

**Knowledge Management
in Public Health:**

Exploring
**Culture,
Content,
Process and
Technology**

November 3 & 4, 2008
Sheraton Hamilton Hotel
Hamilton, Ontario

a conference designed for
managers, policy makers and people in
knowledge management or translation roles
in public health at the local, provincial and federal levels

presented by the
National Collaborating Centre for Methods and Tools

Funded by the Public Health Agency of Canada
Affiliated with McMaster University



Future Directions
for
Knowledge Management

Kirby Wright

Exploring ...



Sir Muir Gray: Call to action
Value of “clean” knowledge
Quantity versus Quality
“National Knowledge Service”



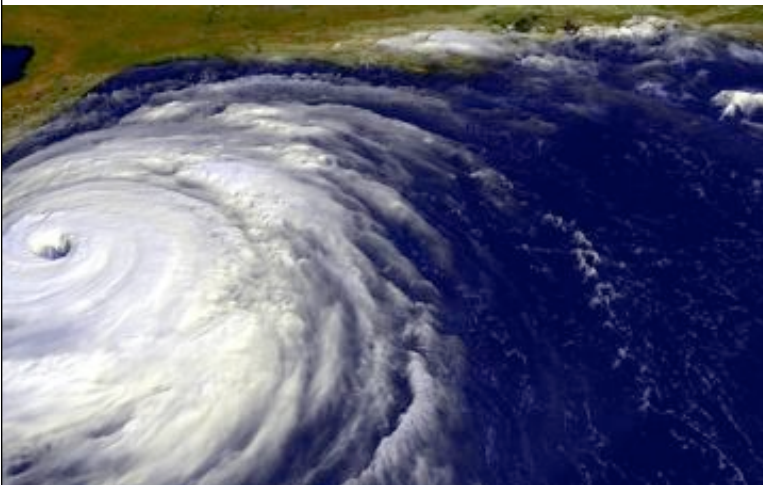
Cultural Dynamics ...



The power of communities...



The tension of "content"



Connection

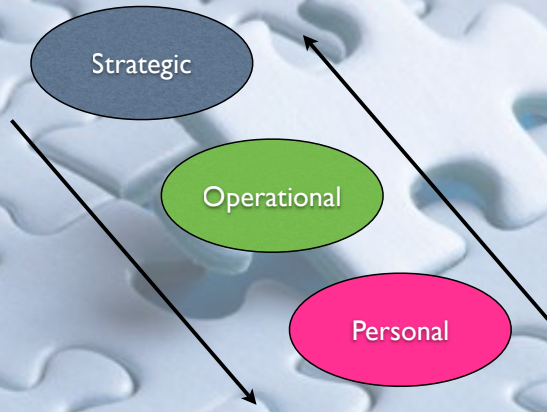


Content

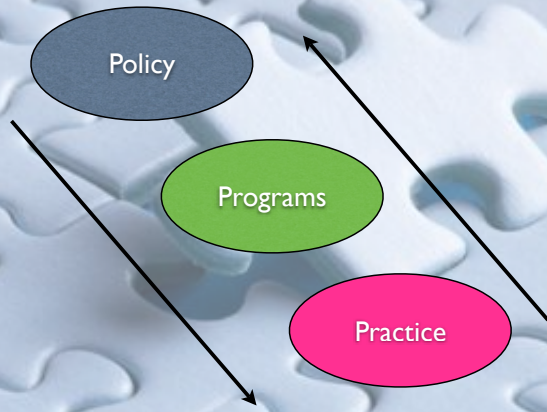
Storability to Findability



KM Levels and Layers



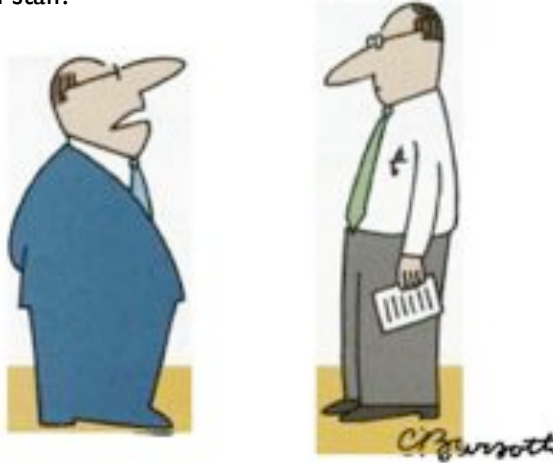
AND ...



Review First Principles

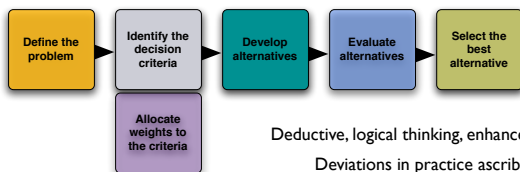
- Decision making
- Types of Problems/Issues
- Social Dimensions of Knowledge

“Wilson, what exactly is a knowledge worker, and do we have any on staff?”



What do we know about decision making and problem solving?

Rational Problem Solving



Deductive, logical thinking, enhanced by analysis
Deviations in practice ascribed to cognitive bias

“before deciding on a course of action, prudent managers evaluate the situation confronting them...”

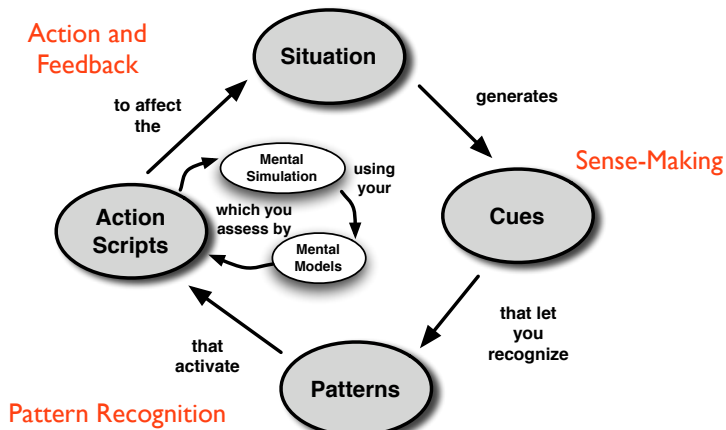
“executives are taught to methodically frame problems, consider alternatives, collect data, weigh the options...”

Increasingly, research shows that to address problems, people use heuristics, past pattern matching and extrapolation to make decisions, coupled with complex blending of ideas and experiences that takes place in nanoseconds.

Asked to describe how they make a decision they tend to provide a more structured oriented process which does not match reality.

Dave Snowden (www.cognitive-edge.com)

Problem solving looks like this...

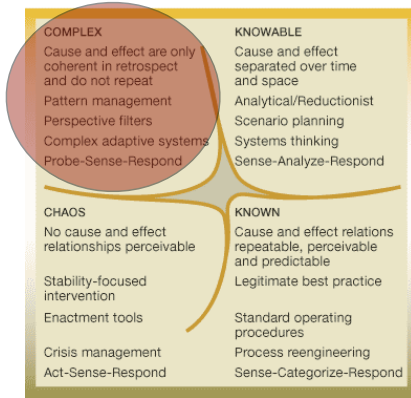


Gary Klein, Intuition at Work



Problem Types

Figure 1 Cynefin domains

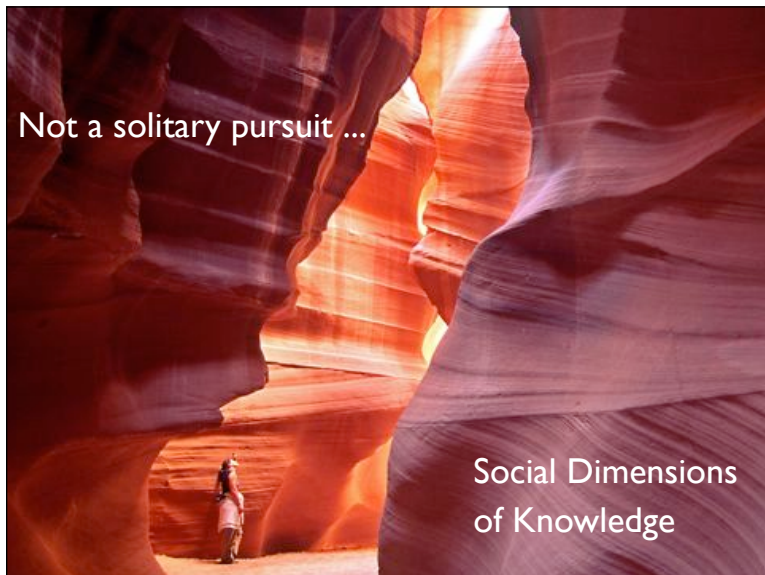


Snowden - www.cognitive-edge.com

Snowden & Boone (2007) A Leader's Framework for Decision Making (Harvard Business Review, November)

Simple	Complicated	Complex
Baking a Cake	Sending a rocket to the moon	Raising a child
- replicable recipe	-protocols and procedures	-expertise, experience, responsiveness
-experience increases success rate	-experience increases success rate	- experience is no guarantee of success
	-experience based on practice and refinement	-each situation is unique
	-expertise required to develop procedures	-continuous uncertainty about result
	-need to manage inter-relationships	-impossible to separate different "elements"
	Invasion of Iraq	Nation Building in Iraq

Wesley, Zimmerman, Patton: *Getting to Maybe - how the world is changed*
 Glouberman & Zimmerman (2002), *Complicated and Complex Systems: What would successful reform of medicare look like.* (Commission for the future of health care in Canada)



Community of Practice ...

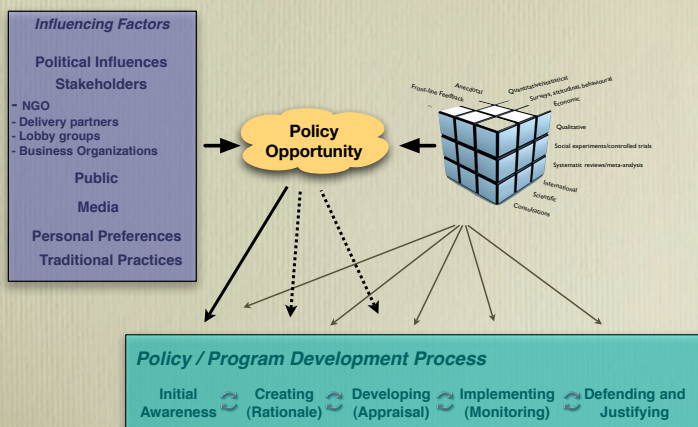


Learning is about work,
work is about learning...
and both are social

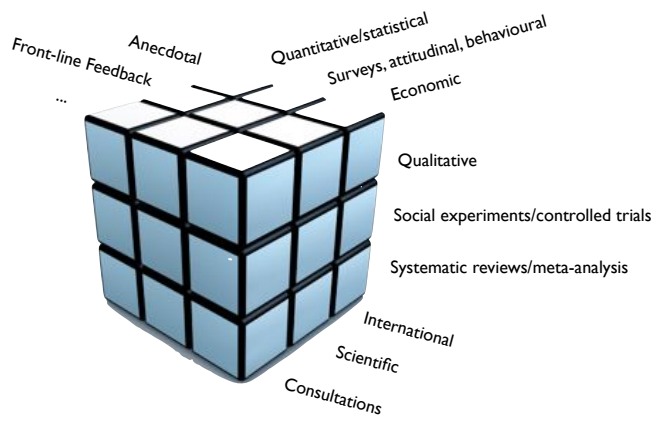
John Seely Brown and Estee Gray: The People are the Company (Fast Company)

Policy process

"Analysis for policy: evidence-based policy in practice" (2007) (www.gsr.gov.uk)



Evidence?



Moving forward....



This is important !

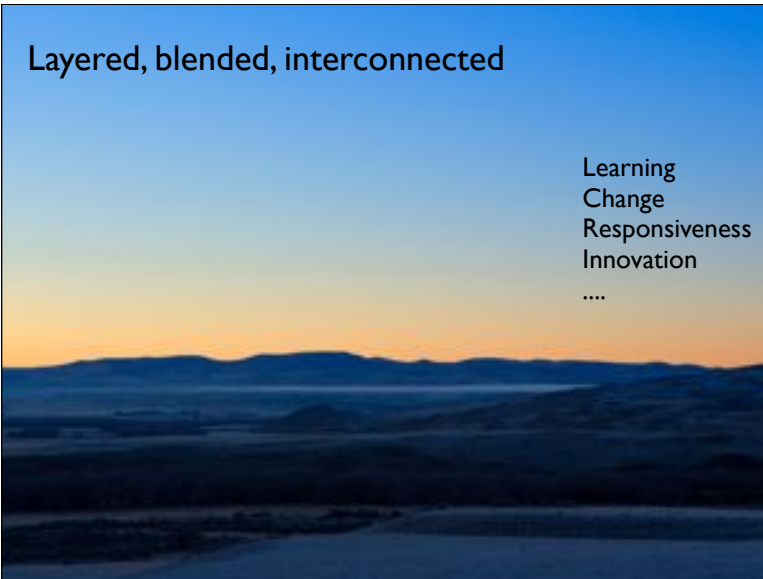


Decisions, decisions, decisions....



Layered, blended, interconnected

Learning
Change
Responsiveness
Innovation
....



More than Content!!!

K Management
K Transfer
K Exchange
K Mobilization
E-based (informed)...
....



kirby.wright@shaw.ca
www.knowledgeresources.ca

