

# **2015 Southern African Knowledge Management Summit**


**Shaping minds for Africa: Knowledge Management as a competitive strategy**

**27 – 29 MAY 2015**

**ROODEVALLEI HOTEL, PRETORIA, SOUTH AFRICA**

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# WELCOME TO THE #2015SAKMS!

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## PROF. ADELINE DU TOIT – ADVISORY PANEL

Dear 2015 SAKMS Delegates,

I am honoured that you have chosen to attend our first Southern African Knowledge Management Summit and thank you for your attendance. To increase Africa’s competitiveness, we need to shape minds and to develop action-oriented knowledge management strategies.

Your presence and dedication to the competitive community is what truly gives life to the meaning of global and to our commitment to excellence, education, best practice and global networking. I hope that you are going to share your knowledge and experiences with each other.

The key message that I want you to remember from this Summit is that knowledge management is here to stay. Effective knowledge management is critical in helping organisations (and countries) to create commercial opportunities.

As my good friend David Gurteen said: “Knowledge management is about building relationships with people and working together with them to get things done.” At this Summit you have the opportunity to build new relationships. Enjoy the Summit and thank you for being a part of our community. Let the journey continue!

*Adeline Du Toit*



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## ELMI BESTER – CONVENOR

Welcome to the 2015 Southern African Knowledge Management Summit.

A *summit* is a gathering of people who deeply care about a topic. A *summit* also refers to the highest point or the topmost levels attainable. We care about the competitiveness of Southern Africa. We care about how knowledge management could and should contribute to build a thriving society.



The Summit provides the space, invitation and tools (processes) for us as KM professionals to inquire about our practices and value proposition, and to learn from and with each other. The Summit is a point of punctuated equilibrium where we can pause and reflect amidst all the pressures we are facing. And then the Summit is also a spark in the momentum of a movement – that movement is Knowledge Management as key management discipline in the 21<sup>st</sup> century.

I would like to extend a word of thanks to the KM network. A team of passionate volunteers have been working to bring the Summit together, and when I look at the agenda, I can see the inspiration and input from so many knowledge leaders in each session. It is a privilege and honour to be ‘working the KM network’ in this way.

We wish for everyone a rich experience filled with new connections, new insights and fresh inspiration to be true Knowledge Leaders in their organisations and communities. May this *Summit* lead us to the *summit* of KM in Southern Africa.

*Elmi Bester*

# REFLECTION: MY SUMMIT WISHES

**What is your wish for the #2015KM Summit?**

.....  
.....

*“To improve the understanding of the value of knowledge management for competitive advantage.” – Dr Andrew Kok*

.....  
.....

*“Following up on the leadership challenges in a digital age identified at the WEF 2015 Davos Summit is to re-establish the importance of knowledge and intelligence in the decision-making processes of leaders. South African executives need to understand that KM provides a competitive advantage if properly implemented and maintained.”- Dr Herman van Niekerk*

.....  
.....

*“I hope that this summit will not only contribute to a better understanding and appreciation for the value of knowledge management, but also by creating an environment conducive for innovation and change in knowledge management technology and processes.” - Dr Niel Rall*

.....  
.....

*“My wish for the Summit is that participants will share, learn, and return to their workplaces energised, inspired, and equipped with useful insights and methods to do great work!” - Patrick Lambe*

*“The Summit for me is a great platform to bring Knowledge Management professionals together and create ample opportunities for networking and exchange of innovative ideas which will change the Knowledge Management discipline.” - Jeanette Seko*

# PRE-SUMMIT WORKSHOPS – WEDNESDAY 27 MAY 2015

|                      |  |
|----------------------|--|
| 07:15<br>to<br>08:15 | <b>REGISTRATION</b>  |
| 08:30<br>to<br>12:30 | <b>WORKSHOP 1: CONDUCTING KNOWLEDGE AUDITS</b><br><i>Patrick Lambe, Straits Knowledge, Singapore</i><br><br>A step-by-step technique for conducting an audit to assess knowledge management needs and opportunities in any organization. Laptop/tablet required.   |
| 08:30<br>to<br>12:30 | <b>WORKSHOP 2: INFORMAL NETWORKS &amp; SOCIAL NETWORK ANALYSIS (SNA)</b><br><i>Aldu Cornelissen, University of Stellenbosch &amp; Ronel Davel, SARS</i><br><br>Exploring, understanding and using informal networks in your organisations to create insights and leverage previously untapped value. blog: <a href="http://bit.ly/informalnetworks">http://bit.ly/informalnetworks</a>   |
| 08:30<br>to<br>12:30 | <b>WORKSHOP 3: KNOWLEDGE SHARING MASTERCLASS</b><br><br><b>MASTERCLASS 1: Playback theatre</b>   <i>Petro Janse van Vuuren, Playing Mantis</i><br><br>Experience methodologies from the world of applied theatre, which can help us reflect on lived experience and elicit learning and insight.<br>blog: <a href="http://bit.ly/knowledesharing_theatre">http://bit.ly/knowledesharing_theatre</a><br><br><b>MASTERCLASS 2: Improving decision-making with a narrative knowledge base</b>   <i>Kyra Wainstein, Worldsvieiw Academy</i><br><br>Explore an application and structured approach to collecting and contextualising stories and issues for better decision-making in the complex work of organisational development and change. Laptop/browser required. |

PRE-SUMMIT WORKSHOPS – WEDNESDAY 27 MAY 2015

**LUNCH BREAK**

12:30 –  
13:30

**WORKSHOP 4: THE ROLE OF THE KNOWLEDGE LEADER - A ROUNDTABLE DISCUSSION**

13:30 –  
17:00

*Prof Adeline du Toit, University of Pretoria & Dr Andrew Kok, Western Cape Government*

Fish  
Eagle

Join successful knowledge leaders in informal small-group discussions as we work together to identify needs, gaps and actions to build and strengthen transformational knowledge leadership.

**WORKSHOP 5: USING KM TOOLS TO IMPROVE ENTERPRISE CHANGE, PROJECT OUTCOMES & BUSINESS CAPABILITY MATURITY**

13:30 –  
17:00

*Dr Nick Bradshaw, Complexus*

Weaver

blog: <http://bit.ly/firehoseofchange>

Get hands-on with simple, best practice knowledge management tools to quantify change readiness, project outcomes and enterprise maturity. Laptop/tablet required.

**WELCOME COCKTAIL RECEPTION**

17:30  
for  
18:00

We invite you to join us for welcome cocktails on the terrace near the river.

**RESEARCH COLLOQUIUM MEETUP**

19:00  
Fish  
Eagle

# #2015SAKMS AGENDA – THURSDAY 28 MAY 2015

07:00-  
08:15

## REGISTRATION

08:15  
to  
08:30

## WELCOME & OPENING OF SUMMIT

*Elmi Bester (Session Chair)*

08:30  
to  
09:15

## KEYNOTE

**Implementing for impact: how to make a difference with knowledge management in your organisation, and avoid common pitfalls**

*Patrick Lambe, Straits Knowledge, Singapore*

09:15  
to  
10:00

## Open Innovation – a tool for knowledge exchange

*Invited speaker: Davis Cook, RIIS*

10:00  
to  
10:30

## BREAK

10:30  
to  
12:00

## INDABA 1: CASE STUDY EXCHANGE

*Facilitator: Marina Hiscock (Knowledge Management Institute-Africa)*

### CASE STUDIES:

- *PPC Cement Case Study – Hanlie Turner (PPC) & Lucien de Koker (Firestring)*
- *Implementing KM in a Provincial Government: Case study of the Limpopo Province – Dr Gretchen Smith (Knowledge Consulting & Training)*
- *Preparing for the Scarce and Critical Knowledge Demands of the much vaunted National Development Plan – Philip Marsh (Knowledge Management Institute-Africa)*

#2015SAKMS AGENDA – THURSDAY 28 MAY 2015



12:00  
to  
13:00

**Sense, signal and software: a sensemaking analysis of meaning in early warning systems**

*Ryno Goosen, Amahlo Consulting/Suritec & Prof Johann Kinghorn, University of Stellenbosch*

**Networked knowledge sense: towards an integrated knowledge management**

*Aldu Cornelissen, University of Stellenbosch*

13:00  
to  
13:45

**LUNCH BREAK**

13:45  
to  
15:10

**INDABA 2: KNOWLEDGE CAFÉ**

**KM for learning, learning for KM**

*Facilitators: Dr Shawren Singh (UNISA) & Hein Spingies (Road Accident Fund)*

15:10  
to  
15:30

**BREAK**

15:30  
to  
16:30

*Session chair: Hein Spingies*

**Taxonomy as a powerful tool to enhance an agile knowledge management strategy**

*Dr Lot Cheeko, United Nations Economic Commission for Africa (UNECA), Cameroon*

**Knowledge management: a public services perspective**

*Dr Avain Mannie & Prof Chris Addendorff, NMMU Business School*

16:30  
to  
17:15

**SYNTHESIS & REFLECTION**

**Fishbowl Panel Discussion**

18:00

**EVENING FUNCTION – KINGFISHER TERRACE**

# #2015SAKMS AGENDA – FRIDAY 29 MAY 2015

07:15 **REGISTRATION**

to  
08:15

08:30 **WELCOME DAY 2**

*Session Chair: Prof Adeline du Toit*

08:45 **KEYNOTE**

to  
09:25 **Industrial policy as a platform for competitiveness**  
*Dr Tshenge Demana, Chief Director: Industrial Development  
Division, Department of Trade and Industry, South Africa*

09:25 **KEYNOTE**

to  
10:05 **Openness: the gateway to knowledge management  
innovation**  
*Dr Niel Rall, Leadership Dynamics*

10:05 **BREAK**

to  
10:30

10:30 **INTERACTIVE WORKSHOP**

to  
12:30 **Re-authoring knowledge management – rewriting the  
stories of KM in our context**  
*Sonja Blignaut (More Beyond)*

12:30 **LUNCH BREAK**

to  
13:30

#2015SAKMS AGENDA – FRIDAY 29 MAY 2015

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Afternoon Session Chair: Herman van Niekerk

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13:30 **INVITED SPEAKER (LIVE VIDEO LINK)**  
to **Could serious games and simulations motivate stakeholder  
strategy in knowledge management projects?**  
14:00 *Dr Michael Sutton, Bill and Vieve Gore, School of Business,  
Westminster College &  
Carlos Francisco Bitencourt Jorge, Universidade Estadual  
Paulista*

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14:00 **Organisation as a game: an exploratory framework for the  
interpretation of organisations**  
to  
14:30 *Ross Netterville & Aldu Cornelissen, University of Stellenbosch*

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14:30 **SYNTHESIS & REFLECTION**  
to **Sensemaking and weaving the Summit story**  
15:30 *Facilitators: Donna Glanvill & Sonja Bignaut*

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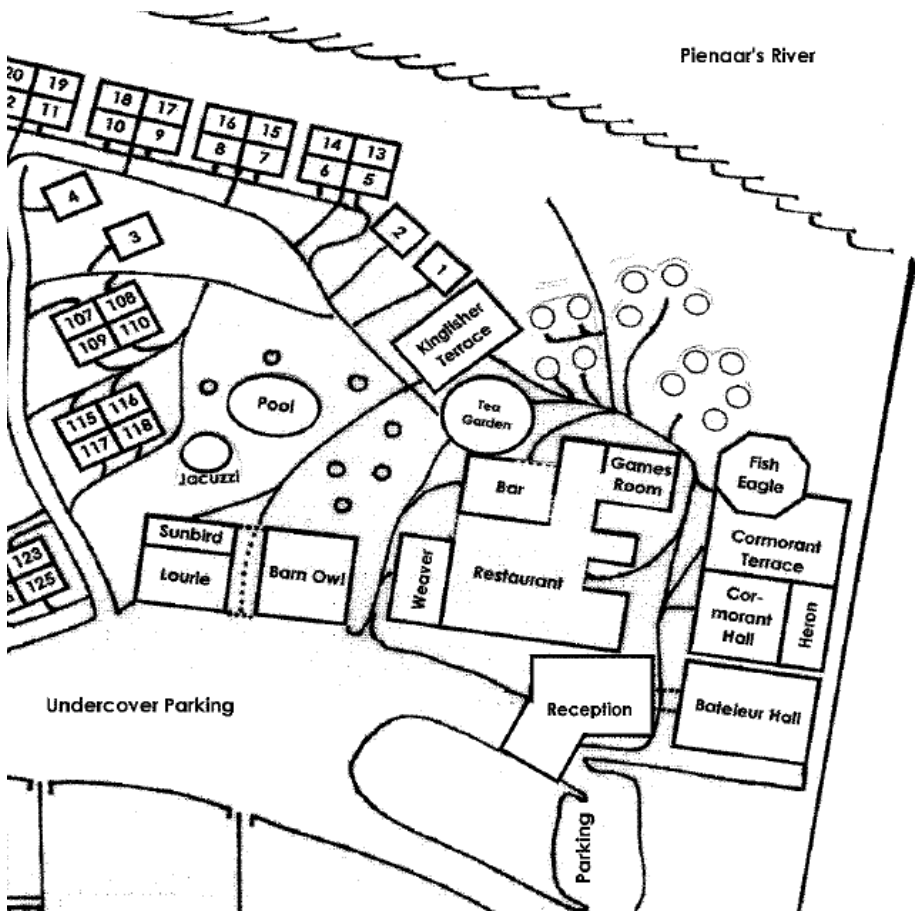
15:30 **SUMMIT CLOSING**  
to  
16:00 Closing, acknowledgements and next steps

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#2015SAKMS AGENDA – FRIDAY 29 MAY 2015

Find full profiles of all speakers and facilitators on our website:  
<http://sakmsummit.net/programme-speaker-profiles>

# VENUE MAP



Please contact Reception or a member of staff if you have any challenges in finding your venue or room.

# CONNECT, COLLABORATE, SHARE!

Please join us in networking the Summit experience by using SenseMaker, social media and other tools to share your insights, learnings and thoughts!

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## SENSEMAKER FOR #2015SAKMS JOURNALLING

The 2015SAKMS team are pleased to introduce **SenseMaker®**, leading edge software created by Cognitive Edge, as one of our tools to harvest and make sense of our experiences and learning through the Summit. This powerful tool offers a simple way to capture, self-index and share small stories or micro-narratives around a theme or topic.



*By using this tool, you will contribute to new insights in the field of KM, so please journal often!* A full report will be published after the Summit.

Apple or  
Android

### Use the SenseMaker® Collector App

- Download the SenseMaker® Collector app (CognitiveEdge) on the Android or Apple Store.
- The first time you open the App, it will request some information in a User Profile. Your entries are anonymous, but this information enables demographic analysis.
- Once your profile is complete, go back to the app menu and select 'Download Activities'. Use the Collector App Code '2015SAKMS' to download our Summit survey template.

SenseMaker  
Online

### Use SenseMaker® in a browser

- Access Sensemaker Collector online at <http://bit.ly/2015SAKMSSenseMaker>
- Enter your stories in the Collector interface online.
- Please note: only the app versions allow audio and image uploads.

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## CONNECT ON SOCIAL MEDIA

As well as logging your stories in SenseMaker, we also encourage you to share on Twitter, Facebook and other social media.



@kmsummit | #2015SAKMS



<http://facebook.com/SAKMSummit> | #2015SAKMS



<http://sakmsummit.net> | Follow our blog to receive stories in your inbox

# AWARDS AND ACKNOWLEDGEMENTS

Awards will be presented during the Summit for the following achievements:

- ❑ **Best Paper**
- ❑ **Best Young Researcher**
- ❑ **Best Speaker/Facilitator**
- ❑ **Most prolific Tweeter (number of tweets & reach)**

... as well as a number of lucky draw prizes at our evening and closing functions

Thank you to our sponsors, speakers and exhibitors who donated prizes and gifts:

- ❖ i-Innovate
- ❖ Red Pepper Books
- ❖ Datacentrix
- ❖ Complexus
- ❖ KMI-Africa
- ❖ thinkingKNOWLEDGE

# RESEARCH AND LATEST DEVELOPMENTS

*These peer-reviewed papers will be presented at the #2105SAKMS, and full papers published in the online Summit proceedings.*

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## NETWORKED KNOWLEDGE SENSE: TOWARDS AN INTEGRATED KNOWLEDGE MANAGEMENT

**ALDU CORNELISSEN, UNIVERSITY OF STELLENBOSCH**

This article attempts to combine insights from three related but, so far, isolated fields in the pursuit to firstly argue that there is a strong case for the combination of the three fields, secondly, that knowledge is not something that can be transferred, and to align these insights as a lens to look at how emergent organisations learn.

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## TAXONOMY AS A POWERFUL TOOL TO ENHANCE AN AGILE KNOWLEDGE MANAGEMENT STRATEGY

**DR LOT CHEEKO, UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA (UNECA), CAMEROON**

Content management and the easy retrieval of information is becoming increasingly important as knowledge is the key resource of today's organization. The paper will present developments and trends in information retrieval including taxonomies, concept extraction, and enterprise search and meta-information management. Within the context of the Economic Commission for Africa (ECA), the research aimed to address the need to enhance the findability of knowledge resources and to promote the adoption of common metadata values across the organization. In addition it intended to explore and draw implications from a classification of knowledge products and services to improve ECA's knowledge delivery and dissemination internally and externally. An online questionnaire was circulated to ECA staff. The research finding indicated that taxonomies not only help to improve working relationships and co-ordination across ECA's staff, but also support the capture and storage for later retrieval and subsequent use of ECA's knowledge products.



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## **ORGANISATION AS A GAME: AN EXPLORATORY FRAMEWORK FOR THE INTERPRETATION OF ORGANISATIONS**

**ROSS NETTERVILLE & ALDU CORNELISSEN, UNIVERSITY OF STELLENBOSCH**

Following the popularity of ‘gamification’ in organisational research, this article reviews the phenomena in short, and subsequently proposes an interrogative lens in the form, and fashion, of Morgan’s (2007) images of organisation by creating a new metaphor called “The Organisation as a Game”.

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## **COULD SERIOUS GAMES AND SIMULATIONS MOTIVATE STAKEHOLDER STRATEGY IN KNOWLEDGE MANAGEMENT PROJECTS?**

**DR MICHAEL SUTTON, BILL AND VIEVE GORE SCHOOL OF BUSINESS, WESTMINSTER COLLEGE, SALT LAKE CITY, UT, USA & CARLOS FRANCISCO BITENCOURT JORGE, UNIVERSIDADE ESTADUAL PAULISTA**

Serious Games could become the critical success factors (CSFs) for Knowledge Management deployment. The education and training of KM professionals and knowledge workers through Gamification, Simulations, and Serious Games are a significant business value proposition for higher education. Often we graduate our learners with great theory, some applied experience in real projects, but we have not provided “funification” tools that lighten the severity of KM deliverables and implementation. Gen, X, Gen Y, Gen Z, and Millennials are more familiar with playing games than with applying KM theory in a challenging field. We need new learning strategies to positively harness the interest, engagement, and behavioural traits of the Millennials within a knowledge-based environment.

Critical Knowledge Nuggets:

- A context for gamification, serious gaming, and simulations within learning organizations
- Insight into the relevancy of gamification to educating and engaging Gen, X, Gen Y, Gen Z, and Millennials;

- A new taxonomy and ontology for describing knowledge intensive environments and serious gaming.

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## **IT IS NOT WHAT YOU KNOW: A STUDY OF GRADUATE JOB ACCESS IN SOUTH AFRICA**

**JULIETTE SIMPSON & ALDU CORNELISSEN**

Social Networks play a significant role in the labour market. They provide an accumulation of tangible and intangible resources and can be linked to the outcomes of job search strategies to find employment. This paper discusses the complex nature of the social networks of the educated degree holders in South Africa (South African citizens) and the influence of these on their employment opportunities. The discussion proposes two hypotheses to explain why currently more (on average) previously advantaged individuals are beneficiaries of their social capital relative to previously disadvantaged individuals, as is found in research conducted by the Cape Higher Education Consortium. Specifically this discussion examines the impact that apartheid had on social networks, as well as what employment equity has and will have on the social networks as hypotheses to explain the outcomes of the CHEC study. Finally, a research agenda is proposed to understand the impact that institutions have on social networks and therefore the resulting outcomes of policies currently implemented.

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## **KNOWLEDGE MANAGEMENT: TOWARDS COLLABORATIVE PROBLEM SOLVING IN THE PUBLIC SERVICES SECTOR**

**DR AVAIN MANNIE & PROF CHRIS ADDENDORFF, NMMU BUSINESS SCHOOL**

It is interesting to note that infamous United States of America gangster Al Capone (during the Prohibition period) was charged for tax evasion rather than the assumed illegal sale of alcohol. This point highlights the fact that a collective knowledge sharing effort between government agencies is key in finding alternate solutions for problem solving. Globally, organizations have recognised the strategic importance of knowledge management (KM) and are increasingly focusing efforts on practices to foster the creation, sharing and integration of knowledge. Whilst most research in knowledge management (KM) has focused on the private sector, there is a breadth of potential applications of KM theory and practice for

government agencies to adopt in search of resolving pertinent problems. The purpose of this paper is to highlight the factors examined through my research conducted, that influence the effectiveness of knowledge management towards collaborative problem solving on a governmental level.

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## **SENSE, SIGNAL AND SOFTWARE: A SENSEMAKING ANALYSIS OF MEANING IN EARLY WARNING SYSTEMS**

**RYNO GOOSEN, AMAHLO CONSULTING/SURITEC**

This paper considers the contribution that Weick's notion of sensemaking can make to an improved understanding of weak signals, cues, warning analysis, and software within early warning systems. Weick's sensemaking provides a framework through which the above mentioned concepts are discussed and analysed. The concepts of weak signals, early warning systems, and visual analytics are investigated from within current business and formal intelligence viewpoints.

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## EXHIBITORS & COLLABORATORS

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### BRITEHOUSE



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### I-INNOVATE

Intangible Capital Innovation (Pty) Ltd t/a i-innovate is a Knowledge Capital Consultancy. We turn traditional knowledge management on its proverbial head and have fun thinking, learning and designing engaging approaches to making your knowledge capital work for you. Come and meet Mels, the Chief Knowledge Citizen as well as Chick and Chuck, our Knowledge Citizens on the iMiKCX Graduate Programme who are on a huge learning roller coaster!



i-innovate ... Like a theme park. For business! | [i-innovate.co.za](http://i-innovate.co.za)

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## COMPLEXUS



Complexus is a Microsoft Gold SharePoint consultancy operating out of Cape Town & Johannesburg. The Complexus technology & service portfolio is aimed at organizations seeking to collaborate more effectively with enterprise content, gain increased value from their investments in the Microsoft SharePoint platform and improve business processes. We have a strong focus on the roles of the Knowledge Worker, PMO, Change Practitioner, CxO, ICT Management & Support functions that drive business capability delivery.

Complexus offer clients configurable software solutions that integrate with SharePoint on premise & SharePoint online / Office 365 allied to turnkey consulting, development and training solutions. Complexus works with a mix of industry partners, local to the Southern African market, is BBBEE certified and a member of the prestigious Microsoft global Business Critical SharePoint Partner Community & South Africa's only SAP EBM Partner for Duet Enterprise. We were recently appointed national subject matter experts for SharePoint for the Microsoft SA BizSpark Program.

[www.complexus.co.za](http://www.complexus.co.za) | [enquiries@complexus.co.za](mailto:enquiries@complexus.co.za) | +27 (0) 21 409 7086

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## KMI

The KM Institute (Pty) Ltd, or KMI, is a leading Knowledge Management consultancy offering a wide range of Knowledge Management specific services and solutions in Africa, from Knowledge Management strategy consulting, using the unique Integr8ed Knowledge Management Framework, to Knowledge Management workshops and training sessions, Knowledge Management processes and products support and also advice on KM systems, tools and technologies. Contact Marina Hiscock at [marina@kminstitute.co.za](mailto:marina@kminstitute.co.za) or Philip Marsh at [Philip@m4s.co.za](mailto:Philip@m4s.co.za) or visit our website at <http://www.kminstitute.co.za/>.



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## MORE BEYOND

More Beyond was founded by Sonja Blignaut. Its main focus is helping organisations to make sense of uncertainty and complex problems, build strategic agility and adaptive capacity. More Beyond specialises in the practical application of narrative and complex adaptive systems theory in large organisations. Sonja has been working in the fields of narrative and complexity for over 12 years. Before founding More Beyond, she worked as a consultant for PWC and IBM. She left the formal consulting world in 2004 to focus on doing more of what she loved. She has consulted locally and internationally with clients that include Sasol Group, Sasol Inzalo Foundation, Sasol Technology, Anglo American, Nedbank, Standard Bank, Infundo, PWC, IBM North America, Eskom Nuclear Division and many others. Sonja is the exclusive South African partner for Prof Dave Snowden's company Cognitive Edge and Sensemaker.

<http://morebeyond.co.za/>



# LIBERATING STRUCTURES

Many of the workshops, indabas and sessions at the #2015SAKMS used simple conversation and sharing processes known as Liberating Structures. Liberating Structures are easy-to-learn microstructures for conversation and participation in groups of any size, making it possible to include and unleash everyone.



Find the Liberating Structures tools at  
<http://www.liberatingstructures.com>

## Try this at home!

Liberating Structures are designed to be quite simple and easy to learn. They can be used by anyone at any level in an organization, with no special training required. Every person interested in leading change—in schools, hospitals, foundations, agencies, and businesses—can use Liberating Structures to generate innovation and great results. Why not try some in your own organization?

# THE BEST OF THE BLOG

Visit <http://sakmsummit.net/> and sign up for our blog. The publishing doesn't end with the Summit – we will share report-backs, outcomes and proceedings from the conference in the weeks to follow!

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## RE-AUTHORING KNOWLEDGE MANAGEMENT: MAKING MEANING OF KM THROUGH NARRATIVE

Knowledge Management has always sounded like a bit of a misnomer to me... How do you “manage” something as organic, contextual and “nebulous” as knowledge? Management always conjures up ideas of top-down, mandated processes; whereas knowledge (in the words of Dave Snowden) can only be volunteered, not conscripted... <http://bit.ly/reauthoringKM>



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## THE CASE STUDY EXCHANGE – THE GOOD, THE BAD AND THE UGLY

When we approach people to suggest that they share a case study or a presentation at a summit, many of them respond the same way. “Oh, no.” they say. “I don't have a case study or a good story” – and why not? Surely every KM professional must have a story to tell? We need to reframe ‘failure’ and explore the good, the bad and the ugly through our stories...

<http://bit.ly/casestudyexchange>



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## KNOWLEDGE SHARING IN THE THEATRE... PUSHING THE BOUNDARIES OF OUR PRACTICE

“This reminds me of the stuckness we often experience when we need to unlearn to learn. The challenge is that knowledge can become so embodied, like riding a bike, that we cannot access it in a rational manner to be able to change it. Playback Theatre provides an opportunity to experience and reflect upon the power of theatre practices to facilitate knowledge sharing and sense-making.” [http://bit.ly/knowledesharing\\_theatre](http://bit.ly/knowledesharing_theatre)





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## IDEA NETWORKS & KNOWLEDGE CAFÉS... OR WHY THE COFFEE BREAKS ARE USUALLY THE BEST PART OF A CONFERENCE...

Where do great ideas really come from? Have you ever noticed how at conferences, sometimes it seems like most of your real insights and breakthroughs come not from listening to a speaker, but from debating and discussing the sessions afterwards, in the coffee breaks? We take ideas from other people, from connections, and we stitch them together into something new... <http://bit.ly/ideanetworks>

question  
reflect  
share  
world  
knowledge  
discuss  
engage

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## ARE YOU DRINKING FROM THE FIRE HOSE OF CHANGE?!

The speed and volume of technology based change in today's digital enterprise is faster and larger than ever before. As business leaders and knowledge practitioners embark on enterprise and systems transformation the pressure for these projects to succeed and for investments to show a positive ROI increases year on year. In 2014 Complexus conducted an assessment in our local market of South Africa with 100 respondents, using their best practice SharePoint App, ReadinessPoint. The results presented a remarkable set of findings... <http://bit.ly/firehoseofchange>

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## IT'S NOT WHAT YOU KNOW, BUT WHO YOU KNOW... AND ALSO WHEN YOU KNOW HOW WE ARE INTERCONNECTED

Most organisations are well versed in the art of managing the formal, that which can be committed to paper, be defined and managed. Due to this bias towards the formal, for most organisations, the informal is normally seen as unwanted, the source of risk, unpredictability, unmanageability and inefficiency. However, a surge in research on social networks and a subsequent network theoretical description of organisations and how they work, we are now equipped with tools, concepts and theories to help us understand the informal organisation and use it to our advantage... <http://bit.ly/informalnetworks>

# CONTACT Us

Please do not hesitate to contact us, during or after the Summit.

**ELMI BESTER**  
**#2015SAKMS CONVENOR**

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**ROODEVALLEI RECEPTION (VENUE)**

Tel: (+27 12) 845-5000



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