Agenda: Four questions

**Why Knowledge Succession?**

**Who** Co-Creates knowledge?

**What** knowledge drives innovation?

**When, Where and How** does Reflective Practice leverage diversity?
Why KNOWledge SUCCESSion?
Who? YOU!
ASK Questions, Align disciplines

• How well do you “read” the environment?
  – physical, social, political and behavioural
• How well do you “make sense” of emergent complex situations
• Do you ask questions that matter?
• Do you engage people in aligned conversations that matter?
• Do you Ask WHY (before acting)?
• Are you comfortable with uncertainty?
• Do you build strategic capability... or bleed knowledge?
WHAT is KNOWledge SUCCESSion?

- Influence Stakeholders
- Performance
- Knowledge Leadership
- Sustainable Adaptation
- Behaviour as an asset
- Projects, Capability, Learning
- KNOWledge
- WHY, Who, What, HWW
- Practice informed theory
- People, Relationships, Value
- Efficient, effective tools
- Iterative reflective cycles
- Creative friction, Conversations
- SUCCESS

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**KNOWledge SUCCESSion?**
What does that mean?

Starting provocative conversations to build trust and relationships

<table>
<thead>
<tr>
<th>Why</th>
<th>Sustainable performance outcomes</th>
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</thead>
<tbody>
<tr>
<td>Who</td>
<td>Achieved through prioritised &amp; resourced</td>
</tr>
<tr>
<td>What</td>
<td>Continuous capability development</td>
</tr>
<tr>
<td>How</td>
<td>Enabled by future-aligned</td>
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<tr>
<td>When</td>
<td>Strategic knowledge-based projects</td>
</tr>
<tr>
<td>Where</td>
<td>Leading inclusive environments to stimulate co-creation of knowledge</td>
</tr>
</tbody>
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What can you tell me about this map?
Connecting the Dots

Innovation opportunities lurk in the “spaces”
# Behavioural DNA of Leadership

<table>
<thead>
<tr>
<th>Metaphor</th>
<th>Expected</th>
<th>Desired</th>
<th>Tolerated</th>
<th>NOT Tolerated</th>
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<td>Hyena</td>
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<td>Insect (beneficial)</td>
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<td>Insect (pestiferous)</td>
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<td>Zoo (positive)</td>
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<td>Zoo (negative)</td>
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*Organizational Zoo metaphor games enhance Behavioural Insights*

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Knowledge Flow Framework

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Knowledge Co-Creation & Flow as Strategy

Prioritise

Plan

Iterative strategic cycles

Apply

Learn

Deliver

Shelley, 2014
EXPLORE: Creative Co-Creation
Start with WHY

Shelley 2011 www.organizationalzoo.com/blog
Reflective Conversations That Matter

What are we trying to achieve?

Benefits
- Growth
- Efficiency
- Talent
- Discovery
- Leverage
- Develop
- Performance
- Self
- Engagement
- Clients
- Wider Community
- Consumers
- Shareholders
- Leaders
- Employees
- Individuals
- Teams
- Groups or Functions

Outcomes
- Leadership
- Sustainability
- Competitive Advantage
- Business Continuity
- Profit
- Strategic Alignment
- Performance
- Innovation
- Creativity
- Cultural Adaptability
- Reputation

Outs
- Agreement
- Contracts
- Decisions
- Teams & Communities
- Communications
- Human Interactions
- Processes
- Objects
- Tools
- Programs
- Projects
- Services
- Products

Shelley, 2009
Trust and Knowledge Sharing

Metaphoric reflective conversations

Shelley (2012)

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KNOWledege SUCCESSion Mindset in an interdependent world

Moving from “what is…”

To “what is possible…”

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Leverage Interdependencies
Layers within layers...

LEAD
Read
Converse
Reflect
Adapt for
Learn
Context
Write
Apply
Collaborate
DEVELOP

S
H
A
R
E

CREATE
Shelley 2013

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An innovative strategy to achieve optimal performance in emergent complex environments

- **Integrated** approach for innovation and risk mitigation
- **Social** learning in an open constructive environment
- **Co-Created** knowledge as a foundation for **sustainable** application & adaption
- **Interactive** knowledge sharing to stimulate “Conversations That Matter” and trusted relationships
- **Future focused** inclusive strategic capability development
- **Applicable** to formal learning environments and organisational cultural development

Future actions for enhanced & sustained success?

“Building capabilities is a multi-faceted journey, not a single event. The more diverse the experiences and events in the journey, the stronger the capabilities generated. Capability is further enhanced if each experience is reflected upon as a learning opportunity and discussed with others to hear different perspectives and interpretations.

Without reflecting, it is possible to simply breeze through life, learn little and never build greater capabilities.

For reflective practitioners, everything they do, read, participate in or watch provides the opportunity to improve their capabilities.”

Shelley (2009) Being a Successful Knowledge Leader pXIII
Reflective Self Commitment

Things I am going to STOP doing ...

Now What?

Things I am going to START doing ...

Things I am going to CONTINUE doing ...

+ Others (behaviours)
+ Action
= Outcomes
Further Readings

- Shelley, AW 2009, *Being a successful knowledge leader*. What knowledge leaders need to know to make a difference. Ark Group, North Sydney, Australia.

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