



ASSOCIATION OF COMMUNICATION SCHOLARS & PROFESSIONALS OF NIGERIA

3rd ACSPN Empowerment Series
(AES)

June 24, 2014

-Olanrewaju Oyegbola - *arpa. fissm. anim.*

Translating Global Best Practices to Strategic Communication Planning

Communication Consultancy Insight 1

Introduction

- The demand for consultants in emerging markets is increasing by the day with the continuous entry of Foreign Direct Investors. This is in addition to the consultancy opportunities which abound in the public and private sectors and other domains. Most foreign investors are seeking consultants with deep understanding of the market who can put together plans that will aid their market entry and presence as well as implement strategies and programmes.
- Communication scholars and professionals should begin to find ways to measure up with global best practices and position for current and emerging opportunities. There is the need to bridge the gap between theory and practice.
- Think of it as a ***League of Back Check Control Personnel's*** that renders services to the marketing realm in every step of their affair.

The Role

- Globally, academics have assumed a greater role in the practice of marketing, marketing communication and communication planning. This, combined with the growing demand for consultants with deep theoretical grounding raises the need to bridge the gap between theory and practice by approaching the practice of strategic communication planning from a global best practice perspective. In Nigeria, there is need to begin to further discussions between practice and theory and more importantly on how the growing opportunity can be fully harnessed.
- The knowledgeable support and fundamental know-how of professionals is then required to fill the void that exists in the realm.

The Reassuring Prospects

The Global Scope

If it can be done There....Why not Here?

Clayton Christensen

Academic

- Clayton M. Christensen is the Kim B. Clark Professor of Business Administration at Harvard Business School, and is widely regarded as one of the world's foremost experts on innovation and growth.
- Christensen is the bestselling author of a number of books including his seminal work, *The Innovator's Dilemma* (1997) which received the Global Business Book Award for the best business book of the year; *The Innovator's Solution* (2003); *Seeing What's Next* (2004); *Disrupting Class* (2008), which looks at the root causes of why schools struggle and offers solutions; *The Innovator's Prescription* (2009), which examines how to fix the US healthcare system; *The Innovators' DNA* (2011); and *The Innovative University* (2011).
- Christensen and his writings have won a number of awards, including five McKinsey Awards for articles published in the Harvard Business Review.



Practice

- In 2000, Christensen founded **Innosight**, a consulting firm that uses his theories to help companies create new growth businesses with the likes of Chevrolet, Procter and Gamble, Lee, TimeWarner, Walgreens etc. owing their immense growth to the firm he created for strategic consultancy.
- Christensen is also the founder of **Innosight Institute**, a non-profit think tank whose mission is to apply his theories to vexing societal problems such as healthcare and education.
- Christensen also created the - TB Innovation Summit which is a collective created a winning strategy to eradicate Tuberculosis in partnership with World Health Organization (WHO), MIT, Partners in Health, and Wal-Mart.

Marshall Goldsmith

Academic

- Goldsmith is an author, co-author, or editor of more than 30 books. These include *The Leader of the Future* (co-edited with Frances Hesselbein and Richard Beckhard, 1996), which has been translated into 25 languages, *What Got You Here Won't Get You There* (co-authored with Mark Reiten, 2007), and *Succession: Are You Ready?* (2009).
- Goldsmith received his MBA from Indiana University and his doctorate from UCLA. Between 1976 and 2000 he was assistant professor and associate dean in the business college of Loyola Marymount College, Los Angeles. Since then he has taught executive education at Dartmouth College's Tuck Business School and other leading universities.



Practice

- Marshall Goldsmith is one of the world's leading executive coaches. He was a pioneer of the 360-degree feedback technique. His success is built on a no-nonsense approach to leaders and leadership philosophy.
- Goldsmith also created the Feedforward strategy that has revolutionized the marketing industry as a whole.
- The Marshall Goldsmith Group was also created to cater to companies in need of marketing advices and

Robert Kaplan and David Norton



- Robert Kaplan and David Norton are best known as the originators of the Balanced Scorecard, a strategic management tool that links a company's current actions with its long-term goals. The Balanced Scorecard is one of the most successful and widely used management tools in the world.
- Kaplan is Baker Foundation Professor at Harvard Business School. Norton is the founder and director of The Palladium Group, the US-based organizational strategy consultants.
- Kaplan and Norton first brought the balanced scorecard to the attention of the managerial masses in their Harvard Business Review article, "The Balanced Scorecard: Measures that Drive Performance," (1992). Since then, they have written numerous books together focusing on aspects of the balanced scorecard concept. Their most recent book is *The Execution Premium: Linking Strategy to Operations for Competitive Advantage* (2008).
- As well as the Balanced Scorecard, Kaplan co-developed the concept of activity based costing, and is currently applying this approach to health care with his Harvard colleague, Michael Porter (see their article, "How to Solve the Cost Crisis Health Care," in September 2011 Harvard Business Review).

The Current Context

Arguably the existence of a loop hole in the knowledge acquisition process of the Strategic planning practice is undeniable where strategic approaches are based on Data, previously collected rather than empirical bases.

The overzealous attempts to make management a science are damaging the discipline of management and there have been strong advocates for this cause one of whom is Henry Mintzberg's

Henry Mintzberg's Acuity

- Henry Mintzberg is a Cleghorn Professor of Management Studies, at the Desautels Faculty of Management, McGill University in Montreal and also and a professor of organization at INSEAD in France. His work has focused on the work of the manager, and how managers are trained and developed.
- The author or co-author of 15 books, Mintzberg is, perhaps, best known for his work on organizational forms - identifying five types of organization: simple structure; machine bureaucracy; professional bureaucracy; the divisionalized form; and the adhocracy. He is also credited with advancing the idea of emergent strategy - the idea that effective strategy emerges from conversations within an organization rather than being imposed from on high.
- Mintzberg is a long time critic of traditional MBA programs. His first book, *The Nature of Managerial Work* (1973) challenged the established thinking about the role of the manager, and is one of the few books that actually examine what managers do, rather than discussing what they should do.
- Other highlights include *The Rise and Fall of Strategic Planning* (1994); *Managers Not MBAs* (2004), and *Managing* (2009) which all procreated the great difference between what is being taught in schools and what management really is in the real world which is more of an empherical realm rather than the science it is being situated as.
- With this breed of knowledge imbibed in the newly emerging minds in the marketing world, it is safe to conclude that a GAP exists requiring a well grounded professionals with the know-how and experience in the practice.



Knowledge Management

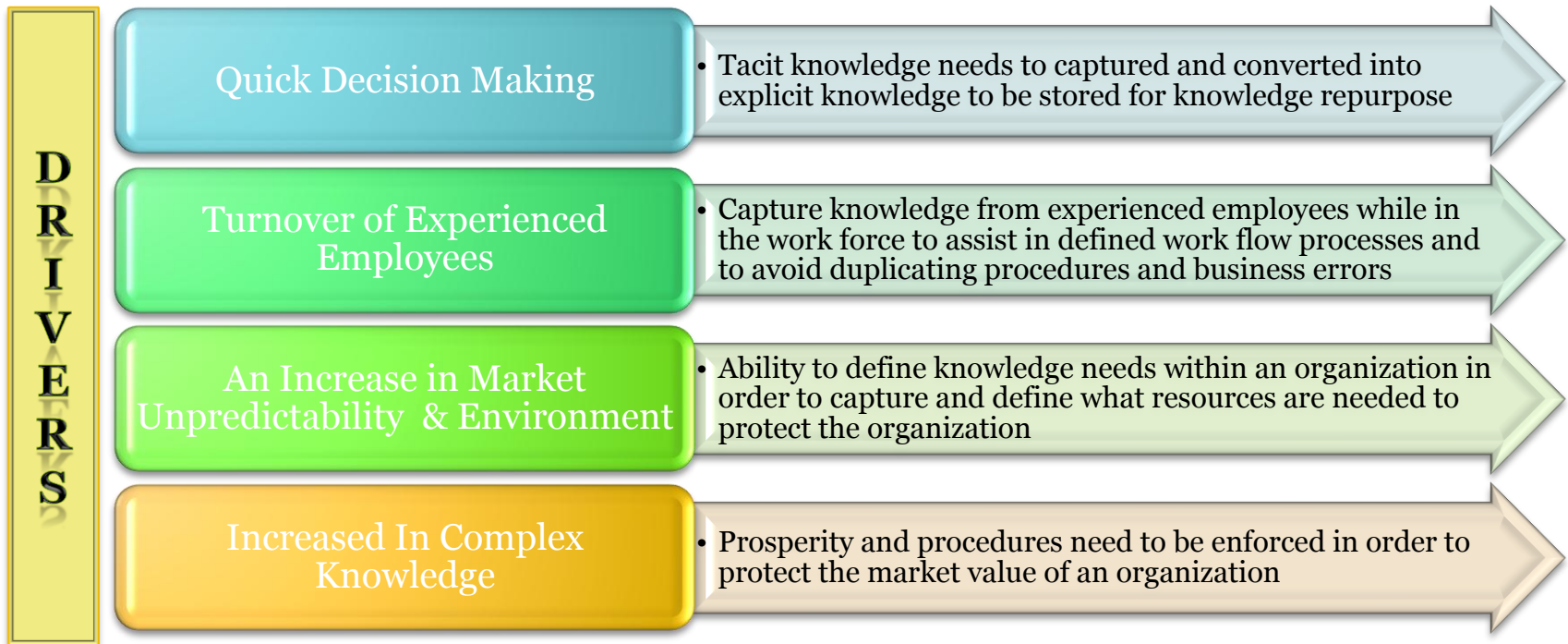
The Current Context | The Appropriate Context | The Best Practice

KNOWLEDGE
ACQUIRED
IS
KNOWLEDGE
APPLIED

Definition of Knowledge

- Knowledge is what makes your brain click into making informative decisions – knowledge is not data or coffee
- Knowledge defines relationships that make concepts cohesive
- Knowledge is what adds market value to your organization
- Knowledge is what an organization uses to maintain efficiency and effectiveness

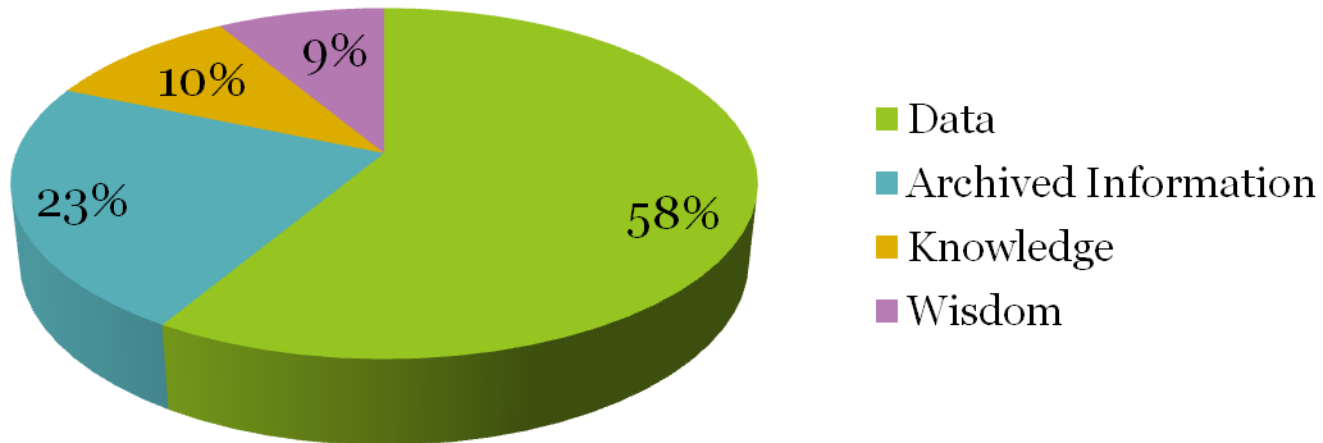
Drive of Knowledge Management



Knowledge Management

Knowledge management typically addresses one of two general objectives:

1. Knowledge is used to promote efficiency and innovation to introduce more effective ways of doing things.
2. Knowledge application refers to the actual use of knowledge that has been captured or created and put into the Knowledge Management Cycle



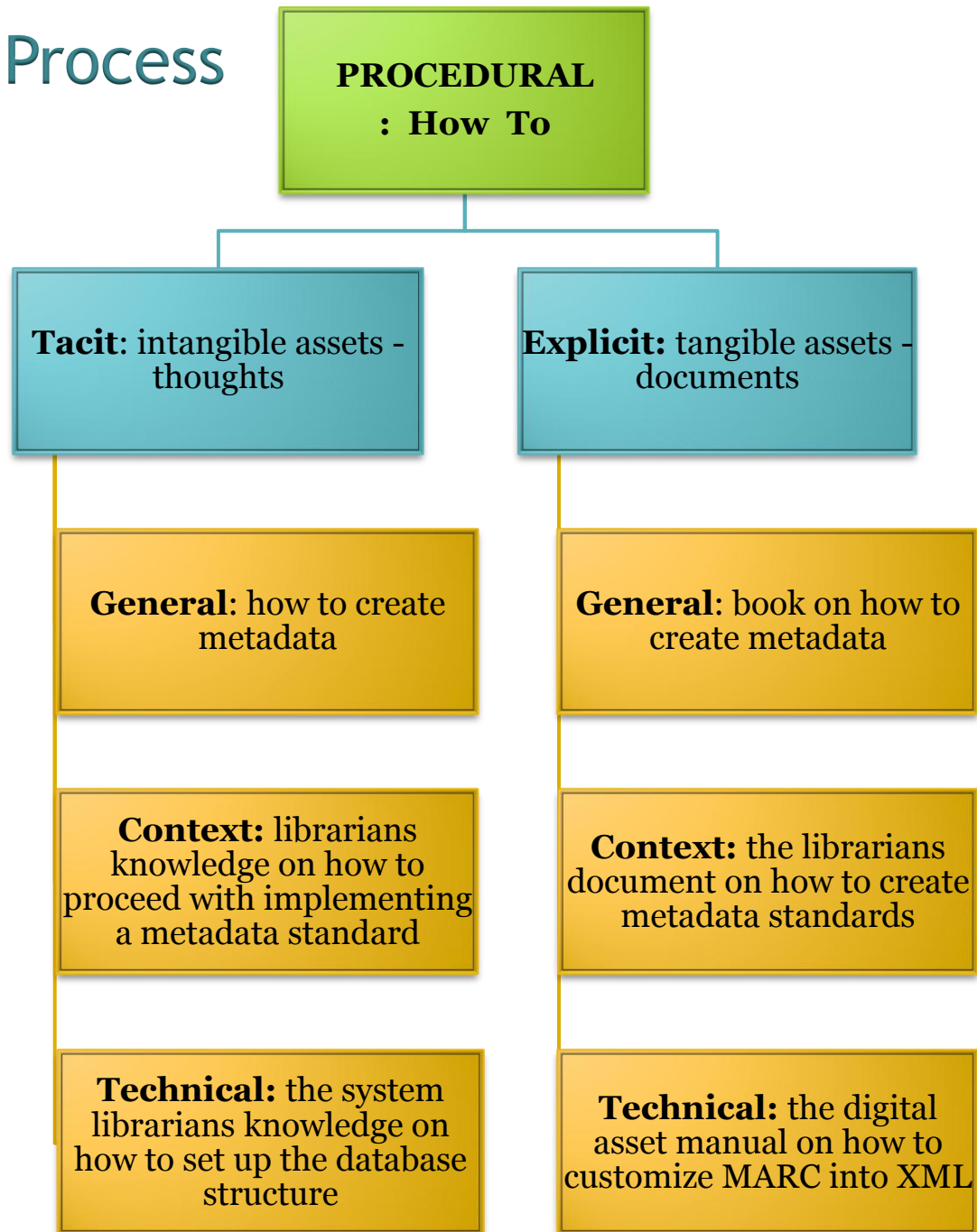
Knowledge Acquisition Process

It is essential to identify the different types of knowledge before establishing a process.

Knowledge is considered to be the life force of an organization.

Knowledge defines the intellectual capital of an organization which in turn defines value.

**UNDERSTANDING
THE PROCESS**



**DECLARATIVE:
Facts**

Tacit: intangible assets
- thoughts

Explicit: tangible
assets - documents

General: knowledge of
what metadata

General: book about
metadata standards

Context: the librarian's
knowledge of metadata
standards used in
cataloging digital assets

Context: internal
document stating the
specific metadata
elements

Technical: the system
librarians knowledge of
setting up XML format

Technical: manual for
the digital asset system
and what metadata
standards can be
customized

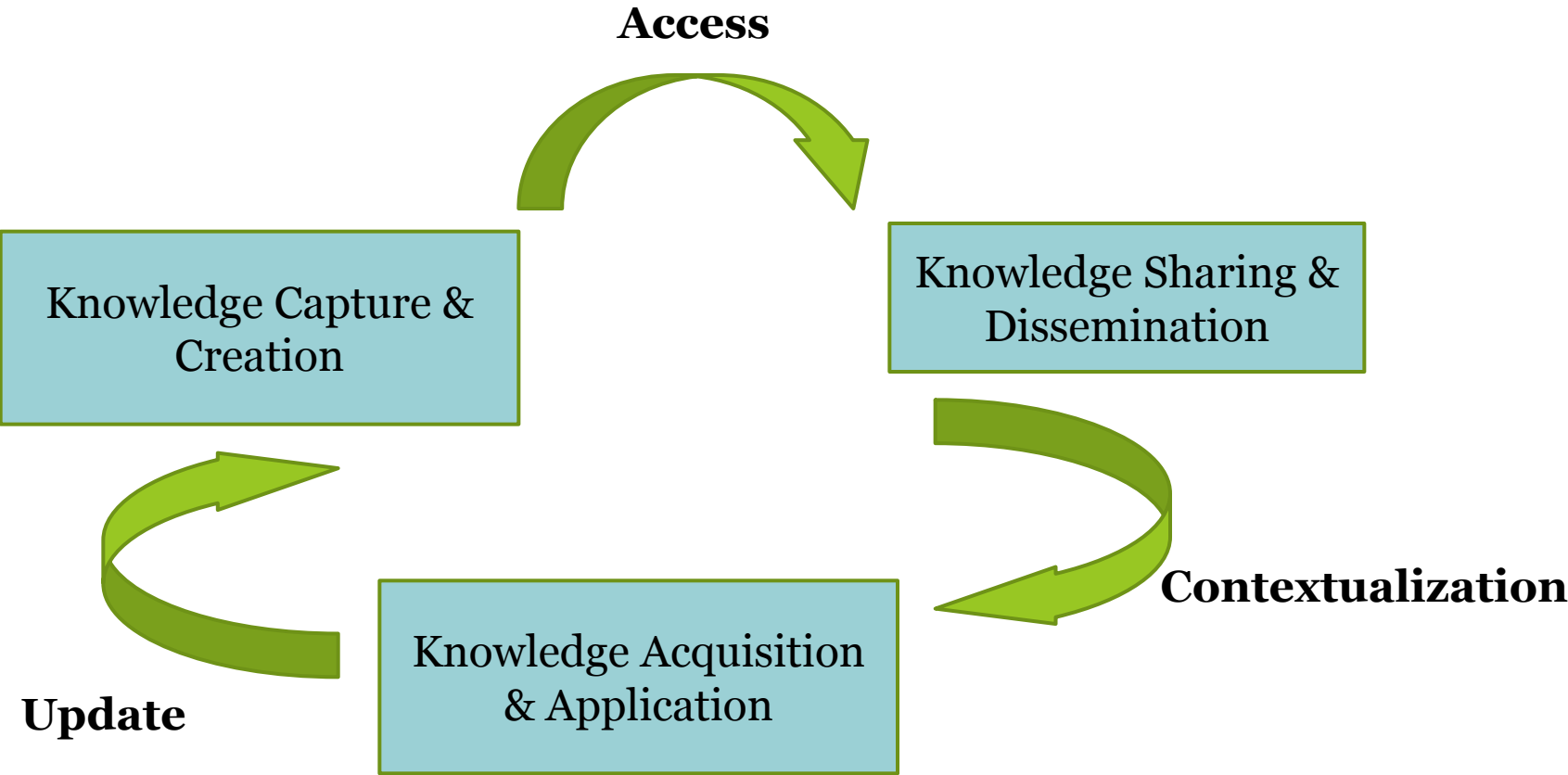
**UNDERSTANDING
THE FACTS**

		General	Contextually Specific	Technically Specific
Declarative	Explicit	A book describing factors to consider when deciding whether to buy a company's stock. This may include price to earnings ratio, dividends	A company document identifying the circumstances under which a consultant team's manager should consider replacing a team member who is having problems with the project.	A manual describing the factors to consider in configuring a computer so as to achieve performance specifications
	Tacit	Knowledge of the major factors to consider when deciding whether to buy a company's stock.	A human relations manager's knowledge of factors to consider in motivating an employee in a particular company.	A technician's knowledge of symptoms to look for in trying to repair a faulty television set.
Procedural	Explicit	A book describing steps to take in deciding whether to buy a company's stock.	A company document identifying the sequence of actions a consultant team's manager should take when requesting senior management to replace a team member having problems with the project.	A manual describing how to change the operating system setting on a computer so as to achieve desired performance changes.
	Tacit	Basic knowledge of the steps to take in deciding whether to buy a company's stock.	A human relations manager's knowledge of steps to take in motivating an employee in a particular company.	A technician's knowledge of the sequence of steps to perform in repairing a television set.

The Current Context

What is Practiced Today

Current KM Cycle

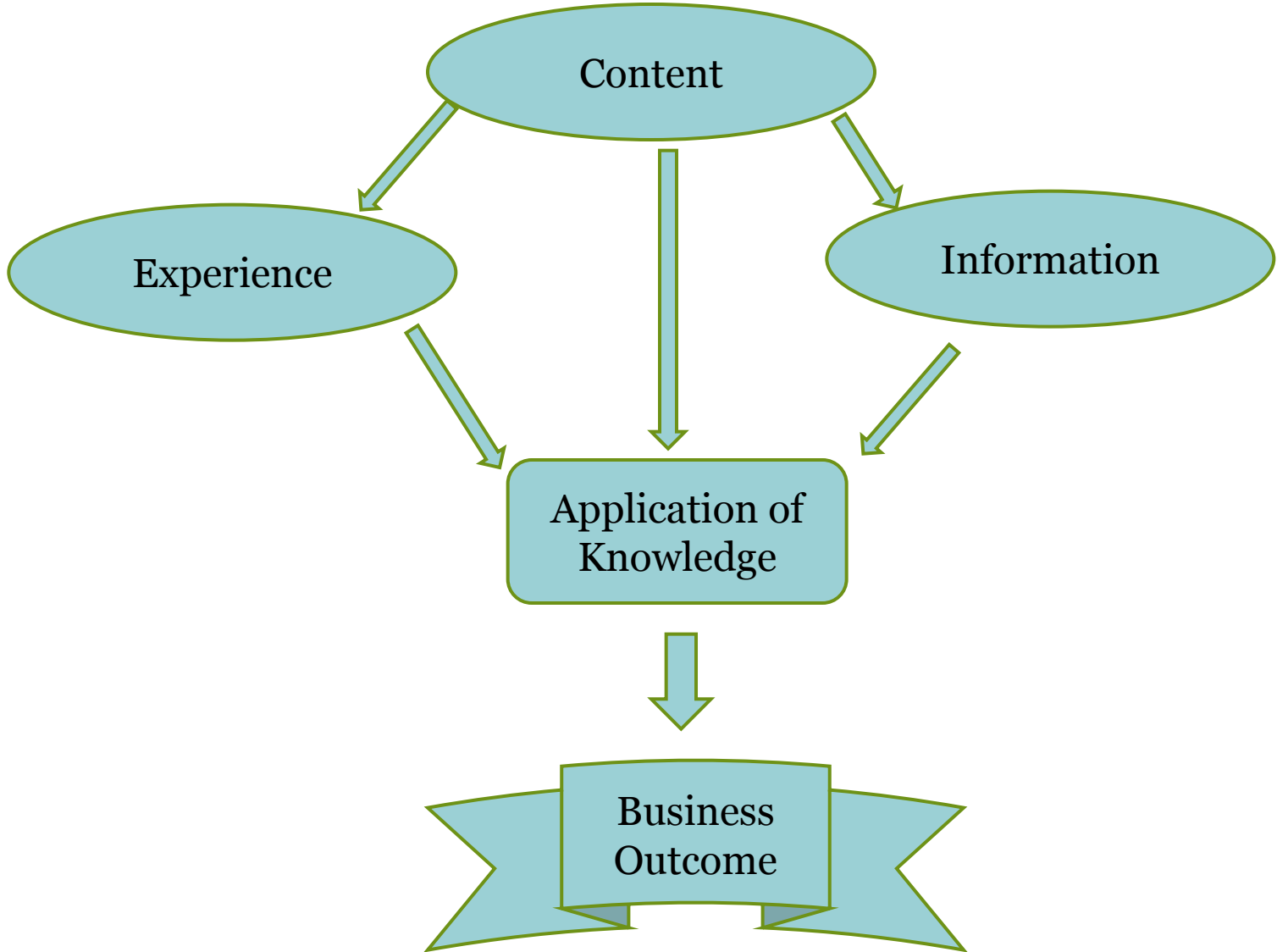


With this cycle being currently practiced, the experience layer has been eliminated thus creating a viable requirement for the experts to serve as consultant or coach to the sector.

The Appropriate Context

The Supposed Apposite Way

Appropriate KM Cycle



The Best in Class Practice

A New Form of Advocacy in the Theory and Practice of Strategic
Communication Planning

The Complete Knowledge Cycle



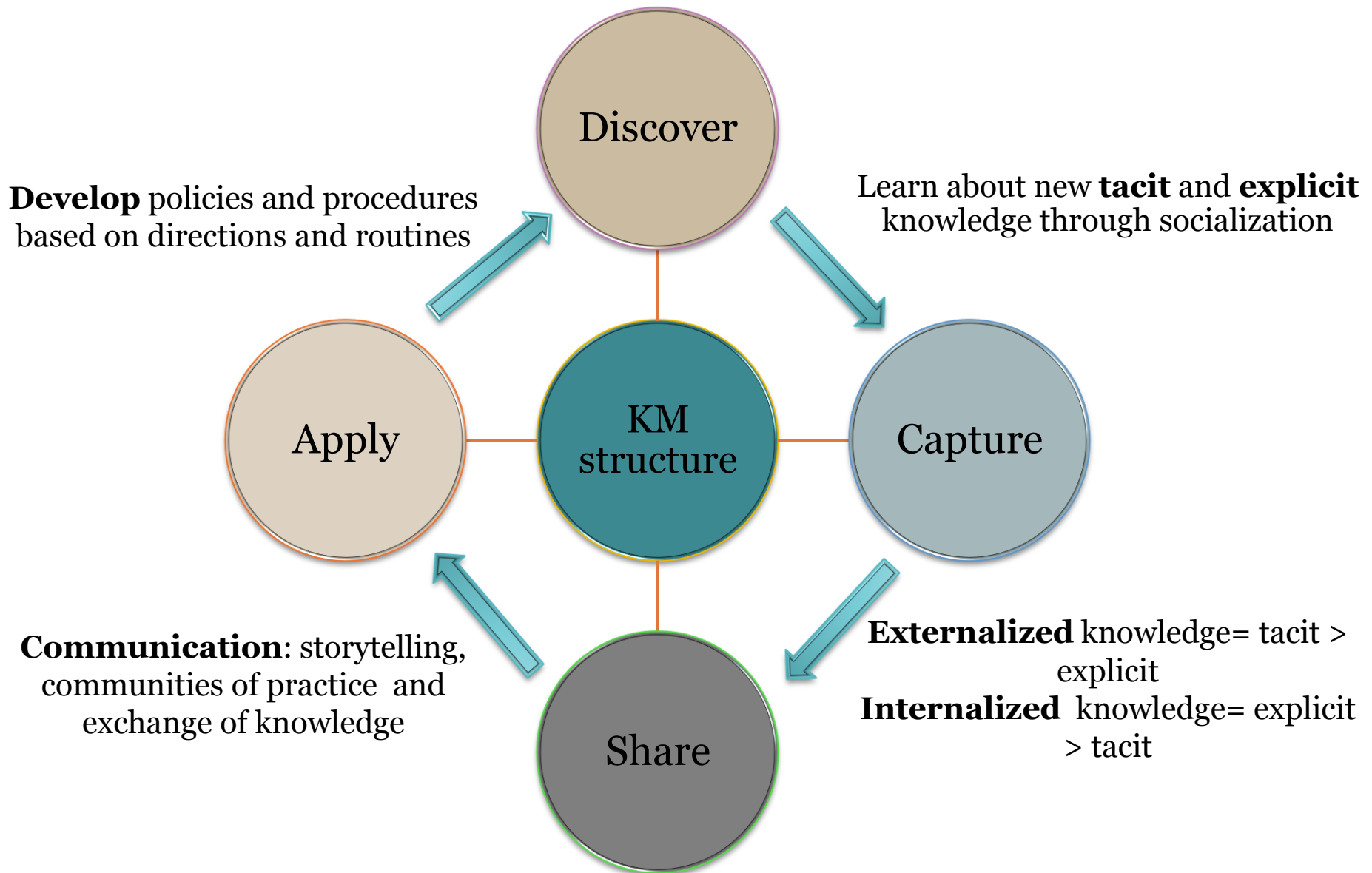
WITH THE EXPERTS IN THE PICTURE

The Process

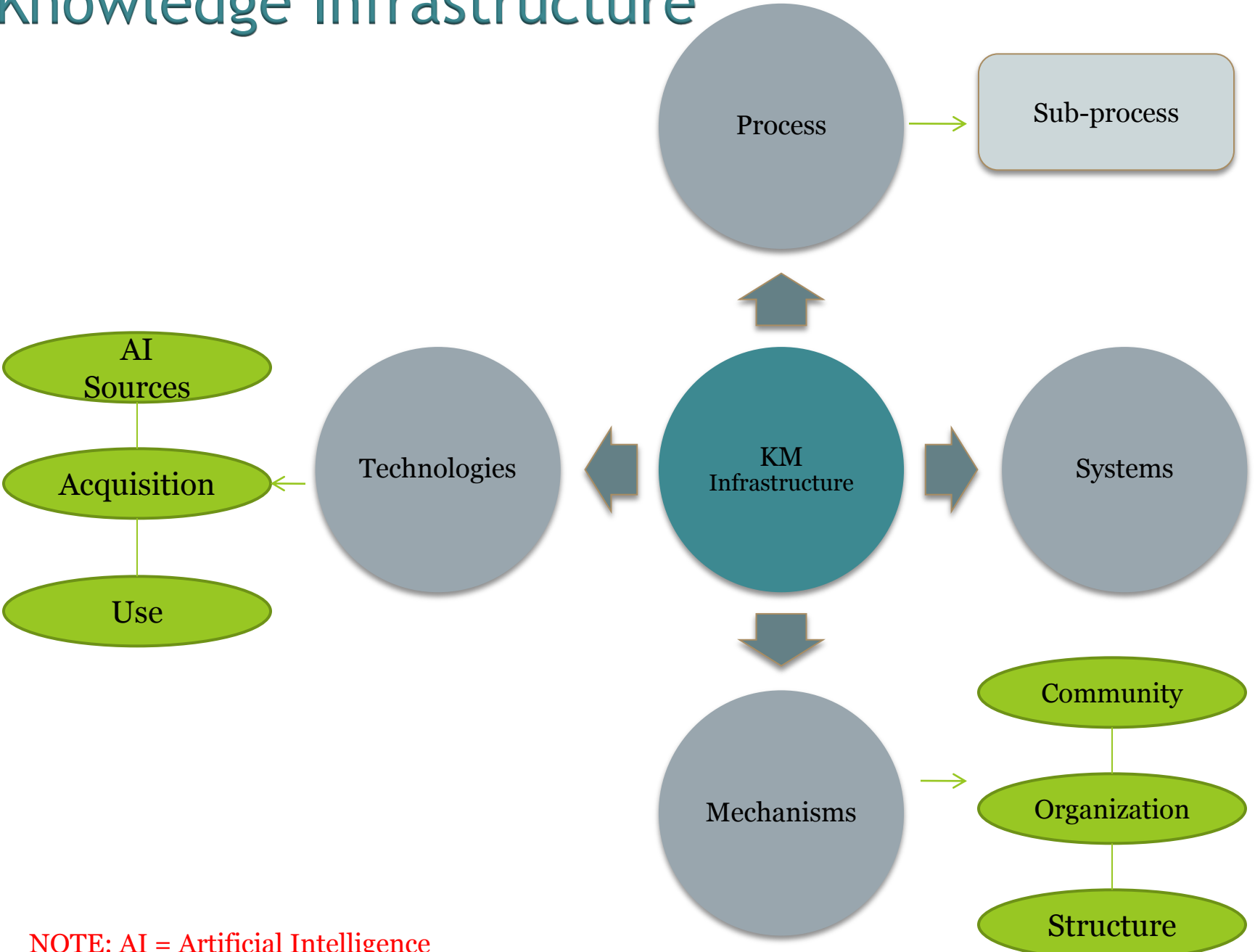
- Socialization/Storytelling – share stories about best practice and not so good practice
- Communities of Practice – individuals with similar interests and mavericks coming together
- Identify direction and routines – hierarchy within the organization and workflow process and practice
- Identify conflicts and friction
- Develop workflow process for capturing knowledge
- Identify the technologies based on features and agents
- Identify the mechanisms and directions



Knowledge Process

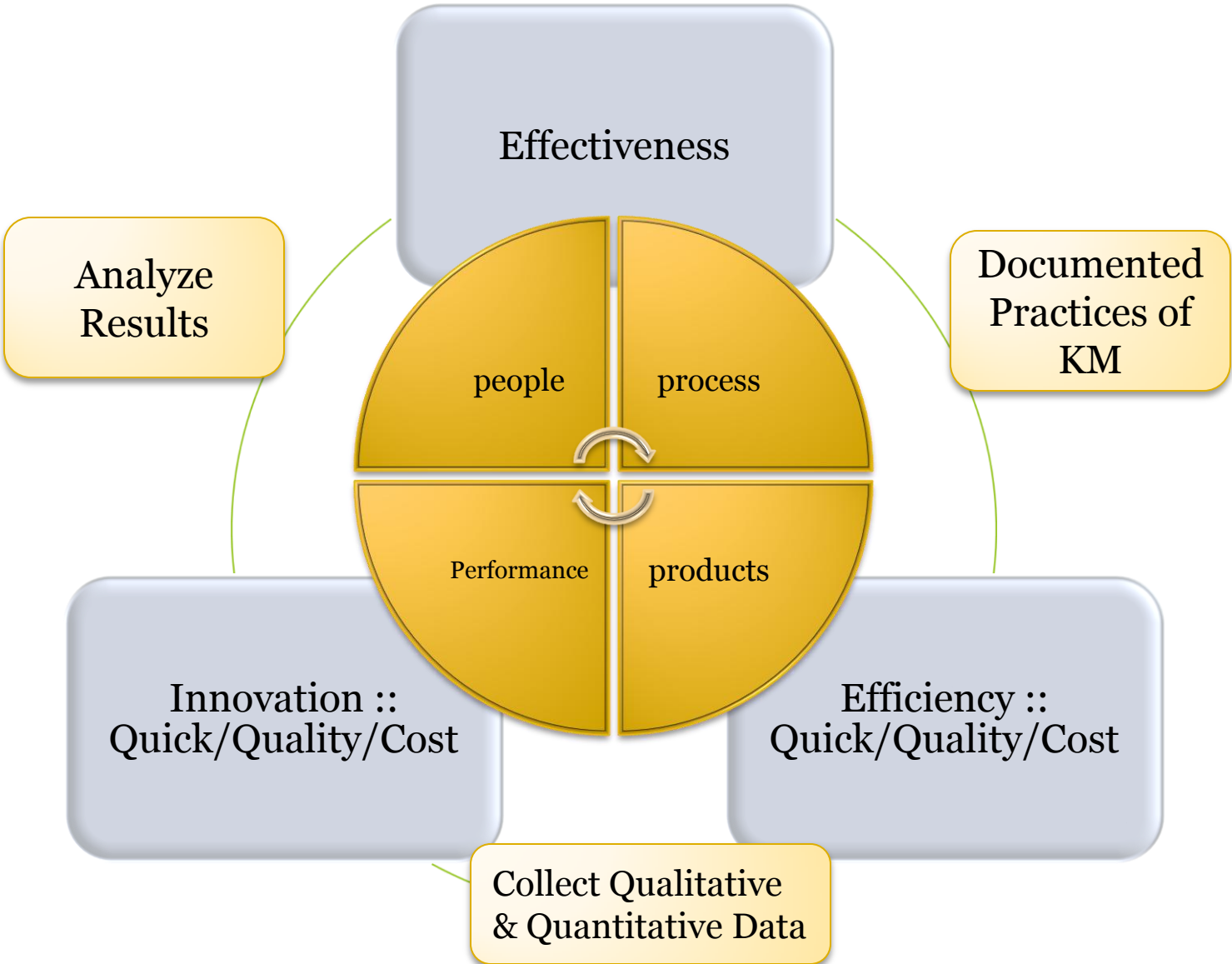


Knowledge Infrastructure



NOTE: AI = Artificial Intelligence

Impact of Instituting a KM Process (The 4P's)



Conflicts Associated with Knowledge Management

- Determining organization and employee knowledge base
- Defining Prosperity = added value
- Identifying and implementing KM technologies [Learnability :: Usability :: Accessibility]
- Identifying ownership of KM – who owns the knowledge and who will maintain the knowledge
- Quality vs Quantity
- Archiving – how long do we need to keep knowledge
- Identifying the lifecycle of knowledge – when to capture it, how will the knowledge be used, re-purposing it and when to archive it
- Marketing to upper management – identify the needs within the organization and begin to collect qualitative and quantitative data that will support implementing knowledge management

Note: Identify ALL conflicts by creating communities of practice before implementing a knowledge management system or a system for sharing

Knowledge Application at the Individual Level

- *Bloom's Taxonomy of Learning Objectives*

Bloom (1956) divided knowledge into a hierarchical design that distinguishes between psychomotor skills:

- **The Affective Domain** (e.g., Feeling, Value, Appreciation, Enthusiasm, Motivation and attitude)
- **The Cognitive Domain** (e.g., knowledge)

The cognitive domain is more commonly used, although attitudinal changes are often required in knowledge management too.

Knowledge Reuse

Reusing knowledge involves recall and recognition, as well as actually applying the knowledge, if we use Bloom's taxonomy.

Reusing knowledge typically begins with the formulation of a search question.

There are three major roles required for knowledge reuse:

- **knowledge producer**, the person who produced or documented the knowledge object.
- **knowledge intermediary**, who prepares knowledge for reuse by indexing, sanitizing, packaging, and even marketing the knowledge object.
- **knowledge reuser**, who retrieves, understands, and applies it.

Markus (2001) suggests there are four distinct types of knowledge reuse situations according to the individual who is doing the reusing and the purpose of knowledge reuse.

The four Reuse situations are:

1. Shared work producers
2. Shared work practitioners
3. Expertise-seeking novices.
4. Secondary knowledge miners.

Shared work producers: Usually consist of teams or workgroups that have collaborated together.

Shared work practitioners: Members of the same community of practice. They are peers who share a profession.

Expertise-seeking novices: Often in a learning scenario. Unlike the previous two types of reusers, novices are the most distant or different from the knowledge object authors and those experienced with its use.

Secondary knowledge miners: Analysts who attempt to extract interesting and hopefully meaningful patterns by studying knowledge repository use.

In the final analysis

- Knowledge remains expendable unless value creation is achieved
- Value creation will mean the extent of development we bring to bear on self, organization, association, industry and nation at large
- I hereby advocate for value creation in practice and theory by the holding of hands and rubbing of minds

Thank You!

Table of References

- **Knowledge Management Overview** *by: Rahul Sudame, PMP*
- **Knowledge Management in Theory and Practice** *by: Leila Jannati & Mohammad Ali Abbasi*
- **OECD (2008), 'National Innovation Systems (DSTI/STP/TIP(94)16/REV1)', Work plan for knowledge acquisition case studies, Paris, OECD, Directorate for Science Technology and Industry**
- **The Harvard Business Review - The 50 Most Influential Management Gurus**