If only we knew what we know!

a.k.a. Knowledge Management

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Contents at a Glance

Introduction
- Survey
- Compelling positive vision
- Background and definitions

Process
- Create
- Collect
- Identify
- Adapt
- Organize
- Use

Facilitators
- Culture
- Structures
- Policies

Wrapping up
Final thoughts
Realities / Caveats

- This is not a two day seminar/training
- It is a thorough *overview* of Knowledge Management
- Presenting the ideal . . . the best practice
- 0 – 100 in a summer = G force shock
- Please ask questions at any time
Survey says . . . !

- Take some time to complete the survey

- How did you score? (15 – 75)
  - 15 – 34 Thank you for coming
  - 35 – 54 Room to grow stronger
  - 55 – 75 Get up here and help me!
The Goal

To insure that the right people have the right knowledge at the right time

so that they can do a better job of achieving valuable outcomes with fewer resources
Three Stories

Camp “Knowledgeispower” and Camp “Reinventthewheel”

Innovation captured
Shoe golf, flaming arrow, ravine zip line, wood kiln, James’ story, or catapult
Three Stories

Camp “Knowledgeispower” and Camp “Reinventthewheel”

People to people
Three Stories

Camp “Knowledgeispower” and Camp “Reinventthewheel”

- Homesick
What is “Knowledge Management”

- Avoiding “losing the recipe”
- Camp Amnesia
- Breaking the “Twilight Zone” trial & error loop
- Not “reinventing the wheel”
- a.k.a. Project O.W.L. Orchestrating Wisdom and Learning
Formal Definitions for KM

- Knowledge is the capacity for effective action
- The systematic process of identifying, capturing, and transferring knowledge people can use to improve
Baby to Young Adult in 6 Years

- All this started around 1995

- APQC conference – Knowledge Imperative Symposium

- I was there

- Cartographers have made a map now
Why Is It Valuable? (1 of 3)

- Efficiency:
  - *Time* and *energy* to recreate knowledge, and *damage* that sometimes creates.
  - With good knowledge, people can make *better* decisions *faster* and take *more intelligent* action.

- Empowered staff who grow themselves, one another, and the camp

- Energize innovation

- Improve motivation
Why Is It Valuable? (2 of 3)

- More skilled work force with less person-to-person training of “explicit” knowledge

- People walk out the door every summer (50%) and they take most of their learning with them

- Getting a 70 on the survey

- Simply because it is a tool to help you achieve your mission and outcomes
Why Is It Valuable? (3 of 3)

- Rank Xerox reduced costs by $1 billion
- Texas Instruments saved roughly $1.5 billion in two years in their chip plants alone
- Ernst & Young experienced a 10-fold growth in revenue
- Chevron reduced operating costs from 9.4 billion to 7.4 billion - $2 billion in savings
- Buckman Laboratories – operating profit per associate up 93%
- Siemen’s realized a return on investment ratio of 10:1
- IBM paid $3.5 billion for Lotus when it was worth $500 million in accounting terms. Why? Knowledge.
Dissecting Knowledge

“Explicit” (20%)

- See it = know it
- Paper – articles, summaries, books, etc.
- Databases
- Media – audio, video
- Buy things

“Tacit” (80%)

- Smell your neighbor
- Describe blue to someone blind from birth
- Be a director from just reading/viewing/listening – learning curve
- Buy people
The Process

Create → Collect → Identify → Adapt → Organize → Use

Facilitating policies, structures, & culture

Stack / Drawer of death
Create  « Identify » Collect

Create
- Marketplace for ideas
- Place value on ideas – soft rewards
- Support for risk taking
- Promoting passion
- Time and resources

Collect
- Conference sessions
- Books
- Magazines
- Best-practice search
- Consultant
- Media
- Networking
- Personal experience
- Another camp or . . .
- Internet
Identify Knowledge of Value

- Knowledge = valuable information in action
- It isn’t “Nice to have.”
- Capture the 20% of knowledge that is of highest value – let the rest go!
- What critical capability does the knowledge give you?
- How useful is it?
The Process

Create 
Collect 
Identify 
Adapt 
Organize 
Use 

Facilitating policies, structures, & culture

Stack / Drawer of death
From information to knowledge
- This presentation – over 1,000 pages
- Storytelling anthologies
- Book shelves for reference (behavior management)
- Camping Magazine

Sort the wheat from the chaff

Make it relevant for your specific camp

Information is like Legos. It’s data. We use information (Legos) to create knowledge.
Adapt (2 of 3) -- Explicit

Explicit ➞ Tacit

- Built the better mousetrap
- Improved on the recipe
- Master and transform explicit into tacit
  - Better tennis lesson
  - Deeper understanding of behavior management

Either:
- Become a trainer for others yourself (Tacit ➞ Tacit)
- Take the new knowledge and make it explicit again (Tacit ➞ Explicit)
Adapt (3 of 3) -- Tacit

Tacit → Tacit
- Must experience it
e.g., archery, leadership,
musical instrument
- Done on the fly from teacher
to student
- How? = Staff Training Best Practices resource

Tacit → Explicit
- Take the time to write/record what you know
- Write an article or book
e.g., parenting books
- Do a presentation
e.g., this presentation
- Create a targeted summary
Organize (1 of 3)

- Catalog – sample in appendix

- Yellow pages
  – sample in appendix

- White 3-ring binders
  No file cabinets!

- Books = Information 95% of the time
  - Identify what is of real value
  - Adapt/distill for value: Legos must be arranged and built
Organize (2 of 3)

Knowledge center

- Inviting environment
  chairs, tables, paper, pens, light, “warm” space

- Very easily accessible

- Bulletin board
  - Success story of the week
  - Knowledge highlight of week by major area
  - “Did you know . . . .”
  - Featured tidbit from the yellow pages
  - Tips on creating a good entry
"Check out the OWL"
Organize (3 of 3)

Fighting the Knowledge Junkyard

- It's all about value

- Reevaluate for information versus knowledge
  - Expert review
  - Knowledge has a half life – update
  - Using the log

- So much knowledge that result is information
  - Keeping order – catalog, index, binders, titles, dividers, clean, & formatted
  - Reapply the 80/20 rule
  - Repackaging – Power Packs – like the handout
Use

Getting it used

- Magnet content
- Success stories
- Get questions, refer to OWL
- Eliminate the knowledge junkyard

Facilitators
- Culture
- Structures
- Policies

Working with use

- Continuous involvement from day 1 until . . .
- Log – form
- Suggestions – form
- Interview low users
- Refine, refine, refine
The Process

Create → Collect → Identify → Adapt → Organize → Use

Stack / Drawer of death

Facilitating policies, structures, & culture
Facilitators

- Culture
- Structures
- Policies
Cultural Facilitators

What is culture?

- The way we do things around here
- Acting 101
- Once upon a time
- The norms and values truly alive at camp
- Pep talks, admonitions, & consequences = broken culture and/or structures

Harnessing power

- Need a learning camp
  - We trust each other
  - Share freely & openly
  - Mistakes are for learning
  - Teamwork and collaboration
- Leadership is supportive via structures, policies, and modeling
- Champion/evangelist
- Institute KM simultaneously
  Tie KM into the mission, goals, and outcomes
Structural Facilitators
For a best-practice system - the end goal

- Training
- Unconflicted counselor and administration time
  - Period once a week
  - Piled higher and deeper
- Post activity review
- OWL parties
  - Team time
  - Individual time
- Initial time investment
- Librarian
  - Engineer
  - Analyst
  - Manager
  - Broker
Policy Facilitators (1 of 2)

- **Money**
  - **Buy:**
    - Space, binders, bulletin board, decorations, staff time, et cetera
  - It isn’t free, but it pays off in spades
    - 10:1 big business, camp = 5:1
  - **Line item in budget**
    - Big business = .02 to .04 of gross revenue
    - Best practice camp = .005 to .01 of gross revenue
    - Not a sunk cost – it’s an investment

- **Put OWL use on performance appraisals**
  - Serves as a check up and demonstrates importance
  - Low score should have weight – promotion, status, reference, privilege
Policy Facilitators (2 of 2)

- **Tangible rewards**
  - Not money or anything with significant value
    - Overjustification effect
    - Negative cultural precedent
  - Small reward with little real value
    - T-shirts “Camp Tall Tree OWL All-Star”
    - Small carved wood owl, or plastic one

- **Intangible rewards**
  - Use is its own reward
  - Praise doesn’t hurt – notice specific acts (public recognition)
  - The more value placed on it, the more it will be used
    (culture, performance, magnet content, etc.)

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Wrapping Up

- It’s a journey – stages of implementation
- Glance at appendices
- The big picture
- Where to go for more information
- Final thoughts
APQC’s Stages of Implementation

APQC’s Road Map to Knowledge Management Results: Stages of Implementation™

STAGE 1: Get Started
STAGE 2: Develop Strategy
STAGE 3: Design and Launch KM Initiatives
STAGE 4: Expand and Support
STAGE 5: Institutionalize KM

Assessment
Strategy
Education
Technology
Communications
Measures and Indicators
Rewards and Recognitions
KM Journey: Where are you?

- NO ACTIVITY
- EXPLORE and EXPERIMENT
- LAUNCH PILOTS and KM INITIATIVES
- EXPAND
- INSTITUTIONALIZE

Return on investment

Many camps

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High Investment Yields High Returns

- Energize innovation
- Improve motivation
- Reduce reinventing the wheel
- Increase efficiency
- Empower staff
- Staff perk
- Increase staff abilities with less effort
- Reap at least a 5:1 return on investment with full implementation
- Better achieve outcomes & vision
Valuable Appendices Galore

- Domains and examples for KM content
- Log form
- Suggestion form – general and specific
- Yellow pages form
- The OWL Librarian
- Advanced knowledge management systems
The Big Picture

- Personal mastery
- Mental models
- Shared vision
- Team learning
  - Team synergy/intelligence
  - True dialogue
  - Good cross-team communication
- Systems thinking
- External and future scanning
- Organizational innovation and experimentation
- Systematic evaluation of successes and failures

“The Learning Camp”
Five Books - In Order


Six Websites

- www.apqc.org
- www.kmworld.com
- www.kmci.org
- www.melcrum.com
- www.sveiby.com.au
- www.knowledgebusiness.com
Final Thoughts (1 of 2)

- “Hope is not a method.” Dr. O’Dell

- Be pragmatic rather than perfectionistic
  - 0 – 100 and the G force repercussions
  - Build best-practice system over five years

- It’ll change your camp forever – you’ll never be the same
Final Thoughts (2 of 2)

- Dedicate your camps toward being higher learning organizations . . . e.g.
  - Knowledge management
  - Benchmarking

- Manage your culture well

- Utilize staff training best practices

- Once upon a (last) time . . . imagine
Imagine . . .

- When staff wonder what worked well in past archery programs
- How successful campfires were run
- How prior staff dealt with particular behavior problems or issues
- What excellent counselor letters home look like
- What staff learned from running a special event
- What indispensable knowledge did past nurses have
- What are fun activities for an out-of-camp trip
- What are successful methods of building environmental awareness
Imagine . . .

- Redundancy in effort would largely be eliminated
- Time and energy spent recreating the wheel could be spent on designing a better wheel
- Past mistakes would rarely be repeated just for lack of knowing what the outcome of a certain decision or program was going to be
- The camp saves 5 times its investment in KM
- The children and staff would have a quantumly higher/better experience and outcomes.
Thank You!
Questions?