Skilling our Future Knowledge Leaders

10:45 Friday Tuesday 30 September 2016

David Williams
Practice Lead – Consulting and Technical Services
Lange Consulting & Software
ABN: 15 079 494 518
david.williams@langeconsulting.com.au
Ph: 0412 237 695
Skype: david_williams546
LinkedIn: http://www.linkedin.com/pub/david-williams/0/346/36b

www.langeconsulting.com.au
About us

Lange Consulting & Software is an experienced, independent and private management consulting company. We provide specialised services and solutions in all facets of Information and Knowledge Management as well as procurement and contract management. Our services include:

- assisting organisations to better manage their intellectual capital through contemporary Information and Knowledge Management strategies and techniques.
- requirements definition, tender preparation, project planning, evaluation strategies and systems, training, probity, facilitating tender evaluations and negotiation.
- Knowledge transfer our skills and experience
Your Presenter

- **David Williams** has a background in project management in the Australian construction industry on large construction projects such as power stations, shipyards, stadiums and Australia’s New Parliament House.
- He joined the Department of Defence in 1989 on Navy projects before working across Defence in the management fields of human resources, information, knowledge, quality, risk and enterprise architecture.
- David works as a management consultant for Lange Consulting & Software in the management of intellectual capital.
- He is the President of the Australian Society for Knowledge Management (AuSKM), member of KM Global Network, on the Board of the Institute for Information Management (IIM) and on the Board of Education for the Australasian College of Podiatric Surgeons.
- David lectures at the University of Canberra on Knowledge and Information Management Systems and Project Management.
- David is a PhD candidate at the University of Canberra on the topic of Social Capital.
Objective

- To provide the audience with one perspective of skills required for a knowledge manager
Scope/Abstract

• What is the problem/opportunity?
• What will the future look like?
• How organisations may operate in the future?
• What skills are required?
• How can we develop people to be Knowledge Managers?
• What practical things can you do now?
Problems / Opportunities

• Many organisations are focused on sustained returns to without consideration of society and the environment
• There is no career path for knowledge managers
• No agreed competency framework
• The broken promise of education (Dr Lee)
Dark Ages
Stone Age
Industrial Age
Atomic Age
Information Age
The future
The Future

UN 2015-16 State of the Future

- Continuing unrest in Europe, Africa and West Asia
- Decline and segregation of the US society
- Asia will become the dominate economy of the 21st century
- Massive long-term unemployment by 2050
- Increasing concentration of wealth in the few
- Corruption in the public sector
- Income gaps are widening
The Future

UN 2015-16 State of the Future

- Increase in Gross National Income
- Decrease in poverty
- More freedom
- More women in parliament
- Improved education and literacy
- Increased renewable energy
- Reduced infant mortality rate
- Increased life expectancy
US Air Force has 7500 unmanned aircraft - a third of their aircraft. 85% of the world’s population is expected to be covered by high-speed mobile Internet in 2017. China already has nearly twice as many Internet users as the U.S. 81% of its Internet users gain access via mobile phones. Expected to grow to 40–80 billion devices by 2020. Nearly 40% of humanity uses the Internet now.
Analytics and Big data
Data virtualisation
Visualisation
Wearables
BYOD
Social media
Telecommuting
Telepresence
Geo-tagging
Automation and robotics
Internet of things
Nanotechnology
Quantum computing
Synthetic biology

Emerging Technology
Over 8 billion devices are connected to the “Internet of Things,”
Organized crime earns twice as much money than all the military budgets combined.
We are connected but ........
The future is the age of Social
The future is socially responsible
The future is being socially responsible
The future is socially responsible
The future is socially responsible
The future is being connected with the planet
What does operating socially mean to organisations?

Changing from an Ego-System Economy to an Eco-System Economy

Source: Otto Scharmer
The Social Fields of Absencing vs Presencing

Source: Scharmer (2016)
Drivers relevant to future work skills

1. Extreme longevity
2. Rise of smart machines and systems
3. Computational world
4. New media ecology
5. Superstructured organizations
6. Globally connected world

Source: Davies et al (2011) Future work skills 2020
What does operating socially mean to organisations?
“The only sustainable competitive advantage is an organization's ability to learn faster than the competition.”

Peter Senge
Protect your reputation and Privacy
Learn as an organisation
Levels of Organisational Consciousness

1. **Survival**
   - Financial Stability
     - Shareholder Value, Organisational Growth, Employee Health, Safety. Control, Corruption, Greed.

2. **Relationship**
   - Harmonious Relationships

3. **Self-esteem**
   - High Performance

4. **Transformation**
   - Continuous Renewal and Learning
     - Accountability, Adaptability, Empowerment, Teamwork, Goals Orientation, Personal Growth.

Source: Barrett (2016)
What skills are required?
Critical organisational learning skills 1994

1. Systems thinking
2. Mental models
3. Personal mastery
4. Team learning
5. Shared vision

Source: Senge (1994)
Generic Future Work Skills (2011)

1. Sense-Making
2. Social-Intelligence
3. Novel and Adaptive Thinking
4. Cross Cultural Competency
5. Computational Thinking
6. New-Media Literacy
7. Transdisciplinarity
8. Design Mindset
9. Cognitive Load Management
10. Virtual Collaboration

Bloom’s Taxonomy

A model used to classify educational learning objectives into levels of complexity and specificity.
Ten Facets of Knowledge Management (US)

1. Knowledge Strategy and Leadership
2. Knowledge Assessment and Evaluation
3. Intellectual Capital Management & Knowledge Economies
4. Knowledge Operations
5. Organizational Culture and Communication
6. Collaboration and Communities
7. Organizational Learning
8. Knowledge Technologies
9. Knowledge Asset Management
10. Knowledge Architecture

Source: Bedford, D (2012)
Behaviours/attitudes we should encourage

- Commitment to life long learning
- Vision and Imagination
- Looks for connections between people events and issues
- Takes risks and responsibility
- Is prepared to fail to learn
- Asks for help and provides feedback
- Thinking globally (strategically) acting locally
- Share intellectual capital (where appropriate)
- Honest, Open and Transparent in decision-making (ethical)
- An open mind (*curiosity*), heart (*compassion*), and will (*courage*)
The challenges and what you can do
Practical strategies

• Engage LCS to develop a KM Strategy
• Envision a future where organisations exist for the betterment of humankind
• Capture and tell stories
• Identify the risk of not implementing KM
• Cultivate networks
• Do different jobs
• Value and report on intangibles / triple bottom line reporting
Creating a sense of urgency - Kotter

Help me Knowledge Manager, you're my only hope
Developing knowledge managers

• Know the business
• Be an expert in a core field
• Provide opportunities to develop internal and external networks
• Expose people to strategy development and decision-making
• Develop a deep understanding of KM, and
• Develop skills for using KM techniques

http://knowledgebucket.wikispaces.com/Tools+and+Techniques
Knowledge managers are the DNA of our organisations.
Levels of Organisational Consciousness

Source: Barrett (2016)
Where will our Knowledge Managers come from?

Anywhere
The Future

‘The single biggest missed opportunity for leaders of organisations is the failure to capitalise on the collective genius of the people in their organisations and communities’

Dr. Robin Wood

The Future of Strategy, the Role of the New Sciences
time for questions
David Williams

Practice Lead – Consulting and Technical Services
Lange Consulting & Software
ABN: 15 079 494 518
david.williams@langeconsulting.com.au
Ph: 0412 237 695
Skype: david_williams546
LinkedIn: http://www.linkedin.com/pub/david-williams/0/346/36b

www.langeconsulting.com.au
Bibliography

The future of education

- Developing skills as well as understanding
- Flipped classrooms
- MOOCs and xMOOCs
- Self paced online: Corsera, Lynda
- S2S teaching platforms (2020)
- Algo-generated lessons (2030)
- Immersive virtual reality (2040)
- Neuro-informatics (2040)

https://www.youtube.com/watch?v=6vMO3XmNXe4

Source: Marquis (2012)
What are the risks in managing our knowledge?
Commercial strategy

- Take *rather than a Cost Leadership Strategy*
- A cost leadership strategy is a race to the bottom
- A [Differentiation Strategy](#) builds a firm that has unique resources and capabilities which enable it to satisfy these needs in ways that are difficult to copy.
  - include patents or other Intellectual Property (IP), unique technical expertise talented personnel or innovative processes.
  - Successful when a company accomplishes either a premium price for the product or service, increased revenue per unit, or the consumers' loyalty to purchase the company's product or service (brand loyalty).

- Source: Michael Porter
EYESIM Immersive Virtual Reality Training System
- Self-actualization
- Esteem
- Love and belonging
- Safety needs
- Physiological needs
10 strategies to build learning subsystems

1. Develop action learning programs throughout the organisation (time and effort!)
2. Increase individuals’ ability to learn how to learn
3. Develop the discipline of dialogue in the organisation
4. Develop career development plans for employability
5. Establish self-development cash programs
6. Build team-learning skills
7. Encourage and practice systems thinking
8. Use scanning and scenario planning for anticipatory learning
9. Encourage/Expand diversity, multicultural and global mindsets and leanings
10. Change the mental model relative to learning (most people retain a negative picture of learning, one acquired in their school days).

Source: Marquardt (1996)
Dimensions of a learning organisation

- Learning is accomplished by the organisational system as a whole.
- Organisational members recognise the importance of ongoing organisation-wide learning.
- Learning is a continuous, strategically used process – integrated with and running parallel to work.
- There is a focus on creativity and generative learning.
- Systems thinking is fundamental.
- People have continuous access to information and data resources.
- A corporate climate exists that encourages, rewards, and accelerates individual and group learning.
- Workers network inside and outside the organisation.
- Change is embraced, and surprises and even failures are viewed as opportunities to learn.
- It is agile and flexible.
- Everyone is driven by a desire for quality and continuous improvement.
- Activities are characterised by aspiration, reflection, and conceptualisation.
- There are well-developed core competencies that serve as a taking-off point for new products and services.
- It possesses the ability to continuously adapt, renew, and revitalise itself in response to the changing environment.

- Source: adopted from Marquardt (1996)
## Levels of Organisational Consciousness

<table>
<thead>
<tr>
<th>Level</th>
<th>Focus</th>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Service to Humanity and the Planet</td>
<td>Social Responsibility, Future Generations, Long-Term Perspective, Ethics, Compassion, Humility.</td>
</tr>
<tr>
<td>6</td>
<td>Strategic Alliances and Partnerships</td>
<td>Environmental Awareness, Community Involvement, Employee Fulfilment, Coaching/Mentoring.</td>
</tr>
<tr>
<td>5</td>
<td>Building Internal Community</td>
<td>Shared Vision and Values, Commitment, Integrity, Trust, Passion, Creativity, Openness, Transparency.</td>
</tr>
<tr>
<td>4</td>
<td>Continuous Renewal and Learning</td>
<td>Accountability, Adaptability, Empowerment, Teamwork, Goals Orientation, Personal Growth.</td>
</tr>
</tbody>
</table>

Source: Barrett (2016)