How is knowledge taken up by councils?

A learning journey towards integration of knowledge in the Motueka ICM

Glen Lauder
How do you know?
Three realms of knowing

1. "Explicit" Knowledge Repository
   (technical access)

2. "Actionable" Knowledge
   (socially accessible)

3. "Future" Knowledge or wisdom
   (access by intuition)
Capacities
to access three knowledge realms

New ways of seeing

- Seeing with the eyes
- Seeing with the heart
- Seeing from the whole

Thresholds to shifting between realms

- Mastery
- New disciplines
- New tools
- New practices

Integration from within

IQ
EQ
SQ
Social knowledge *ba*

- Complexity of networks
- Multiple concurrent processes
Knowledge Zero

• Action without awareness

[Diagram showing the process of Knowledge Zero with circles labeled Action, Uptake?, Available Knowledge, Reflection, and Integration, and a graph showing the decline of memory over time (t) and knowledge (k)].
Knowledge uptake 1

- Simple knowledge cycle

Knowledge Repository → Integration → Uptake → Action → Reflection → Knowledge Repository

Technical end user

Client needs

Metadata

Publication

Open systems

Investigation
Knowledge uptake 1b

- Simple knowledge cycle

**Diagram:**
- **Reflection**
- **Action**
- **Integration**
- **Uptake**
- **Knowledge Repository**

**Sprinkler Distribution**
- **Knowledge provider**
- **Client needs**
- **Multiple end users**
  - **Website**
  - **Open systems**
  - **Metadata**
  - **Publications**
  - **Multi-purpose**
Global transformations 1

• The rise of **new technology**
  – “Universal” Internet
  – Google and search engines
  – Data sharing (XML and metadata standards)
  – SMS txt
Global transformations 2

- The rise of **new technology**
- Emergence of a **networked society**
  - Networks of networks
  - Fluid membership
  - Leveraging off new technology (Web, SMS)
  - Demise of old institutions and social order
  - New geographies unlocated in space
  - New role of Nodes and Links
    - Differentiation and connection – the arts of innovation, differentiation, and a new hunger to connect and to be of service
Knowledge uptake 2

- Pathway diversity
- *Sense making* social processes
- Story-telling
Interplay between knowledge 1 and 2

- **Knowledge transformations in ba - Nonaka**

  ![Diagram showing the interplay between Tacit to explicit, Explicit to explicit, Tacit to tacit, and Explicit to tacit transformations through Socialisation, Combination, Externalsation, and Internalisation.]

ICM-Council Uptake
Global transformations 3

- The rise of **new technology**
- Emergence of **a networked society**
- **A new awareness** of Self and Planet
New perspectives on science

- Science as honourable observation and understanding
- Science as a discourse for meaning and connection
- Science with the mind of wisdom
Capacities to access three knowledge realms

New sources
“Natural” Sciences
Social Sciences
The Humanities

New metaphors
Art as the final product
Art as the artist in action
Art as the artist standing before the blank canvass

New capacity to listen
Twelve enabling questions

Enacting in collaboration

Aligning on a shared future

Reflecting
Acting
Inspiring
Aligning
Completing
Initiating
Imagining
Grounding
Committing
Owning
Listening for the future
• I acknowledge the cooperation of:
  – The ICM Programme team including Landcare Research and Cawthron Institute
  – Tasman District Council staff and other partners
  – CommonGround and Global Learning Associates
  – C Otto Scharmer (MIT) and global members of the Society of Organisational Learning
  – and others!

• Thank you