The Key Success Factor in Knowledge Management… What Else?

Change Management

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- Seat-of-the-pants
- Classic change management theory
  - Introducing technology and process changes in high-tech
  - Organizational design / program management
- In knowledge management
  - As Director of KM
  - As a consultant
- In the nonprofit world
  - Exposure to “Theory of Change”
  - Looking at network building as a lever for change

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“Knowledge flows along established pathways in organizations. To change the flow of knowledge, you have to change the pathways.”

-- Larry Prusak

Before you change the pathways, it’s good to know what the pathways are.
Creating a Network Map

• Survey reveals patterns:
  – Information flow
  – Personal support
  – Sensemaking

• Dialogue creates change:
  – Do we need to improve cross-group interaction?
  – Are some people overly central to information flow?
Networks, Complexity, and Change

- Networks are complex (human) adaptive systems.
- Relationships are changing all the time; a network analysis is a snapshot of a single time.
- Networks change as soon as they are made visible.
- Network analysis enables targeted change and intervention.
Making the Change

1. Organizational Development
   - Leadership work
   - Restructuring and process redesign
   - Staffing and role development

2. Network Development ("Net Work")
   - Tools and technologies
   - Facilitated meetings/introductions

3. Professional Development
   - Personal and public
   - Personal and private
## KM Interventions

<table>
<thead>
<tr>
<th>Ways to change patterns in networks</th>
<th>Practices from the KM Repertoire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create more connections</td>
<td>Make introductions through meetings and webinars, face-to-face events (like knowledge fairs); implement social software or social network referral software; social network stimulation</td>
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<tr>
<td>Increase the flow of knowledge</td>
<td>Establish collaborative workspaces, install instant messaging systems, make existing knowledge bases more accessible and usable</td>
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<tr>
<td>Discover connections</td>
<td>Implement expertise location and/or; discovery systems; social software; social networking applications</td>
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<tr>
<td>Decentralize</td>
<td>Social software; blogs, wikis; shift knowledge to the edge</td>
</tr>
<tr>
<td>Connect disconnected clusters</td>
<td>Establish knowledge brokering roles; expand communication channels</td>
</tr>
<tr>
<td>Create more trusted relationships</td>
<td>Assign people to work on projects together</td>
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<tr>
<td>Alter the behavior of individual nodes</td>
<td>Create awareness of the impact of an individual’s place in a network; educate employees on personal knowledge networking</td>
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<tr>
<td>Increase diversity</td>
<td>Add nodes; connect and create networks; encourage people to bring knowledge in from their networks in the world</td>
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Theory of Change

- Starts with long-term goals and works backwards

**Knowledge**
Increase people’s awareness of the nature around them and how their behavior affects it.

**Attitude**
Speak to people on an emotional level about the personal, cultural, and economic benefits of protecting nature.

**Interpersonal Communication**
Get people talking to each other about the issues. Research correlates community dialogue with increased likelihood of change.

**Barrier Removal**
Identify barriers — social, economic, political, or technological — that are preventing behavior change. Provide alternatives or solutions.

**Behavior Change**
Promote sustainable alternatives or solutions to key target audiences through the Pride campaign.

**Threat Reduction**
Measure the reduction in human-created threats to biodiversity, such as overfishing or illegal logging.

**Conservation Result**
Track changes in the health/population of the species or habitat being targeted for protection.

Source: Rare Conservation
Theory of Change

- Starts with long-term goals and works backwards

Source: Rare Conservation
Network Interventions

• Designed as part of a theory of change or "logic model"

http://www.barrfoundation.org/files/Barr_Fellowship_Logic_Model.pdf
• Changes in networks are sometimes easy to see:

• But sometimes numbers speak louder than pictures.
### Network Changes Over Time

<table>
<thead>
<tr>
<th>Year</th>
<th>#</th>
<th>Density</th>
<th>Avg # ties</th>
</tr>
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<tbody>
<tr>
<td>2009</td>
<td>55</td>
<td>2.2%</td>
<td>1.2</td>
</tr>
<tr>
<td>2010</td>
<td>90</td>
<td>2.7%</td>
<td>2.4</td>
</tr>
<tr>
<td>2011</td>
<td>85</td>
<td>5.3%</td>
<td>4.5</td>
</tr>
<tr>
<td>2012</td>
<td>82</td>
<td>8%</td>
<td>6.88</td>
</tr>
</tbody>
</table>

- **2009**
- **2010**
- **2011**
- **2012**
Short List of Resources for SNA/ONA Tools

http://tinyurl.com/SNA-ONA-Tools
• Network analysis should be considered a component of a change program
  – It does help to identify influencers
  – It can help target specific organizational groups or connections for change

• You should also have an agile plan that includes
  – A roadmap
  – Leadership support coalition and incentives
  – Assets and resources for communications and training
  – Quick wins and ways to measure progress
Plus Ça Change...

Why Change Programs Don’t Produce Change

Leading Change: Why Transformation Efforts Fail
by John P. Kotter

Rules Of Thumb For Change Agents

Successful Change Programs Begin With Results
by Robert H. Schaffer and Harvey A. Thomson

How to deal with resistance to change
Paul R. Lawrence
Thank you.

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