Accelerating Innovation through Knowledge & Learning

“Transferring a Knowledge Management ‘proof of concept’ model from the for-Profit sector to the not-for-Profit sector and driving multi-stakeholder cross-sector knowledge sharing practices”

“Knowledge Management Singapore 2014”
iKMS, October 1 2014
KMPact - Backgrounder

An executive with more than 30 years experience providing leadership and inspiration to advance an organisation’s mission and vision. With a successful career in both the for-profit and not-for-profit sectors, Geoff has a record of proven success implementing a stakeholder-centric approach to creating sustainable growth and systemic change in various organizations across many functional areas.

Geoff is an impact-oriented leader skilled at leveraging talent to empower and inspire with the ability to grow businesses, organisations, clients, and people, particularly within challenging environments. Organisations that Geoff has worked with / for include:

**For-Profit Sector**
- Ernst & Young Consulting
- Diageo / Guinness World Records
- The Thomson Corporation / Derwent Information

**Not-for-Profit Sector**
- Global Footprint Network
- Plastic Disclosure Project
- Project Kaisei
Capacity Building typically focuses on developing the capabilities of an organization so they are better equipped to accomplish the mission it has set out to fulfil. Capacity building in not-for-profit organizations relates to almost any aspect of its work, including:

- Governance
- Leadership
- Mission Creation
- Strategy
- Program Development & Implementation
- Fundraising & Income Generation
- Administration (including human resources, financial management, and legal matters)
- Partnerships & Collaboration
- Impact Assessment & Evaluation
- Advocacy & Policy Change
- Marketing, Communications & Outreach

It is an iterative process to help an organization continually reflect on its work, organizational (infra)structure, and leadership focus and to ensure that they are fulfilling the mission and goals they originally set out to do.
Focus Areas
- typical issues / challenges facing not-for-Profit organizations

Organizational Development
- Achieving Operational Excellence
- Leadership Development
- Organizational Transformation

Knowledge Management
- Sharing Mission- & Program-Related Content
- Ensuring integration across functions
- Measuring Mission- or Program-Related Impact

Strategy
- Mission- or Program-Related Formulation/Shift
- Strategic Process and/or Implementation
- Geographic Expansion

Business Development
- New Funding / Revenue Models
- Fundraising (using the ‘ICSS’ Model)
- Partnership Identification & Development

Stakeholder Engagement / Outreach
- Identification & Mapping Stakeholders
- Engagement Process (using ‘Edelman’ Model)
- Communication & Outreach Strategies
“Global Footprint Network (GFN) is a nonprofit science-based think-tank working with National Governments....to place ecological limits central to economic decision-making.”

As VP of Operations, a key responsibility was ensuring that, through the effective implementation of a robust KM program, GFN’s science-based approach to highlighting resource depletion along with it’s strategic programs and initiatives was communicated to a global audience in government, finance, development agencies and other stakeholder groups.
Knowledge Management – Why?

• Sharing Lessons Learned / Best Practice
• Knowledge Assessment
  – Understanding the “Art of the Possible”
    • An Audit of prevailing Strategy / People / Process / Technology/ Content
• Knowledge Capture Frameworks
  – Cross-Stakeholder Processes
  – Retention / On-Boarding
• Integration
  – Internally & Externally
• Measuring Impact
  – ...and reporting on it!
• Innovation
Knowledge Management

[Some] Methodologies / Approaches
Core KM Model
A “Knowledge Audit” Process (questionnaire based on the Key Success Factors of KM)
Responses are ranked on a scale of 1 (Don’t Agree) – 5 (Agree Totally)

• Strategy, e.g.
  – In our organisation, it is common practice to exchange knowledge with clients, suppliers and other organisations in order to maintain our high level of service.
  – We are actively spreading important information and experiences throughout our organisation.

• People, e.g.
  – It is common practice that employees re-use each others work (presentations, quotations etc.)
  – Every individual in the organisation is prepared to share knowledge.
A Knowledge Audit – example (cont/d)

• Process, e.g.
  – Sampling of experiences and capturing these in best practices is an important part of our work.
  – A project is only finished once the lessons learned are captured.

• Technology, e.g.
  – Employees find it easy to search for information and knowledge with the tools available, such as intranet, etc.
  – Within the organisation there are sufficient channels via which one can search for knowledge.

• Content, e.g.
  – We check regularly what information and experience are needed by people to do their jobs.
  – All our employees are continuously updated on the newest development in their specialisation.
"Art of the Possible" – Enablers

<table>
<thead>
<tr>
<th>Strategy</th>
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<tbody>
<tr>
<td>• Identify critical factors / decisions that will drive impact</td>
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<td>• Establish case for business support</td>
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<td>• Develop Board-level sponsorship</td>
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<tr>
<th>Processes</th>
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<tr>
<td>• Create policies and procedures</td>
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<tr>
<td>• Identify knowledge leaders, resources and roles</td>
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<tr>
<td>• Develop and deploy knowledge processes to acquire, filter, develop, maintain, update and deploy necessary content</td>
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<tr>
<th>People [Organisation]</th>
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<tr>
<td>• Define measurements &amp; incentives</td>
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<td>• Define knowledge competencies &amp; behaviours</td>
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<td>• Develop knowledge processes for education / training</td>
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<tr>
<td>• Deploy communities / networks that meet strategic needs</td>
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<tr>
<td>• Anticipate and manage changes in work habits and behaviours</td>
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<tr>
<td>• Establish shared services</td>
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<table>
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<tr>
<th>Content</th>
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<tr>
<td>• Identify strategic knowledge needs and sources</td>
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<tr>
<td>• Develop classification scheme that meets organization's needs</td>
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<tr>
<td>• Reorganise existing content</td>
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<tr>
<td>• Establish connectivity to external content</td>
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<tr>
<td>• Establish shared services for knowledge where needed</td>
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<th>Technology [Infrastructure]</th>
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<tr>
<td>• Establish basic connectivity</td>
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<tr>
<td>• Establish robust content management capability</td>
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<tr>
<td>• Establish community enablement</td>
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<tr>
<td>• Establish project enablement</td>
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<tr>
<td>• Establish shared infrastructure for search/navigation, collaboration, content management, content delivery</td>
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Benefits of a Successfully Implemented KM System

• Optimal Management Decision-Making
• Improved Stakeholder Relationship / Loyalty
• Smoother Collaboration Across Teams & Departments
• Improved Organisational Governance
  • Better Visibility of Internal Processes & Performance
• Improved Employee Satisfaction / Morale
  • Improved Employee Skills / Competencies
• Enhanced Innovation
• Increased Profitability/ Revenue
  • Demonstrate Greater “Value for Money”
• Improved Public Engagement*
  • Better Understanding of Community Needs & Aspirations
Stakeholder Engagement

[Some] Methodologies / Approaches
Identifying Stakeholders

No Generic list – not even for a single entity; variables include industry, geography, issue at-hand and are multi-dimensional –

- Responsibility
  - e.g. legal, financial or operational via contracts, policies or codes of practice

- Influence
  - e.g. informal or with formal decision making power to impede or drive success

- Proximity
  - e.g. most interaction with, usually key supplier(s) or those living next to your plant / office

- Dependency
  - e.g. employees and their families or suppliers with whom you are a dominant customer

- Representation
  - e.g. persons entrusted to act on behalf of others, i.e. Councillors, etc.
Stakeholder Groups

• Investors
• Customers / Clients
• Suppliers
• Employees (& families)
• Host Communities
• Media / Trade Associations
• Trade Unions
• Institutions (e.g. Agencies)

• NGOs
• Pressure Groups
• Government(s) / Regulators
• Competitors / Peers
• Opinion Leaders / Commentators
• Academia

Sources: UN & AccountAbility
Engaging Stakeholders

WHY engage?

• Obligation – Not Legal (yet!)
  “Although primarily the responsibility of national governments, businesses nevertheless have a responsibility to play a part in ensuring the protection and promotion of human rights within their own operations and within the sphere of influence” – UN Global Compact

• Increasing expectation on businesses, e.g. GRI, AA1000, ISO26000

• Risk Reduction – Good Corporate Governance

• Sustainable Competitive Advantage – Enhanced Brand / Image Reputation

The process of Engagement is NOT only via “Communication” (two-way preferably), but should include Consultation, Dialogue and Partnerships too.
Mapping your Stakeholders

![Graph showing levels of influence and interest]

Source: BEC
Mapping your Stakeholders

Level of Influence

High

Low

Level of Interest

High

Low

I. Respond to request

II. Keep informed

IV. Focus efforts

III. Keep satisfied

Source: BEC
GFN - Stakeholder Groups

1. Funders (Foundations)
2. Individual Donors
3. Data Suppliers (e.g. UN)
4. Employees (& families)
5. Media / Trade Associations
6. Development Agencies
7. NGOs
8. Government(s) / Regulators
9. Competitors / Peers
10. Opinion Leaders / Commentators
11. Academia / Science-based Community

Sources: UN & AccountAbility
## Engaging Stakeholders

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<thead>
<tr>
<th>Consultation [Keep Informed]</th>
<th>Partnerships [Focus Efforts / Co-Create]</th>
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<tr>
<td>• Ad-hoc stakeholder advisory meetings</td>
<td>• Joint Ventures</td>
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<td>• Questionnaire surveys</td>
<td>• Multi-Stakeholder initiatives</td>
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<td>• Online feedback and discussion forums</td>
<td>• Local sustainable development projects</td>
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<tr>
<td>• Workplace assessments</td>
<td>• Alliances</td>
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<tr>
<td>• Focus Groups</td>
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<tr>
<th>Communication [Respond to Request]</th>
<th>Dialogue [Keep Satisfied]</th>
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<tr>
<td>• Newsletters – Internal &amp; External</td>
<td>• Multi-Stakeholder Forums</td>
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<tr>
<td>• Website / Social Media Platforms</td>
<td>• Leadership Summits, e.g. Davos etc.</td>
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<tr>
<td>• Company Reports &amp; Collateral</td>
<td>• “Clouding” on Social Media Platforms</td>
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<tr>
<td>• Thought Leadership / White Papers</td>
<td>• Advisory Panels</td>
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<td>• Press Releases / Conferences</td>
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<td>• Employee Training</td>
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Effective and strategically aligned stakeholder engagement can –

• Lead to more equitable and sustainable social development by “giving voice” to those who have a right to be heard the opportunity to be considered in decision-making processes
• Enable better management of risk and reputation
• Allow resource-pooling for more efficient problem solving
• Enable understanding of complex business environments to drive strategic opportunities
• Enable organisations to learn from stakeholders, resulting in process improvements
• Build trust between a company and its stakeholders

– Maria Sillanpää, The Stakeholder Corporation: a blueprint for maximizing stakeholder value.
Questions?

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Today, Not Tomorrow