Learning before, during and ongoing for co-creation of new knowledge

Dr Arthur Shelley

Intelligent Answers
Organizational Zoo Ambassador Network
@Metaphorage @IntelligentAns #OrgZoo
Do you CAPTURE you knowledge or RELEASE it to multiply and adapt?

Closed Mindset: Knowledge is a prisoner to be collected, controlled and "protected"

Open Co-Creative Mindset: Knowledge is an asset to be released and adapted to replicate, amplify value and accelerate performance!
Modern wars are mostly won because of superior knowledge agility and lost because of inferior capability to constantly transform.
Leading Knowledge Flows

Prioritise

Plan

Apply

Deliver

Iterative strategic cycles

New Knowledge

Purpose

Environment

Attitude

Business Goals
Existing Knowledge
Strategy
Improvement Opportunities
People
Interacting
Collaboration
Projects
Driving
Change
New Knowledge
Outcomes Outputs Benefits Beneficiaries
Superior Performance

Source: Shelley 2017

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4 Actions (Doing & Being)
3 Knowing (Understanding)
2 Behaviour (Culture & Attitude)
1 Mindset (Strategic Awareness)
Not everything that can be counted counts, and not everything that counts can be counted.

*Charles Darwin*

Any fool can know. The point is to understand.

*Albert Einstein*
Games Facilitate Deeper Learning Insights

Multiple loop learning through reflective challenges

What
Actions

Rules

Assumptions

Who

Context

When
Where
How

Principles

Insights

Who

Exploring what is the right thing to do, with whom and why

Doing things right

Doing the right things

Results
Outputs
Outcomes

Loop 1

Loop 2

Loop 3

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1. You  
2. Your organisation
Challenge yourself to see the world differently!

And then live in it!
## Know and Grow your Behavioural DNA

The Outcome Story beyond the Output

Organizational Zoo metaphor games enhance Behavioural Insights AND Cultural Development

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### Behavioural DNA of our Current Culture: Profiles of behavioural preference patterns with metaphor

<table>
<thead>
<tr>
<th>Zoological Species</th>
<th>Expected</th>
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INTELLIGENT ANSWERS

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Designing Learning Experiences for Action

1. Desired Outcomes
2. Activities (interactive inclusive co-creation)
3. Outputs
4. Reflection

KNOWledge SUCCESSion in an interdependent world

Moving from “what is…”

To “what is possible…”

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Knowledge
Ready
Organization
Awards
KRO journey requires more than a Prayer
Aligning all 6 KRO Criteria to engage all

KRO Lord’s Prayer

Our Leader, Who’s art is heaven

Strategic Impact be thy game

Your knowledge come, your process be done

On culture as it is on technology

Give us this day our daily learning

And forgive us our lessons learnt

As we forgive errors against us

Lead us not to the temptation

To deliver on digital

Without the cultural

Forever and ever, Amend! (Shelley 2017)
This interaction was co-created and hybridised from multiple sources.
KNOWledge SUCCESSion
Creative Friction in Strategic Cycles

Starting provocative conversations to build trust and relationships

**Why**
**Sustainable performance outcomes**
Achieved through prioritised & resourced **Continuous capability development**
Enabled by future-aligned **Strategic knowledge-based projects**

**Who**

**What**

**How**

**When**

**Where**

Leading inclusive environments to stimulate co-creation of knowledge

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Creatively Disruptive Ideas

Dorst K 2011 The core of design thinking and its application. Elsevier
Leavy, B 2012 Collaborative innovation as the new imperative – design thinking, value co-creation and the power of “pull.” Strategy and Leadership 40(2) pp. 25-34.
Liedtka, J 2014 Innovative ways companies are using design thinking. Strategy and Leadership 42(2) pp. 40-45.
Shelley, AW 2007 The Organizational Zoo A survival guide to workplace behavior. Aslan, Fairfield CT.
Shelley, AW 2009 Being a successful knowledge leader. What knowledge leaders need to know to make a difference. Ark Group, North Sydney.
Shelley, AW 2012 Metaphor Interactions to Develop Team Relationships and Robustness Enhance Project Outcomes. Project Management Journal 43, 6, 88-96
Mindset Paradox: Leading AND Managing

INTELLIGENT ANSWERS
BUILD CAPABILITIES & PRODUCTIVE RELATIONSHIPS THROUGH CREATIVE LEARNING

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Learning Transforms how we Create and Evolve Knowledge

Machines are great at finding patterns in existing knowledge
Humans can see what’s missing from these patterns

Together in harmony they accelerate digital transformation
Leaders are more influential when they engage
a diversity of perspectives in connecting the dots
Keep Conversations That Matter” flowing...

arthur@organizationalzoo.com
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"Conversations That Matter" (Shelley, 2009)