



“Design Thinking in KM”

**APLIC Conference, March 29th
Arno Boersma, Knowledge Designer**

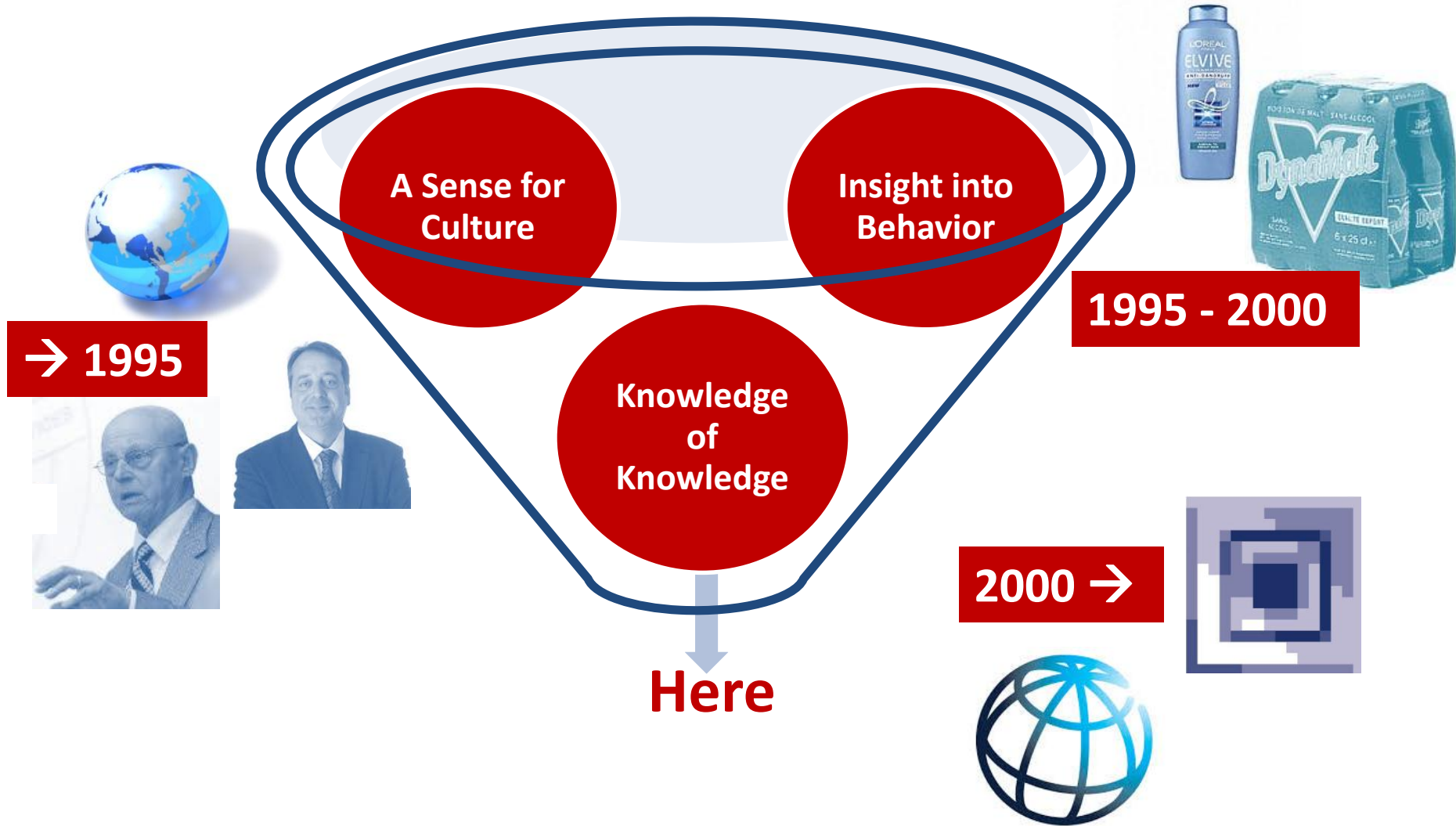


What's the Plan?

1. KM needs a Jolt
2. It's all about the 'Human factor'
3. Design Thinking to the Rescue
4. KM meets Design Thinking



Who Am I And How Did I Get Here?



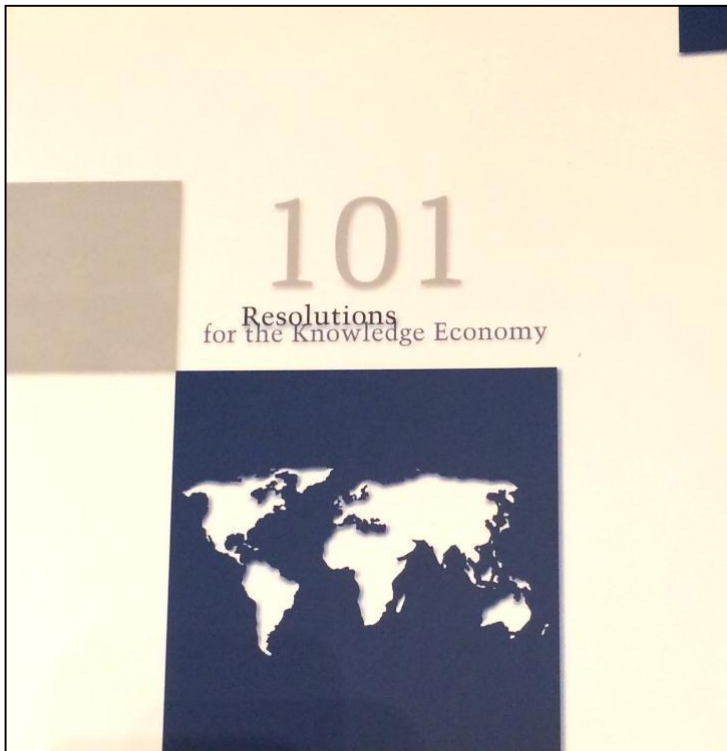
1.

KM needs a Jolt

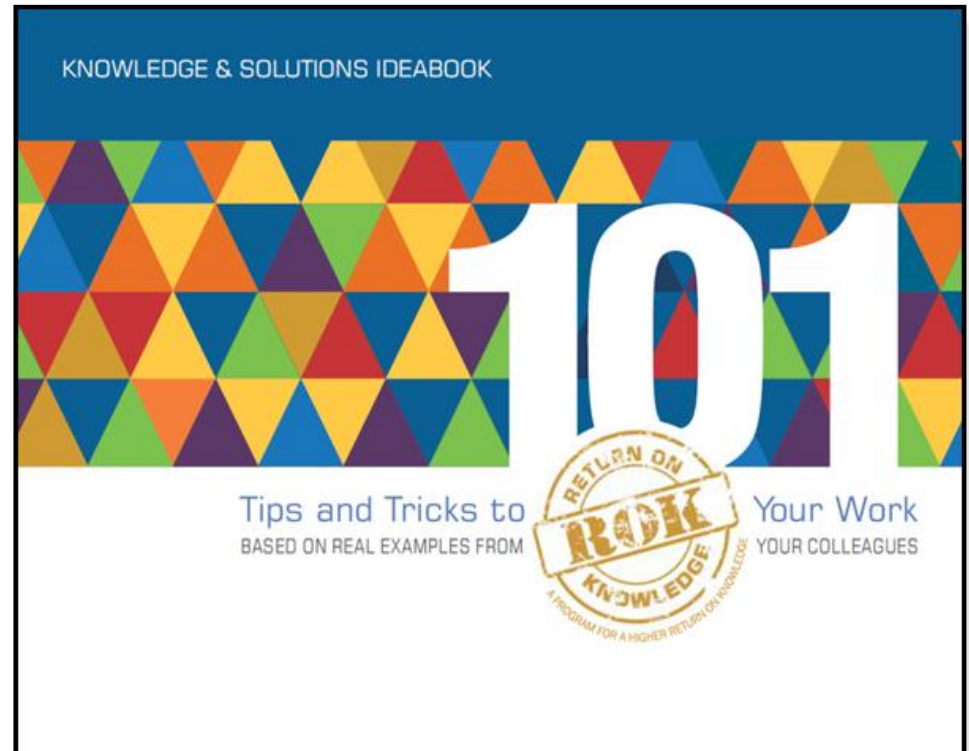


KM: 10 Years On, What's New?

101 Resolutions for the Knowledge Economy (2004)

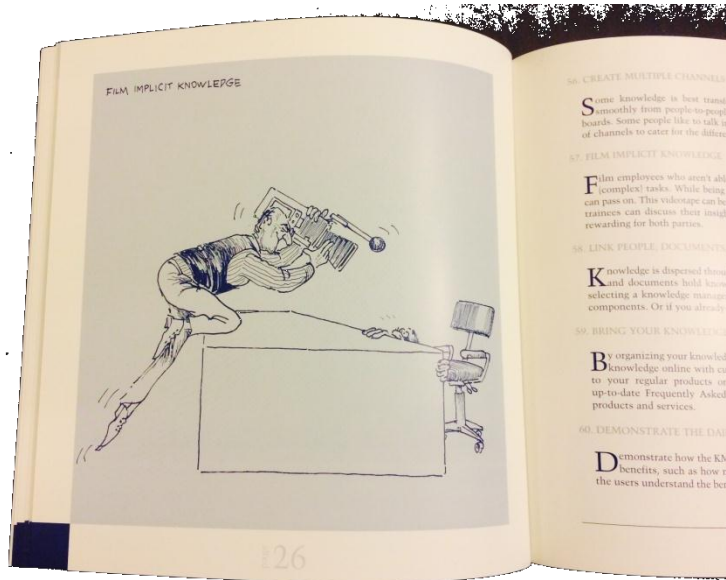


101 KM examples from Projects at the World Bank (2014)

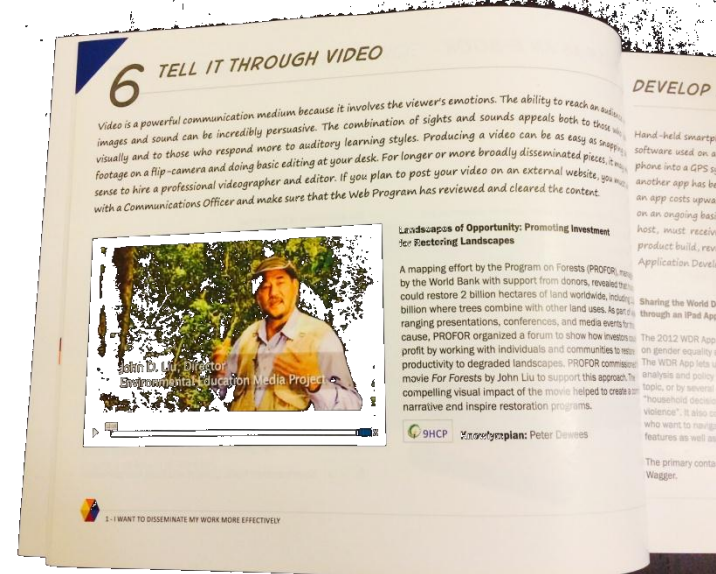


For example...

101 Resolutions for the Knowledge Economy (2004)



101 Tips and Tricks to ROK your Work (2014)



101 < 5 KM CSFs, *Whatever the Book...*

- ☑ Ensure Management **Commitment**
- ☑ Think **Big**, then Start **Small**
- ☑ Show Quick, Tangible **Results**
- ☑ Use What You **Have**, Before You Invest
- ☑ Its about **People**, Not Technology



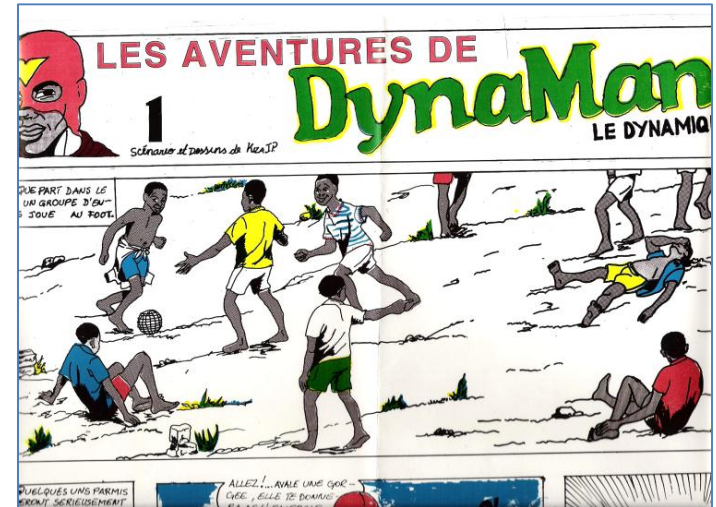
But KM needs a jolt...

...because too often the 5 KM CSFs are lacking...

- **Too abstract**
- **No link to business**
- **Technology-driven**
- **No owner**
- **People don't want to change**
- **People don't want to share**
- **Not helping the end-user**
- *(...I'm sure I missed a few)*



End-user? I learned the hard way...



2.

It's all about the “Human Factor”



Understanding People Means Understanding...

$$K = I * E S A$$

Knowledge =
Information (Codified) *
Experience, Skills, and Attitude (Tacit)

source: innovation professor Mathieu Weggeman



It's About Chefs, Not Recipes!



Understanding People Means Understanding...

Our brain and neuroscience*:

- We **don't** always know what we know
- Knowledge is **never** singular
- *“Encourage knowledge-sharing, connections and conversations...”*



*source: neuroscientist David Eagleman at APQC Conference 2015



Understanding People Means Understanding...



**But how can you manage it...
...when people can't even explain it???**



3.

Design Thinking to the Rescue



Explore

Worldwide

2004 - present

All categories

Web Search

Compare Search terms

knowledge management

Search term

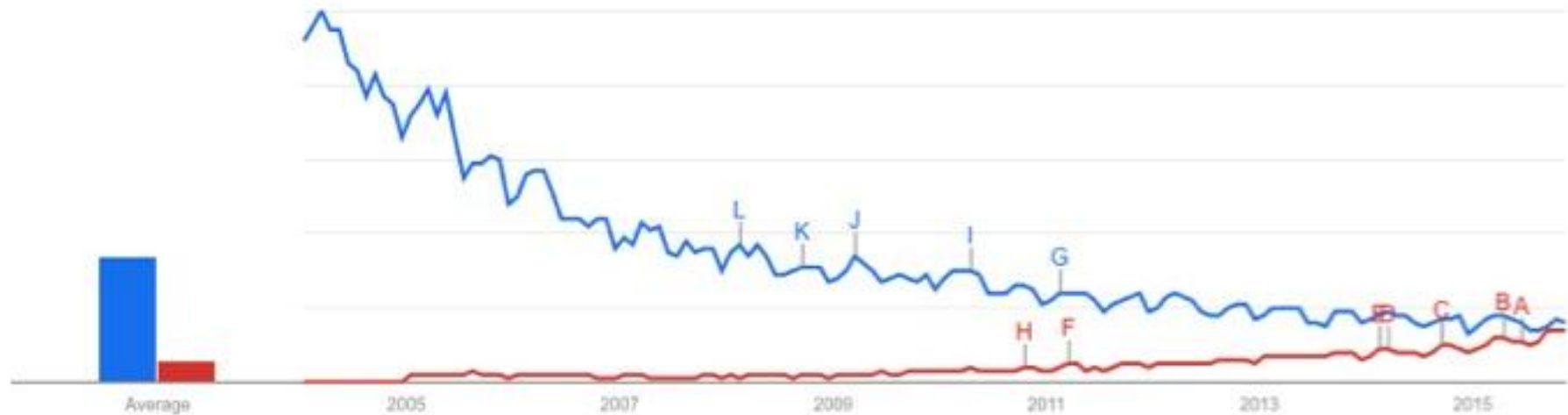
design thinking

Search term

+ Add term

Interest over time

☒ News headlines ☐ Forecast

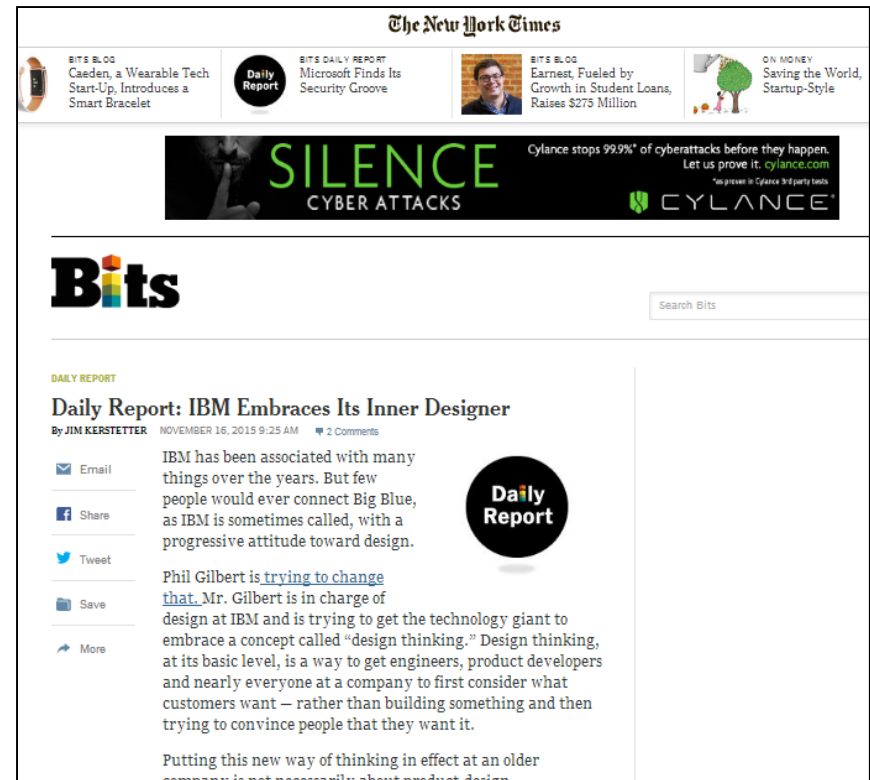


Design Thinking going Mainstream

HBR Special on DT
(September 2015)



NYT Article re DT at IBM
(November 16, 2015)



NYT Article re DT at IBM (11/16)

“IBM is well on its way to hire 1000 professional designers...”

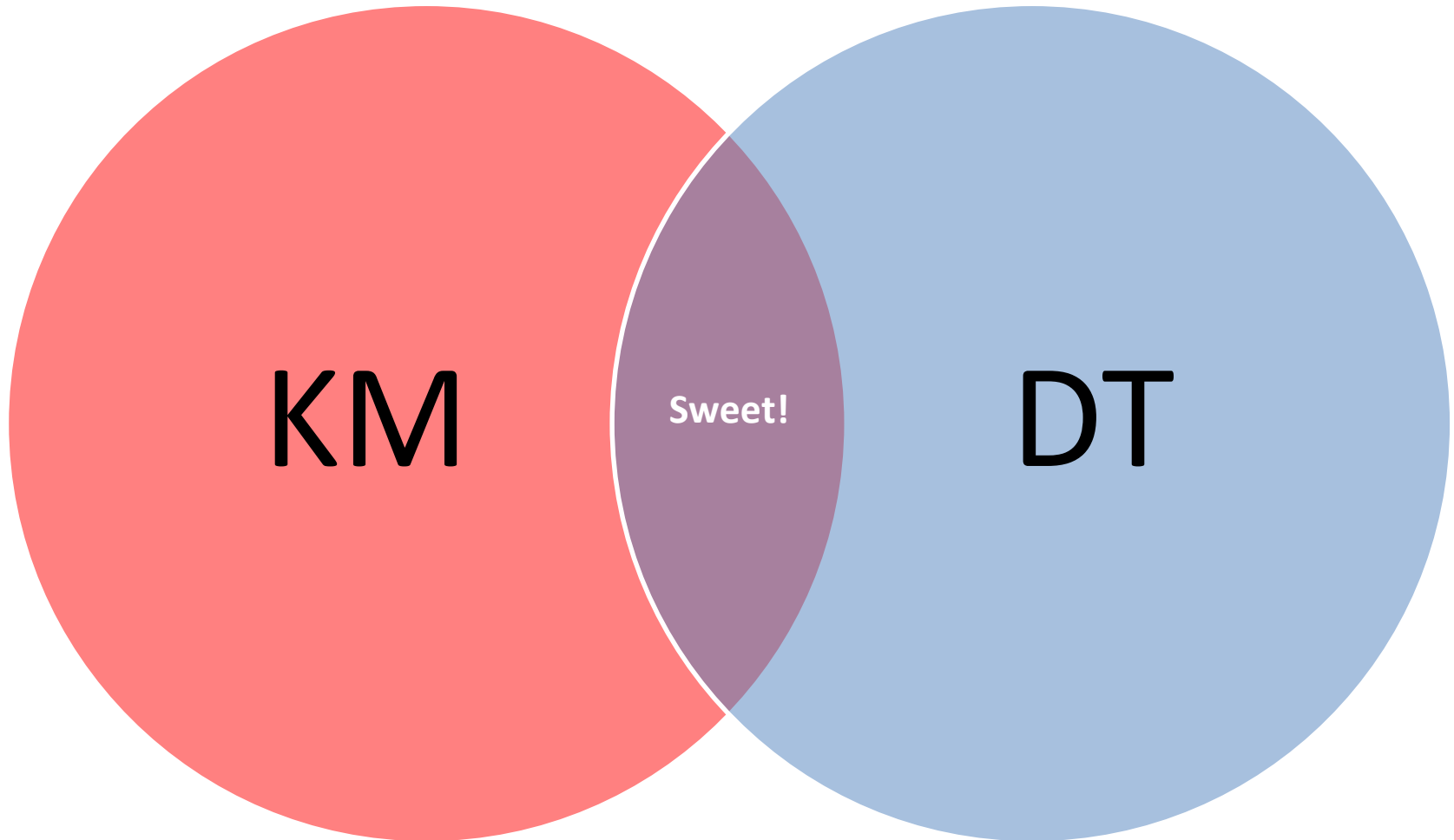
“DT has broader aims, as a faster more productive way of organizing work...”



Example by IBM



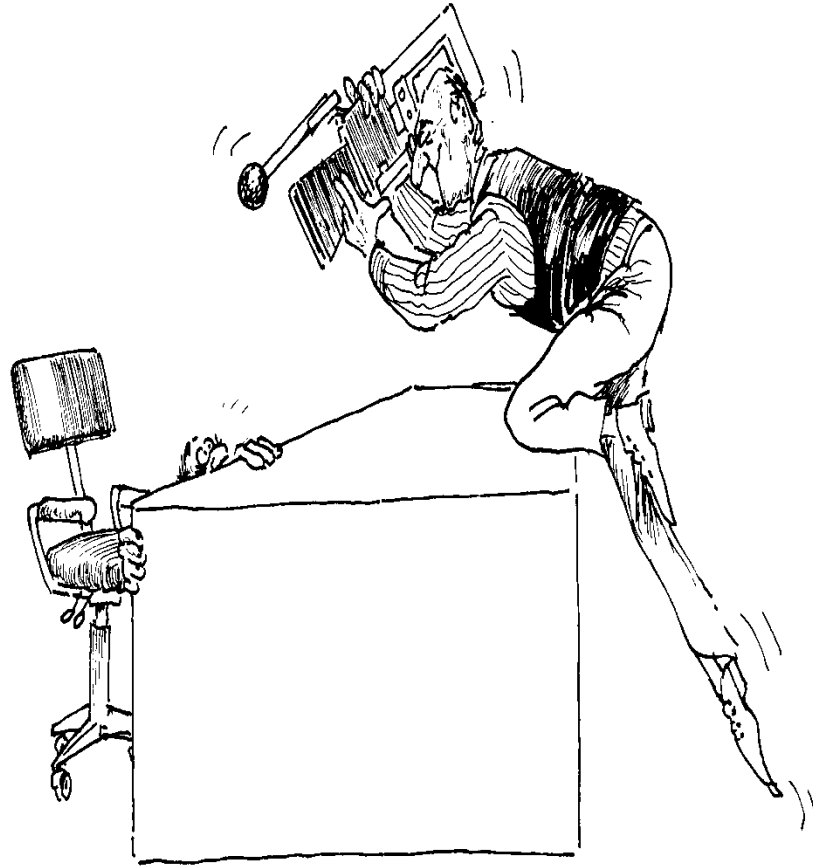
KM + DT: A Sweet Spot?



Key Elements of Design Thinking

Design Thinking is innovation inspired by people:

- **Experimental**
- **Collaborative**
- **Human-centric**
- **Optimistic**



Examples of application to KM...

- **EXPERIMENTATION** → Make it an iterative process – not linear process of a roadmap with milestones;
- **COLLABORATION** → be more inclusive, larger stakeholder field; break silo's in org, including position of KM;
- **HUMAN-CENTRIC** → End user focus – not technology or supply driven; see what they do, don't just survey;
- **OPTIMISM** → Try things, learn and adjust; not afraid to fail; capture lessons learned as we do.



3.

KM meets Design Thinking

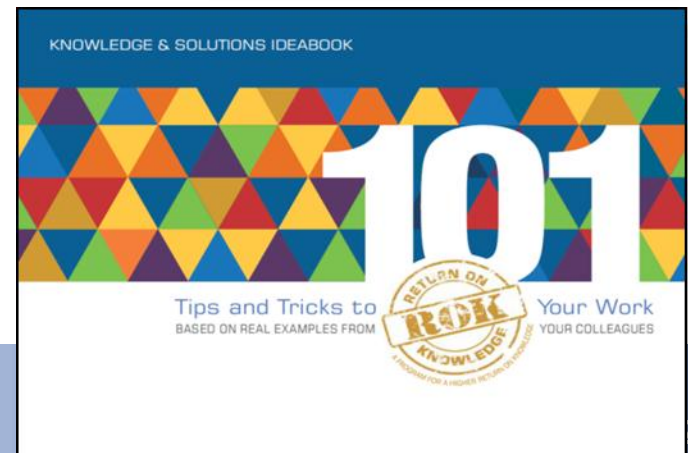


1. Knowlympics Competition

Objective: To solicit great examples of knowledge management from the field / operations.



KNOWLYMPICS



1. Knowlympics Competition

"...and it was very gratifying to hear the Americans, and guys who first taught us how to push a bobsled, going: *Wow! The Jamaicans are awesome, we watch them to learn how to push a bobsled.*

That's the kind of thing that happens when you acquire the correct knowledge and a great example of how knowledge flows..."

- Devon Harris



1. Knowlympics Competition

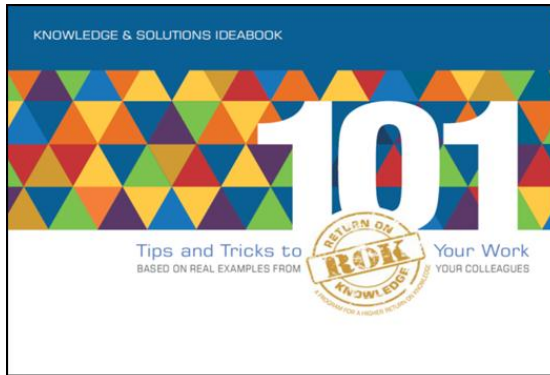


TABLE OF CONTENTS

1-12 I WANT TO DISSEMINATE MY WORK MORE EFFECTIVELY	22-30 I WANT TO SHARE MY WORK WITH COLLEAGUES
<ul style="list-style-type: none"> 1 - Produce a summary 2 - Make it visual 3 - Piggyback on an existing event or platform 4 - Entertain your audience 5 - Publish as an e-book 6 - Tell it through video 7 - Develop an app 8 - xxx 9 - Cater to local preferences 10 - Publish on a website 11 - Use the Bank's social media channels 12 - Narrate it 	<ul style="list-style-type: none"> 22 - Join a community of practice 23 - Write up your lessons learned 24 - Host a BBL 25 - Turn it into a game 26 - Post it to a discussion board 27 - Contribute to a wiki 28 - Write a blog 29 - Submit it to a repository 30 - Be a mentor
13-21 I WANT TO ORGANIZE AN ENGAGING EVENT	31-37 I WANT TO CAPTURE TACIT KNOWLEDGE
<ul style="list-style-type: none"> 13 - Poll your audience 14 - Use a TED-style format 15 - Try the World Café method 16 - Organize your thoughts with mind mapping 17 - Capture the discussion with illustration 18 - Make it recurrent 19 - Organize it in partnership with your client 20 - Connect participants beforehand 21 - Host a marketplace or fair 	<ul style="list-style-type: none"> 31 - Organize a master class 32 - Organize a peer-to-peer learning event 33 - Document lessons learned 34 - Take a picture 35 - Play around 36 - Go on location 37 - Conduct an after-action review
	38-50 I WANT MY CLIENTS TO CONNECT
	<ul style="list-style-type: none"> 38 - Host a study tour 39 - Orchestrate connections at a conference 40 - Utilize a knowledge platform 41 - Hold a virtual conference 42 - Create a network 43 - Start an e-discussion 44 - Link them on LinkedIn 45 - Leverage peer-to-peer learning 46 - Host a knowledge fair 47 - Twin them



1. Knowlympics Competition

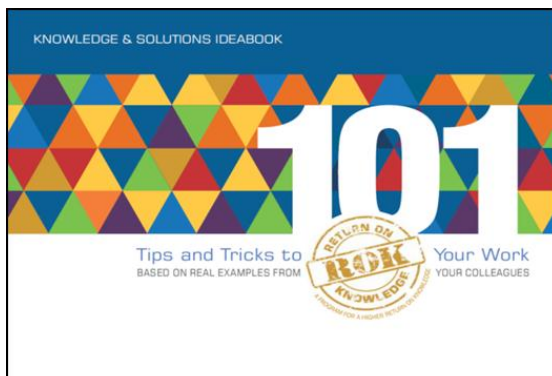


TABLE OF CONTENTS

48 - Bring them together through an innovation marketplace
 49 - Use low-key options and informal settings
 50 - Use multiple approaches - and keep at it

51-61 I WANT TO PROVIDE JUST-IN-TIME ADVICE TO MY CLIENTS

51 - Use an expert finder
 52 - Arrange an expert visit
 53 - Leverage existing repositories of good practice
 54 - Use a participatory approach to data collection
 55 - Adapt an existing standard
 56 - Use geospatial data
 57 - Make global comparisons
 58 - Keep it brief and focused
 59 - Engage local partners
 60 - Provide practical options
 61 - Pull together partners from across the Bank

62-78 I WANT TO HELP MY CLIENT APPLY KNOWLEDGE

62 - Connect your product to a n operation
 63 - Leverage local expertise
 64 - Use mobile phones to engage citizens
 65 - Develop a toolkit
 66 - Adapt an international standard to the local context
 67 - Join forces with regional development partners
 68 - Start with a pilot
 69 - Create a training course
 70 - Train the trainers
 71 - Develop an e-learning module
 72 - Take a learning-by-doing approach
 73 - Think about "how to do it"
 74 - Work side-by-side
 75 - Let your client lead the process
 76 - Connect with beneficiaries through video

77 - Capitalize on the Bank's convening power
 78 - Create knowledge hubs

79-87 I WANT TO WORK WITH EXTERNAL PARTNERS TO PRODUCE KNOWLEDGE

79 - Tap into a global expert team
 80 - Optimize the mix of expertise
 81 - Collaborate online
 82 - Include a partner as a peer reviewer
 83 - Form a community of practice
 84 - Host a hackathon
 85 - Organize workshops to help build relationships
 86 - Engage students
 87 - Adopt a participatory approach

88-95 I WANT TO DISCOVER NEW IDEAS OR SOLUTIONS

88 - Ask a crowd
 89 - Host or attend an ideas marketplace
 90 - Organize a competition
 91 - Ask a helpdesk or community of practice
 92 - Receive new ideas by email
 93 - Follow tweets
 94 - (Structured) brainstorm
 95 - Try ideation

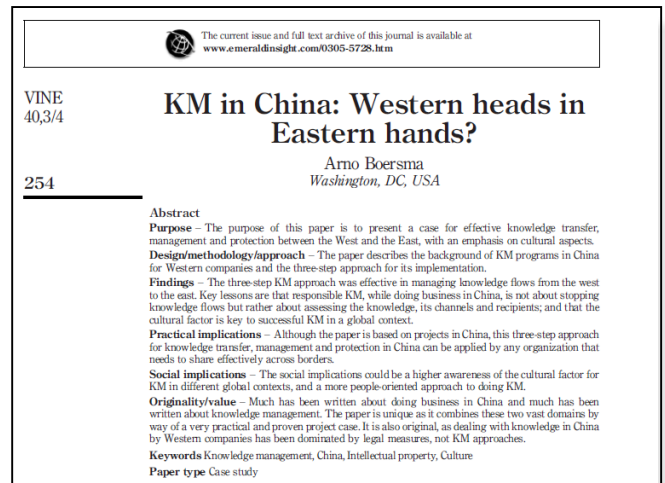
96-101 I WANT TO KNOW THE IMPACT OF MY KNOWLEDGE WORK

96 - Define the results upfront
 97 - Engage third-party evaluation
 98 - Track the news
 99 - Simply ask your client
 100 - Keep track of who reads it
 101 - Try a citation tracker



2. Global Knowledge Flows

Objective: To ensure effective knowledge transfer across the globe.



2. Global Knowledge Flows



Interactive program of embedding knowledge transfer principles and policy among local staff based on in-depth cultural insights.



← The ROA Award!



3. Large-scale Learning Event

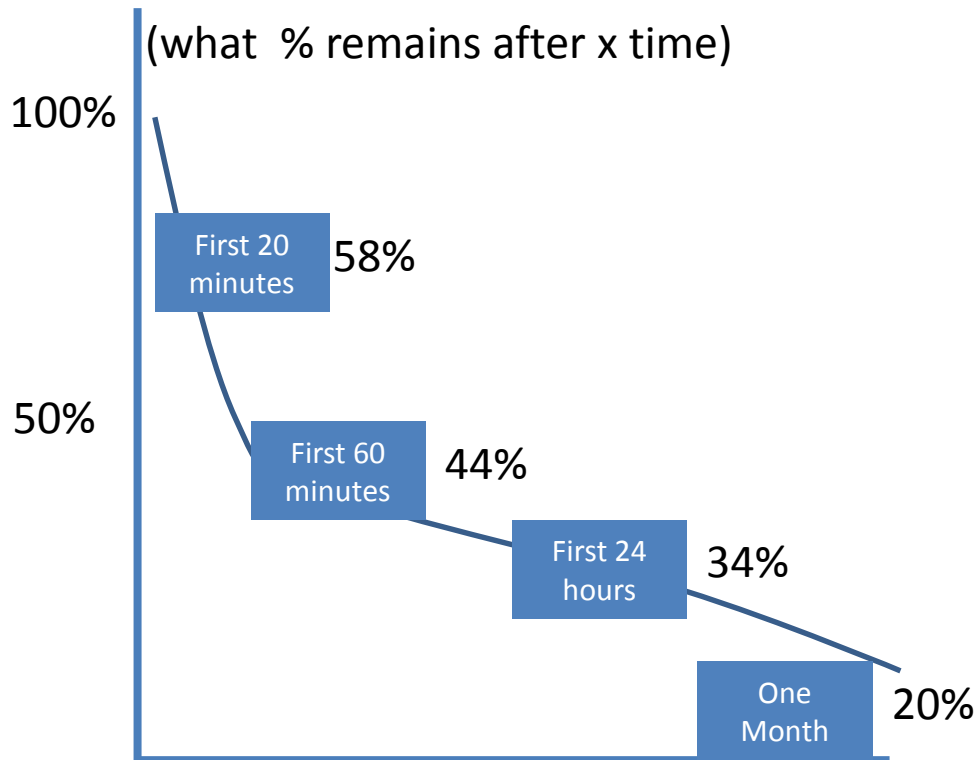
Objective: To design learning events in ways that the knowledge and learnings are absorbed and applied.

NOT: One-way lectures, Death by PowerPoint, Managers unloading, Large Plenaries, Panel Talks, One-off moment



3. Large-scale Learning Event

The Forgetting Curve



Source: Donald Clark, Plan B Learning

The Event

was... Collaborative,
Bite-Sized, Practical,
Staff2Staff, Small
Groups, Bottom-up,
Long-term

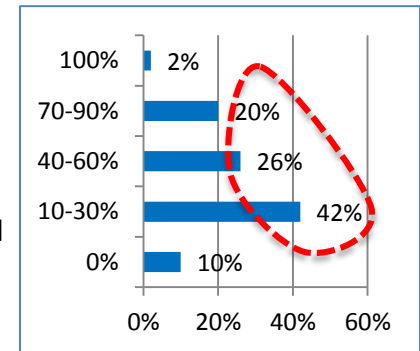


3. Large-scale Learning Event



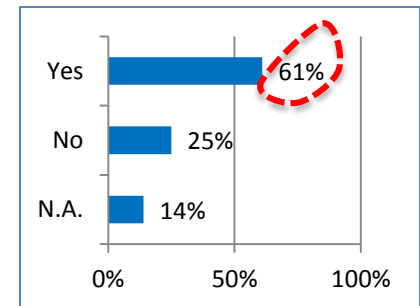
4 months on...

What % of new knowledge/skills gained do you estimate you will directly apply in your work?



**250+ activities
400+ speakers
100+ facilitators
150+ volunteers
10 Formats x Streams**

Have you used or applied what you learned?

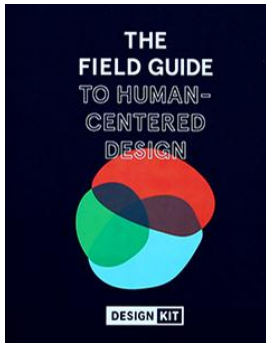


Lessons from these examples, in short...

- Do **not just ask** people to fill a fill a database, adopt a policy or sit at an event.
- ... Do **not invest** in a new program without knowing how your stakeholders will and want to benefit.
- ... Do **not underestimate** the fact that it's the human factor that determines success or failure in our knowledge work.



Resources



Online: IDEO Toolkit at www.designkit.org

Articles: HBR (September 2015)



Book: Change By Design, Tim Brown (2009)



Thank you.

Questions?

arno@threepointo.org

