

Content expert



Xenia Stanford is currently the president and chief executive officer of Stanford Solutions Inc., devoted to empowering others to manage knowledge by using practical tools. Stanford's first training and use of knowledge mapping techniques was at universities where she was employed as a research officer in the field of education. After many years as a library and records manager, she became a Change Leader involved in re-organizational design and process restructuring. Throughout her career in business and now as president of her own company, she has helped corporations save millions of dollars.

Born and raised in Alberta with the exception of two years of her childhood in British Columbia, Stanford has studied at several universities and conducted research into learning effectiveness at the University of Calgary in Alberta, Canada and Macquarie University in North Ryde, Australia. She taught students from nearly every grade including pre-school and university. The teaching locations included the Canadian provinces of Alberta and British Columbia as well as Australia and Fiji. Work and personal travels have taken her to several other provinces in Canada, various states in Australia and the United States (including Hawaii) and several countries in mainland Europe.

Stanford has a Bachelor of Education degree and has completed course work for Master's degrees in several disciplines, including literature and linguistics, library science and management. She has published many articles and conducted many workshops on the subject of knowledge management and the techniques of mapping and auditing. She wrote a Web column on leadership, and won an international writing contest for her article "Delighting the Customer." Her research into the areas of knowledge mapping and auditing is ongoing, and her constantly improving courses reflect the benefit of her continuous learning.

Knowledge Mapping Practitioner

~ An 8-week online workshop that will enable you to effectively develop and apply knowledge mapping skills for operational improvement and innovation ~



Facilitator



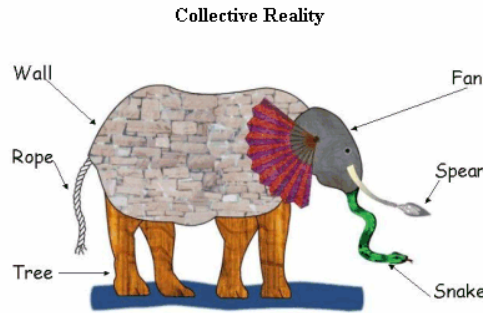
Dr. Oliver Schwabe is one of the world's foremost community moderators and facilitators with over 50 theme areas delivered virtually to over 2500 students in 60 countries in the past decade.

- Key clients include:
- Jones International University
 - Capella University
 - The Open University Business School
 - KnowInc
 - Entovation
 - Sveiby Knowledge Associates
 - United Nations Virtual Development Academy

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Take aways

- Sharpen knowledge mapping skills
- Apply knowledge mapping to decision making
- Apply knowledge maps for strategy development
- Identify competencies and gaps using knowledge mapping
- Effectively analyse social networks
- Uncover unused and overused resources



Elephant illustration used with permission of its creator, [Jason Hunt](http://www.noogenesis.com/pineapple/blind_men_elephant.html). Original is found at Duen Hsi Yen's webpage www.noogenesis.com/pineapple/blind_men_elephant.html with his rendition of John Godfrey Saxe's poem "The Blind Men and the Elephant". Thanks to both Jason and Duen for inspiration and sharing.

Most decision-making and goal-setting are made without full knowledge, input, and motivation of the entire group – consensus is said to be achieved but when examined it is usually group-think set by leaders, enforcers, and followers; the outsider who has mission critical information is usually the one who is forced to the position of stating "I can live with it" (the decision) – yet it is the outsider views that are so valuable. All that needed to be known to prevent the 9/11 tragedy and the Columbia mission failure were known – the problem is the knowledge was not connected. Knowledge maps can pool the knowledge into one place and as (anonymous) facilitation tools ensure we can see the entire "big" picture.

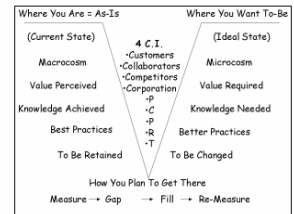


Figure 5: Knowledge Management Strategy Vee

Knowledge maps have been used to do the following: Aid learning, e.g. recall and retention (embed knowledge); Transform information into knowledge; Facilitate understanding, communicate meaning, Make implicit knowledge explicit; Make explicit knowledge implicit; Settle conflict and move forward; Brainstorm for creativity; Capture knowledge; Elicit knowledge; Share knowledge; Transfer knowledge; Use knowledge; Improve communication; Define knowledge cultures; Determine the mission; Complete the mission; Plan strategy; Discover what you know versus what you don't know; Uncover needs; Link sources to needs; Show barriers and benefits; Show strengths, skills and areas for growth; Assist decision-making; Examine the present and past; Point the way to the future (prophesying or visioning); Prevent Corporate Amnesia.

The Blind Men and the Elephant

Six blind men who had never experienced an elephant set out one day to do just that. They were led to one of these beasts and began to examine it. The first blind man touched the side of the elephant and stated it must be a wall. The second felt the leg and declared it was very like a tree. The third fingered the ear and mused no doubt it was a fan. The fourth grabbed the tail and said it definitely appeared to be a rope. The fifth grasped the trunk and exclaimed it felt absolutely like a snake. The sixth handled the tusk and claimed it was most similar to a spear. Who was right and who was wrong? The simple answer to both parts of that statement is all of them. We might say those whose view is from one perspective only cannot not see the forest for the trees or the elephant for its body parts. When reviewing the current thinking about what is and is not a knowledge map, I am reminded of the above tale. Some say a knowledge map is a mind map and nothing else. Others see an influence diagram, another a systems thinking diagram and so on the list goes. Who is right and who is wrong? You know this answer by now: ALL! If there are so many kinds, you might ask which one is best. The answer is it depends. It depends on what benefits you need to achieve. It depends on what barriers you have to overcome. It depends on your corporate culture or the culture of the group. Most of all it depends on what suits your purpose or what benefits you wish to derive.

The Benefits

This course essentially provides participants with the skills to effectively apply knowledge mapping to their organization's knowledge performance based upon the principles of systems thinking. Because of the advanced methodologies used, this process is executed in a rapid, time-boxed, intelligent, and clearly focused way. You will learn exactly what patterns of knowledge performance you are looking to find and measure. You will test the pulse of your organization's knowledge heartbeat. You will end up with an accurate **knowledge map** and **project plan**. You will also obtain a fresh perspective on your organization's areas for improvement – even if that organization is YOU Inc.

This is what THIS course will help you achieve

Learn by doing; you won't listen to dry lectures on Knowledge mapping. You will assume the role of a "CEO" in a context of your choice and learn new concepts, assess how to implement them, and practise newly acquired skills in specially designed, integrated simulation exercises.

The seminar itself focuses on providing insights into the fundamental issues of Knowledge mapping and finally on the development of a strategic proposal for the organization of each participant. The parallel learning tracks ensure that participants are able to gain knowledge about Knowledge Management issues which can be directly applied to their own environment and hence to move into a phase of learning by doing.

Methodology

An intensive 8-week program, consisting of a coached e-Learning program based on the work of Xenia Stanford and other leading authorities.

Integrated tools include.

- The Collaborative Climate Survey by Karl-Erik Sveiby
- The Hall/Tonna Values Inventory with E. Sundrum and C. Savage
- The Knowledge Innovation Assessment by Debra Amidon
- Inspiration Software for Visual Thinking and Visual Learning – business Version



- Diamond level access to www.knowmap.com

Required literature:

Novak, Joseph Donald. *Learning, Creating, And Using Knowledge: Concept Maps As Facilitative Tools In Schools And Corporations*. Mahwah, NJ: Lawrence Erlbaum Associates, Inc., 1998.



Amidon, Debra M. *Innovation Strategy for the Knowledge Economy: The Ken Awakening*. Boston: Butterworth-Heinemann, 1997.



Cowley, Michael and Ellen Domb. *Beyond Strategic Vision, Effective Corporate Action With Hoshin Planning*. Boston, Butterworth-Heinemann, 1997.



Module 1. Introduction to Knowledge Mapping

Discuss what is a knowledge map regarding definition, necessary elements, purpose and value. We learn through all our senses – yet visual presentations are often just words with a few graphics – mapping is a way of visualizing, integrating, and relating concepts (a proven aid to learning). Practice gathering and creating knowledge through brainstorming. Identify a context to map for the course project.

Module 2. Decision Making

Discuss purpose and Value of using Knowledge Mapping in Decision Making and Risk Assessment. Explore Decision Trees, develop process flow, and test to determine impact. Reflect upon the Decision Hierarchy – 4 categories: policy, strategy, tactical, and out-of-bounds. Apply SWOT thinking to create initial decision-making map for project context.

Module 3. Strategy Mapping

Identify Purpose and Value of using knowledge mapping in planning strategy and debriefing. Explore ancient maps, a Military Debrief of Napoleon's Campaign, the SSI Knowledge Management Strategy Vee (KMS Vee) and considering PCPRT (people, culture, processes, resources, tools & technology). Create a strategy map for project context.

Module 4. Competency Mapping

Define roles, determine skill needs, assess salaries, and compile corporate yellow pages. Discuss what functions are required of a Knowledge Professional and what skills are required for each function. Perform a Personal Skills Inventory, Skills Matching, closing Gaps and Dealing with Surpluses. Explore Pay equity through mapping. Based upon the project context develop your career goals using the Roles and Skill Definition and map/match your skills to determine your strengths and weaknesses. Plan next steps to reach your goals based on overcoming weaknesses (gaps) and using strengths.

Module 5. Social-Network Mapping and Analysis

What really is SNM&A? How can it be used? What are some of the pitfalls? Is it really "social transactions" or is it a misnomer? Reflect upon open and closed society mapping – opportunities and risks of each. Learn about asking valid & reliable questions to obtain valid & reliable data. Map seeker and knower transactions. Discuss evaluating quality of responses through feedback loops. For the project context apply principles for improving the social connections to improve knowledge flow

Module 6. Resource Mapping

Mapping resources is similar to SNA except that it includes other knowledge sources. It is network mapping but not necessarily of "social connections". Explore the importance of assessment of value. Use resource mapping to acquire, discard and align infrastructure to resource value. Use mapping to measure knowledge strengths of people and not weaknesses while evaluating cost/value of non-human resources. For the project context apply previous course work to create resource value maps and processes to maintain these.

Module 7. Measuring Knowledge Value

Learn how knowledge mapping can quantify "less tangible assets" into real bottom-line dollar values. Is usage of the term "intangible" practical, because anything that can be measured is tangible and if it cannot be measured it has no value? Are terms such as Intangible Assets Measurement oxymorons? It is either measurable thus tangible or intangible thus immeasurable? Use the Axis Map, Systems Thinking and Influence Diagram to produce tangible measures. Link tools to the Balanced Scorecard and/or vision, mission and goals of your organization. Link tools to the SWOT test and Risk Assessment where we balance risk in cost versus benefit in revenue generation to derive value. Draft a project proposal for creating and measuring new knowledge value.

Module 8. Summary and Review

Using only one technique for all purposes is like using a hammer as your only work-tool. Define various problems and match to the most suitable mapping methods. Use knowledge maps to create a knowledge topography of your project context. Discover the value of knowledge maps in tying together and creating new knowledge to form a databank to prevent corporate amnesia. Create a personal and project context strategy map. Participants then consolidate all previous work into one single coherently argued strategic proposal for their organization and present this to the group for discussion and validation.

Offerings

- Eight (8) week facilitated online course
 - One day face-to-face workshop
 - One (1) hour tele-coaching
 - Four (4) hours online tele-coaching
- ~ Corporate rates available upon request ~



This tree symbol can be seen on www.unic.net - message is the roots for the fruits, i.e turning the tree upside down for addressing the future earnings potential.