



THE CYNEFIN CO
MAKING SENSE OF COMPLEXITY

Cynefin® Knowledge Mapping & Strategy Quickstart

ACTION PLAN FOR A STRATEGIC PORTFOLIO OF KNOWLEDGE INITIATIVES THAT MATTER

Starting a new knowledge management initiative or seeking to revitalise an existing one?

Have issues with getting management commitment and support?

Need to increase the pragmatic aspects of your KM programme?

Need to assess the next steps for your KM programme after or during a period of turbulence and disruption?

In this Quickstart, you will be guided in conducting a successful Knowledge Mapping & Strategy process that will bring renewed vitality and resilience for knowledge in your organisation. This Quickstart is based on one of the most successful Masterclasses at the annual KM World event in Washington. We will take you through a step-by-step approach to gain new understanding of the use of knowledge and to rethink the role of knowledge management in your context. Our programme is designed to re-energise existing knowledge management programmes, respecting what has already been done, as well as being suitable for greenfield sites. A large part of the failure of KM programmes has come from over-promising on idealistic futures, albeit with the best of possible intentions. This approach is less about the visions of the future, and follows a pragmatic and organic process to understand where we are and where we can realistically go next. The Quickstart blends theory, methods, real-world examples and rich stories from the field.

Masterclass,
tutorials &
clinics

From
assessment to
a KM portfolio

Evidence-
informed,
bottom-up and
top-down

Respect for
what's been
done &
greenfields

Six-month
cohort based
learn while do

This Quickstart is for organisations who want to:

Conduct knowledge mapping to gain new insights into what they know, knowledge-related vulnerabilities, and next steps. The process starts with identifying and mapping the day-to-day issues of key workers and also the neglected group of middle management. As Nonaka famously said in his early work on knowledge, change is middle-bottom-up. Creating a sustainable programme isn't just about senior management commitment, its about making a concrete short-term difference to business and pre-occupied middle management. This programme does that and more. By understanding the problems and issues, strategic and operational that keep them awake at night, we can better at create programmes that provide practical assistance in the short term using existing tools and technology before we attempt to engage them in a wider programme. With this approach, it is also an opportunity to gain insights into the usefulness and appropriateness of initiatives within the context of the organisation, and the natural confluences in knowledge ecologies in teams, communities and informal networks.

Knowledge Mapping includes the elicitation and identification of distinct knowledge objects and assemblies, creating a decision/information flow map to understand the natural flows of knowledge; defining micro-projects that directly link to the critical priorities of senior executives; mapping the current flow paths for knowledge within the organization, and finding natural ways to manage the knowledge of a mobile workforce, and the aging workforce, re-thinking of approaches for apprenticeships and knowledge continuity. With this process, organizations identify knowledge clusters and build a portfolio of knowledge initiatives that span across and integrate projects for both knowledge stocks and knowledge flows, explicit and tacit knowledge. The process works for strategic planning, as well as knowledge assessments linked to mergers and acquisitions, partnerships, outsourcing and innovation.

Assess the **resilience and vulnerabilities** of the distinct knowledge capabilities and knowledge flows in your organization, especially during and after turbulent times and interruptions.

Plan and revitalise initiatives for **knowledge retention, transfer and harvesting**, in the context of challenges such as the impact on turbulence on business and operations,

refiguring of work and the wave of resignations, quiet quitting and workforce mobility we experience. You will learn how to discover the critical knowledge objects or assemblies in your organisation, and how to incorporate narrative methods for lessons learning, as well as knowledge harvesting and transfer.

Conduct a **Knowledge & Innovation Culture Assessment**, with action planning.

Learn how to utilise Knowledge Mapping for what the EU Field Guide calls '**radical repurposing**' or exaptation. Under conditions of stress it is better to find novel uses for existing capability than to attempt to create it from scratch.

Work on an actual project with tangible outcomes and impact

Scalable & extensible

Learn from and with Dave Snowden and seasoned Cynefin & SenseMaker® practitioners in the global network of The Cynefin Co

Peer-to-peer support and one-on-one

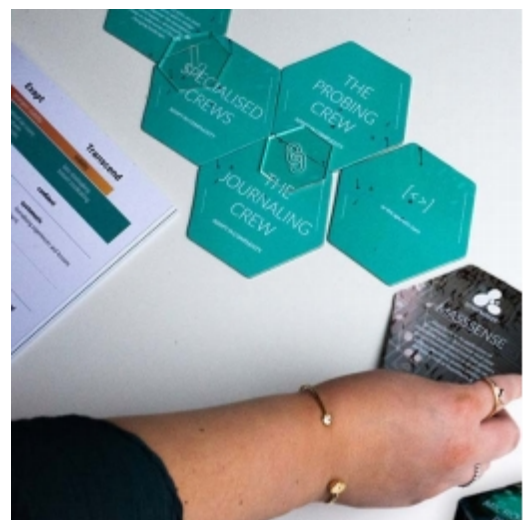
What to expect

The Quickstart journey focuses on capacity building and active learning while working on a project. A Quickstart journey offers you an opportunity to benefit from a blended learning approach and mentoring support which includes live lectures and tutorials in Zoom, access to our online learning platform and learning community, consultation sessions, and a global community of Cynefin and complexity practitioners. You will receive expert guidance in designing and safely running your knowledge mapping and strategy project. Included are also Knowledge Pulses, powered by SenseMaker, that are part of the process.

To optimise peer learning, we recommend that groups set aside time to go through the content together. Every session also has recommended reading, as well as assignments. We will also meet for facilitator-led tutorial sessions where we run through various group activities that help synthesise the material and answer questions.

The Quickstart covers:

- Re-thinking and revitalising knowledge management in the organisation. Here we'll look at rewilding, resilience and robustness, as well as the Field Guide for managing in times of crisis (and chaos).
- Knowledge Mapping and the elicitation of the distinct knowledge objects in the organisation with the much-used ASHEN typology (artefacts, skills, heuristics/habits, experience and natural talent)
- Narrative methods for lessons learning, as well as knowledge retention, harvesting and transfer.
- Knowledge Management and the Cynefin® framework. The utility of knowledge management approaches in different contexts, how we manage knowledge in complexity, as well as the need to facilitate knowledge transitions between different contexts and domains of the Cynefin framework.
- Action Planning and rewilding of knowledge management in your organization with the Hexi-approach. How to incorporate new approaches for knowledge management with existing approaches, knowledge infrastructures, services and functions.
- Working with Knowledge Pulses, powered by SenseMaker®
- Guidance on the planning and running of Knowledge Mapping & Strategy projects.



SCHEDULE

The Quickstart runs over a period of six months to allow for time to run such a project (which we'll scope carefully with you).

Phase 1 Masterclass	Phase 2 Project planning & execution	Phase 3 Reflections & next steps
<p>Rethink & revitalise KM, new perspectives and capabilities for managing in complexity and turbulence.</p> <p>Knowledge Mapping, ASHEN and narrative methods for knowledge harvesting and transfer</p> <p>KM & the Cynefin framework</p> <p>Action Planning and rewilding KM with Hexi Methods Kits.</p>	<p>Conduct a Knowledge Mapping & Strategy project, with mentoring from The Cynefin Co team.</p> <p>Weekly Community of Practices sessions with clinics, tutorials & office hours, monthly cohort check-in with Dave Snowden.</p> <p>Tutorials for Knowledge Pulses with SenseMaker®, complex facilitation, and narrative methods.</p>	<p>Group reflections where participants will share their journeys and discuss ways forward.</p>
Month 1-2	Month 2-5	Month 6

Week 1: 2 lectures - 2.5 hrs each
 Week 2: 2 lectures - 2.5 hrs each
 Week 4: QA - 2.5 hrs

Week 9 - 20: Weekly Community of Practice meet-ups - 1.5 hrs
 Week 21-24: Four sessions to be scheduled in consultation with cohort.

HOW IT WORKS

Come as an individual, as a pair or as a trio (if you want to send a small team with more than 3 people, additional seats are available at a special discounted rate). We learn best when we are learning with others, in a shared context. So we really encourage you to sign up as a team, and/or invite your client along on this journey to create a shared learning intervention.

It helps if you have an actual engagement in mind that you know you have the ability to complete within four months (from project kick-off to delivery of first results). We will work with you to define a realistic project with high value during the first two months of the Quickstart.

The Quickstart kicks off with a master class during the first month. After that, we will work through rapid iterations of one engagement of your choosing, and learn by doing.

Also included, are a Knowledge Pulse (powered by SenseMaker®) that are integral to the Cynefin Knowledge Mapping process. The subscription will be valid for the duration of the Quickstart. Upgrade options for 6/12-month subscription available at discounted rates.

SETUP

The tools you will need to access for the Quickstart journey are -

Thinkific – this is where we host the majority of the course content, recordings, downloadable readings and lecture slides.

Google Drive/ Doc/Slides – these will be our main working platform to host working documents, and will be utilised for tutorials and co-working ac7vi7es

Zoom – for our live sessions and consultations.

Contact us if you are interested to join a Quickstart, or if you would like to discuss a dedicated in-house Quickstart to build capability in your organisation. We also have a FastLaunch option available for organisations looking to manage their own engagement timelines and who desire more dedicated support and consulting.

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<http://thecynefin.co>