



KMW12 | W5

Knowledge Networks and the Flow of Insight (Highlights)

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<http://kmworld.com/kmw12>

ciber

#kmw12
#w5insight

The Evolution of KM

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Some are rethinking how knowledge emerges & moves in the modern organization.

Are ideas able to flow?

What is our role in making this happen?

Possibilities



If we could redefine Knowledge Management for the 21st Century, wouldn't it need to be:

- Scalable, so all organizations and people could use it?
- Accessible, so everyone could do it?
- Consistent, so it would be easily recognized and repeated?
- Customizable, to fit differing contextual needs?
- Resilient, so it could work around obstacles?

Sounds like a challenge: creating flexibility in such a volatile marketplace of ideas.

It also sounds a lot like a network.

Possibilities



“A river is designed to channel the flow of water .. a leaf, the flow of nutrients ..”

- Beth Noveck
former Deputy CIO for the White House
recent TED Talk*

Possibilities

What might we discover if we opened the flow of ideas in an organization?

- New (often raw) *insights*
- New and evolved *ideas*—how we might nurture, combine and advance them
- Notional *solution designs*—to understand and frame what we can imagine
- Prototype *solutions*—to better specify what we might achieve

One raw insight can evolve into many outcomes How else can we think of flow?



Like a river, the course and current of the flow of insights can change, adapting to the environment, moving around obstacles.
Many conditions can influence what enters and exits.

Possibilities

As individuals and as member of a team, where might we raise the bar in our ability to engage in Critical Thinking?

- Navigating abstraction (general v. specific)
- Navigating (setting & holding) context
- Understanding root cause
- Establishing notional frameworks

Our ability to focus impacts our ability to discern Problem solving involves making choices

For navigation, we can tap our river metaphor again.

“Dealing with abstraction and the shifting of context is like running the rapids.” CDNA* p. 19.

New Semantics of Flow

People connect, interact, share ideas ..

Learning
Networks

*Places where insights
are free to flow*

Flow of
Insight

*Exchanges take
place*

Adaptive
Framing

*What can we learn
from each other?*

New
Outcomes

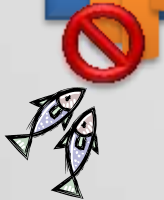
*What might we be
able to produce?*

Intentional Collaboration

*"Solving problems in teams, with specific outcomes in mind"**

Working
In Silos

**The DNA of Collaboration, p.27 | see also CDNA Glossary*



[1] Learning Networks

Learning Networks

Places where insights are free to flow

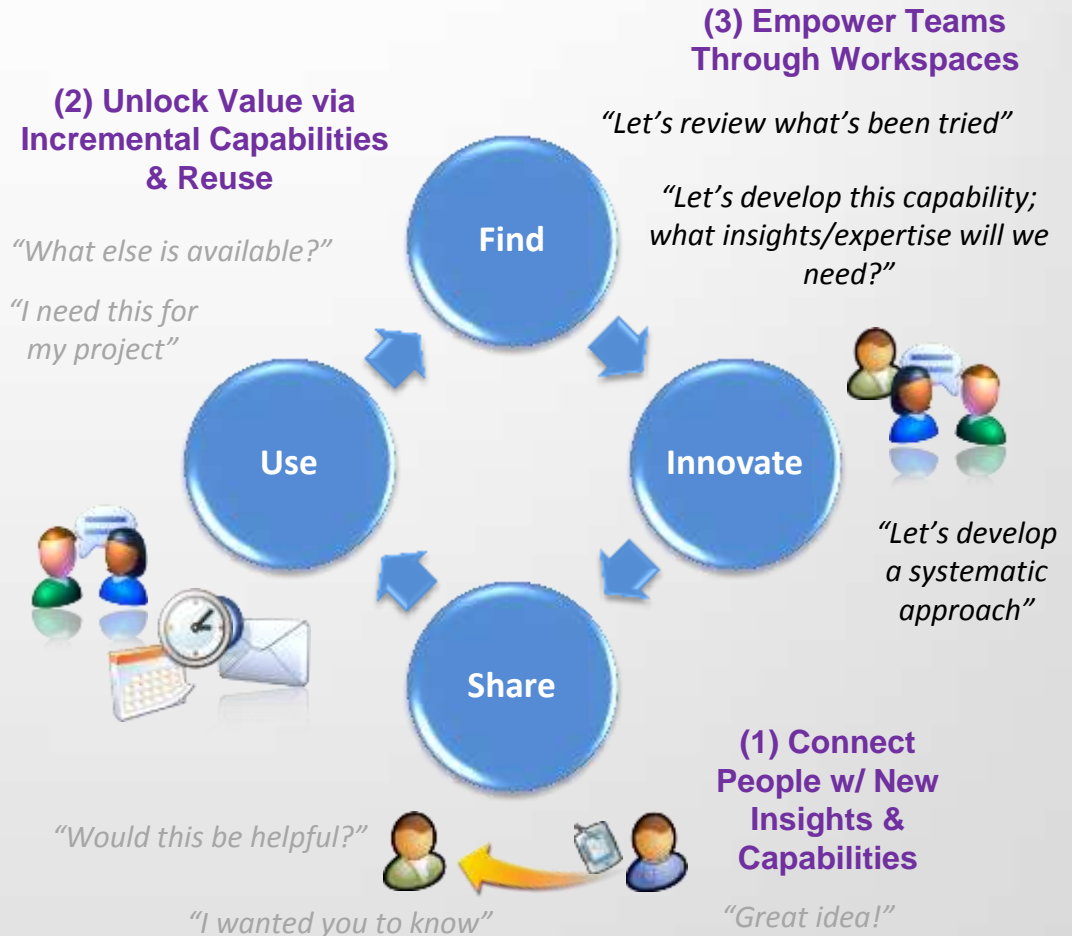
Ensuring Flow is essential

Changing the game via “Enterprise 2.0”

- Connecting
- Unlocking
- Empowering

Closing the loop

Getting smarter, faster



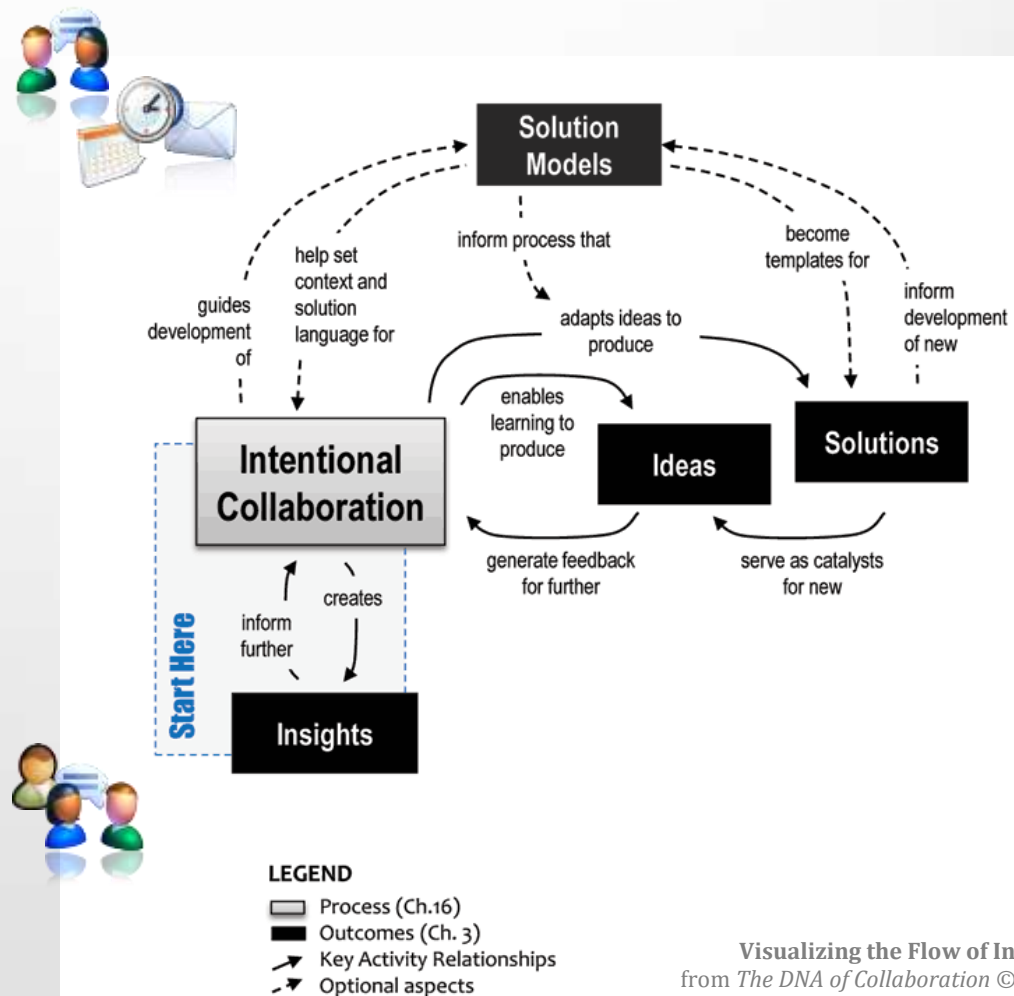
[2] Flow of Insight

Flow of Insight

Exchanges take place

Design focus

- Generalization
- Requires more abstract thinking
- What pathways will get us there?



Visualizing the Flow of Insights
from *The DNA of Collaboration* © 2012,
FIGURE 9, p.57

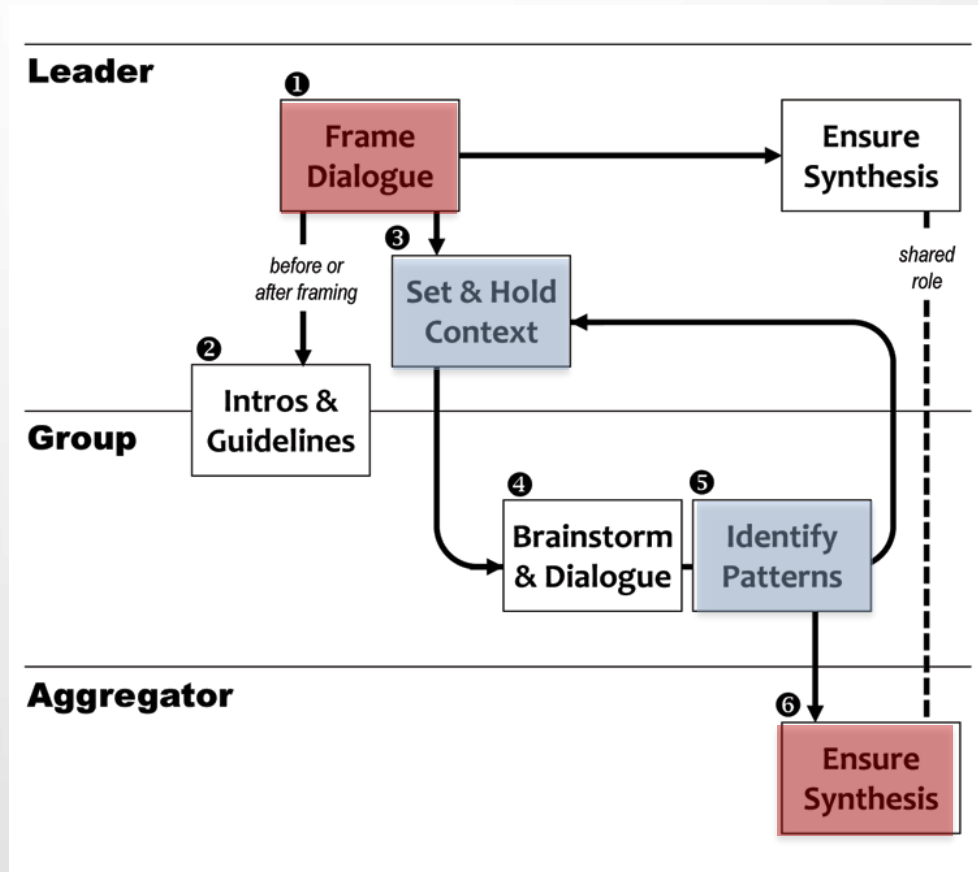
[3] Adaptive Framing & Process

Problem Framing

What can we learn from each other?

Focus on:

- Semantic frame
<http://bit.ly/2smchat>
- Holding context
- Patterns recognition
- Synthesis (w/ examples)
<http://bit.ly/eoedu>
<http://bit.ly/ogdT3w>



Basic Collaboration Process, as a Flow
from *The DNA of Collaboration* © 2012, FIGURE 21, p.185

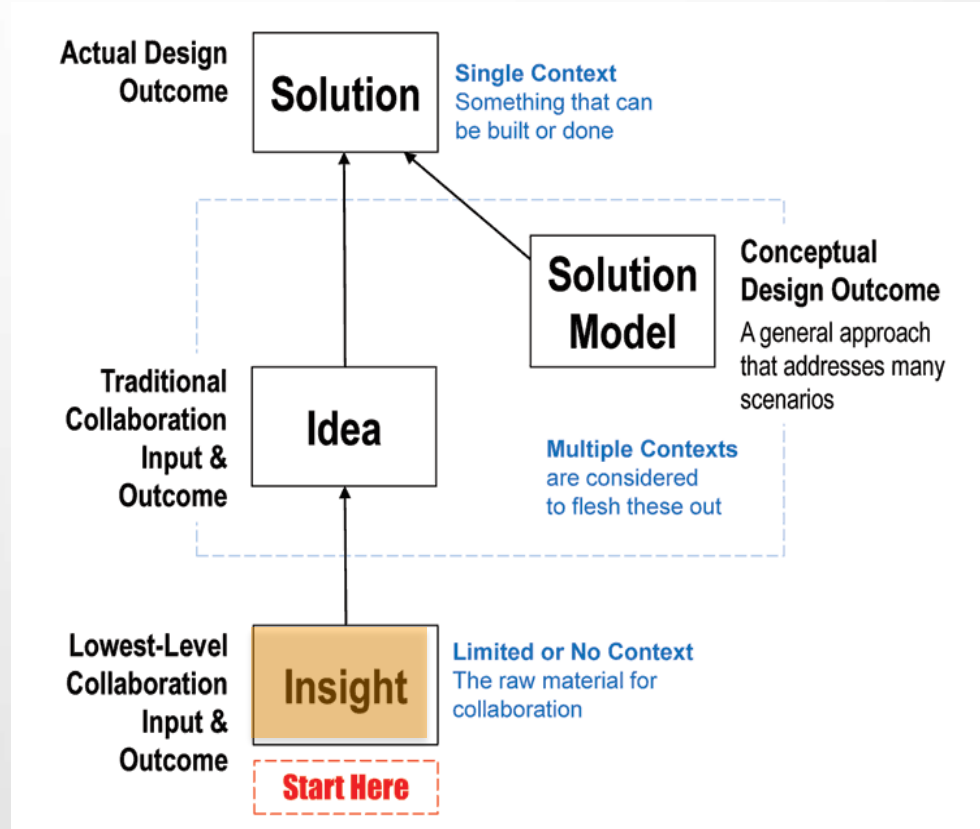
[4] Outcomes

New Outcomes

What might we be able to produce?

What can we create?

- Where do we start?
- Can one insight evolve?
Try to visualize a state transition (like water changing to ice*)
- What role does shifting context play?



Possibilities: Taxonomy of Outcomes

from *The DNA of Collaboration* © 2012, FIGURE 7, p.53

*to extend this thinking, see also Kurt Lewin re: Action Research

W5.1 Business Applications

Intrigued?

- Find ways to get people thinking in your company
- Challenge the status quo: what is possible
- Inspire by example
- Build a network of innovators

Situations Where Collaboration Can Matter Most	Typical Problems Observed (Current State)	Framing	Messaging	Relationships	Flow	Possibilities
Team Building across Boundaries. Mergers or acquisitions result in local operations that work independently, unable to tap/create broader synergies. Can apply to alliances.	Confusion on Roles Unclear Accountabilities Lack of cooperation		●	●	●	●
Cross-Functional Design Projects. A company needs to bring a new product to market, but department experts have trouble working together.	Inability to communicate Lack of cooperation	●	●	●	●	●
Strategy Change & Realignment. To improve its market position, a company wants to redefine itself and its business model, but few have a clear picture of what that means.	Confusion Concerns & insecurity Lack of cooperation	●	●	●	●	●
Process De-Calcification. Years of "business as usual" have created significant inefficiency in how things work but the organization is too comfortable with the status quo.	Apathy Resistance to change Lack of cooperation			●	●	
Customer Service. Unusual customer requirements can cause service teams to scramble, forcing them to work creatively across internal boundaries to solve a problem.	Unclear Accountabilities Lack of cooperation		●	●	●	●
Organization Change. New leadership structures can be unsettling at first, requiring employees to keep an open mind about the future.	Resistance to change Lack of cooperation		●	●	●	●

Problems Where Collaboration is Useful

from *The DNA of Collaboration* © 2012, FIGURE 1 p.24

W5.2 Culture Change

CDNA Ch.10

Schein on layers

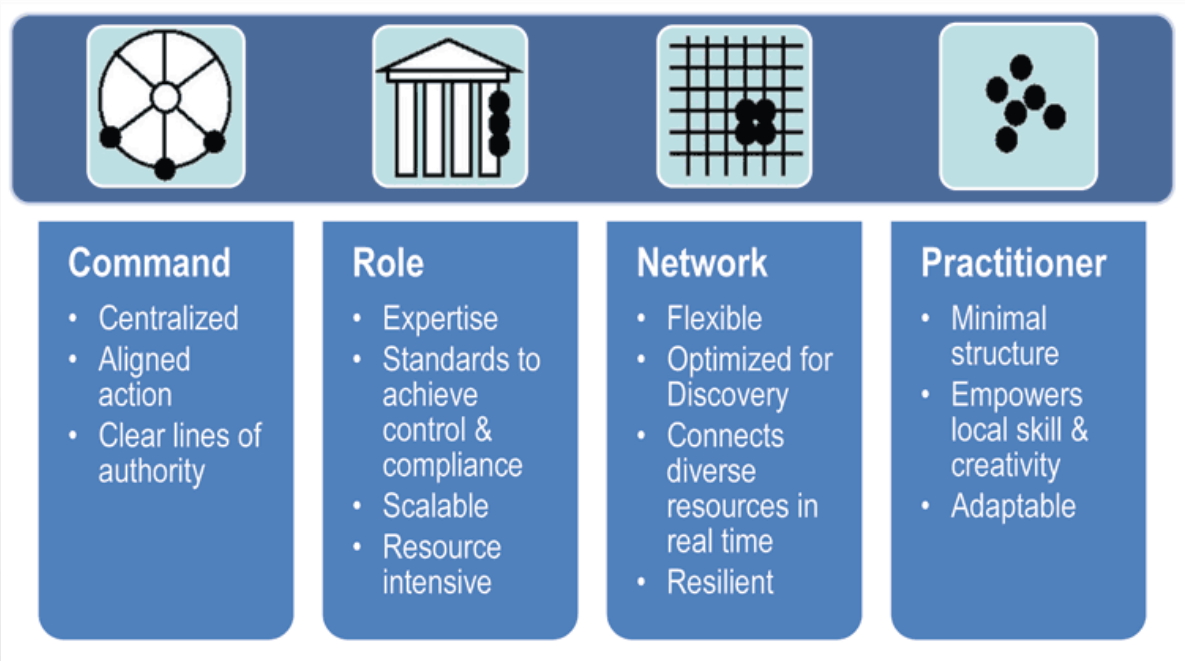
Handy on models

- Command
- Role
- Network
- Practitioner

Subcultures

Implications

Discuss



Four Types of Organizational Culture, Adapted from Handy (1993)
from *The DNA of Collaboration* © 2012, FIGURE 15 p.123

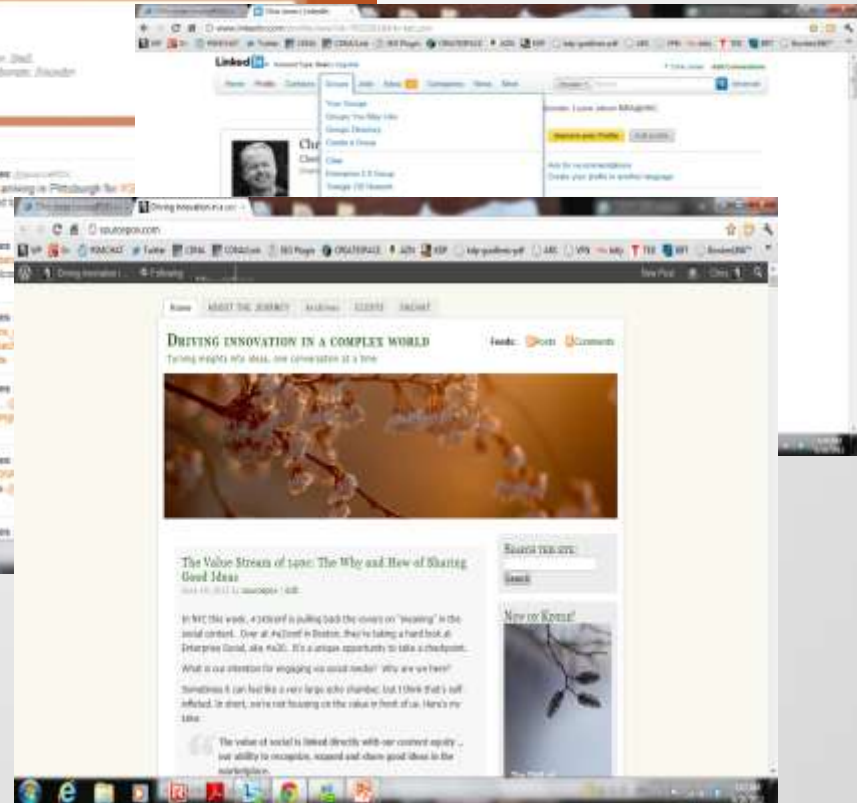
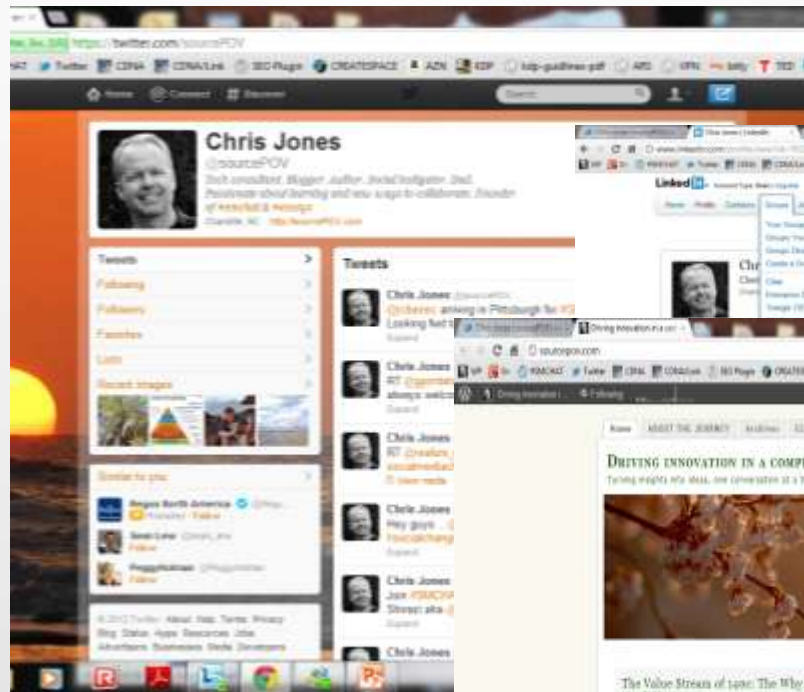
W5.4 Social Enterprise

Don't wait for your org to get social

- **Twitter**
(connect, share, learn)
- **Linked-in**
(connect, share)
- **WordPress**
(explore, learn)

Ideas

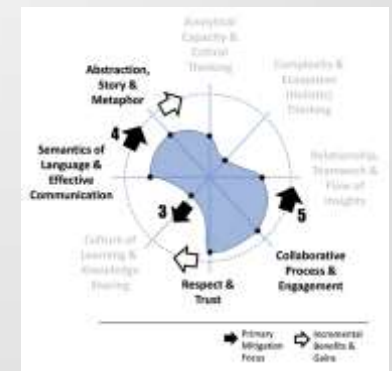
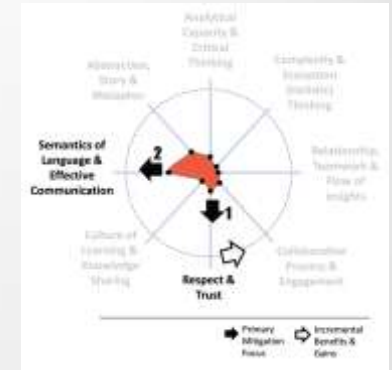
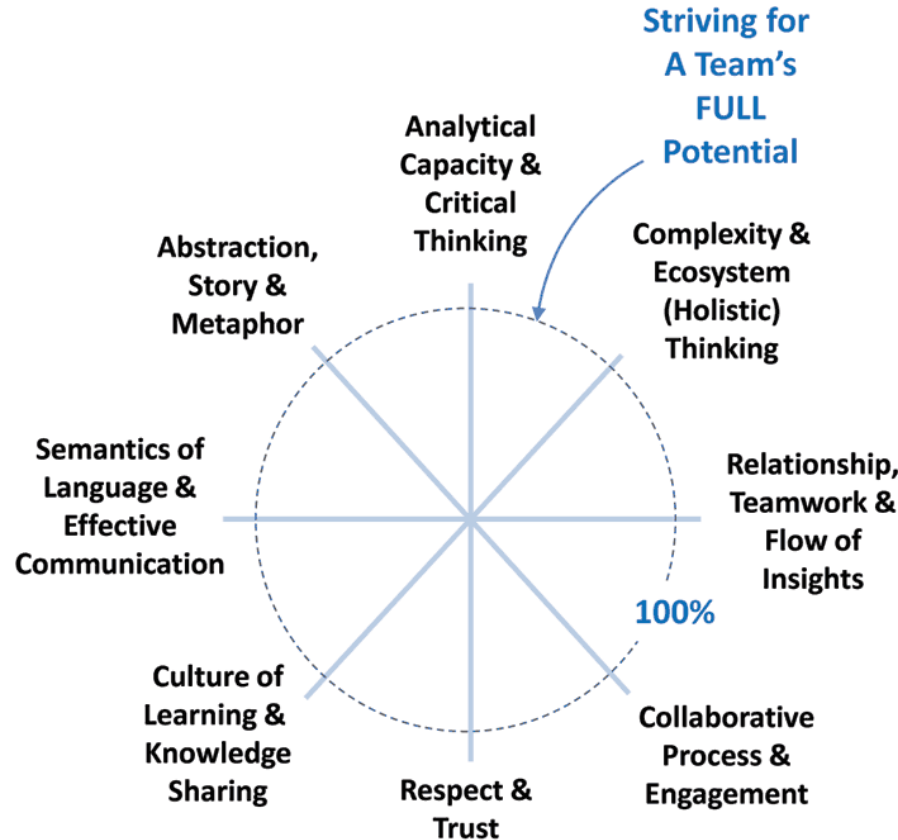
- Develop your voice
- Contemplate a personal brand
- Be a catalyst for change



W5.6 Measuring Progress

How might a collaborating team measure progress?

- What are key dimensions of success?
- How high do we set the bar?



CDNA Reader's Guide

If you're focusing on these work groups:	These collaboration insights may be most valuable:	In these PARTs of the book:					
		PROLOGUE	1	2	3	4	5
			FRAMEWORKS	MESSAGING	RELATIONSHIPS	FLOW	POSSIBILITIES
<ul style="list-style-type: none"> Corporate employees Project managers Knowledge workers 	Learning how to better solve problems in teams	●	●	●	●	●	
<ul style="list-style-type: none"> Executives 	Organizational dynamics & ways to drive change	●		●	●		●
<ul style="list-style-type: none"> Small businesses Non-profits Community leaders 	Getting people working together	●			●	●	
<ul style="list-style-type: none"> Change agents HR/OD specialists KM practitioners 	Achieving the learning organization	●	●	●	●	●	●
<ul style="list-style-type: none"> CIOs IT teams Consultants 	Planning and deployment of collaboration processes & tools	●	●			●	●



Thanks

**These conversations are just beginning.
Let's stay in touch.**

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Watch for takeaways on Twitter at **#kmw12** | **#w5insight**



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