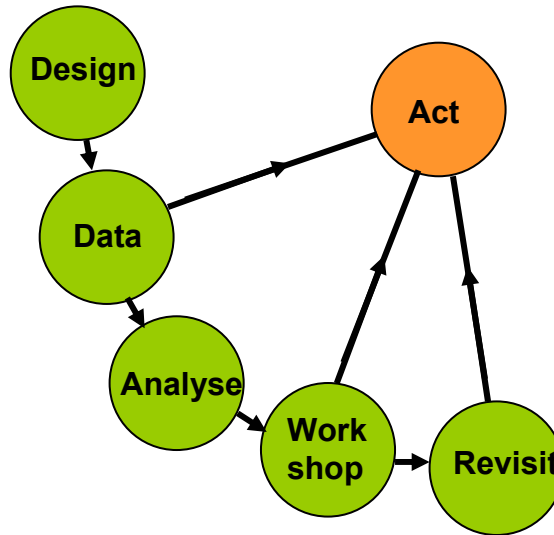


Knowledge Networks

- a methodology for action



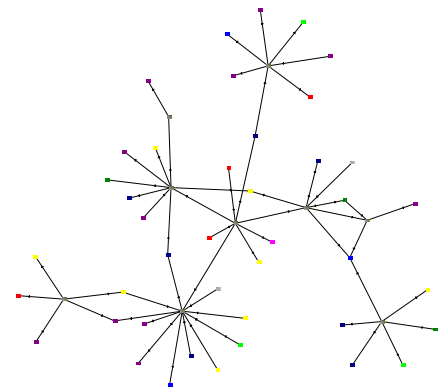
We live in an era where the old economies have given way to the knowledge economy and the networked economy. What is vital is the value we can create from the knowledge within our organisations, and the knowledge of our business partners and clients.

What does this really mean? It's people who know how to get things done, and relationships that hold business together. This has always been true, but we sometimes lose sight of it as organisations get bigger and business becomes more complex.

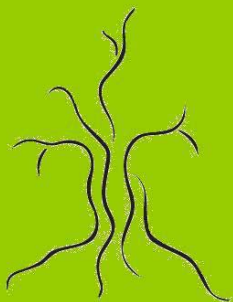
How do we get things done? Through the people that we know, through the networks within which we operate. Our networks are a critical component of our knowledge assets. This is true at an individual level, for a business unit, organisation wide, and in the value chains we create with our suppliers and customers.

Looking at your business through the lens of your informal networks can help you and your business to:

- Develop new sales
- Create the best value from existing complex client relationships
- Work across silos to achieve better business outcomes
- Audit the knowledge and expertise you can call on



An example of internal sales channels



**Knowledge
Networks**
- a methodology
for action

The knowledge networks process gives you an opportunity to view the informal relationship maps that get things done. You can then shape the knowledge flows for better business outcomes. The methodology has five stages that result in action:

Design

- Establish the need
- Design the question
- Define the population
- Agree data collection method
- Agree workshop method

Data

- Open the conversation with participants
- Explain the purpose
- Contract the level of confidentiality
- Ask the network questions
- Extend to population boundary

Analyse

- Input the data to Inflow™
- Generate network maps
- Analyse networks
- Prepare reports

**Work
shop**

- Reconnect participants with the purpose
- Prepare people
- Network maps reflection
- Link strategy to networks
- Action plan for network growth

Revisit

- Option of re-measurement after an appropriate period of time
- Review of changes made
- Celebrate results

Act

- Action for change is stimulated at a number of stages, through
 - Conversations during data collection, participants come to understand the importance of the purpose and the connection to their networks and their behaviours
 - In the workshop people plan their network activity to increase their ability to act in alignment with business strategy
 - Revisiting the network shape allows people to see change and adapt their behaviours if necessary



Cris Townley is Principal of Eucalypt Consulting Pty Ltd. Cris consults with organisations to connect people to strategy. Drawing on a rich experience of knowledge organisations, she brings a depth of expertise around learning, knowledge and change. Cris has degrees in of mathematics, education and sociology. She is qualified as a chartered accountant and worked in large professional services firms for nine years. A university lecturer in Knowledge Management, she has developed a deep expertise in social network analysis. Her work has been primarily in Australia and the UK, with additional projects in countries across Asia. Inflow™ is a social network analysis software owned and developed by Valdis Krebs.

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