

be the  2016
difference

**FRAMING OUR KNOWLEDGE SHARING &
CO-LEARNING ASSIGNMENTS**
FRAMEWORKS AS GUIDES

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KM Learning Exchange

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**THINKING
KNOWLEDGE**



S A K M S 2016
Southern African Knowledge Management Summit

FRAMEWORKS AS GUIDES

- Map & assess your current activity and value contribution
- Identify opportunities to amplify, opportunities for continuous improvement
- Identify potential gaps & missing links, and understand how these influence value & impact
- Identify new opportunities not yet enacted
- Inform competencies required (capabilities & capacity)

AGENDA

Two frameworks:

- The Knowledge Sharing Facilitator – Katrina Pugh



- Social Learning Governance – Etienne Wenger



THE ASSIGNMENT FROM THE KM STRATEGY

Foster and nurture knowledge sharing and contactivity in the organisation.

STREET-SMART CONVERSATIONS

POSITIVE DEVIANCE



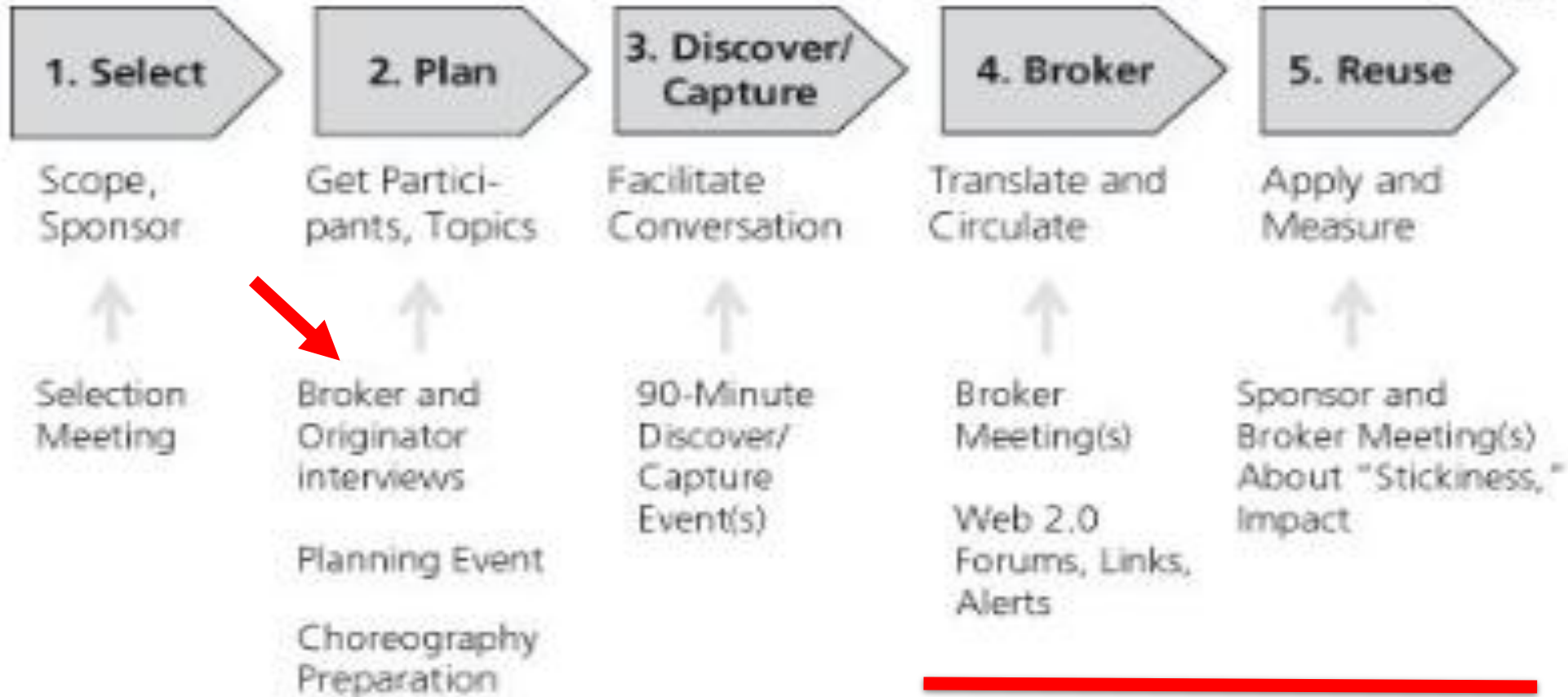
ESTABLISH ROLE AS FACILITATOR



WHO OWNS BEST PRACTICE?



THE LAST MILE...



BROKER RESPONSIBILITIES

1. Knowing and representing the Knowledge Customer (knowledge seeker)
2. Re-mixing content
3. Transmitting content
4. Being a change agent
5. Promoting translated knowledge and modelling reuse

Skill Area	Dominance S African 2016 Survey	Dominance Global 2014 Survey
Organization/Industry skills and experience	3.9	4.7
IM and library skills	5.1	4.6
Facilitation skills	4.1	4.6
Change management skills	4.1	4.5
IT skills	4.0	4.4
Journalism/communication/PR skills	2.8	3.6
HR skills	2.2	2.9
Creative Problem Solving	4.2	Not Asked

Knoco South Africa. 2016 Knowledge Management Survey: Produced for the 2016 Southern African Knowledge Management Summit.



REFLECTION & INQUIRY

be the  difference

1. APPRECIATIVE:

What is working well? Amplify it!

2. IMPROVEMENT:

What can KM do better? Differently?

3. What are the GAPS & MISSING LINKS in KM that will add value?

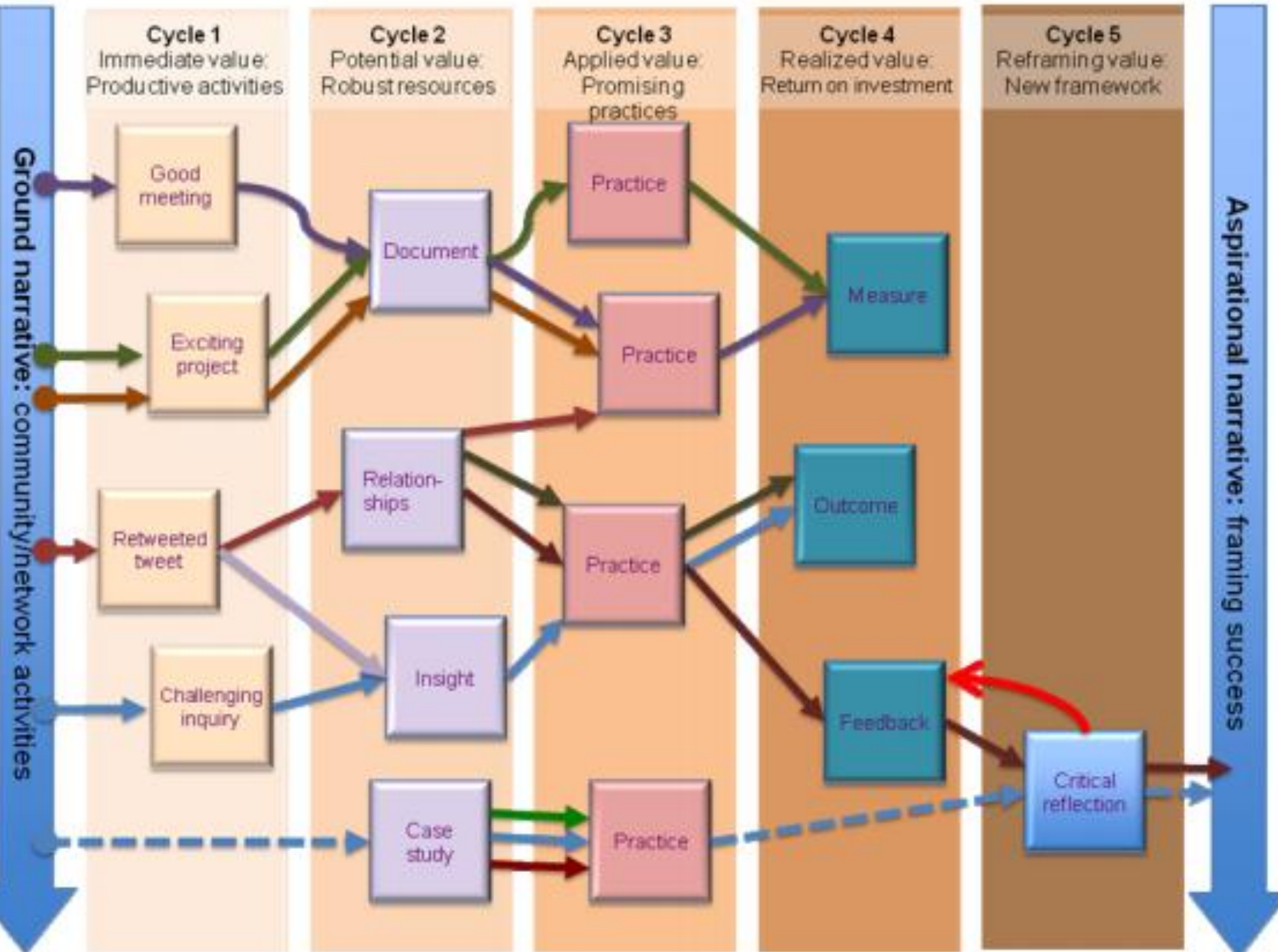


KM allows organisations such as the local government to secure knowledge and convert it into ***new action repertoires*** to inform change practices.

(Ramsey & Barkhuizen, 2011 in Schutte & Barkhuizen,)

Value Creation Framework

Wenger, Trayner & Te Laat



STREET-SMART CONVERSATIONS POSITIVE DEVIANCE



Horizontal accountability

Associated with engagement in joint activities, negotiation of mutual relevance, standards of practice, peer recognition, identity and reputation, and commitment to collective learning.

Horizontal accountability

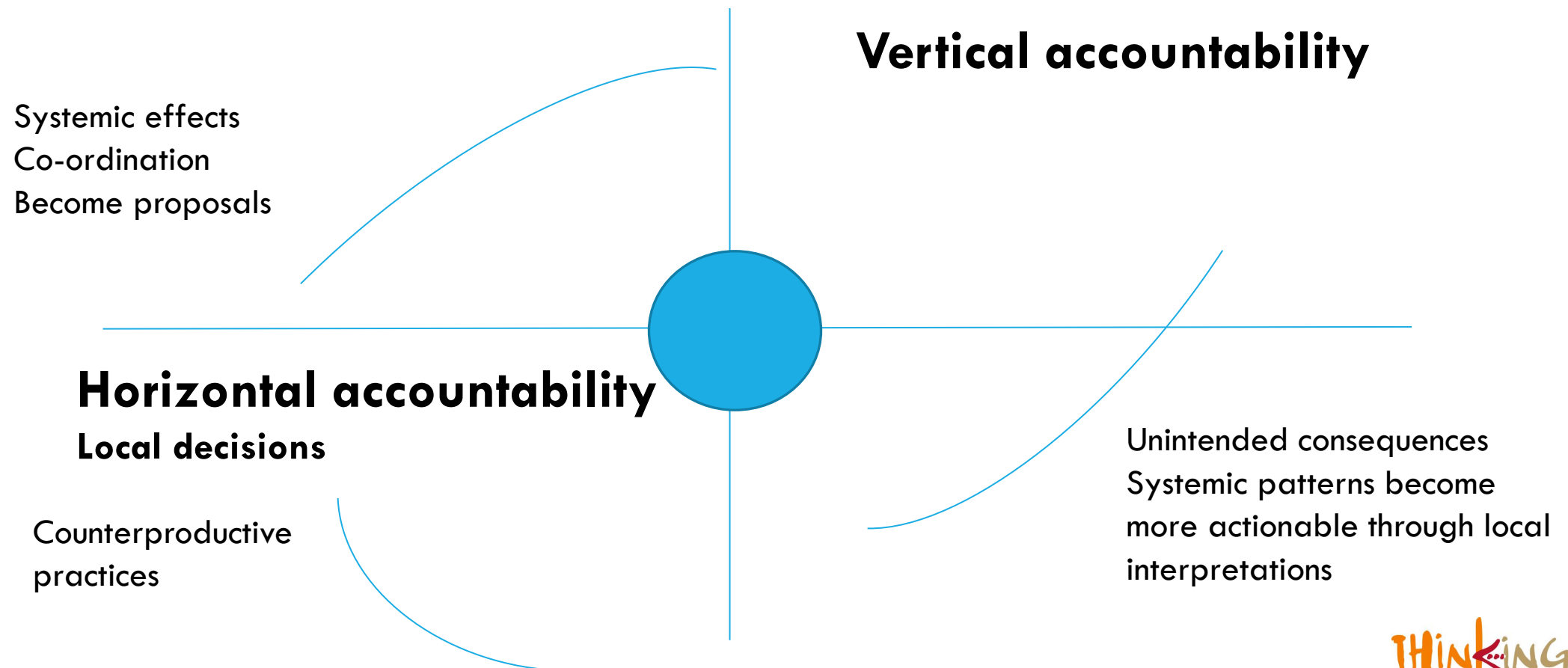
Associated with engagement in joint activities, negotiation of mutual relevance, standards of practice, peer recognition, identity and reputation, and commitment to collective learning.

Vertical accountability

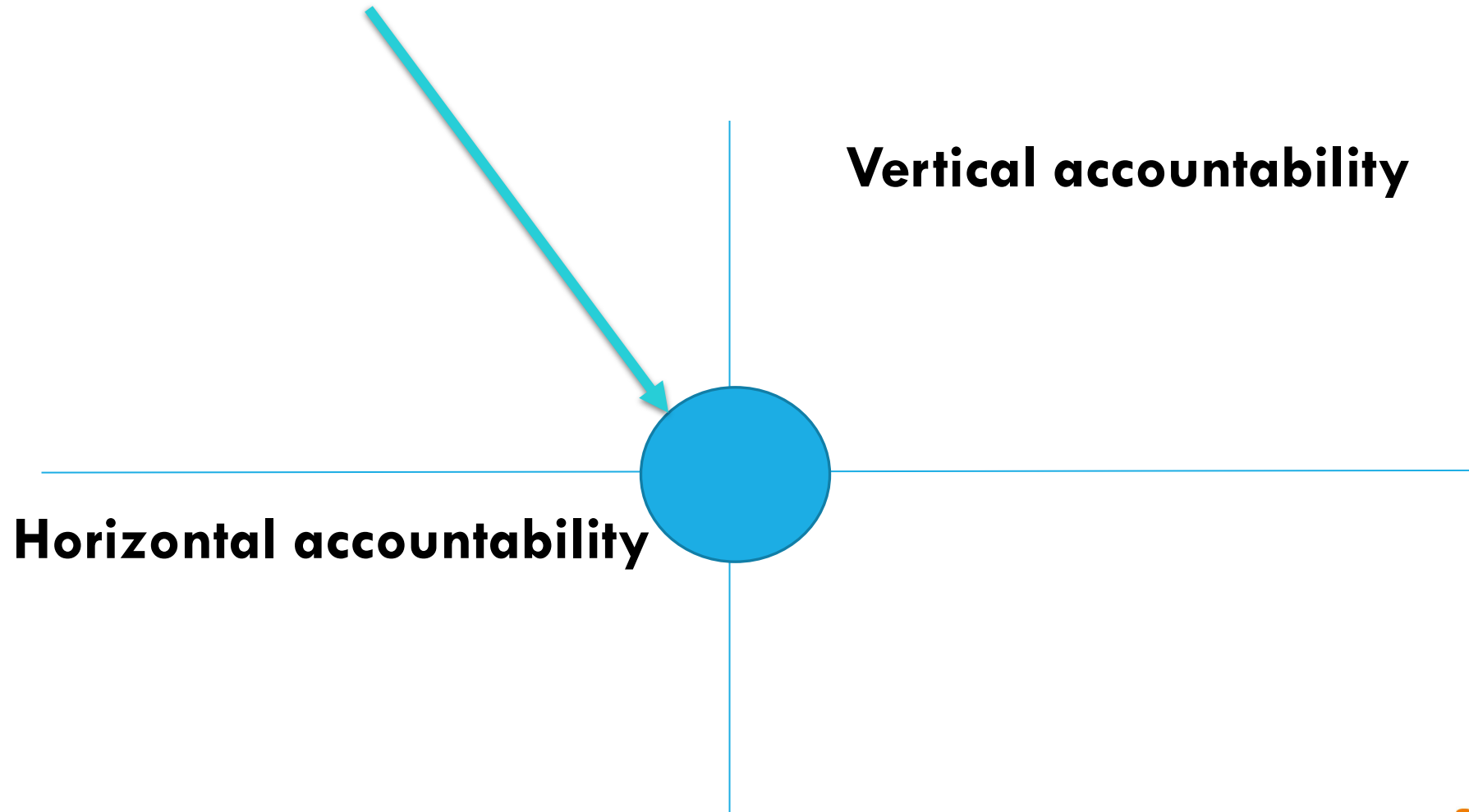
Positions of authority, legislation, policies and enforcement mechanisms (compliance)

Privilege dominant perspective

POTENTIAL TRAPS AND OPPORTUNITIES



TRANSVERSAL AGENCY



SOCIAL LEARNING GOVERNANCE

Stewarding governance

- Concerted effort to move a social system in a given direction.
 - Seeking agreement and alignment

Emergent governance

- Bubbles up from interactions involving local decisions (e.g. prices in markets)
- Learning as result of cumulative effect of local decisions negotiated and spread by participants

“The configuration of a productive interface between horizontal and vertical accountability is perhaps the central challenge for the 21st century organisations in all sectors that are concerned with systemic learning and innovation capability.”

Etienne Wenger

REFLECTION & INQUIRY

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1. APPRECIATIVE:

Instance where the interplay between the horizontal and vertical is/was working?

2. IMPROVEMENT:

What can KM do better? Differently?

3. What are the GAPS & MISSING LINKS in KM that will add value?



CONCLUSION

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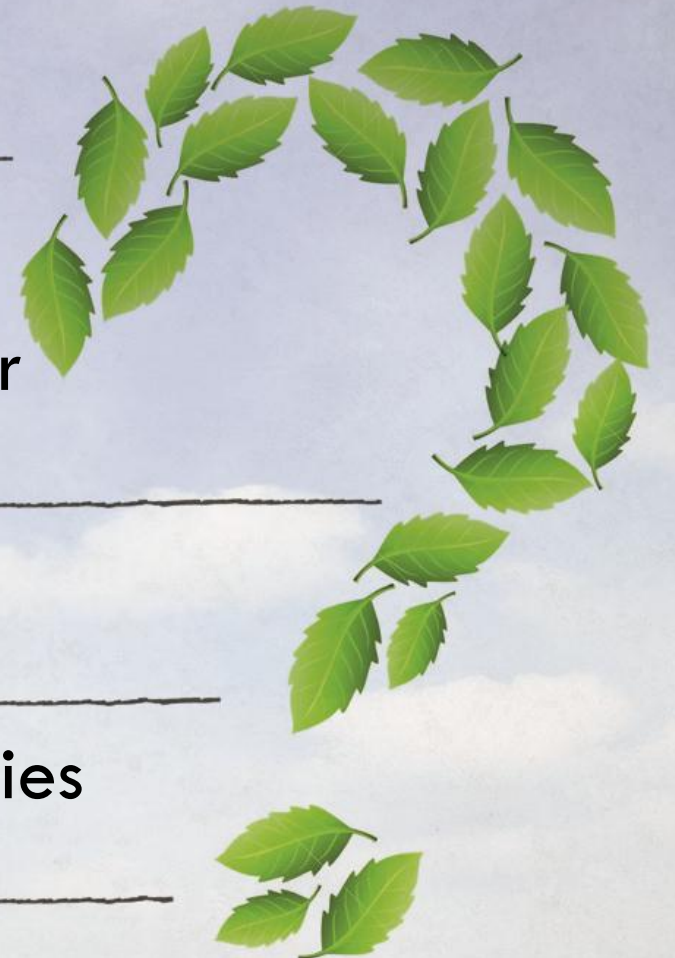
Framing of the assignment



Mandate & scope of our
KM role

Value and impact

Competencies (capabilities
& capacity)



THANK
YOU!



SOURCES

Schutte N and Barkhuizen N. “Knowledge Management and Sharing in Local Government: A Social Identity Theory Perspective” *The Electronic Journal of Knowledge Management* Volume 13 Issue 2 (pp130-141) available online at www.ejkm.com

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Wenger, E., Trayner, B. and de Laat, M., 2011. Promoting and assessing value creation in communities and networks: A conceptual framework. *The Netherlands: Ruud de Moor Centrum*.

ELMI BESTER



Elmi Bester is building collaborative relationships with the KM fraternity and organisations to grow knowledge leadership & leading knowledge practices. She is also the convener of the Southern African Knowledge Management Summit.

Previously, Elmi was the manager of the CSIR Knowledge Commons – a space and place for knowledge sharing and contactivity in a multi-disciplinary research organisation. Prior to this position, Elmi practiced as a project manager, content management specialist and business analysis consultant. She was involved in various process management-, application development- and content management projects in the financial-, manufacturing- and IT industries. She held positions as a lecturer in the Department of Information Science, University of Pretoria and as Information Management consultant at the CSIR. She was part of the WebAfrica pioneer team, the predecessor of M-Web.

Elmi has a keen interest in knowledge communities and networks and the impact and opportunities of social technologies on how we relate, connect and learn. Her premise is that the current wave of interest in knowledge is not something new, but rather a renaissance of a natural human ability we have lost in the quest for optimization of mass production of goods and information. Elmi has a M Phil (Information & Knowledge Management) from Stellenbosch University. Her professional development include courses in Facilitation, Technology Stewardship, Social Learning, Enterprise Content Management, SCRUM Master, Project Management and Change Management.

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