People + Process + Technology:
Approaching Collaboration and Change from a Knowledge Management Perspective

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What is "Knowledge Management"?

People **+** **Process** **+** **Technology**
70% 20% 10%

Research Assistant Emma Bialecki taking measurements in the East Woods at The Morton Arboretum. © 2014 Earl Richardson
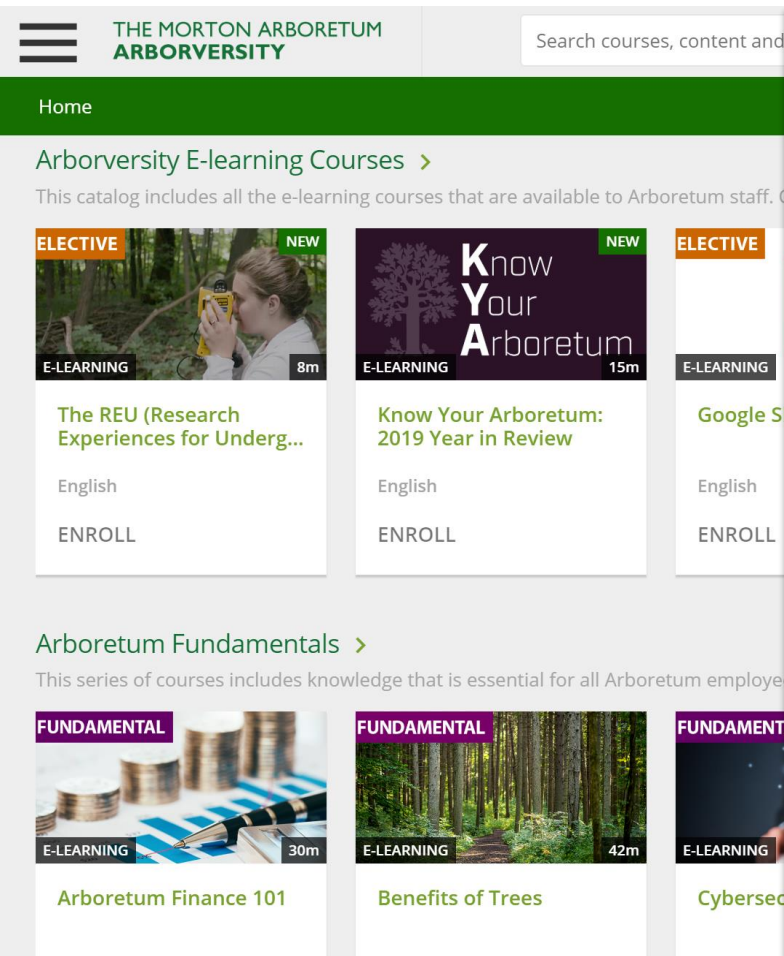
Knowledge Management at The Morton Arboretum

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People

Process

Technology

Knowledge Management at The Morton Arboretum

Project: Arborversity, staff learning platform

Challenges:
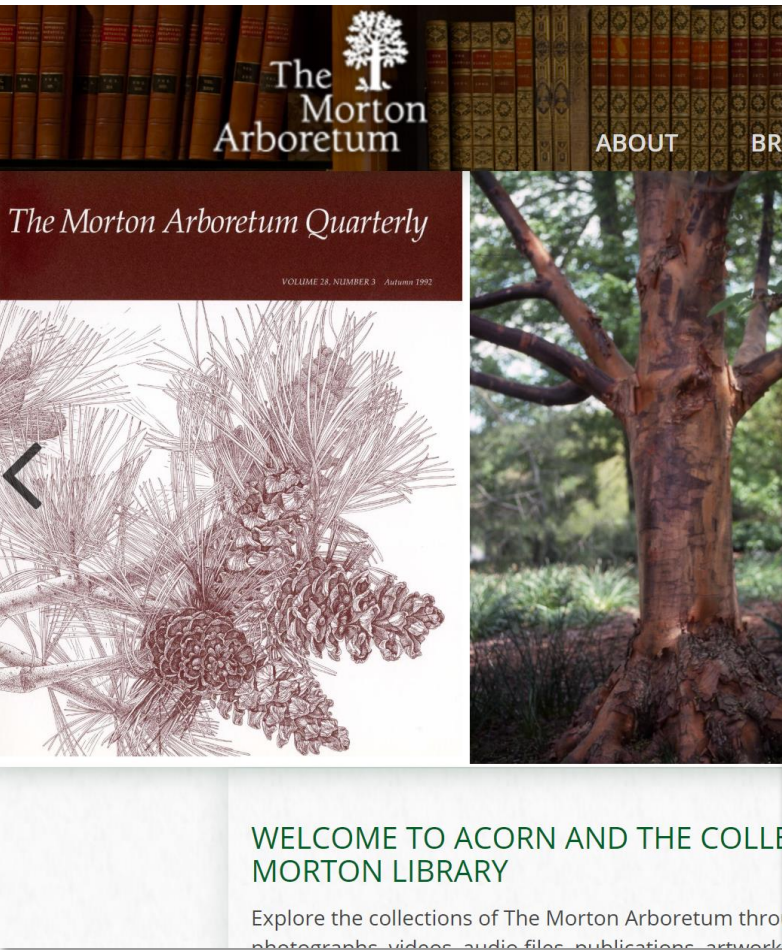- Deploying new technology
- Getting buy-in and participation

Strategies:
- Include and listen to staff at every step
- Different approaches for different people
- Ongoing communication campaign

Measures of success
- High levels of staff engagement (97% in 2019)
- "Superfans" taking 10+ courses
- *People seeking us out for course creation*

Screenshot of Arborversity, the Arboretum's staff learning platform

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Project: Image management and use

Challenges:
- Integrating new technology
- Complicated, multi-layered concept
- Protectiveness, gatekeeping

Strategies:
- Adapt workflows and relationships to new technology
- Establish ongoing, diverse working group

Measures of success
- 6,000+ images accessible
- *Adding image mgmt tasks to job descriptions*

Screenshot of ACORN, the public face of the Arboretum's digital asset management system

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Aerial view of the Gateway to Tree Science, The Morton Arboretum

Project: Gateway to Tree Science exhibition

Challenges:
- Massive, complex project
- Too much information… and not enough
- Confusion about roles, responsibilities, and decision rights

Strategies:
- Adopt a RACI model
- (Over)communicate
- Conduct mindful meetings

Measures of success
- *It's complicated.*

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Collaboration and Change Pro Tips

New technology has a ripple effect.

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Get to know the resistance.

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Assume good intentions.

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Work out loud.

Change from the bottom-up is hard.

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Thank you.

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