

PATH OF THE WIZARD

Improving Organizational Learning and Knowledge Exchange

When we talk about knowing and learning we usually think of people – but can organizations also learn? They can, indeed, but this doesn't happen by itself.

You have identified knowledge and learning as issues for development.

This Path helps you create better methods of detecting, transferring, and storing information, experience, and know-how in your organization.

WHO SHOULD GET INVOLVED?

Knowledge is vital to the entire organization so everyone should be involved. In some cases, it can even be helpful to involve close external partners in this workshop, e.g. when you are developing your environmental scanning system.



AT THE END OF THIS SESSION YOU WILL HAVE:

- An assessment of your current knowledge management practices.
- Three concrete building blocks to enhance your ability to acquire and use information relating to external environments and internal processes.
- An action plan for improving organizational learning and knowledge sharing.



PREPARATION

No preparation is needed.



MATERIALS

- Markers
- Flip Chart
- Moderation Cards
- Figures (2 Red & 3 Green Per Person)



TOOLS

Method Cards:

Assessing your Knowledge Management (37)
 Environmental Scanning for Detecting Unseen Risks (04)
 Defining Interfaces for Good External Relations (41)
 Harvesting Lessons Learned to Facilitate Organizational Learning (38)
 Developing a Dashboard for Effective Organizational Management (39)
 Defining Processes for Smoother Collaboration (36)
 Pathways to Knowledge Sharing (40)
 Action Planning for Next Steps (02)
 Stakeholder Analysis (34)

Background Papers:

Dashboard Indicators (24)
 Knowledge Sharing (25)
 Knowledge Management Grid (26)
 Process Modeling (28)
 Outcome Evaluation Basics (27)
 Weak Signals (02)

Worksheet:

Action Plan (02)



FOLLOW UP

It is advisable to review any new knowledge management practices after 6 months and evaluate how well they work and whether they should be adapted.



ORIENTATION 60MIN

HOST / PREPARATION GROUP: Introduce Path and day program.

First round and discussion: Check in and personal messages: How and why am I here?

Continue with **Assessing your Knowledge Management (37)** ■■

INPUT TO PATH CANVAS: 3 areas of the knowledge management that your organization needs to work on.



GROUNDWORK 120MIN

From the **Knowledge Management Grid (26)** ■■ choose one issue which you ranked highly from the first two questions on the Grid:

- If the issue concerns "Developments in your Environment", then use **Environmental Scanning for Detecting Unseen Risks (04)** ■■
- If the issue concerns "Contact Base", then use **Defining Interfaces for Good External Relations (41)** ■■

INPUT TO PATH CANVAS: 3 concrete actions for your scanning system (Environmental Scanning) or note down the person(s) responsible for the 3 most important stakeholders (External Relations).



SUMMIT 120MIN

Choose your second knowledge management area of priority from the Grid:

- If you would like to work on "Lessons Learned", choose **Harvesting Lessons Learned to Facilitate Organizational Learning (38)** ■■
- If you would like to work on "Management Decisions" choose **Developing a Dashboard for Effective Organizational Management (39)** ■■

INPUT TO PATH CANVAS: 3 lessons learned or 5 dashboard indicators.

IN PLENUM: Look at your canvas and talk about what lessons you have already learned from working on the Path.
Continue with a last exercise the next day.

NEXT DAY START WITH: CHECK IN 30MIN



OUTLOOK 120MIN

Choose your third knowledge management area of priority from the Grid. The two Method Cards below deal with internal structures and relationships:

- If you would like to work on "Work Routines", choose **Defining Processes for Smoother Collaboration (36)** ■■
- If you would like to work on "Internal Expertise", choose **Pathways to Knowledge Sharing (40)** ■■

INPUT TO PATH CANVAS: Simplified process model or 2 methods for knowledge sharing which you would like to implement.



ACTION PLAN 60MIN

Make a plan for how to implement improvements to your knowledge management with **Action Planning for Next Steps (02)** ■■

INPUT TO PATH CANVAS: 3 concrete actions to improve knowledge management in your organization.

CLOSING 30MIN

Final round / Check Out