



Beyond Data: Creating a Knowledge Mobilization Culture

Knowledge Mobilization Works!

Presentation by Peter Levesque

Tuesday, January 29, 2008, 11:50 – 12:50 pm

The Monieson Centre, Queen's University

143 Union Street, Room 302

Today's Presentation

- Introductions
- Knowledge Mobilization
- P - Values
- C - Concepts
- Complexity and Emergence
- Explicitness?
- Discussion



Introductions

Round the room:

- Your name.
- Where do you work?
- How do you share what you know?
- Why?





Knowledge Mobilization Works!

- Networked company, based in Ottawa with colleagues, partnerships, and projects in North America, South America, Europe, Africa, Australia and India.
- Consults on KM & suggests practice enhancements
- Develops theory & tests methods for KM
- Tests technology to support social processes.
- Engage in strategic research and conceptual exploration to enhance the incentives and infrastructure to support knowledge mobilization.

- Principal, Peter Levesque



Hunting and Gathering

- Never in human history have we hunted for so much data, information and knowledge.
- Never in human history have we gathered so much that is useful but not used.
- Do you feel “overfed” with information? – are we suffering from data obesity?



Knowledge Mobilization

A commonly cited definition:

Getting the right information to the right people in the right format at the right time so as to influence decision-making.

Easier said than done. How do we support doing this? What is a knowledge mobilization culture?

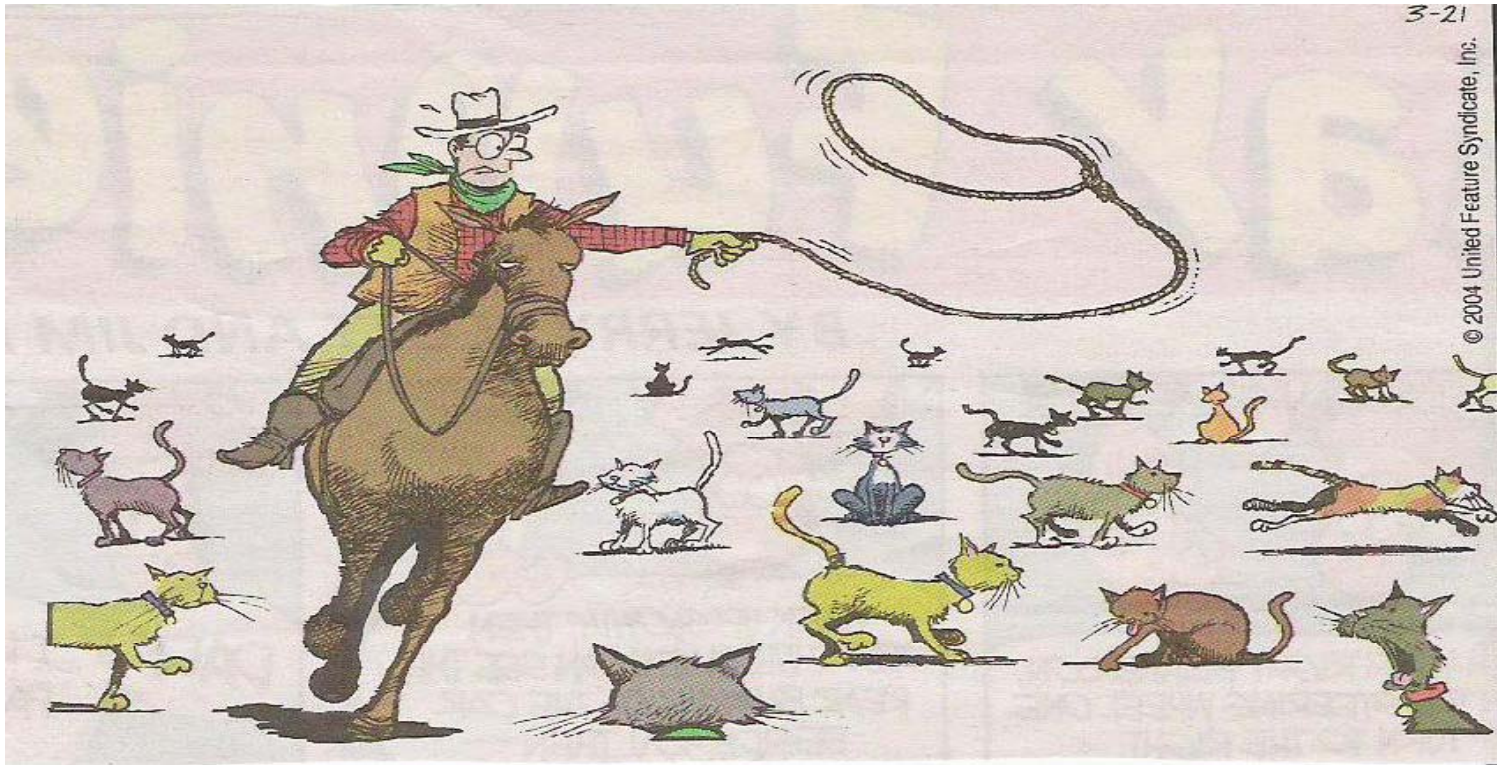
KM practice to avoid!



KM practice to avoid!



KM practice to avoid!



KM practice perhaps?





Definitions: Knowledge Mobilization

Two definitions I use as reminders:

- **Mobilize:** to make ready for service or action
- **Knowledge Mobilization:** making what we know ready for service or action



Some Basic Questions

- Make what knowledge ready?
- For whom is this being done?
- Who is doing this?
- For what purpose?
- When is it needed?
- Where is it stored, accessed, recycled?
- How is this supported?



More Basic Questions

- What is the **Demand**?
- Where is the **Supply**?
- What are the **Market** conditions?
- Who are your **Competitors**?
- Are they your **Collaborators**?
- How do we measure **Value**?
- What are the **Accelerators**?
- What are the **Attenuators**?



What do we mean by Knowledge?

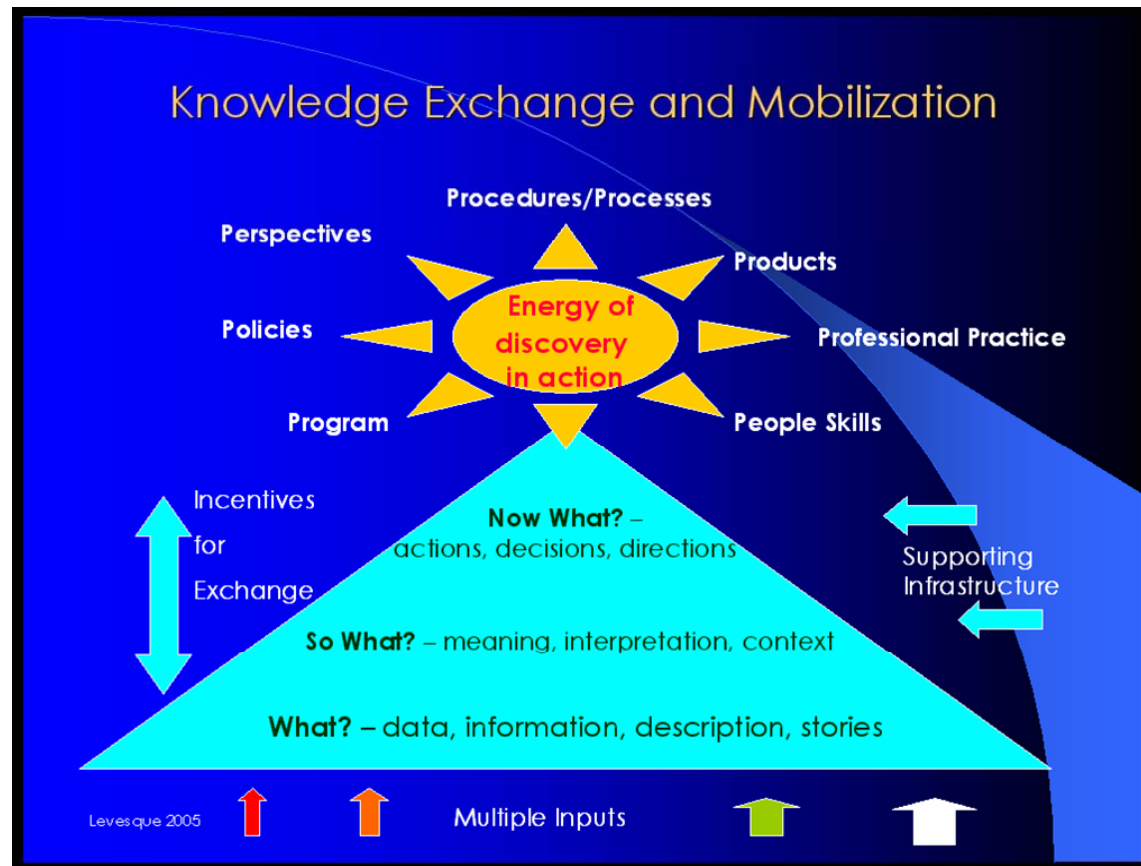
- Hierarchy of Knowledge, Dave Sackett:
 - Systematic reviews/ meta-analyses
 - RCTs
 - Experimental designs
 - Cohort control studies
 - Case-control studies
 - Consensus conference
 - Expert opinion
 - Observational study
 - Other types of study eg. Interview based, local audit
 - Quasi-experimental, qualitative design
 - Personal communication



This Hierarchy is Paradoxical

- We engage first in personal communication.
 - How to we get the most credible forms of knowledge into our day to day conversations
 - Collectively, we know what to do on many topics but do we have the wisdom or capacity to do it.
 - We are more connected than ever before but are we more connectable?
 - It's mostly about people – not technology - suggested formula is 10% technology/90% social (CEFRIO)

P-Values





P-Values

- Questions:

- What
- So What
- Now What

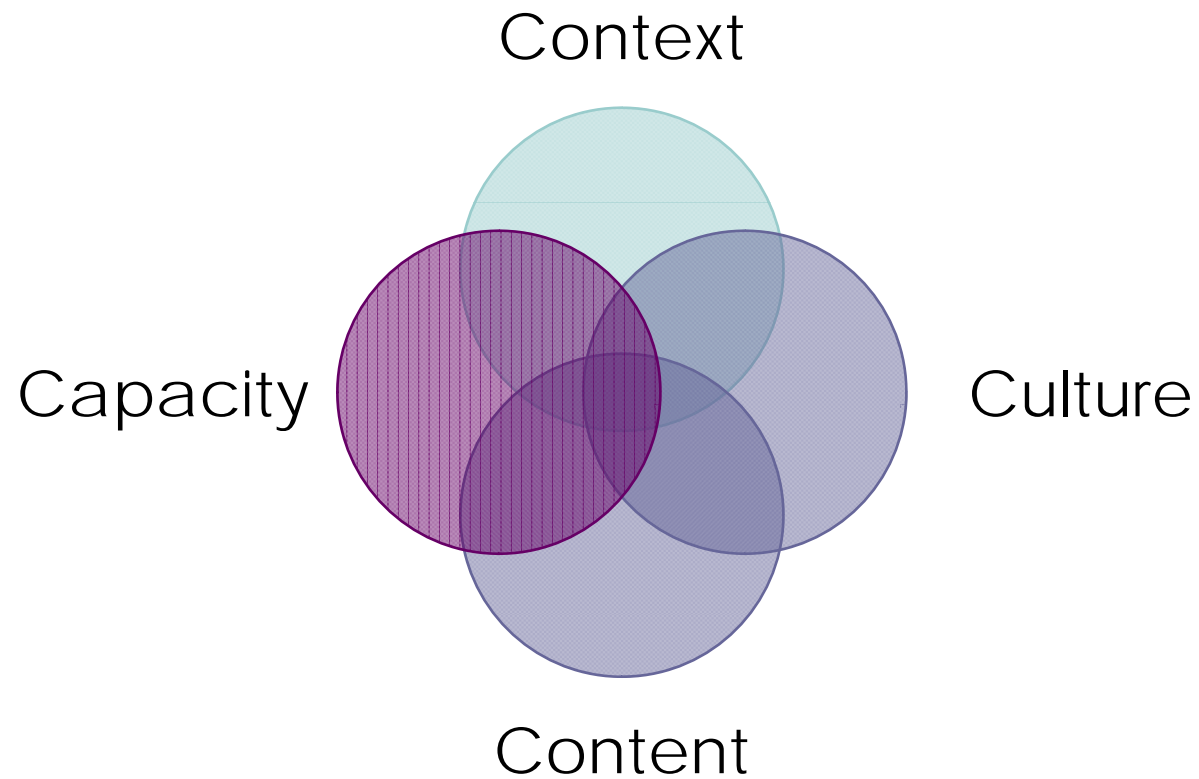
- Supports:

- Incentives
- Infrastructure
- Initiatives
- Innovation

- Results:

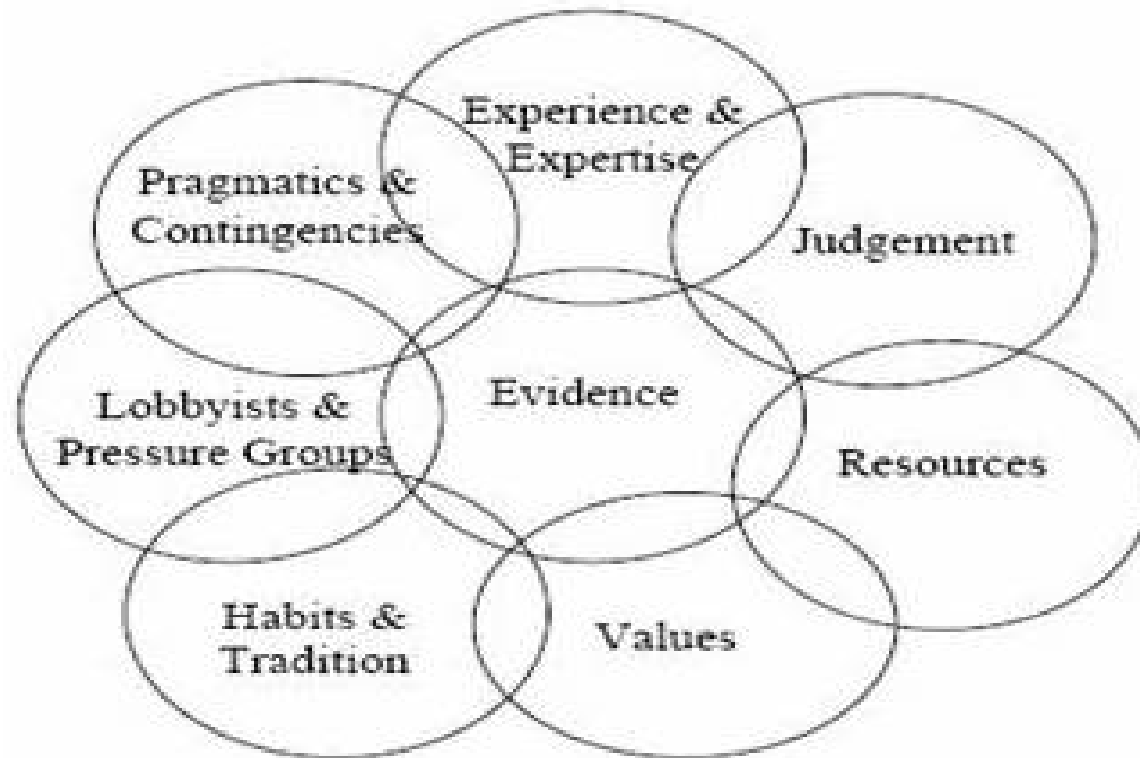
- Programs
- Policies
- Perspectives
- Practice
- Processes
- Procedures
- People Skills
- Products
- Possibilities

C-Concepts



Relationships between all sources

Factors Influencing Policy Making in Government



Philip Davies, Is Evidence-Based Government Possible?
Jerry Lee Lecture 2004, Washington, DC



Things considered in the literature

Emergence	Audience characteristics	Opportunities for utilization & implementation
Relationships	Resources	Vehicles available or in development
Formal and informal mechanisms	Evaluation of methods	Feedback and reflection

Some stories I have heard

- o Listen at Podcast

www.knowledgemobilization.net





Concepts in a KM Culture

- Trust
- Brokering
- Networks of outcomes
- Knowledge in management as well as knowledge management
- Revolution/Evolution
- Co-creation
- Sharing as power
- Facilitative leadership
- Systems change
- LLL: 80 year old grandmother learning Ojibway
- Mutual benefit
- Collective intelligence
- Brain fart
- Complete access: physical and conceptual



Explicitness?

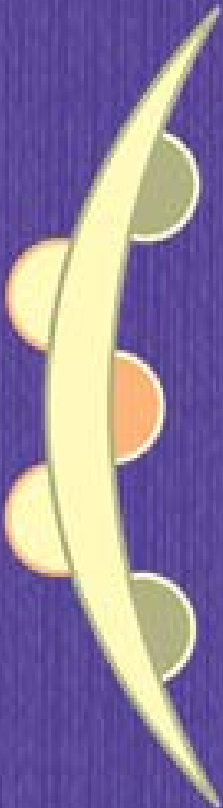
- Can we ever provide full access?
- Can we be completely explicit?
- There is a fundamental instability in complex adaptive systems – we become what we become in the process of becoming.
- So – if we are not working on our IDEALS – what are we working on?



Discussion

- Your examples of knowledge mobilization?
- When do you know you are getting the full value from what you know?
- How are you motivated to mobilize?
- When you do not have what you need where do you go?
- What does leadership look like in your context?

Contact Information



Knowledge Mobilization Works!
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