



The Power of Information

**Driving organisational performance
through effective knowledge
management**



Knowledge for Capability and Performance

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“Organising knowledge for capability and performance”.

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Organising knowledge for capability and performance

Aims of today's presentation:

- Explore how to enable strategic performance in the public sector by building unique knowledge capabilities combining new management narratives with Web 2.0 'disruptive' technologies.
- Highlight organising principles, models and techniques to realise untapped potential at the interface between Information and Communication Technology (ICT) and human networks.
- Relate records management to a strategic KM perspective.

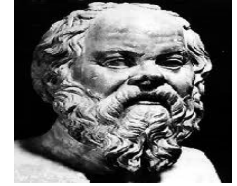
Organising knowledge for capability and performance

Key themes-

- Knowledge and knowing
- Disruptive thinking and technologies
- KM models and frameworks – SECI, Intellectual Capital, Balanced Scorecard
- Building knowledge capability in the public sector:
Organising principles and techniques for managers.

Knowledge and Knowing - Who said (or sung) What?

To do is to be . . .



To be is to do . . .



Do be do be do . . .



[For more on idealism v empiricism \(Jashapara\(2013\) or
https://www.youtube.com/watch?v=ta1KfRX06kA](https://www.youtube.com/watch?v=ta1KfRX06kA)

Knowledge and knowing

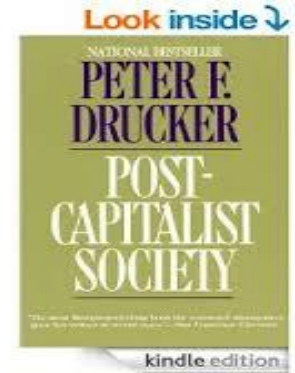
On information, knowledge and productivity)

Peter Drucker adds-

“The knowledge we now consider knowledge proves itself an action”. ... Knowledge is information effective in action, information focused on results. Results are outside the person in society and economy on the advancement of knowledge itself.(Drucker 1993:p 42).

“Supplying knowledge to find out how existing knowledge can be best applied to produce results, is in effect what we mean by **Management**”,p38.

**Here Drucker(who coined the term the knowledge economy in the late 50s),outlines the importance of purposefully and systematically (interpreting) information in different organisational, institutional, or community contexts to create useful knowledge.*



Knowledge and Knowing

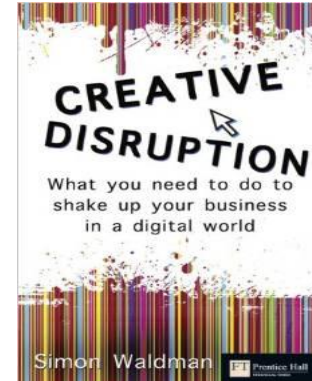
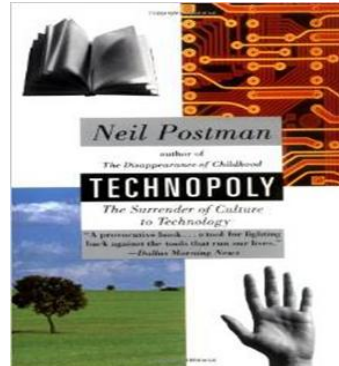
Releasing Capability and Productivity-

- Requires a cyber-epistemology or radically new ways of thinking and organising in ICT enabled human networks
- Records Management as dynamic risk mitigation and corporate memory, integral to broader knowledge based strategy.



Knowledge and knowing: Embracing Creative disruption

- We have entered the era of creative disruption where epistemology (or how we think about our organisational world and the nature of knowledge), must embrace disruptive technology.(Waldman, 2010).
- Digital technology provides incredible opportunities and threats for corporations, government, and the 3rd sector. Strategic opportunities can be leveraged through collaboration, co-design, informed crowd-sourcing, data aggregation and mining.



Creative Disruption: Law Central example

Strategic thinking and digital disruption in the world's 2nd oldest profession-

The Law Central Story.

- **Equity funded. Listed on the Australian Stock Exchange seven years ago. It was the first law firm in the world to have a prospectus lodged. Integrated Legal Holdings Ltd
ASX: IAW**
- <http://lawcentral.com.au/companyinfo.asp>

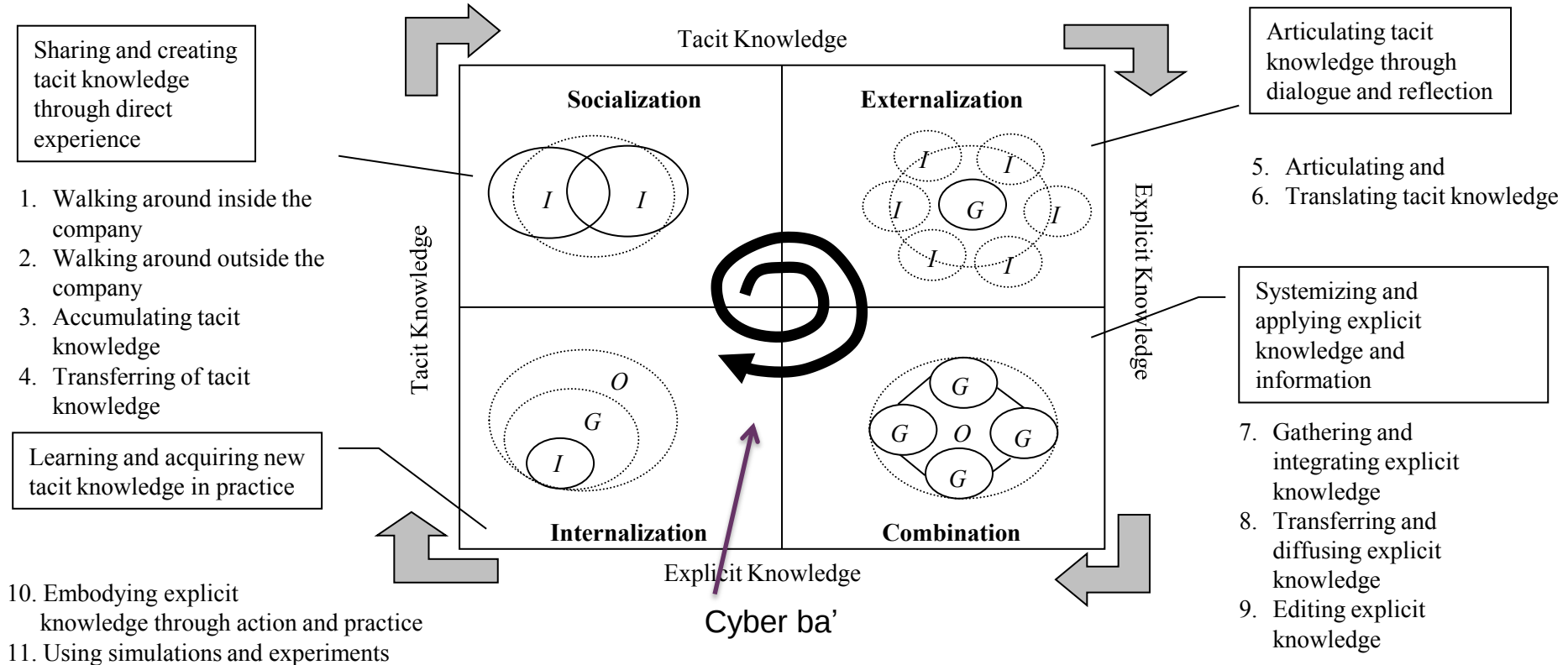
Creative Disruption

The Law Central story continued-

- Broke the partnership model-listed on the ASX.
- Used low cost call centre(back office)model with email, internet and social media technologies for efficient, low cost distribution and legal transactions for tax accountants.
- Passive income Nirvana.

KM models and frameworks

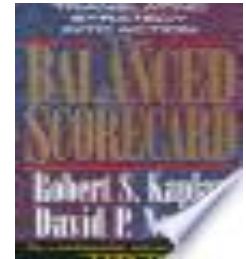
The SECI model



Adapted: Nonaka. et al (2000).

KM models and frameworks: Creating value from intangibles

- The HR Scorecard. Ulrich et al (2000).
- The balanced scorecard – Kaplan and Norton (1996), Strategy Mapping (2000).
- Intellectual Capital models: Roos et al (1997), Sveiby (1999) in Mouritsen et al (2005);
- Knowledge Based View (KBV) of strategy, Grant (1996); Teece et al (1997) cited in Moayer, Huang and Gardner (2014).



Organising principals, and techniques for knowledge managers.

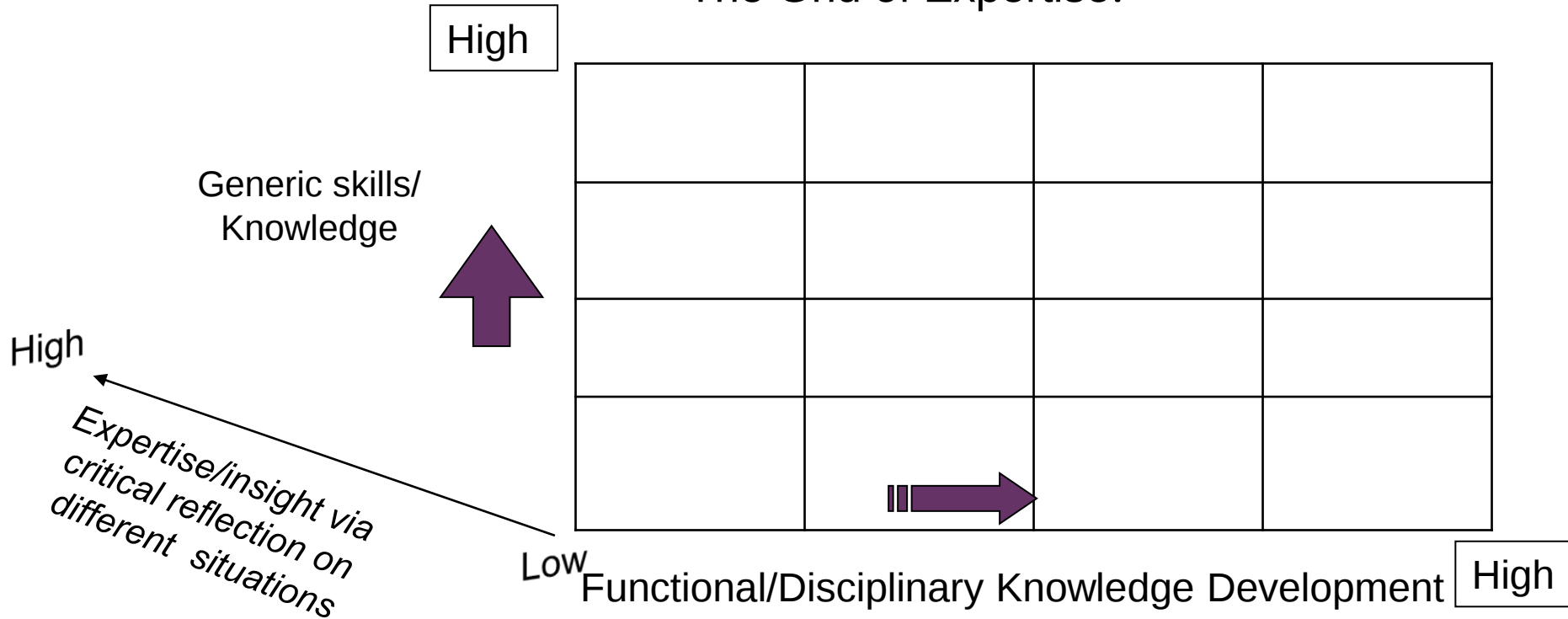
#1-

Develop your personal narrative, expertise and insight through reflective practice. Challenge assumptions and *theories in use*. Argyris and Schon (1978), Senge (2006) in Moayer, Fang and Gardner (2014).

- See Grid of expertise below.

#1 Develop expertise and insight through reflective practice

The Grid of Expertise.



Organising principles and techniques for knowledge managers-

#2:

Design performance management, recruitment, selection, training, promotion and reward systems to support creativity, collaboration, co-design enabled by ICT. See *Martin Stewart-Weeks, Chris Vanstone and others on co-design and production of programs and services-Public Administration Today, April-June 2014*

Organising principals and techniques for knowledge managers-

#3 - Use video, multimedia and cognitive mapping for strategic thinking, program development, implementation and evaluation. Captures contrasting narratives, 'knowledge artefacts', that comprise the cultural fabric of your organisation. Provide 'authentic' evidence of engagement and impact. I.e: PCYC.

Also effective tools for building transformational scenarios within your department, agency, organisation or sector. I.e. 2020 'future business design,' scenario exercise for final year KM students at Murdoch University. '*Panarchy*,' team example- <http://www.youtube.com/watch?v=EwBCamu5f5k>

Selected references

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