Knowledge and Innovation Management Orientation Workshop
For PAHO Executive Directors Group
By: The George Washington University Institute for Knowledge and Innovation*
December 13, 2004

International Institute for Knowledge and Innovation [I2KI]*
KMGN 2015 Conference Presentation-Singapore
September 3, 2015—By: Dr. Francesco A. Calabrese
The present situation:
WHERE ARE WE NOW

The desired future:
WHERE WE WANT TO BE

Actions to achieve the desired future:
HOW TO GET THERE
Task Force Findings (1)

- Inadequate sharing and access to public health, organizational, and partnership knowledge

- Compartmentalization and non-integration of technical and administrative work processes

- Lack of interoperability of information and knowledge repositories

- Absence of required behavioral orientation and technological tools to support collaborative work
Task Force Findings (2)

- Weak culture of research and its limited utilization for decision-making and policy formulation at country and regional levels
- Low utilization of information technology to support exchanges and sharing of evidence-based work for innovation and creation of knowledge
- Increasing competition in the field of health publications
Task Force on Knowledge Sharing

The present situation:
WHERE ARE WE NOW

The desired future:
WHERE WE WANT TO BE

Actions to achieve the desired future:
HOW TO GET THERE
Task Force Recommended Goals

Four “desired states” --- making PAHO....

(a) An authoritative source on public health information and knowledge;

(b) An effective collaboration-based organization;

(c) A learning organization, and

(d) A partnership and network-building organization
Vision

“Be the major catalyst for ensuring all the peoples of the Americas enjoy optimal health and contribute to the well being of their families and communities”
Mission

“To lead strategic collaborative efforts among Member States and other partners to promote equity in health, to combat disease, and to improve the quality of, and lengthen, the lives of the peoples of the Americas”
Master Strategy?

“To be the primary source member states turn to for creating and sharing knowledge about public health matters”
Sub-Strategies

- “To be an effective collaboration-based organization”
- “To be a learning organization”
- “To be a partnership- and network-building organization”
Task Force on Knowledge Sharing

The present situation:
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The George Washington University
Institute for Knowledge and Innovation

“From Theory to Practice”
GWU’s Knowledge Management Framework

Francesco A. Calabrese, D.Sc.

“A Suggested Framework of Key Elements Defining Effective Enterprise Knowledge and Innovation Management Programs” © 2000

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KM METHODOLOGIES AND PRACTICES MUST SUPPORT ENTERPRISE STRATEGIES AND DRIVE PERFORMANCE

Knowledge Management Strategies

- Enterprise Knowledge & Learning
- Knowledge Mapping
- Corporate Portals
- Web Content Management
- Best Practices
- Distance Learning
- Story-Telling
- Org. Network Analysis
- Expertise Location
- Collaborative Tools
- Lessons Learned
- Document Management

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Biggest Challenges

How to pull together multiple disciplines
  • “Connect the dots” in a meaningful way

How to keep health content up-to-date

How to get people to share their knowledge

How to Eliminate “stove-piping” and redundancy

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By Integrating the Key Elements

LEADERSHIP
mission, strategy, management practices, motivation, organizational performance

LEARNING
leadership, needs and values, individual and organizational performance, climate, culture, strategy, systems

ORGANIZATION
systems, process, climate, structure, task requirements, infrastructure, culture

TECHNOLOGY
enabler to systems, task requirements, organizational performance, mission, and strategy

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Solution

• By Building Integrated Knowledge Systems
By transforming into an Adaptive Enterprise*

*Adaptive Enterprise by Stephen Haeckel, IBM
Through systematic design development integration of intellectual assets across the entire enterprise to maximize efficiency effectiveness innovation

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ACHIEVING THE GREATEST LEVERAGE

GWU IKI Research and Academic Programs:
Design and Implement Knowledge Systems
(Knowledge Engineering)

GWU IKI Consulting Alliance:
Transform to an Adaptive Enterprise
(Sense and Respond)

Unparalleled Brain Trust
Sponsors
Graduate Students
Visiting Scholars and Fellows

Faculty

GWU Institutes
Consulting Alliance Partners
Board of Governors

Knowledgeware Vendors
Executives-in-Residence
Research Associates

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MAKE & SELL versus SENSE & RESPOND

Leadership & Strategy Continuum

M--S
Organization as an efficient mechanism for selling to predictable markets

S--R
Organization as a responsive system prepared to satisfy unanticipated stakeholder requests

Strategic Intent

Profit Focus

Profit margins based on achieving economies of scale -- drive down fixed cost by increased production of the same product

Return on investment based on economies of scope -- re-use modular processes over a wide range of product components and stakeholders

Articulation of Strategy

Strategy as a plan to aim defined products and services at defined markets

Strategy as an adaptive organization design to sense earlier and respond faster to unpredictable change

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**MAKE & SELL** versus **SENSE & RESPOND**

**Organization & Process Continuum**

**Organization Priority**
- Focused on *planning and scheduling* for greater predictability and efficiency
- Focused on *building capabilities* for rapid process response to stakeholder needs

**Process**
- Achieve *mass production* through standard practices and repeatable processes
- Build *modular capabilities* for customized responses to stakeholder requirements

**Operational Concept**
- *Functional and sequential activity*: a predefined value-chain responding to centralized decision making
- *Networked and parallel activity*: dynamically formed team participating in decentralized decision making

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MAKE & SELL versus SENSE & RESPOND

Technology & Tools Continuum

Information Architecture

Functionally managed and optimized for each unit to achieve its own objectives

Enterprise managed to create a unified view of the Organizational environment and an integrated approach to service/product delivery

IT Architecture

Host-centric: Shadowing the hierarchical top-down command and control management system

Network-centric: Shadowing the dynamic network of people and teams

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MAKE & SELL versus SENSE & RESPOND

M--S Learning & Knowledge Continuum S--R

Know-How

Embedded in products

Embedded in people & processes

Decision Making

*Competitive strawmen* proposed and defended using selective, known facts and personal appeal

*Collaborative inquiry and consensus seeking* open to unknowns, uncertainty, and a range of alternatives

Culture

Emphasis on stability, reliability, and "tried and true" perspectives and methodologies

Emphasis on an *open and inquisitive approach* to sources of new learning and experience

Communications

*Monologue*: Seek to persuade

*Dialogue*: Seek to understanding

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**Framework of DD/IKM Strategy**

**Current State**
- Compartmentalized
  - Inhibits Knowledge Sharing
  - Slows Learning
- Multiple non-synchronized knowledge repositories
- Audiences not addressed
- No established content management process

**Future State**
- One Team One Goal
- Authoritative Source
  - Collaboration-based
  - Learning
  - Network-building
- Common Processes, Tools & Standards

**Transformation Process**
- Policies
- Standards
- People
- Processes
- Technology

**Knowledge Management Vision... Moving from the Present State to the Desired Future**
The Strategy Builds on Existing and New Resources

quality    performance    responsiveness to change

reliable data, analysis, information, and knowledge    cost-effective and equitable access    information and knowledge sharing "culture"    internal networking and collaboration    permanent learning and sharing of experiences    strategic alliances

authoritative source on health information and knowledge    effective collaboration-based organization    learning organization    partnership-and network-building organization

7 technological infrastructure
6 subject technical expertise (PED/FCH/DPC/SDE/THS)
5 policies, standards, quality criteria
4 trained and committed staff
3 cross-cutting KM development areas (IKM/ITS/PUB/PIN/AIS, HRM)
2 leading managerial support (SAP/GPP/PPS/LEG)
1 executive management leadership
Achieving organizational transformation

- Transformation occurs through steady change in work habits
- All three learning stages:
  - Performed as part of the team’s job
  - Builds discipline, relationships & trust
  - Becomes part of the way you work
Sample KM Strategies

- Communities of Practice
- Lessons Learned and Best Practices Repository
- Storytelling and Dialoguing
- Coordination and Tracking Systems
- Knowledge Enabled Information Systems Architectures
Making the Strategies Work

- Leadership
- Change in mind-set
  1. Shift focus from documents to knowledge
  2. Make knowledge capture routine
Best chance for success...

LEADERSHIP

• Fully committed executive leadership
• A strong leader for each team/group
• A friendly, knowledgeable, understanding coach, working behind the scenes
Goals: Organizational Alignment

- Design from top-down
- Implement from bottom-up

Vision
Mission
Strategic Objectives
Strategy
Performance Drivers
Core Capabilities
Key Process Areas
Key Enablers

Human and Social Capital
Organizational and Structural Capital

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1. Shift focus from documents to knowledge

Current view
(document-centric):

Folders and documents

e-mails and Post-It notes

Background

Out of sight

Discussions happen here

Stories and Knowledge

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1. Shift focus from documents to knowledge

New view (evidence-based knowledge):

Knowledge “nuggets”

Stories and case histories

Supporting data

Out of sight

Background

Discussions begin here

and continue here

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Discussions begin here

Knowledge is developed here

and published here
2. Make knowledge capture routine
Learn before doing

Typical Project

Learning Stages
- PA: Learn Before
- AR: Learn During
- RS: Learn After

Community of Practice

CoP Shared Knowledge Workspace/Portal

Members participate as peers

Body of knowledge owned by practitioners

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Routinely apply continuous learning

Typical Project

Plan → Perform → Analyze

Learning Stages
- PA: Learn Before
- AR: Learn During
- RS: Learn After

Community of Practice

1. Initiate new task using most current, proven processes and ‘best’ practices
2. “Lifeline” - Members participate as peers
3. Practitioners share local experience & new knowledge
4. Community validates & renews common processes as “better” practices emerge from the field
5. CoP Shared Knowledge Workspace/Portal - Body of knowledge owned by practitioners

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Lots of “back room” knowledge-sharing among informal “clusters”

Functional /silo organizations and project teams (little, if any, cross-communication)

Established work processes/Hierarchal management systems

IT Infrastructure (fragmented collection of e-mails, file folders, databases, and applications)

Knowledge

People

Processes

Technologies

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“Back room”
knowledge sharing
begins to dissipate

Organizational barriers
dissolve, and the social
network becomes
highly visible

Knowledge life cycle
management (capturing,
transferring, and applying
knowledge) becomes
embedded within day-to-day
work processes

Knowledge flows freely,
enabled by a Services-
Oriented Architecture in a
grid computing
environment

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The KM Model in PAHO

Related Projects
- Content Management
- Taxonomy development
- Capturing Lessons Learned
- Developing Goop Practices

A Learning Organization
- Capturing lessons
- Establishing good practices

Related Projects
- Web and Portal
- Knowledge Centers
- News agency integration
- Virtual Health Library
- eHealth Applications
- Expertise Locator
- Reports System
- Hinari
- Mass Casualties Online
- Self-assessment Tool

A Networking and Partnership Organization
- Linking peers in CoPs
- Sharing beyond silos and logos

Related Projects
- SharePoint
- Portal publishing
- Workspace support
- Virtual collaboration tools
- Video-conferencing
- Application sharing
- Instant messaging

Related Projects
- Communities of Practice
- Pandemic Influenza
- HIV-AIDS
- MDGs
- etc.

Related Projects
- eList Service
- eLearning methodology
- Knowledge Cafés
- Peer assist, etc.
HOW TO MEASURE SUCCESS?

- Improved Quality
- Improved Productivity
- Reduced Rework
- Faster Innovation
- Recognition as Authoritative Source
- Breath and Depth of Partnership Networks
- Scope of Collaboration and Sharing
- Increased Demand for Self Improvement and Learning

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POSSIBLE OTHER CANDIDATE METRICS FOR USE IN A KNOWLEDGE-ENABLED ENTERPRISE

- Number of new Knowledge and Innovation Management technologies installed
- Number of people using new Knowledge and Innovation Management techniques
- Number of “communities of practice” initiated
- Examples of increased knowledge artifacts created
- Examples of increased knowledge artifacts codified
- Examples of increased knowledge transfer activities
POSSIBLE OTHER CANDIDATE METRICS FOR USE IN A KNOWLEDGE-ENABLED ENTERPRISE

- User satisfaction with new Knowledge and Innovation Management technologies
- User satisfaction with Knowledge and Innovation Management improvements
- Increased training in Knowledge and Innovation Management principles/techniques
- Evidence of increased multi country “common problem solution teams”
Strategic Objectives – Organizational Areas

- Bridging the information and communication gap and maximizing the use of available technologies
- Improving foresightedness
- Harnessing science and technology to improve technical cooperation in health
- Influencing transnational and global issues
- Attracting and retaining a creative, competent and committed workforce
- Becoming a high-performance organization
Drill-Down Exercise

- What are the key performance drivers needed to successfully execute the strategy?

- Where will those performance drivers come from (core capabilities)?

- What are the key processes/activities that enable the performance drivers?
  - Human and social capital-intensive?
  - Org and structural capital-intensive?
Performance Drivers

- Help all stakeholders make better planning decisions by providing knowledge that is:
  - Well organized
  - Accurate
  - Reliable/Relevant/Credible
  - Quality
  - Applicable
  - Timely
  - Unbiased & Neutral
Core capabilities (current)

- IT/Infrastructure
- Planning/Programming
- Processes/Systems
- Values
  - Pan Americanism
  - Solidarity
  - Equity
- Technical Authority
Core capabilities (needed)

- Migrate from individual to networked/collaborative
Key Questions

- What value does KM bring to the PAHO organization?
  - Eliminates Stove Pipes
  - Enhances collaboration
  - Enhances learning
  - Enhances relevance of the organization
  - Strengths to transform organization
  - Keeps us from going bankrupt
Key Questions

- What is the role of executive leadership in making KM a success?
- Self Enlightenment
- Walk the Talk
- Serve as the example
- Steer the process
- Collective and individual role of KM
- Strategy
- Executive Accountability
Key Questions

- What are the next steps?
  - Formal IKI Adoption
  - Operational Roll Out Plan
  - Address compartmental utilization/silos
  - ID/select processes for piloting and ID progress checkpoints and ensure integration with other strategies
Framework of DD/IKM Strategy

We Are Here (Feb 25, 2005)

Jan 26, 2004 → Sep 2005 → 18 months → 3 years → ?

Phase I | Phase II | Phase III | Phase IV | Phase V

- Get Started (completed)
- Develop Initiative
- Organization-wide Implementation
- Expansion to all Levels
- Institutionalize

HUMAN RESOURCES DEVELOPMENT

POLICIES AND STANDARDS DEVELOPMENT

ICT INFRASTRUCTURE DEVELOPMENT

Task Force
Detail Strategy
Develop Training
IT Strategy & Governance
KM Development WG
Application Specification
Develop Taxonomies
Prototype CoP
Expertise Locator
Travel/Consultant Rep

Expanded Training
Full Collaboration
Expand IT Resources
Formalize CoP
Expand Applications
Leverage Infrastructure
Collaborative Work
Communities of Practice
Virtual Health Library
Interoperability
Web-based solutions
Measure and Monitor

Full Content Management
Further Develop & Implement
Organizational-wide changes to support KM

KM incorporated at all levels
Organizational Chart of the Pan American Sanitary Bureau

Director (D)
Carissa F. Etienne
Deputy Director (DD)
Isabella Danel

Assistant Director (AD)
Francisco Becerra-Posada

Noncommunicable Diseases and Mental Health (NMH)
Antoinette Hennis

Health Systems and Services (HSS)
James Fitzgerald

Information Technology Services (ITS)
Pat Moria, a.i.

Financial Resources Management (FRM)
Gerald C. Anderson, a.i.

Human Resources Management (HRM)
Kate Joklov

General Services Operations (GSO)
Bruce Leech

Procurement and Supply Management (PSM)
Florence Pettison

Country Offices
ARGENTINA (ARG)
Maureen Birmingham

BAHAMAS (BHS)*
Gerarda Eijkman
Also serves:
Turks & Caicos (TCA)

BARBADOS (BAS) & EASTERN CARIBBEAN COUNTRIES (ECC)*
Godfrey C. Xueb
Also serves:
Antigua and Barbuda (AW)
British Virgin Islands (BVI)
Dominica (DOM)
French Guiana (FRG)
Grenada (GGE)

COLOMBIA (COL)
Gina Watson

COSTA RICA (CRI)
Lillian Reema-Vernon

CUBA (CUB)
Cristian Morales

DOMINICAN REPUBLIC (DOM)
Alma Morales

ECUADOR (ECU)
Gina Tambini
Also serves:
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Cayman Islands (CAY)

GUATEMALA (GUA)
Guadalupe Verdejo

GUYANA (GY)
William Ado-Know

HAITI (HT)
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As of 16 August 2015
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