

July 10 - 11, 2003
Chicago

November 24 - 25, 2003
San Francisco



Complex Knowledge and the Dynamics of Learning Masterclass

An organic approach to knowledge strategy and mapping

An interactive learning event featuring a world-class knowledge pioneer:

Dave Snowden, Former
Director of the Institute
for Knowledge
Management and Director
of the Cynefin Center for
Organisational Complexity,
IBM



This two-day interactive masterclass will give you both theoretical understanding of organic knowledge management and practical experience in using knowledge mapping. It is based on three principles:

- **Knowledge can only ever be volunteered, it can not be conscripted** – it is not possible to make people surrender their knowledge, to do so creates meaningless conformance or will lead them to conceal what they know.
- **We only know what we know when we need to know it** – human knowledge is contextual, it is recalled or created in the context of its need. To ask someone what they know is to ask a meaningless question in a meaningless context.
- **We always know more than we can say and we will always say more than we can write down** - knowledge management approaches based on the written material in the form of documents provides you with only a partial view of the complexity of knowledge. You will explore content versus narrative forms of knowledge management.

Take part in discussions focusing on:

- ✓ 'Just in Time' – the application of JIT principles to knowledge management is one of the new trends offering radical reductions in cost and increased effectiveness
- ✓ Discover effective and emergent communities of interest to increase knowledge sharing: utilizing the shadow organization
- ✓ Learn how to separate content management (what we can write down) from narrative management (what we can say) from context management (what cannot sensibly be written down or spoken)
- ✓ Understand the real reasons people retain knowledge and the failure of traditional reward and incentive schemes

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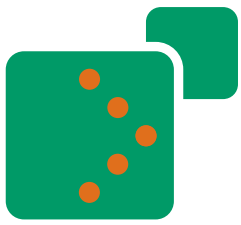
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Complex Knowledge and the Dynamics of Learning Masterclass

An organic approach to knowledge strategy and mapping

Knowledge management has traditionally focused on the conversion of "tacit" to "explicit" knowledge, inheriting much of the tools and practices of business process re-engineering which preceded it in the flow of management ideas. As such the emphasis is on knowledge being written down, either in formal documents or in the limited communication of chat lines or discussion forums – often combined into a community of practice or interest. Organic knowledge management acknowledges the usefulness of such approaches, but also recognizes their limitations. There is a time and a place for engineering in knowledge management, but there is also a need to manage the knowledge ecology; focusing on the creation of self organizing structures, recognizing and utilizing the ambiguity of human knowledge and creating the conditions for trust and sharing to emerge.

Properly understood knowledge management has two purposes: to improve decision-making and to create the conditions for innovation. To do this requires the knowledge manager to be more of a gardener than an engineer.

Attend Ark Group's **Complex Knowledge Masterclass** and:

- Learn how to create a knowledge map
- Understand the balance of spoken, written and unspoken knowledge and how to create the right environment to manage them
- Understand the role of stories for knowledge disclosure
- Understand how to sell to senior management and how to measure the benefit
- Be able to identify and harness the power of the informal organisation

Discover how to develop the disclosure of knowledge in an open environment and learn how to develop:

- ✓ Develop anecdotes that can be used to reveal knowledge disclosure
- ✓ Stimulate the recall of knowledge and create new knowledge
- ✓ Describe knowledge in a manner that can lead to action
- ✓ Separate the capture and creation of knowledge from its analysis and distribution
- ✓ Stimulate the identity and development of formal and informal communities
- ✓ Provide deeper understanding of community interaction: develop and manage knowledge flow
- ✓ Understand the role of knowledge in innovation

This interactive event will provide you with an opportunity to interact with one of the world's most experienced practitioners in knowledge management and narrative patterns, **Dave Snowden**. You will gain in-depth exposure on managing the channels and connections through which knowledge flows throughout your organization and discuss a base line for measuring knowledge management to enable you to reach your long-term business objectives.

The pace and depth is adjusted to match the needs and interests of participants. This **Complex Knowledge and the Dynamics of Learning Masterclass** will introduce exercises to enable you to measure, evaluate, manage and develop knowledge flows and knowledge mapping.

Complex Knowledge and the Dynamics of Learning Masterclass schedule:

What is organic knowledge management?

- The historical context of knowledge management
- The SECI Model of Nonaka et al and deficiencies within the model (tacit to tacit, tacit to explicit, explicit to explicit and explicit to tacit)
- The differences between knowledge and information: the taxi story
- Knowledge as a shared context
- The ASHEN model (artifacts, skills, heuristics, experiments and natural talent): providing a linguistic framework both to help organizations identify what they know and to move directly to action as a result of the meaning provided by the language

Why engineering approaches do not work

- False assumptions of universality: order, rationality and intent
- The three rules of knowledge management
- Why do people retain knowledge?
- Knowledge as both a 'thing' and a 'flow'
- Context, narrative and content: high level overview

Narrative: discovery and disclosure

- Overviews of method and basic terms
- Story circles
- The naïve interview
- The set-up
- Field anthropology

The knowledge audit

- A meaningless question in a meaningless context
- Knowledge disclosure points and the ASHEN question
- Knowledge objects
- Mapping knowledge objects to process and activity
- A portfolio of knowledge projects

The Cynefin model for communities

- Abstraction and the nature of expert language
- Cost of disembodiment of knowledge from its holders
- Culture: learning and teaching aspects
- Formal and informal communities
- 'Just in Time' knowledge management
- The role of technology

The dynamics of community

- Social network analysis
- Persistence of membership
- Perspectives on community
- Linking community to the knowledge audit

Narrative: emergent properties and disruptive power

- Values, themes and archetypes
- NPML: qualities of anecdotes
- Narrative patterning systems
- Other uses of archetypes
- The use of metaphor

The new dynamics of strategy

- The Cynefin model in the context of strategy
- New forms of research and learning
- Narrative based decision support
- Summary

Organic knowledge management and knowledge mapping is emerging as one of the key elements of many knowledge management initiatives. By the end of the second day, delegates will have:

- An appreciation of the role of knowledge mapping within a knowledge management program
- An awareness of the issues involved in setting up a knowledge mapping project
- An understanding of the skills, tools and techniques applicable to knowledge mapping
- The ability to implement a knowledge mapping project

Delegates will be invited to participate in discussion throughout the masterclass.

DAVE SNOWDEN:

Dave Snowden is Director of IBM's newly formed Cynefin Center for Organizational Complexity, which focuses on using human networks to enable the emergence of new meaning in organizations and markets. He was formerly a Director on the Institute for Knowledge Management where he led the Institute's programs on complexity and narrative as well as taking geographic responsibility for the institute's activities outside the Americas.

DAY ONE

08:30 Registration and coffee

09:00 **Session one: What is organic knowledge management?**

10:30 Morning break and networking

10:45 **Session two: Why engineering approaches do not work**

12:15 Networking lunch

13:15 **Session three: Narrative: discovery and disclosure**
The revealing power of narrative: themes that emerge from organizational anecdotes, archetypes and organizing principles

14:45 Afternoon break and networking

15:00 **Session four: The knowledge audit**

16:30 **Session five: Summation of lessons learnt**

17:00 **End of day one**

DAY TWO

08:30 Registration and coffee

09:00 **Session six: The Cynefin model for communities**

10:30 Morning break and networking

10:45 **Session seven: The dynamics of community**

12:15 Networking lunch

13:15 **Session eight: Narrative: emergent properties and disruptive power**

14:45 Afternoon break and networking

15:00 **Session nine: The new dynamics of strategy**

16:30 **Session ten: Conclusion and wrap-up**

17:30 **End of Complex Knowledge Masterclass**

4 ways to book



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Delegate 3

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I have read and accepted the booking conditions

Please note: payment must be received in full prior to the event to guarantee your place

Two day masterclass – \$1570

- July 10 /11, 2003 - Chicago
- 10% Early bird discount if you pay before May 2, 2003

- November 24 / 25, 2003 – San Francisco
- 10% Early bird discount if you pay before October 17, 2003

- SPECIAL OFFER: subscription to Knowledge Management magazine for \$299 when booking onto the conference



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Venue and Accommodation

Complex Knowledge and the Dynamics of Learning Masterclasses are taking place in centrally located venues in each city. Preferential rates have been arranged for delegates at the relevant hotels for masterclass attendees, up to four weeks prior to each event.

Please contact Hannah Cole at arkgroup for further information on venue locations, guest room rates, etc:

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