

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

Carissa Kowalski Dougherty

Head of Knowledge Management, The Morton Arboretum

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

People

Process

Technology

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The screenshot shows the Arborversity website interface. At the top, there is a navigation bar with the logo 'THE MORTON ARBORETUM ARBORVERSITY' and a search bar. Below the navigation bar, there is a green header with 'Home'. The main content area is divided into sections. The first section is 'Arborversity E-learning Courses' with a sub-header 'This catalog includes all the e-learning courses that are available to Arboretum staff.' Below this, there are three course cards. The first card is 'The REU (Research Experiences for Undergraduates)' with a duration of 8m. The second card is 'Know Your Arboretum: 2019 Year in Review' with a duration of 15m. The third card is 'Google S...' with a duration of 15m. The second section is 'Arboretum Fundamentals' with a sub-header 'This series of courses includes knowledge that is essential for all Arboretum employees.' Below this, there are three course cards. The first card is 'Arboretum Finance 101' with a duration of 30m. The second card is 'Benefits of Trees' with a duration of 42m. The third card is 'Cybersec...' with a duration of 15m.

Project: Arborversity, staff learning platform

Challenges:

- Deploying new technology
- Getting buy-in and participation

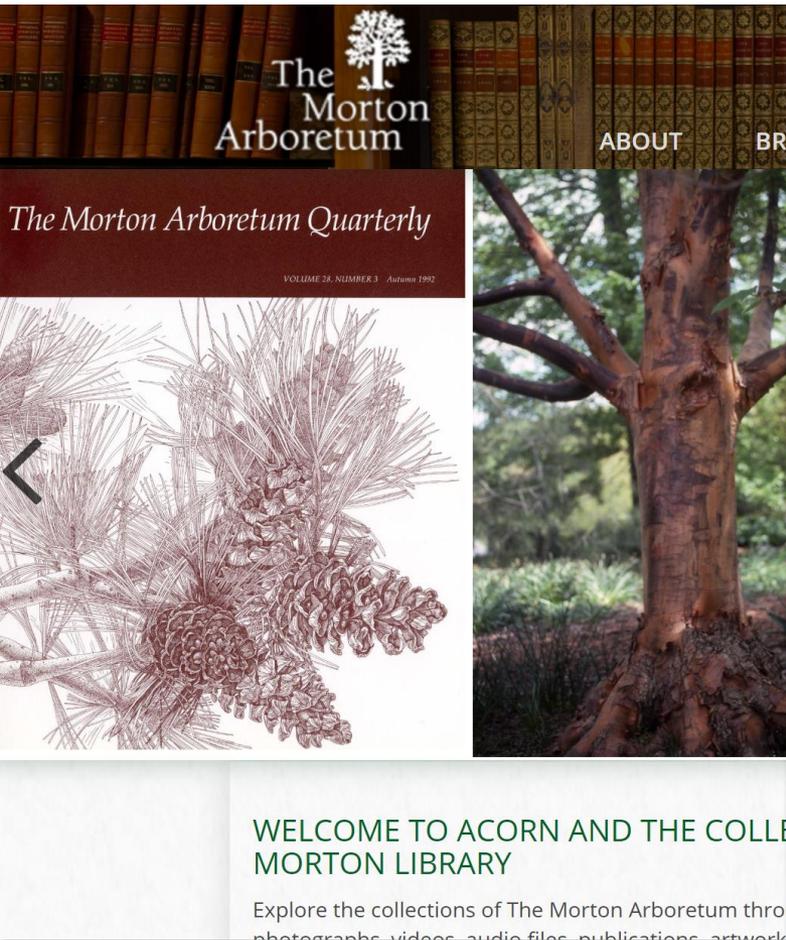
Strategies:

- 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*

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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*

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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.*

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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Change from the bottom-up is hard.

Thank you.

cdougherty@mortonarb.org