



actKM 2007

The actKM Forum
8th annual Conference

23-24 October 2007

University House
Australian National University
Canberra
Australia



actKM 2007

Welcome

I welcome you all to actKM 2007 and a special welcome to our overseas participants and speakers. The discipline of knowledge management continues to stimulate interest in sections of the business and government sectors. Participation on our discussion forum continues to be robust with a combination of 'lurkers' making enquiries on KM of the network and our resident 'gurus' continuing to explore the boundaries of KM.

We had a hiccup earlier in the year with our conference committee changing personnel, and we have slightly scaled down the scope of this years programme to a single stream. Having said that, the quality of this year's conference is of the highest calibre we have seen since we started organising these events seven yeas ago. I am especially excited to have David Gurteen and Patrick Lambe here, sharing their expertise. In addition, I think that the Australian presentations and workshops will be of the highest order.

The last few years have seen a plethora of KM related conferences emerge to compete with our modest gathering. We aim to differentiate ourselves by striving to have high quality and innovative events, not be swamped by IT sponsors and maintain a low cost. This allows us maximum flexibility and a collegiate atmosphere. Please feel free to share with us your thoughts on how this event could continue to evolve in the future.

I hope you all enjoy your two days with us here, build some effective networks and engage with everyone as much as possible.

David Williams
Convenor
October 2007



Programme of Proceedings – day 1

Tuesday 23rd October 2007	
Time	Activity
8:30 - 9:00	Coffee and networking opportunity
9:00 - 9:15	Welcome - David Williams, Convenor actKM
9:15 - 10:00	Keynote presentation - Why Knowledge Managers should be sued Patrick Lambe, Straits Knowledge
10:00 - 10:30	Morning tea and networking
10:30 - 12:00	Knowledge Cafe Workshop - David Gurteen, Gurteen Knowledge
12:00 - 1:00	Lunch
1:00 - 1:45	Exploring the Foundations of Knowledge Management Practice Luke Naismith and Richard Vines
1:45 - 2:30	Personal Networking - Laurie Lock Lee, Optimice Pty Ltd
2:30 - 3:00	Afternoon Tea
3:00 - 3:45	Wet Tropics World Heritage Area Cultural Heritage Mapping Project - Troy Mallie, Aboriginal Rainforest Council
3:45 - 4:45	Fun Exercises to Encourage Collaboration and Knowledge Sharing - Arthur Shelley and Patrick Lambe
4:45 - 5:00	Wrap up - Mark Schenk, Anecdote Pty Ltd
7:00 - 11:00	Annual Conference and Awards Dinner University House



Programme of Proceedings – day 2

Wednesday 24th October 2007	
Time	Activity
8:30 - 9:00	Coffee and networking opportunity
9:00 - 9:15	Welcome - David Williams, Convenor actKM
9:15 - 10:00	Keynote presentation - The Future of Knowledge Sharing: People and Technology - David Gurteen, Gurteen Knowledge
10:00 - 10:30	Morning tea and networking
10:30 - 12:15	Workshop - Getting Management Buy-in Patrick Lambe, Straits Knowledge
12:15 - 1:00	Lunch
1:00 - 1:15	Improvistional Approaches to Brainstorming - Matthew Moore
2:15 – 3:00	Knowledge Management and Governance in Higher Education Monica Kennedy and Deborah Blackman, co-authors Dr. James Swansson and Dr. Alice Richardson
3:00 – 3:30	Afternoon Tea
3:30 - 4:15	Knowledge for Regional Natural Resource Management - Nerida Hart, Land & Water Australia
4:15 - 4:45	Conference Wrap up Mark Schenk and David Williams



Presentation details:

9:15 am **Tuesday 23rd October**

Title: **Keynote presentation - Why Knowledge Managers should be sued**

Presenter: **Patrick Lambe, Straits Knowledge** plambe@straitsknowledge.com

Abstract:

Patrick's presentation will discuss accountability, professionalism and performance in knowledge management.

Biography:

Patrick is one of Asia's most respected knowledge management practitioners. Patrick was originally trained in Library Science. He arrived in KM via a second career in training and development, and has been based in Singapore for 16 years. Patrick is also an Adjunct Professor in KM at the Hong Kong Polytechnic University, and is President of the Information & Knowledge Management Society. His latest book is *Organising Knowledge: Taxonomies, Knowledge and Organisation Effectiveness* (Oxford: Chandos, 2007).

10:30 am **Tuesday 23rd October**

Title: **Knowledge Cafe Workshop**

Presenter: **David Gurteen, Gurteen Knowledge**
david.gurteen@gurteen.com

Abstract:

A Gurteen Knowledge Cafe is a simple means for a group of people to have an open, creative conversation on a topic of mutual interest to gain a deeper collective understanding of a subject and the issues involved.

During this Café, David Gurteen will discuss:

- The role of conversation & dialogue in business
- The background, purpose & benefits of the Knowledge Cafe
- The Gurteen Knowledge Cafe process

He will then facilitate a Knowledge Cafe on the theme "What are the barriers to knowledge sharing and innovation within organizations and how do we overcome them?" Or he may just change the theme to something more appropriate to the interests of the participants on the day.

Biography:

David Gurteen has over 30 years' experience working in high technology industries. Today he works as an independent educator and coach helping people to be more creative, innovative and to work more effectively together. He is the founder of the Gurteen Knowledge Community - a global learning network of over 15,000 people in 150 countries. David is also the publisher of the Gurteen Knowledge Website – the largest resource website of its kind that contains book reviews, articles, people profiles, event calendars, inspirational quotations, an integral knowledge-log and more on subjects that include knowledge management, learning, creativity, innovation and personal mastery.



A frequent speaker and facilitator, he regularly presents on various aspects of knowledge management and informal learning. He is well known for his Gurteen Knowledge Cafés that he runs regularly in London and in other cities around the world. He also facilitates Knowledge Cafés and workshops for organizations and conference organizers. For most of his career David was a professional software development manager and in the late 80s worked for Lotus Development as "International Czar" where he was responsible for ensuring that Lotus products were designed for the global marketplace.

1:00 pm

Tuesday 23rd October

Title: Exploring the Foundations of Knowledge Management Practice

Presenters: Luke Naismith and Richard Vines

knowledgefutures@optusnet.com.au

richard.vines@cwav.asn.au

Abstract:

This paper presents a new theoretical paradigm for thinking about the nature of organisational knowledge. The approach is based on an evolutionary theory of knowledge contained within Karl Popper's later epistemological works beginning with his 1972 "Objective Knowledge – an evolutionary approach" and a framework of organizational theory based on Maturana and Varela's concept of self-producing complex systems ("autopoiesis"). We have drawn upon this combined approach in order to understand how best to integrate understandings of personal and objective knowledge – and the notion of "living organisations" – into a new paradigm of organisational knowledge.

Biographies:

Luke Naismith is a Corporate Strategy Manager in the Victorian Government's Department of Justice. Prior to joining the Victorian Public Service, he held senior positions in the Australian Public Service in the areas of information economy public policy, knowledge and information management and technology implementations. Luke completed a Masters of Strategic Foresight in 2005 and has been a long-standing member of the Standards Australia Knowledge Management Committee. An experienced workshop facilitator and conference presenter, Luke's professional interests lie in the intersection of knowledge management, foresight, public policy and the information economy.

Richard Vines is a Knowledge Broker for the Victorian based Centre for Excellence in Child and Family Welfare. The objective of this role is to deepen the culture of evidence-informed decision making within the Child and Family Welfare Sector. This work is timely because of the promulgation of new legislation designed to provide earlier intervention for vulnerable children and young people within complex family systems. Immediately prior to this he worked extensively in Australia's media-publishing industries. He has consulted and published widely on changes associated digital-media convergence and the impact of such transformations on the nature of knowledge work within large complex enterprises.

1:45 pm

Tuesday 23rd October

Title: Personal Networking

Presenter: Laurie Lock Lee, Optimice Pty Ltd locklee@iinet.net.au

Abstract:

While a lot has been written about how business relationships can be managed and improved between organisations, ultimately a business relationship is personal. Organisations that are seen to work well with other organisations are really just reflecting the individual behaviours of their employees. This presentation reflects on some of the research that links personal networking patterns with individual



performance. How much does your personal networking behaviour influence the perception of your performance? Do “natural networkers” have an advantage or can networking be learnt? What personal traits might contribute or detract from your contribution to a network?

Some short exercises will be conducted to help you understand what sort of networker you are or might want to be.

Biography:

Laurie is a well-known Australian expert in Knowledge Management. He is also one of Australia's leading practitioners in Social Network Analysis for organisational change. After many years of experience in management, research and consulting roles with BHP Billiton and Computer Sciences Corporation, Laurie has this year co-founded Optimice Pty Ltd to concentrate on assisting organisations optimise their business relationships. Laurie has recently submitted his PhD research thesis on corporate social capital effects on share market performance, at the University of Sydney and is in the process of authoring a book on “Multi-sourcing strategies for Corporate Computing and Social Capital: A Global Perspective”.

3:00 pm

Tuesday 23rd October

Title: Combining the old with the new: using new technology to document and preserve indigenous knowledge

Presenter: Troy Mallie troy@arc-inc.org.au

Abstract:

This paper discusses the use of contemporary computer technologies to record and preserve indigenous knowledge in Australia and Vanuatu with respect to traditional and customary protocols of transferring information between generations. Traditional owners (Anangu) of Uluru Kata-Tjuta National Park in the Northern Territory (Australia) and Chief Roi Mata's Domain, North West Efate (Vanuatu) have developed web based GIS information management systems, tailored to local cultural protocols, to store and protect their traditional knowledge. This knowledge can be recorded and stored using a variety of multi-media including – oral history recordings, video, GPS, digital camera, or the more “scientific” site forms and archaeological records. The traditional owners of the Wet Tropics World Heritage Area in Queensland are now building upon the computer system models developed by Anangu and Vanuatu Traditional Owners, and are taking steps to develop their own information management systems with respect to the cultural diversity and protocols of over 50 clan groups with customary connections to this area. As the systems are developed from a grass roots base, utilise web based and other technologies, this tailored operating environment has allowed for a “user friendly” computer interface for communities to document and share their knowledge.

The new web-based cultural heritage information management systems have a variety of applications for the Traditional groups who are operating them. Applications include: protected area management, tourism development, cultural heritage archive, and natural resource management to name a few. Although traditional knowledge is currently under threat of being lost, these indigenous groups have the opportunity to document and protect their knowledge for future generations through the application of modern technologies.

Biography

Troy Mallie is a Project Officer with the Aboriginal Rainforest Council and has been involved in the development of information systems for cultural heritage management at Uluru, Vanuatu and currently in the Wet Tropics World Heritage area in Queensland. Troy is an Aboriginal, Kuku Yalanji traditional owner of the Cape Tribulation area in North Queensland. He sees information technology as an important medium for the preservation of indigenous knowledge.

**3:45 pm****Tuesday 23rd October****Title:** **Fun Exercises to Encourage Collaboration and Knowledge Sharing****Presenter:** **Arthur Shelley - and Patrick Lambe**
arthur.shelley@ap.csplc.com
plambe@straitsknowledge.com**Abstract:**

Facilitating "fun interactive exercises" which involve the audience is a good way to break up conferences and workshops and engage the audience better. We all have a few "tried and true" favourite exercises we fall back on to get the message across to our audiences. No doubt, many of these will be similar activities which may have common ancestors or creators. The workshop audience get the opportunity to describe their favourite activities and then collectively decide which of these they want to see demonstrated (we will run a few if we can, even if in a cut down version).

Biography:

Arthur has over 20 years experience in professional roles and managing international projects, which have provided unique insights into what motivates people to collaborate. In his former role as the Global Knowledge Director for an international FMCG business, he facilitated virtual global communities to leverage knowledge sharing and increase productivity. He has developed a keen interest in human behaviour and how to successfully implement change. His observations on people have been captured in his USA published book, *The Organizational Zoo, A Survival Guide to Workplace Behaviour*.

An engaging and entertaining speaker and facilitator, Arthur enjoys working closely with groups to leverage their diversity, generate productive interactions and lead change. Arthur's sense of fun and tongue-in-cheek style engages participants, who soon find themselves enjoying observing the animals around them and better understanding how to work more productively with them. A self confessed Owl, Arthur blends a range of work interests including consulting in knowledge and capability development, speaking at conferences, facilitating and coaching project managers and of course posting to on-line knowledge forums. He is currently writing his second book and will soon be teaching Knowledge Management (part time) in the RMIT University MBA course.

4: 45 pm**Wednesday 24th October****Title:** **Wrap up****Mark Schenk** mark@anecdote.com.au**Biography:**

Mark is a Director of Anecdote Pty Ltd, specialising in narrative, complexity and knowledge management, and focussed on helping organisations with change management, collaboration, knowledge retention and knowledge strategy and evaluating difficult to measure projects. He was Convenor of the actKM forum from 2003 to 2006, and a member of the actKM executive since 1999. Mark has extensive experience in professional services including the role of Knowledge Manager for SMS Consulting Group. He was also manager of consulting services for a large engineering professional services firm. Mark's recent work has included the development of knowledge strategies in both public and private sector organisations; he is working with several large organisations on their community of practice programs; and the application of narrative approaches to issues such as leadership development, culture change, occupational health and safety (OHS) and program evaluation.

**9:15 am****Wednesday 24th October****Title:** **Keynote presentation - The Future of Knowledge Sharing: People and Technology****Presenter:** **David Gurteen, Gurteen Knowledge**
david.gurteen@gurteen.com**Abstract:**

Knowledge sharing is not just about technology it is more an attitude of mind. But with the recent availability of powerful knowledge sharing tools and a knowledge sharing mindset – technology becomes an enabler that has the potential to utterly transform the way that we work as individuals

In this talk, David Gurteen will share with you some of his thoughts on personal knowledge sharing and the way that he works and the tools and technologies that empower him to work in a way that a few years ago would have been unimaginable.

Biography:

David Gurteen has over 30 years' experience working in high technology industries. Today he works as an independent educator and coach helping people to be more creative, innovative and to work more effectively together. He is the founder of the Gurteen Knowledge Community - a global learning network of over 15,000 people in 150 countries. David is also the publisher of the Gurteen Knowledge Website – the largest resource website of its kind that contains book reviews, articles, people profiles, event calendars, inspirational quotations, an integral knowledge-log and more on subjects that include knowledge management, learning, creativity, innovation and personal mastery.

A frequent speaker and facilitator, he regularly presents on various aspects of knowledge management and informal learning. He is well known for his Gurteen Knowledge Cafés that he runs regularly in London and in other cities around the world. He also facilitates Knowledge Cafés and workshops for organizations and conference organizers..

For most of his career David was a professional software development manager and in the late 80s worked for Lotus Development as "International Czar" where he was responsible for ensuring that Lotus products were designed for the global marketplace.

10:30 am**Wednesday 24th October****Title:** **Workshop - Getting Management Buy-in****Presenter:** **Patrick Lambe, supported by Edgar Tan and Paolina Martin**
Straits Knowledge plambe@straitsknowledge.com**Abstract:**

The aim of this workshop is to help develop communication strategies for different management stakeholders in a KM initiative. We will be working from a set of management archetypes developed last year by KM and IM practitioners in Hong Kong, Australia and Singapore, working from a collection of narratives about successful and unsuccessful experiences in getting management buy-in.

Patrick will introduce the archetypes, and workshop participants will index them for the values and motivators of each archetype. The team will introduce a communication model developed from research into effective communications to support change. Participants will draft and test messages for each management archetype. The workshop will then close with a review of the different strategies that can be used to help get buy-in (or minimise resistance) from each archetype.

**Biography:**

Patrick is one of Asia's most respected knowledge management practitioners. Patrick was originally trained in Library Science. He arrived in KM via a second career in training and development, and has been based in Singapore for 16 years. Patrick is also an Adjunct Professor in KM at the Hong Kong Polytechnic University, and is President of the Information & Knowledge Management Society. His latest book is *Organising Knowledge: Taxonomies, Knowledge and Organisation Effectiveness* (Oxford: Chandos, 2007).

1:00 pm**Wednesday 24th October****Title:****Creating Context: Brainstorming, Improvisation & Knowledge Management****Presenter:****Matthew Moore**matthew.moore@asic.gov.au**Abstract:**

The aim of this session is to examine some links between creative activity & knowledge management. It will begin with hands-on activities for participants using techniques from a variety of sources. Following some reflection; the history, uses and misuses of these techniques will be discussed. The final part will deal with research on creativity in organisations and the relevance of this work to knowledge management.

Biography:

Matt has worked in the knowledge management space for nearly a decade with organisations such as PricewaterhouseCoopers, IBM, Oracle and now the Australian government. He has served on the committee of NSW KM Forum and blogs here: <http://engineerswithoutfears.blogspot.com/>

2:15 pm**Wednesday 24th October****Title:****Knowledge Management and Governance in Higher Education****Presenters:****Monica Kennedy and Deborah Blackman**Monica.Kennedy@canberra.edu.auDeborah.Blackman@canberra.edu.au**Abstract:**

This paper details findings from a study in the University sector which sought to identify the location and processes of knowledge creation necessary for the effective governance. It explores the differences between the stated location of, and systems for, knowledge production and the actual practice occurring within the organisation. Data was collected via observations of key committees and semi-structured interviews with committee members. This data suggests that knowledge creation occurs in the informal relationships between committee members and is located more in the operational activities than within the senior hierarchy. Implications for governance are discussed in terms of effective knowledge management.

Author Biographies:

Dr. Deborah Blackman teaches in the areas of human resource management, human resource development, management of change and organisational behaviour. Prior to her academic career, she



worked in the Hospitality Industry. After working in both Food and Beverage and Rooms Divisions she went on to work as a trainer and support officer for hotel computer systems.

Her research interests are in the areas of organisational learning, the human factors of knowledge management and the relationships between management and philosophy. She has published in (amongst others) *Management Decision*; *The Learning Organization*; *Futures*; *The Journal of Knowledge Management Practices*; *The Journal of Knowledge, Organisation and Change Management*. She has written chapters in Tsoukas, H. and Shephard, J. (2004) (Eds.) *Managing the Future: strategic foresight in the knowledge economy*, Blackwells and in Murray, P. Poole, D. Jones, G. (2005) (Eds), *Contemporary Issues in Management and Organisational Behaviour*, Thomson.

Dr. Monica Kennedy has convened Masters units in organisational learning, organisational behaviour and professional development; she has also worked with undergraduate students in units on research methods, diversity management and society and change. Monica has a Bachelors Degree in Organisational Communication, a Masters Degree in Educational Leadership and has worked in adult education in these fields since 1996. In 2001 – 2003 Monica returned to industry on a large-scale public sector change project before beginning work with the University of Canberra in 2004. Monica has recently completed her PhD which brings together her interests in learning and knowledge in organisations.

Dr. Alice Richardson is a statistics lecturer in the School of Information Sciences and Engineering of the University of Canberra. She has taught statistics to undergraduates and graduates from a range of disciplines including medical science, psychology and business.

She has analysed survey data for a range of organisations including the Federal Office of Asset Sales and Commercial Support, The ACT Department of Education and Training and the Canberra Choral Society. Her research interests include robust modelling, mixed models and statistical education. She is a member of the Statistical Society of Australia Inc, and is co-editor of the Society's quarterly newsletter.

Dr. James Swansson is the Program Manager for the University Governance Professional Development Program run by the National Institute for Governance out of the University of Canberra. His primary area of interest is improving the effectiveness of University Governance, in particular the role of governors within the process.

3:30 pm **Wednesday 24th October**

Title: **Improving the NRM Knowledge System for Regions**

Presenter: **Nerida Hart, Land & Water Australia**

Abstract:

There has never been greater public investment in natural resource management (NRM) in Australia or in research that provides the information and knowledge to improve it. A challenge exists in ensuring that investment in NRM know-how flows through to, and from, on-ground change. The 56 regional bodies around Australia are key users of this knowledge and function as critical pathways in the flow of knowledge. Without these pathways working effectively there is a risk that investments in NRM will not be based on the best available information.

The overarching objective of the Knowledge for Regional NRM Programme is to facilitate better linkages between regional NRM bodies and knowledge providers, and to assist regional NRM bodies to better manage their knowledge. Nerida will provide a history and progress report on how the Knowledge for Regional NRM Programme, a Natural Heritage Trust funded project through Land & Water Australia, has been developed and how this is making a difference to the NRM regional bodies across Australia.

**Biography:**

Nerida is currently the Programme Manager for the Knowledge for Regional NRM Program at Land & Water Australia (www.lwa.gov.au/regionalknowledge). This Program is a Natural Heritage Trust funded program which has the overarching objective to facilitate better linkages between regional Natural Resource Management (NRM) bodies and knowledge providers, and to assist regional NRM bodies to better manage their knowledge.

Nerida has worked in the library, information and knowledge industry since 1974 and has experience in public, academic and special libraries. Nerida worked at the Department of Families, Community Services and Indigenous Affairs (FaCSIA) from 1991 to 2006. During this time she was responsible for the management of Knowledge and Information Services serving four client agencies: and servicing 40,000 clients nationally, winning several Knowledge Management awards.

Nerida has a strong commitment to knowledge management and people development and is currently the Deputy Convenor of actKM and has just been appointed Chair Elect for the Special Libraries Association (SLA) Knowledge Management Division for 2009 (the SLA Centennial year). In 2005 Nerida was awarded the Special Libraries Association ANZ Information Professional of the Year.



Conference Organisers:

David Williams david.williams@dewr.gov.au 0412 237 695

David is the convenor of actKM and has been a committee member for four years. David's background is in project management in the construction industry on large projects before working across Defence in the management fields of human resources, information, knowledge, quality, risk and enterprise architecture. David has also worked as a successful management consultant in facilities management and enterprise architecture. He was previously the information architect for DEWR and is currently managing major procurement projects in government departments, including acquisition and implementation of supporting information management systems. David has a Diploma in engineering and a Masters degree in project management.

Nerida Hart nerida.hart@lwa.gov.au 0418 423 270

Nerida is the Deputy Convenor for actKM and is currently the Programme Manager for the Knowledge for Regional NRM Program at Land & Water Australia (www.lwa.gov.au/regionalknowledge). This Program is a Natural Heritage Trust funded program which has the overarching objective to facilitate better linkages between regional Natural Resource Management (NRM) bodies and knowledge providers, and to assist regional NRM bodies to better manage their knowledge.

Melanie Randall melanie.randall@lwa.gov.au

Melanie is the science liaison officer in the Knowledge for Regional NRM Programme at Land & Water Australia. Melanie's background in library management and she is currently on secondment from FACSIA for her IM and KM expertise.

Dr Paul James paul.james20@optusnet.com.au

Paul's role on actKM Conference Committee is to manage the Research Forum and Program; and he is the editor of the actKM Online Journal of Knowledge Management. Paul completed a doctorate at Southern Cross University where, with support from the members of actKM, he researched the nexus between Strategic Management and Knowledge Management, focusing on the life cycle of knowledge assets. Dr James is a practicing manager with a large electricity utility, currently working as the Manager Corporate Strategy Development. Residing in Canberra, Paul also teaches strategic management and knowledge management for the University of Canberra, and has developed master's subjects for Southern Cross University on Risk Management and Strategic Asset Management.

Karna O'dea jkodea@netspeed.com.au

Karna is the secretary for actKM and is the metadata specialist in the Data Management Section of the Australian Bureau of Statistics. Her background is that of a librarian and a library manager. Karna has also been an active member of ALIA and is involved in organising many of their events enabling the ACTIVE ALIA group to deliver a program which truly "links people with ideas". She has demonstrated a strong commitment to fostering an active professional association - for both ALIA and AGLIN - which engenders enthusiasm and debate in its members.
