. Understand your team dynamics

Understand your team subculture and how they benefit the organisation - from their perspective
3. Create the right environment

Understand how to match business stakeholders to team members based on behavioural compatibility.
Why do we move mountains for those we trust ... and put them in the paths of those we don’t?

Relationships require willing, trust, challenge and conscious decisions ...

...they do not (effectively) happen by osmosis.
Contact and Services

Arthur Shelley
arthur@organizationalzoo.com

FREE behavioural profile
www.organizationalzoo.com

Consulting and mentoring
www.intelligentanswers.com.au

Ph +61 413 047 408
Tweeting as Metaphorage