



## Knowledge Management Field Guide

*Prepared for*



---

31 March 2014

# Contents

Foreword	4
<b>1. Achieve More with Knowledge Management</b>	<b>4</b>
Context	4
The Role of RSTs	4
The Role of a Knowledge Management Plan	5
<b>2. Building Your KM Plan</b>	<b>6</b>
<b>3. KM Tools</b>	<b>8</b>
A. KM Checklist for RSTs	8
What is the KM Checklist	8
What does the Checklist give us	8
When would I use one?	8
B. Measuring your KM Progress	15
Why measure	15
What is the benefit	15
When and how often would I measure?	15
Internal measures	15
External measures	16
C. KM in Job Descriptions	17
Why include in JD's	17
What is the benefit	17
When would I do it?	17
KM Competencies	17
Measurement of Competencies	19
D. Relationship Action Plans	20
What are Relationship Action Plans (RAPs)	20
What the RAPs give us	20
When would we use these?	20
How the RAPs work	20
E. Example KM Action Plan	23
What is the Example KM Action Plan	23
What does the Example KM Action Plan give us	23
When would I use one?	23
<b>4. Bright Spot Solutions</b>	<b>27</b>
What are Bright Spot Solutions	27
What do they give us	27
When would I use them?	27

<b>5. Appendix</b> .....	36
Barriers to Good KM .....	36
Successful “Observing” KM Initiatives .....	37
Successful “Analysing” KM Initiatives .....	39
Successful “Influencing” KM Initiatives .....	41
Successful “Reporting” KM Initiatives .....	43
Replication of Initiatives.....	44
Replicating “Observing” Initiatives .....	44
Replicating “Analysing” Initiatives .....	45
Replicating “Influencing” Initiatives .....	46
Replicating “Reporting” Initiatives .....	46

# Foreword

This field guide is derived from a series of projects undertaken by Information Leadership within several Regional Sports Trusts (RSTs), 2011-2013.

The guide reflects the considerable volume of good practice observed with the trusts. It also provides a framework for organisations interested in bringing knowledge management (KM) closer to the centre of their strategic efforts.

Although originally derived from and created for RSTs much of the material is easily transferrable to other types of organisations. There is also a short PowerPoint presentation that outlines the findings of the project and the associated recommendations

## 1. Achieve More with Knowledge Management

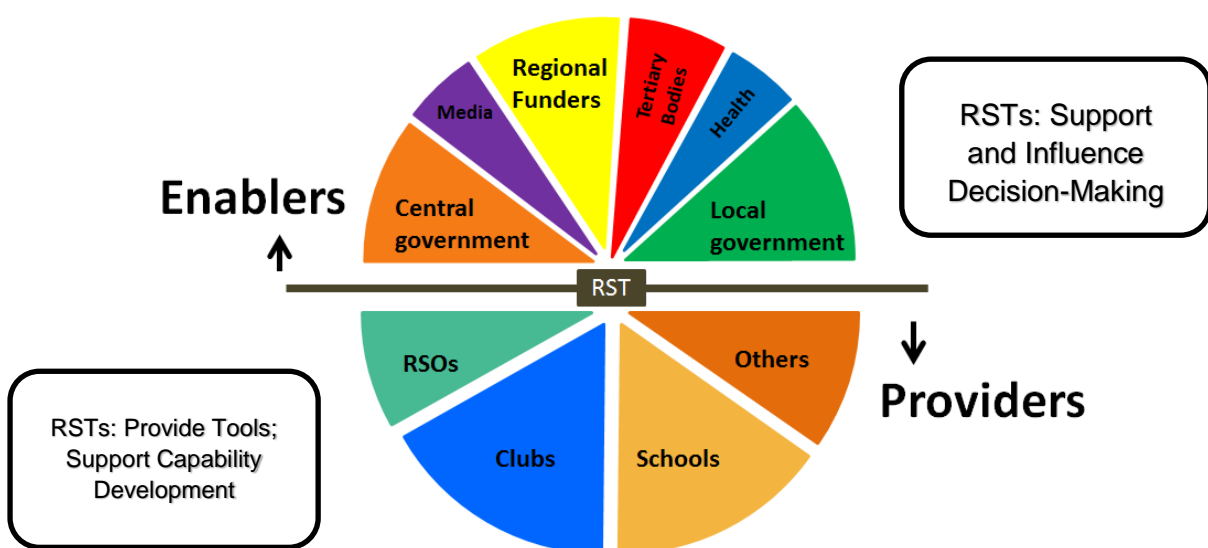
### Context

The role of the country's main sporting organisations is ever changing. Over the past ten years this has evidenced as a shift in focus from operations to strategic leadership and facilitation. The journey is not uniform across the sector and arguably the Regional Sports Trusts (RSTs) are or should be demonstrating the most progress in this change.

In order to work effectively in the areas of strategy, leadership, influence and change knowledge becomes a pivotal tool. Without good information it is difficult to favourably influence the decision of stakeholders. To fulfill the regional development role the collection, collation and distribution of good practice information and resources is now key function for RSTs.

### The Role of Regional Sports Trusts

This model describes the evolving role of RSTs as a centre of influence uniquely positioned between those that hold the resources and those that apply them within the sector. It challenges RSTs to reconsider the skills required and systems needed in order to fulfil the role of information conduit and broker of relationships.

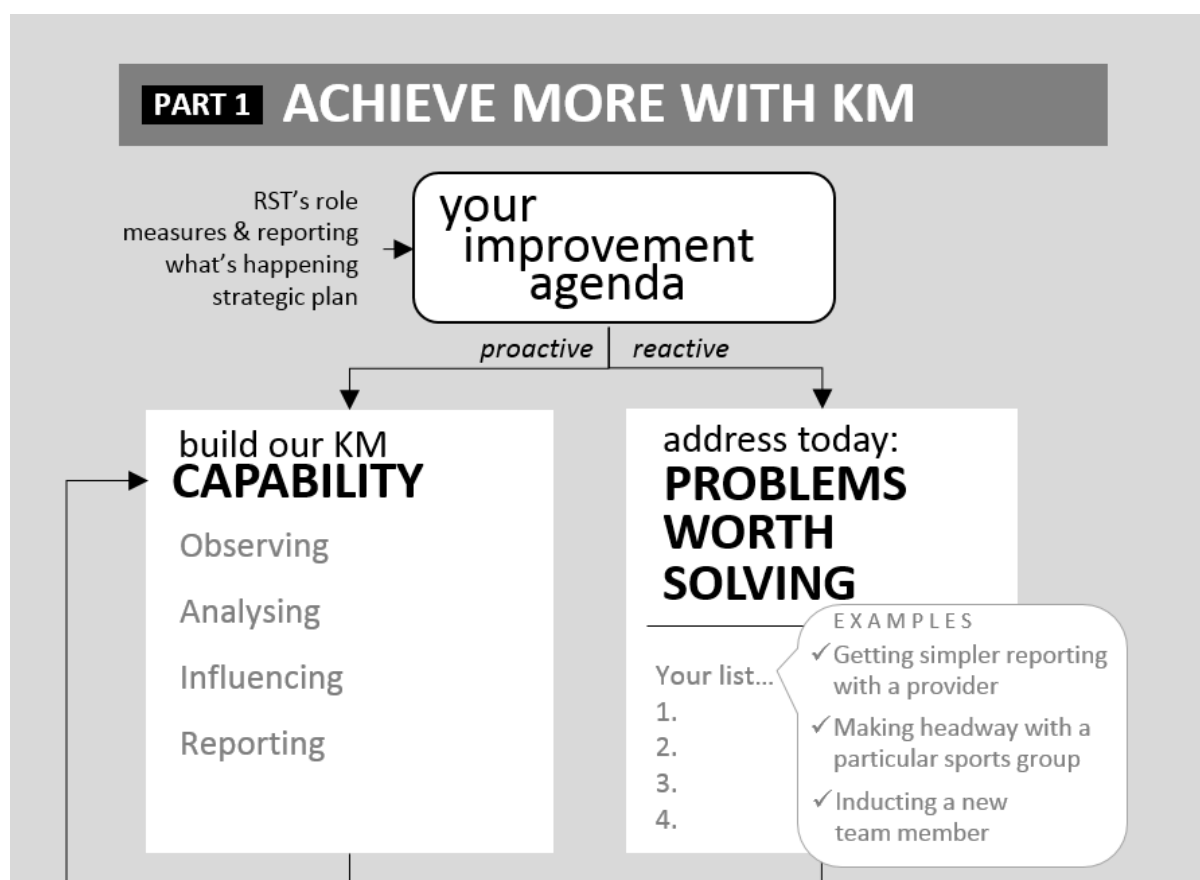


In doing so, there are four main areas of focus for an RST:

<b>Observing</b>	<b>Providing expertise and information</b>	about sport for the region	Understanding the sports profile of the region and how it is growing and changing.
<b>Analysing</b>	<b>Shaping and leading</b>	the direction of sport for the region	By using information and insights to help enablers and providers make the best decisions about focus and funding.
<b>Influencing</b>	<b>Connecting people and organisations</b>		Facilitating, advocating and connecting people and organisations involved in sport in the region.
<b>Reporting</b>	<b>Being open and transparent</b>		Providing targeted reports that are transparent and demonstrate the value being delivered by sport related initiatives.

## The Role of a Knowledge Management Plan

A Knowledge Management (KM) Plan will target improving overall capability in the four main focus areas above and targeting immediate needs and priorities. This is shown in the diagram below:



## 2. Building Your KM Plan

### Start Simple

The temptation when creating a KM Plan is to identify many initiatives which require significant time and investment to advance all while ‘business as usual’ still has to be undertaken.

Rather this guide recommends identifying **up to six targeted projects** and taking initial actions to move them forward.

### Step-by-Step

A simple step-by –step process is shown below. It references a number of supporting KM tools and resources contained in the body of this document.

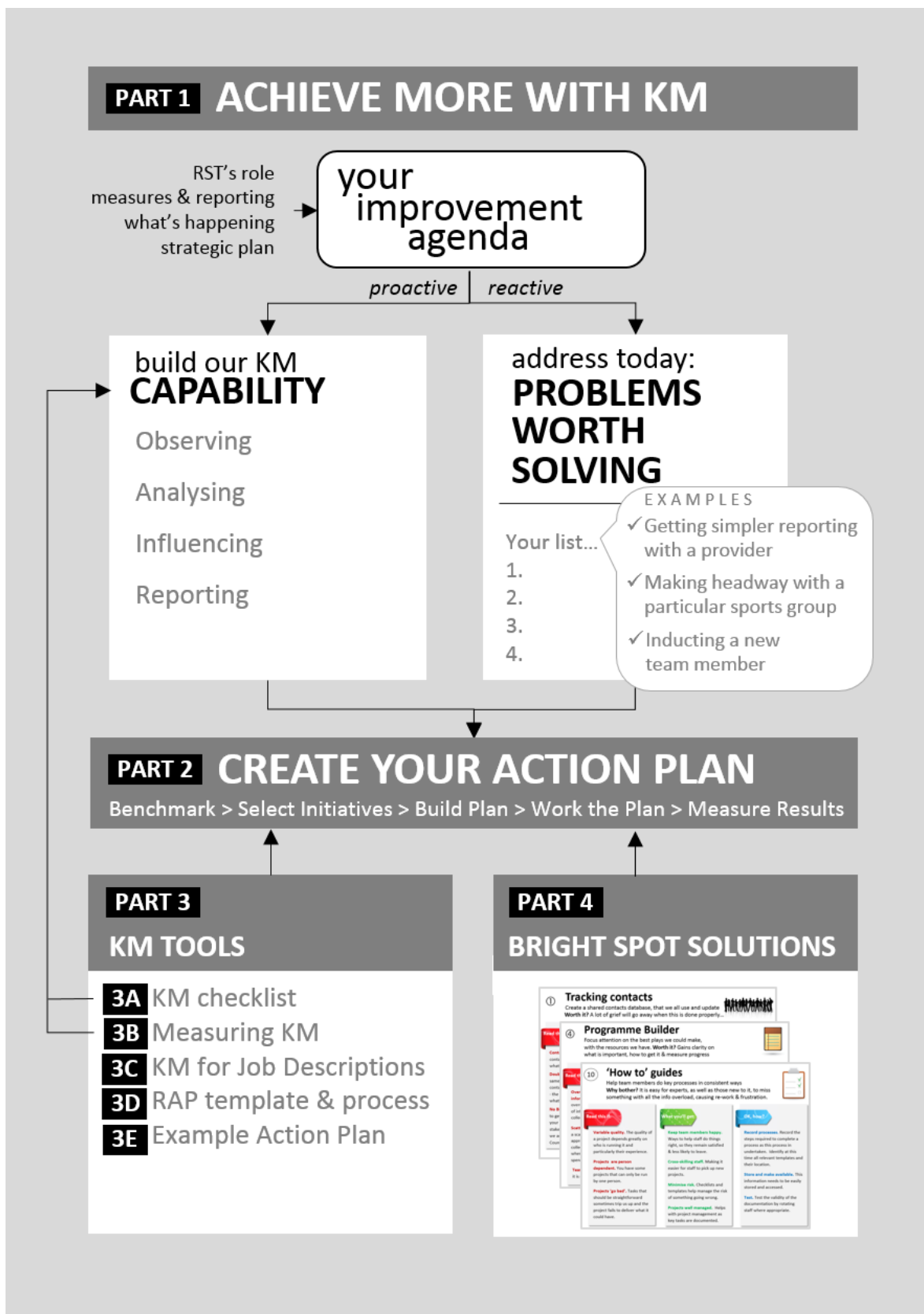
---

1	<b>Benchmark</b>	Use <b>3B Measuring KM</b> (p15) to create initial baseline measures
2	<b>Select initiatives</b>	Select initiatives based on: <b>Problems Worth Solving</b> – today’s pressing initiatives Building our KM Capability – see <b>Part 4: Bright Spot Solutions</b> (p 27) and the <b>Appendix – Successful Initiatives</b> (p37) for examples Use <b>3A KM Checklist</b> (p8) to see how your RST stacks up today
3	<b>Build Plan</b>	See <b>3E Example Action Plan</b> (p23)for a simple ‘starter’ plan
4	<b>Work the Plan</b>	Extra resources that may be useful include: <b>3C KM for Job Descriptions</b> (p 17) <b>3D Relationship Action Plan template and process</b> (p 20) <b>Part 4: Bright Spot Solutions</b> (p 27) <b>Appendix – Successful Initiatives</b> (p 37)
5	<b>Measure results</b>	Based upon the initial baseline measures created in 1. above.

---

# The Full Picture

The diagram below shows the full guide and how the different resources fit together to help you move forward with KM.



### 3. KM Tools

#### A. KM Checklist



**What is the KM Checklist**

The tool for assessing which KM tools are in place across:

- Understanding and awareness of KM
- Integrating KM with the RST Strategic Plan
- Infrastructure
- HR
- In-house processes
- Intellectual Property
- Innovation
- Channels to Market



**What does the Checklist give us**

A means of identifying and prioritising initiatives.

A means of describing our current state to key stakeholders such as staff, the Board and significant funders



**When would I use one?**

Annually as part of our planning and reporting process

As an input to the development of a tactical KM plan

---



Expectation	Evidence: how would we know?	Actual
<b>Understanding / Awareness</b>		
<p>Organisation understands that knowledge management is fundamental to its role as a "centre of influence"</p>	<ul style="list-style-type: none"> <li>• Discussions with personnel reveal clear sense of the organisation's purpose</li> <li>• References in publications to KM as core business</li> <li>• Senior staff show their commitment to KM through acts and deeds</li> </ul>	
<p>Organisation is aware of the cost of putting staff "in the field" (i.e. salaries, vehicles, computers, phones etc.) and is able to articulate what it expects in return</p>	<ul style="list-style-type: none"> <li>• Discussions with CEO and/or Chair</li> <li>• Expectations of field staff are documented</li> <li>• Orientation and "coaching" are provided</li> </ul>	
<p>Organisation managers talk confidently about observing the sport &amp; recreation sector and "playing it back" to inform regional stakeholders</p>	<ul style="list-style-type: none"> <li>• Discussions with staff</li> <li>• Examples of publications and/or public comment about regional trends, issues or opportunities</li> </ul>	
<b>Strategic purpose</b>		
<p>Organisation has responded to knowledge management recommendations in the most recent ODT report</p>	<ul style="list-style-type: none"> <li>• Review of Board minutes</li> <li>• Evidence of implementation</li> </ul>	

There is an explicit reference to knowledge management goal(s) in RST's strategic plan	<ul style="list-style-type: none"> <li>• Review of strategic plan</li> <li>• The purpose of knowledge management is "broken down" in relation to each key stakeholder</li> </ul>	
The organisation's strategic plan includes an unambiguous high-level measure that makes plain what success looks like	<ul style="list-style-type: none"> <li>• Review of strategic goals</li> <li>• Board self-assessment of its performance against KM goals</li> </ul>	
The organisation routinely uses information and knowledge to determine priorities and support the advancement of strategic goals	<ul style="list-style-type: none"> <li>• Strategic choices underpinned by research</li> <li>• Projects are underpinned by logic modelling</li> <li>• There is a clear connection between each strategic goal and the information required to measure or advance it</li> </ul>	
The organisation is operating in the public domain as a leader and "voice" for sport and recreation	<ul style="list-style-type: none"> <li>• Examples of editorial in mainstream media</li> <li>• Formal – most recent publication e.g. State of Sport Report</li> <li>• Informal – most recent publication e.g. e-newsletter</li> </ul>	
<b>Infrastructure</b>		
There is an appropriate IT platform in place – e.g. CRM or SharePoint	<ul style="list-style-type: none"> <li>• Description</li> </ul>	
Managers are familiar and confident about use of the central IT platform	<ul style="list-style-type: none"> <li>• Discussion with managers</li> <li>• Shared drives</li> <li>• Central filing system</li> </ul>	




Website is a primary & popular source of information for external stakeholders	<ul style="list-style-type: none"> <li>• Review of web traffic</li> </ul>	
Website is kept current	<ul style="list-style-type: none"> <li>• Last updated, by date &amp; interval</li> </ul>	
Sports House is a busy “hub” for sport & recreation stakeholders	<ul style="list-style-type: none"> <li>• Number of tenants</li> <li>• Number of casual users</li> <li>• Record of room/equipment hire</li> </ul>	
Specialist services & technologies are available on site	<ul style="list-style-type: none"> <li>• Most popular services</li> <li>• Coaching suite / coaching software</li> <li>• Video analysis</li> </ul>	
<b>Human Resources</b>		
There is a member of staff clearly identified as responsible for leading knowledge management work	<ul style="list-style-type: none"> <li>• Name</li> </ul>	
Expectations in relation to KM are explicit in induction offered to trustees and staff	<ul style="list-style-type: none"> <li>• Review of induction materials</li> </ul>	
Knowledge management responsibilities are visible in job descriptions	<ul style="list-style-type: none"> <li>• Review of job descriptions</li> </ul>	
Knowledge management is a key element of performance appraisal	<ul style="list-style-type: none"> <li>• Discussion of appraisal process</li> </ul>	
<b>In house processes</b>		
There are regular meetings to reflect on “observed” trends, opportunities and issues	<ul style="list-style-type: none"> <li>• Regular “incubator” and/or Team meetings</li> </ul>	

	<ul style="list-style-type: none"> <li>• Notes of the last meeting</li> </ul>	
The analysis of trends and opportunities to reach firm conclusions is understood by managers and supported by CEO	<ul style="list-style-type: none"> <li>• Most recent conclusions</li> <li>• CEO involvement</li> <li>• Reports “cascade up” to CEO and Board for approval / adoption</li> </ul>	
Once approved, it is clear where primary responsibility lies for preparing “knowledge” for dissemination.	<ul style="list-style-type: none"> <li>• Name</li> </ul>	
The organisation maintains a suite of communication channels to reach specific audiences	<ul style="list-style-type: none"> <li>• Review channels to market</li> </ul>	
<b>Intellectual Property</b>		
“Know-how” and systems are documented and available on file e.g. event templates, event calendars, sports directories & contact lists	<ul style="list-style-type: none"> <li>• IP is available on shared drives or intranet</li> <li>• Templates are updated – refer date of last update</li> <li>• Contact lists – single database on a central file</li> </ul>	
<b>Innovation</b>		
The organisation is “breaking new ground” in sharing information	<ul style="list-style-type: none"> <li>• Video reports</li> <li>• E-cards</li> <li>• Social media</li> </ul>	
The organisation is the key driver of new collaborations	<ul style="list-style-type: none"> <li>• Sports Coalition to lobby councils</li> <li>• Regional Sport &amp; Recreation Plan – last updated</li> </ul>	

The organisation recognises and responds to the information needs of its stakeholders	<ul style="list-style-type: none"> <li>• Information needs are mapped against stakeholders</li> <li>• Processes are in place for gathering feedback about the form and use of information provided by the organisation</li> <li>• A plan is in place for improving the organisation's information relationship with each stakeholder group</li> <li>• Evidence of changes made to form or use of information as a result of feedback</li> </ul>	
<b>Channels to market</b>		
Social media – Facebook	<ul style="list-style-type: none"> <li>• Examples</li> </ul>	
Website(s) – is information accurate & complete?	<ul style="list-style-type: none"> <li>• Review</li> </ul>	
Webinars – on offer?	<ul style="list-style-type: none"> <li>• Yes / no</li> </ul>	
E-newsletters – circulated at what interval and to what number of recipients?	<ul style="list-style-type: none"> <li>• Fortnightly, monthly, quarterly</li> <li>• Number of names on mailing list</li> </ul>	
E-cards – to acknowledge actions & agreements from meetings	<ul style="list-style-type: none"> <li>• Yes / no</li> </ul>	
Forums & workshops – uptake & audience numbers?	<ul style="list-style-type: none"> <li>• Most recent – subject and attendance numbers</li> </ul>	
Road shows – where and how often?	<ul style="list-style-type: none"> <li>• Schedule – most recent and when next?</li> </ul>	

Publications – reports?	<ul style="list-style-type: none"><li>• Most recent – mainstream media</li><li>• Most recent – RST publication</li></ul>	
Media campaigns – Fair play, Just Play?	<ul style="list-style-type: none"><li>• Example</li></ul>	

## B. Measuring your KM Progress

	<b>Why measure</b>	<p>For most people knowledge management is an unfamiliar and rather nebulous concept. It is certainly possible to expend a lot of effort and not really be sure if you have made any progress</p> <p>For this reason it is essential to set a few key metrics at the outset. They should be simply measured and genuinely connected to your role as an influencer.</p>
	<b>What is the benefit</b>	<p>Provide some internal evidence to staff and the board that this effort is purposeful and making a difference.</p> <p>Guide the efforts to make them more effective.</p> <p>Have a wider palette of tools and methods available to address real challenges that the organisation faces.</p>
	<b>When and how often would I measure?</b>	<p>Measure both the internal impacts (within the organisation) and the external impacts (with stakeholders, including both funders and providers) of the project.</p> <p>This means collecting baseline data at the start of the project and then measuring progress at key points, say 6 months, 12 and 24 months.</p>

The measures shown below are intended to be simple in type and number. Hence an original list of around a dozen measures has been culled to provide these summary, targeted measures.

### Internal measures

The internal measures are as follows:

A five point scale is useful. Encourage commentary especially in areas that are obviously work in progress.

<b>Recognition</b>	To what extent are personnel at all levels encouraged to pursue the knowledge management aspects of their job?
<b>Information needs</b>	To what extent does staff have the information that they need to do a great job?
<b>Systems and tools</b>	How well do internal systems and tools support knowledge management?

## External measures

The measures for enablers are as follows:

---

<b>Accountability</b>	How well does the organisation provide information that demonstrates clearly what has been achieved for a particular contract?
-----------------------	--

---

<b>Quality Information</b>	How well does the organisation provide quality information that helps your organisation do its job e.g. trend data, innovation, value of sports, good news etc.?
----------------------------	--

---

The measures for providers are as follows:




---

<b>Quality Information</b>	How well does the organisation provide quality information that helps your organisation do its job e.g. information that helps your organisation run better, achieve higher participation levels etc.?
----------------------------	--

---



## C. KM in Job Descriptions

	<b>Why include in JDs</b>	<p>Job descriptions can be key tools for letting people know the expectations of them in terms of knowledge management.</p> <p>Including KM in job descriptions and as part of the performance review/monitoring process enables progress to be tracked.</p>
	<b>What is the benefit</b>	<p>For KM to be effective it requires appropriate behaviours as well as changes to tools and processes.</p> <p>Including KM in job descriptions embeds the behavior expectations in the way staff work.</p>
	<b>When would I do it?</b>	<p>In conjunction with appropriate HR and internal staff groups, introduce as part of a new round of performance management or job description updates.</p> <p>Making monitoring KM behaviours part of the regular performance review process</p>

## KM Competencies

RSTs have five main competencies with a strong knowledge management component

<b>SUGGESTED COMPETENCY</b>	<b>WHY IMPORTANT</b>
<b>Relationship management</b>	<p>Relationships are at the heart of RST work. Staff add value to their stakeholders through sharing their knowledge; and value to their colleagues through bringing new knowledge and insights into the organisation.</p> <p>Without strongly developed relationship management this value is compromised.</p>
<b>Knowledge sharing and collaboration</b>	<p>Knowledge sharing and collaboration, if done well, should increase effectiveness and productivity at an RST. This can include 'lessons learnt' reviews; discussion boards such as 'Ask a Question', regular meetings, and briefings.</p>
<b>Use of tools</b>	<p>Tools can be a key support for knowledge management, especially for teams that are distributed. All organisations could consider tools and/or process for collaboration, communication and managing customer relationships.</p> <p>However, to get the value from its investment (mostly of time) requires that all staff can use these tools competently. A large part of the value of the tools is in them being universal. If only some staff use the tools, the value of the tools as holders and connectors of knowledge drops significantly.</p>

---

**Processes and ways of working**

Streamlining the organisation and transferring best practices helps improve the quantity and quality of services that it can deliver. Attention to shared processes and ways of working should help to prevent 'reinventing the wheel' and errors repeating.

---

**Development and learning**

This competency reflects the need for individuals, as well as the organisation, to take responsibility for improving the working experience and for enhancing learning opportunities.

This can be done through formal mechanisms, such as the provision of training or mentoring. This should be supplemented by informal mechanisms such as individual reflection, 'buddying' and other such approaches.

---

## Measurement of Competencies

COMPETENCY	DESCRIPTION	WHAT EFFECTIVE PERFORMANCE LOOKS LIKE
<b>Relationship management</b>	<p>Demonstrates awareness of the role of relationships</p> <p>Actively works to develop and improve key relationships.</p>	<p>Understands and can explain the Circle of Influence diagram.</p> <p>Knows the key stakeholders and the segments in which they fit.</p> <p>Has a complete Relationship Action Plan.</p> <p>Is actively using the Relationship Action Plan to improve influencing and to identify new opportunities.</p>
<b>Knowledge sharing and collaboration</b>	<p>Actively participates in existing knowledge sharing and collaboration opportunities.</p> <p>Identifies and develops new opportunities for knowledge sharing and collaboration.</p>	<p>Weekly reports are complete and information-rich.</p> <p>'Ask a Question' is used both as an 'asker' and as a 'responder'.</p> <p>Contributes positively at meetings and workshop sessions.</p> <p>Other opportunities to share knowledge and to collaborate are identified and acted upon.</p>
<b>Use of tools</b>	<p>Understands and uses the tools provided appropriately.</p>	<p>Provides and updates customer/ relationship information.</p> <p>Contributes to on-line discussions and the provision of information resource.</p> <p>Information and documents are stored in the shared structure, not on personal drives or USBs.</p>
<b>Processes and ways of working</b>	<p>Follows agreed processes and ways of working.</p> <p>Where appropriate suggests ways to improve or develop these.</p>	<p>Weekly reports are completed.</p> <p>Other commitments met.</p> <p>Other processes?</p>
<b>Development and learning</b>	<p>Actively participates in personal development process.</p> <p>Takes advantage of organisational development opportunities.</p> <p>Identifies new opportunities for self-development where appropriate</p>	<p>Brings own information and insights to the personal development process.</p> <p>Participates in organisational development events where appropriate.</p> <p>New opportunities are identified and raised with the Team Leader.</p>

## D. Relationship Action Plans



### What are Relationship Action Plans (RAPs)

When everyone is so busy, RAPs help staff to target extra effort in the areas where they can make a difference. This is done by determining and actively managing the **top three** relationships in order to build influence and deliver additional value.

***Note:** The associated Power Point presentation provides more information and assists in communicating with staff*

---



### What the RAPs give us

Focusing on three top relationships allows staff to apply and enhance their relationship building skills at a detail level and to make strategic gains in building influence.

Sharing progress on these further enhances relationship building skills and the development of insights.

Tracking progress indicates whether gains can/have been made in influencing/working with key stakeholders.

---



### When would we use these?

For helping inexperienced or struggling staff understand the fundamentals of relationship management.

For revitalising a focus on relationships and influence.

For targeting key relationships that either have new importance or which have previously not been well managed.

---

### How the RAPs work

Each staff member has a RAP that forms the heart of their “to do” tasks and conversations with their manager and team mates.

The RAP has three parts:

1. A Relationship Health Check
2. A Relationship Action Plan
3. RAP Reporting

Use this rating scale to identify the top three relationships to target:

Am I the primary person who works with this stakeholder?

<b>1</b>	<b>2</b>	<b>3</b>
No	Mostly	Yes

Is there a lot to be gained by working more closely with them? Taking actions, making decisions, influencing etc.

<b>1</b>	<b>2</b>	<b>3</b>
No	Partly	Yes

Is extra effort likely to improve the relationship?

<b>1</b>	<b>2</b>	<b>3</b>
No	Partly	Yes

Is there obvious additional value that I could be delivering to them that they are not already getting or perceiving now?

<b>1</b>	<b>2</b>	<b>3</b>
No	Some	Yes, significant

## The Relationship Health Check

<b>Is the relationship active?</b>	We haven't had contact in the last six weeks.	Over the last six months we have had meaningful contact every 1-2 weeks			
	1	2	3	4	5
<b>Is the relationship reciprocal?</b>	The relationship is completely one sided	I have a clear understanding of the benefit that the relationship brings to both parties			
	1	2	3	4	5
<b>Is the relationship open?</b>	Our communication is guarded and uneasy	Our communication is easy, open and respectful even when discussing sensitive or controversial topics			
	1	2	3	4	5
<b>Is the relationship trusting?</b>	One party in the relationship is constantly letting the other down or there has been a serious breach of trust in the past year	There is a very high level of trust and integrity in the relationship			
	1	2	3	4	5

Use the RAP targets and the Relationship Health Check to build action plans that are approved. Track progress on a monthly basis, both with individual RAPs but also by reviewing collective progress looking for insights and improvements.

## E. KM Action Plan



### **What is the KM Action Plan**

A tactical plan for driving forward a small number of initiatives.

Each initiative is defined, actions determined and then progress tracked and reported on.

By using a small number of initiatives, attention is more focused on action and less on creating a model plan that takes a long time to define and is unwieldy to manage in practice.



### **What does the KM Action Plan give us**

An example that is not scary or difficult to create and use. Organisations can use this model to select, describe, shape and track their own initiatives.



### **When would I use one?**

Periodically, say quarterly, the leadership team would scan the environment to determine what proactive and reactive themes should be addressed.

Progress against the plan should be reported on at regular monthly intervals.

---

PROJECT/THE GAIN	DESCRIPTION	REASON	GETTING STARTED
<p><b>A Relationship Action Plans (RAP)</b></p> <p>Staff better use the time they have to collectively and individually target <u>who</u> to influence and <u>how</u></p>	<p>Each staff member has a RAP that forms the heart of their “to do” tasks and conversations with their manager and team mates</p>	<p>There are more opportunities for RST staff to influence than it has the time to undertake.</p> <p>Focusing on three top relationships allows staff to apply and enhance their Gamesense* at a detail level and to make strategic gains in building influence.</p> <p>Sharing progress on these further enhances Gamesense and the development of insights.</p>	<p>RST will progress this initiative for the whole organisation.</p> <p>The RAP template will be used.</p>
<p><b>B Influencing Toolset</b></p> <p>Give staff a wider range of available actions that positively influence enablers and providers.</p> <p>Between the team, make sure all influencing styles are well covered</p>	<p>Equipping all staff with an influencing toolset that would help them in their work with funders and providers.</p> <p><i>See Part 4; Bright Spot Solutions</i></p>	<p>From a behaviour perspective, we all tend to favour some actions and styles of influencing. Giving staff an understanding of a fuller palette will lead to a better fit with what their provider/enablers really value</p>	<p>One day workshop(s) with staff will be held on the influencing styles, their preferences and what actions can be taken that fit with each. The workshops will include each person building a plan to explore and act on.</p>

*\*Gamesense; developing an awareness of KM implications in day to day tasks, notably within information flow and relationships*



PROJECT/THE GAIN	DESCRIPTION	REASON	GETTING STARTED
<p><b>C Weekly reporting transparent and useful</b></p> <p>Increasing staff’s awareness of what we are doing with providers/enablers will lead to a better coordinated effort and tangible gains from this.</p> <p>This will also dramatically increase the sense of responsibility everyone has for how providers and enablers are served, and how our actions can be aligned and magnified by working together – across teams and locations.</p>	<p>Extending the usefulness of weekly reports by encouraging staff to structure their weekly reports to include:</p> <ol style="list-style-type: none"> <li>1. “The best stories and most useful data this period is...”</li> <li>2. “Questions that people from outside our organisation asked me this week were...”</li> <li>3. “What I worked on last week was...”</li> <li>4. “What I am working on next week is...”</li> <li>5. “The information that others in the organisation really need to know is...”</li> <li>6. “Information that others in the organisation could help me with is...”</li> </ol>	<p>Wherever possible the answers should be shared across the RST.</p> <p>This directly targets a common problem of people sitting on ‘gems of information and not appreciating their worth.</p> <p>This should also assist individuals in informally working together/gaining insights where they know others are doing something relevant for them.</p> <p>Exposing relevant information also exposes potential “Red Flag” issues or opportunities with a provider/enabler, so that coordinated action, formal, or informal can happen.</p>	<p>The “Ask A Question” style discussion board (see D below) will be used as the vehicle for sharing and extending the insights from this process.</p>
<p><b>D Better connection to each other</b></p> <p>Stronger connection, and the trust and understanding it brings, between all staff will lead to more coordinated and concerted efforts for providers/enablers.</p>	<p>Introduce web based tools such as a simple blog platform and “Ask A Question” discussion board to help staff communicate with each other. Make usage mandatory: every conference attendance gets followed up with a blog post; any professional reading gets followed up with a blog post.</p> <p>Recognise contributions to “Ask a Question” and blog posts.</p>	<p>Will help to break down any barriers between offices and teams.</p> <p>Provide a mechanism for collecting and sharing insights that may be relevant to a wide range of staff.</p>	<p>Ensure all staff have the free tools available on their PCs and introductory training on how to use them.</p> <p>CEO, Team Leaders and KM Team model the behaviours.</p>

PROJECT/THE GAIN	DESCRIPTION	REASON	GETTING STARTED
<p>F <b>Formalise the expectation of working together and sharing</b></p> <p>This legitimises the changed way of working, and as people “get it”, will lead to more coordinated and concerted efforts and less Murphy’s Law style errors in working with providers/enablers</p>	<p>Use a number of mechanisms to formalise these expectations. These include:</p> <ul style="list-style-type: none"> <li>• CEO, Team Leaders and KM Team promoting and “walking the talk” on new ways of working, using the other five projects as the focal point</li> <li>• Publishing and rewarding the actions of exemplars</li> <li>• Adding the behaviours into job descriptions</li> </ul>	<p>Culture shift requires significant and sustained action over a period of time.</p> <p>This project enforces and reminds people that how they create and utilise information and knowledge is a key contributor to the success of the organisation, and its providers and enablers.</p>	<p>Create key messages about KM for sharing through meetings, staff newsletters, posters etc.</p> <p>Keep awareness of the projects high and remove roadblocks. Celebrate success and reward/recognise the project’s heroes.</p> <p>Start process of redrafting job descriptions with expected behaviour such as “Shares insights through weekly reports, monthly meetings and contributions to the organisation’s virtual working tools”.</p>

## 4. Bright Spot Solutions



### What are Bright Spot Solutions

Bright Spot solutions are examples of positive initiatives and ways of working being used right now by one or more RSTs.

Typically these activities are driven by an individual(s) with passion and a particular predisposition e.g. technology savvy; great communicator; well-connected etc. This is why there can be such variety in the things that each organisation does well.



### What do they give us

The Bright Spot solutions give us thought-starters and examples of what is successful elsewhere.

This good practice, and the willingness of the RSTs to be open about what they are doing, means that lessons can be shared and picked up by others.



### When would I use them?

Use to ignite initial ideas of what could be in the KM Plan.

Drill in further to gain specific implementation strategies and approaches.

The 'bright spots' were mapped against four styles of working: team approaches; connecting and energising; plans and priorities; and tools and models.

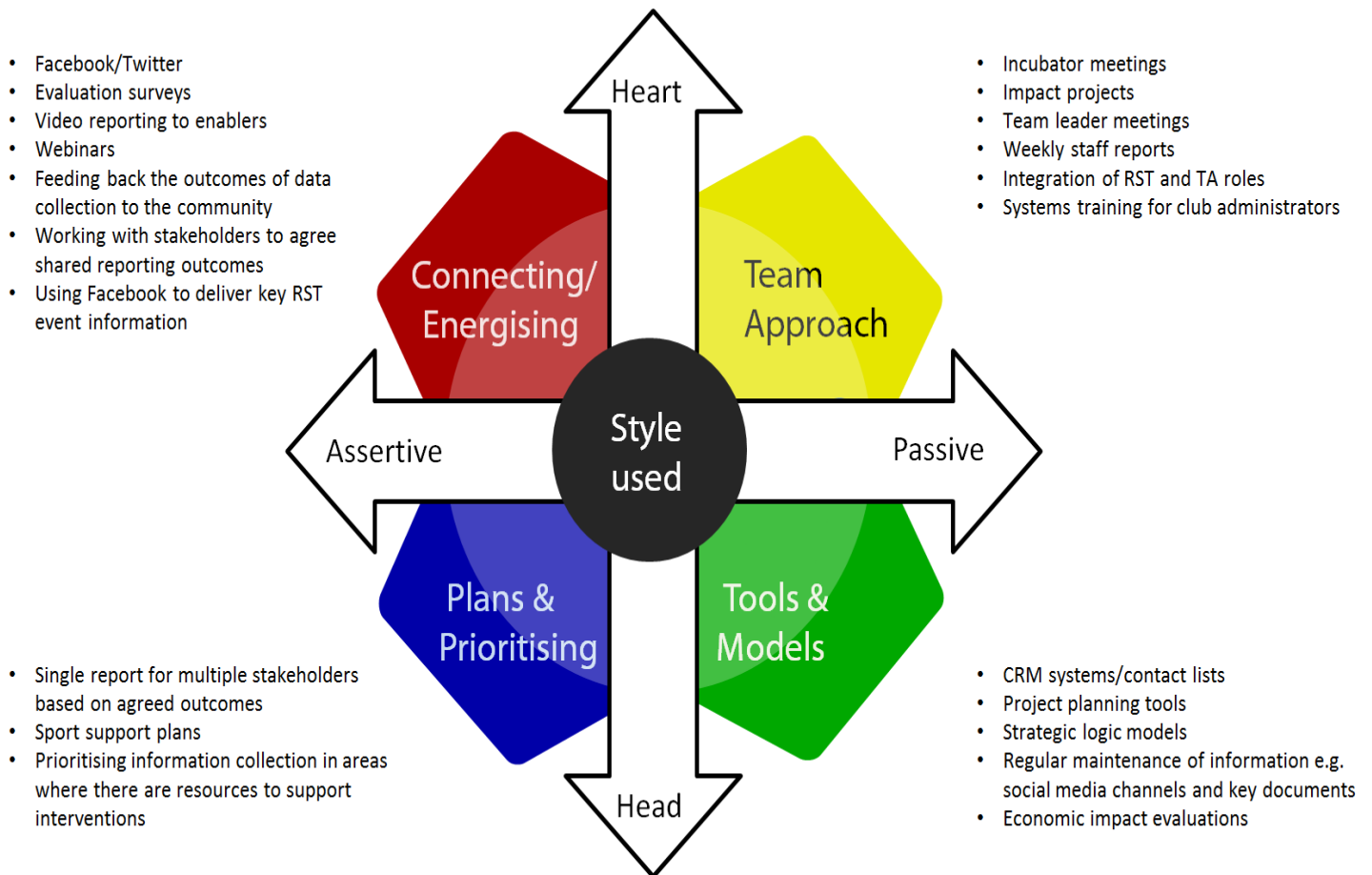
<b>Connect / Energise</b>	Extends and strengthen influence with stakeholders and its community
---------------------------	--

<b>Team Approach</b>	Work internally to leverage the insights, skills and expertise of its staff
----------------------	---

<b>Tools &amp; Models</b>	Select and uses tools and models to improve impact
---------------------------	--

<b>Plans &amp; Priorities</b>	Plan and prioritises to make the best use of the resources.
-------------------------------	---

The diagram below summarises how each of the 19 'bright spot' initiatives mapped against a style of working. For some of these initiatives an A5 starter card has been created for organisations who would like to explore it.



More information is provided about the 'Bright Spots' in the Appendix:

- Successful "Observing" KM Initiatives
- Successful "Analysing" KM Initiatives
- Successful "Influencing" KM Initiatives
- Successful "Reporting" KM Initiatives

In addition, more information was produced in booklet format for a number of the initiatives. These are reproduced immediately following.

①

## Tracking contacts

Create a shared contacts database, that we all use and update

**Worth it?** A lot of grief will go away when this is done properly...



### Read this if:

**Contact Hell.** You've got more contact lists than you know what to do with...

**Double Up.** RST people visit the same organisations and contacts about different issues - the left hand doesn't know what the right hand is doing!

**No Big Picture.** You find it hard to get a picture of what work your RST is doing for your stakeholders e.g. all the work we are currently doing with Councils

### What you'll get:

**Look them up quick.** Ability to find out quickly who has talked to who about what

**Team's resource.** The single point of access to customer contact details & interactions

**Wherever.** Can be accessed & updated from a PC/smartphone

**Potential** for streamlining campaigns, newsletter mail outs

### OK, how?

**DIY.** Select and build your technology platform, add contacts, training staff

**Possible web solution.** Facilitated by SportNZ and made available for a nominal fee or directly with the cloud provider

*"our RST connects better with the community"*

②

## Idea "kick start" meetings

Sessions for raising ideas, exploring if/how to progress them

**Worth it?** They encourage continuous improvement & develop staff



### Read this if:

**Good ideas going nowhere:** People in your RST have lots of good ideas but these are not consistently developed or acted on.

**Limited or informal knowledge sharing:** When knowledge sharing happens it is informal and undocumented.

**'Gems of information' are unmined:** Staff are sitting on 'gems of information' that few people know about.

### What you'll get:

**Good ideas more easily acted on.** Creating a record of ideas, and an action sheet to go with it, makes it more likely that ideas will be acted on.

**More team work.** People see working with others – on projects that are not their own – as a valid and worthwhile part of their roles.

**Satisfied staff.** Provides opportunities for staff to work on areas of interest.

### OK, how?

**Toolkit** on how to run a kick start meeting. Templates; do's and don'ts; who to contact

Developed by exemplars and other interested RST's

*"our RST sees a gap and goes for it!"*

### ③ Regular Tactical Sessions

Having your team leaders form a tight pack, with regular informal sessions  
**Worth it?** Sounds like more work but actually saves time, gives better results & lowers the overload & tension



#### Read this if:

**Doing our best but in isolation.**

People working hard but not fully utilising the strengths of their colleagues.

**Conflict.** If your team leaders appear to be in conflict or not lining up their work with the wider RST plan.

**New team leaders.** You have new team leaders who need to be exposed to a range of ideas and expertise, and be at times supported by their peers.

#### What you'll get:

**Collaborative working.**

Improvements in the amount & quality of collaborative working.

**Faster knowledge spread** across the RST.

**Underlying issues get resolved.**

Less talking about "they" and more about issues raises goodwill.

**Informal, frequent, regular.**

Lively & constructive sessions every 1-2 weeks, covering news, issues and opportunities, and joint projects

#### OK, how?

**Toolkit** on how to run these sessions. Templates; do's and don'ts; who to contact.

Developed by exemplars and other RST's interested

*"how our team leaders work together really makes a difference"*

### ④ Programme Builder

Focus attention on the best plays we could make, with the resources we have. **Worth it?** Gains clarity on what is important, how to get it & measure progress



#### Read this if:

**Overwhelmed by information?**

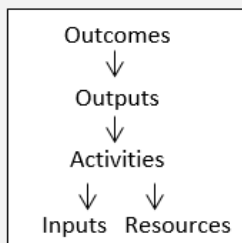
You feel overwhelmed by the quantity of information you need to collect.

**Scattergun approach.** You have a scattergun and haphazard approach to information collection and prioritising where the RST should best spend its time and funding.

**Teamwork hampered** because it is not clear what is important.

#### What you'll get:

**Deliberately align** what you do to save time & effort and resolve disagreements/conflict...



**Collect right information.**

Provides a clear structure for collecting only what has value, saving time and effort.

#### OK, how?

**Base a tool kit on successful complementary approaches by:**

- **Sport Waitakere:** Strategic Logic Models
- **Sport Otago:** Business Planning Structure

**Get going and fine-tune.** Train staff, build into your way of doing things and fine-tune

*"our team stays focused on our agreed goals, activities and measures"*

⑤

## Impact Projects

Improve knowledge sharing & concerted action across your RST

**Worth it?** A great way to develop people as well as get the “big” things done



### Read this if:

Does the following apply to your RST?

#### Massey study findings

“A significant obstacle to knowledge sharing between staff members relates to the structure adopted by most RSTs.

This typically requires staff to work in teams on specific activities that may reduce their opportunities to engage with the knowledge held by different teams.”

### What you'll get:

**Become famous.** Bring your programme and brand alive, with big wins. Provide better info to enablers & providers

**Full power when it matters.** Bringing the full range of strengths, perspectives and resources of our team to bear

**Encouraging people.** Catching people doing things right through working together on worthy projects.

### OK, how?

**Legitimise working together** so staff from all teams see their focus needs to include cross-team initiatives.

**Encourage self-nomination** so those with a passion for the project gain experience and insert their energy into it

*“our team pulls together amazingly on high impact projects”*

⑥

## Communicating ‘My Contribution’

Sharing in a regular standardised way what I’ve been doing & why

**Worth it?** Helps keep us focused and aligned on our outcomes & what we do with enablers & providers



### Read this if:

**Greater clarity about contribution is required.** Staff are unclear about how their work contributes to the overall RST goals.

**Hard to get a picture of what is going on.** There is lots of activity but it is not clear week-by-week what is being done and what is being achieved.

**Opportunities missed** when the left hand doesn’t know what the right hand is doing

### What you'll get:

**Improved awareness of achievement and contribution.** Knowledge sharing between all staff is improved by making weekly reports at all levels open and available to all.

The promotion of the weekly report process ensures that all staff know where to go to get current information about all the activities happening in the RST.

### OK, how?

**Regular weekly reporting from all staff.** All staff weekly reports, in a standardised format, are available in a shared area. Include highlights in monthly team reports

**Encourage dialogue.** This could be via meetings or making weekly reports or blog entries

*“putting this together sharpens my understanding of how I’m making a difference”*



7

## Training for Club Administrators

Helping clubs collect the information that we and they need  
**Why bother?** Making it easier for them and increases quality, timeliness & buy-in



### Read this if:

**Difficulty collecting information.** It is difficult to collect information from RSOs because they often don't hold all of the necessary information or have the skills to easily put it into the format you need.

**Inaccurate information.** Where information is available, its accuracy is questionable.

### What you'll get:

**Better information.** More complete and accurate information from your RSOs.

**Happier administrators.** Another way in which your RST can deliver value and get the administrators on side.

*"our team helps clubs collate the info we all need"*

### OK, how?

**Collateral.** Training quick guides for common IT skills, specifically Word and Excel.

**Tuned to the job at hand.** Consider templates, some at the desk support. Also, can you simplify their task by changing how & what you ask for.

**Support mechanisms.** Train up your team as well as consider involving students who natively have computer skills.

8

## Social Media Plan

Create deliberate ways to exploit Facebook, Twitter etc  
**Why bother?** If our community is using them as a primary way of interacting then so should we, to stay relevant



### Read this if:

**Blocked delivery:** The delivery of information is blocked by 'knowledge gatekeepers' e.g. club secretaries who can choose whether or not to pass on RST emails and newsletters.

**Participation is stagnating:** You sense the community is not engaging with a particular sport.

### What you'll get:

**Bypass gatekeepers** using tools such as Facebook & Twitter.

**Improve reach.** Facebook & Twitter allow you to better engage with more people.

**Costs less** to get the reach & feedback compared to other channels.

*"our RST gains much higher levels of participation with our community"*

### OK, how?

**Social media strategy.** Some RST's are well down the path with this. Exploit their experience & build on it. Rules, examples, stories, measures, roles, processes...

**Facebook** becomes your primary gateway to info & dialogue

**Twitter** encourages participation as well as giving people immediate access to the latest info & changes



9

## Facebook as the main gateway to Events



Creating an events 'village green' using Facebook

**Why bother?** Less cost & effort, higher readership & feedback, more immediacy than traditional channels

### Read this if:

**Not sure what to do about Facebook.** You are sure you could be getting more value from Facebook but don't know how.

**Info not getting through.** You have a wealth of information about events but cannot get all of it to the people who would be interested in it.

**Timeliness.** You struggle to get info on last minute changes to people & to get timely feedback.

### What you'll get:

**Facebook made easy & low cost.** Models for designing & promoting your Facebook page(s).

**More interaction & buzz.** Get clubs & the community more engaged, weaving sporting events into the fabric of their lives

*"Facebook is better in every way – lower costs, up to date, more buzz"*

### OK, how?

**Toolkit** of how-to, example site, screenshots, rules, roles, quick guides, stories

#### Encouraging use

- **Extra exclusive info** available in this channel
- **Event Photos.** Publishing photos creates interest & is a key to success
- **Up to date.** Vital that it is regularly maintained & feedback is quickly answered so it is seen as the best source of info

10

## 'How to' guides



Help team members do key processes in consistent ways

**Why bother?** It is easy for experts, as well as those new to it, to miss something with all the info overload, causing re-work & frustration.

### Read this if:

**Variable quality.** The quality of a project depends greatly on who is running it and particularly their experience.

**Projects are person dependent.** You have some projects that can only be run by one person.

**Projects 'go bad'.** Tasks that should be straightforward sometimes trip us up and the project fails to deliver what it could have.

### What you'll get:

**Keep team members happy.** Ways to help staff do things right, so they remain satisfied & less likely to leave.

**Cross-skilling staff.** Making it easier for staff to pick up new projects.

**Minimise risk.** Checklists and templates help manage the risk of something going wrong.

**Projects well managed.** Helps with project management as key tasks are documented.

### OK, how?

**Record processes.** Record the steps required to complete a process as this process is undertaken. Identify at this time all relevant templates and their location.

**Store and make available.** This information needs to be easily stored and accessed.

**Test.** Test the validity of the documentation by rotating staff where appropriate.

11

## Winning Stakeholders Hearts As Well As Minds

Complement written reporting with video reporting & photos  
**Why bother?** Are you best demonstrating how your initiatives are benefiting people in your community?



### Read this if:

**Not valued.** Demonstrating value to resource holders can be challenging at times.

**Being fact driven is not enough.** You sense some enablers & providers just aren't getting your project's value

**You are planning a high impact project** & want to ensure it gets the attention it deserves from all stakeholders

### What you'll get:

**Remove roadblocks.** A greater understanding & enthusiasm from your resource holders about working with your RST

**Satisfaction.** Make your team feel proud, by being able to visually see the impact they are having

*"our stakeholders really get the positive impact we are having"*

### OK, how?

Toolkit

RST Share

**Trial video reporting.** RSTs are trialling using video reporting to deliver feedback from enablers.

**Right mix.** It can be easy to over complicate this – even raw footage from smart phones can be powerful

**Reports make-over.** Consider complementing reports & presentations with engaging visuals

12

## Webinars & YouTube

Streamline how you provide information and training  
**Why bother?** It can get the message & info out there, more consistently & with less effort



### Read this if:

**Struggling to get reach.** People other commitments take precedence over attending your workshops & seminars.

**Large geographic area.** Travel barriers make it hard for people to attend your workshops and seminars & expensive for you.

**Cost of seminars is prohibitive.** Every year you have to run the same seminar as resource holders and providers change their staff.

### What you'll get:

**Better access.** Resource holders & providers can access info without having to be present.

**Get more value.** Info can be provided once & used many times, "on-demand".

**Engage.** Provide a forum and topics for interaction through online discussion.

*"our RST is committed to giving stakeholders access to the best information"*

### OK, how?

**Get software & training:** Choose and purchase what you will need to create your webinars. It doesn't have to be complicated.

**Pilot two or three YouTube** the internet and use all your marketing channels to alert people.

**Monitor.** Monitor views. Respond to feedback.

13

## Reducing the reporting burden

Work with stakeholders to create standardised measures/report templates  
**Why bother?** Save time on excessive report production, and get various stakeholders on the same page



### Read this if:

**Writing reports takes too much time.** Staff are frustrated by the laborious process of delivering multiple individualised reports on a single project for different stakeholders.

**Conflict between time and quality.** Reporting takes considerable staff time but it is important to report in ways that are meaningful to stakeholders.

### What you'll get:

**Reduce reporting time** by getting stakeholders to agree on outcomes for reporting so that one report template can be used for all stakeholders.

**Clarity about requirements.** Through the discussion process of achieving a shared template the RST and the resource holders gain greater clarity about what reporting information is really necessary and what is superfluous.

### OK, how?

**Open dialogue** with stakeholders, showing them what other regions have achieved

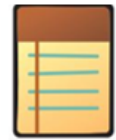
Working group set-up to explore & trial this, to reach an agreement which satisfies the needs of all stakeholders.

*"reporting is well targeted, giving us more time to do the doing"*

14

## Sport Support Plans

Help build the capability and confidence of club administrators  
**Worth it?** Help providers help themselves, so everyone achieves more



### Read this if:

**Provider planning is hard work.** Some providers need lots of help to develop their plans and then to implement them.

**Some providers fall short** of what is possible, as initiatives struggle to get off the ground, despite lots of passion

### What you'll get:

**Progressively better use of RST time as providers grow and build their own skills.**

**Better working together,** less friction & better outcomes

### OK, how?

**Borrow, adapt and implement templates.** Some RSTs have developed templates for each of the targeted sports.

**Hands-on Workshops.** This includes initiating and leading workshops with sports clubs on how to use the tools and tactics other clubs use, to do better.

*"our team helps providers help themselves"*

# Appendix

## Barriers to Good KM

In undertaking their role RSTs identified a number of barriers and frustrations shown below. These can be countered by the success models shown on the following pages.

TYPE	CHALLENGES
Observing	<b>Overload.</b> Feeling overwhelmed by the quantity of information collected
	<b>Breadth.</b> The breadth and variety of information that RSTs encounter can make knowledge sharing challenging between staff from different teams
	<b>Lost in plain sight.</b> Staff are sitting on “gems of information” that few people know about
	<b>Accuracy &amp; completeness.</b> Difficulties collecting information and ensuring its accuracy due to poor computer system skills of club administrators
Analysing	<b>Where to start?</b> We’ve collected lots of information but we’re not sure what to do with it
	<b>Analysis time/skills.</b> We don’t have time to filter information that isn’t relevant so it just sits there and gets bigger
	<b>System gridlock.</b> We are not able to access the information that we have because it is held in different systems
Influencing	<b>How to make a difference?</b> Uncertainty regarding the ways in which RSTs can showcase value to their enablers and providers
	<b>Get beyond the gatekeepers.</b> The delivery of information is blocked by “knowledge gatekeepers” e.g. club secretaries who can choose whether or not to pass on emails and newsletters
	<b>Credibility.</b> How do we get enablers and providers to view us as: “a respected professional organisation...a place where people can go to for the answer...an organisation with credibility”
Reporting	<b>Paperwork overload.</b> Staff are frustrated by the laborious process of delivering multiple individualised reports on a single project for different stakeholders
	<b>Value added?</b> Uncertainty as to whether or not the delivery of information adds value to enablers and providers

## Successful “Observing” KM Initiatives

CHALLENGE	UNDERLYING ISSUE	RST SOLUTIONS	
<b>Overload</b>	<b>Feeling “overwhelmed” by the quantity of information collected</b> Scattergun and haphazard approach to information collection. This approach is likely to waste staff time by generating excess information which may not align with the RST’s areas of interest.	<b>Sport Waitakere: Strategic Logic Models</b>  The implementation of Strategic logic models has provided Sport Waitakere with a clear structure for collecting information of value and avoiding irrelevant information.  Logic models describe program resources, activities, outputs, audiences and short-, intermediate- and long-term outcomes relating to a specific project. Logic models help narrow the focus of information collection to the areas specifically linked to program outcomes by establishing outcomes prior to the knowledge collection process.  Sport Waitakere reported that the logic models have been highly valuable in structuring their collection of information to focus on key areas of interest. An evaluation conducted by Massey University has also verified the usefulness of the logic models in this area.	Tools & Models
<b>Breadth</b>	<b>The breadth and variety of information that RSTs encounter can make knowledge sharing challenging between staff from different teams</b>  An important obstacle to knowledge sharing between staff members from different teams relates to the structure endorsed by most RSTs. This typically requires staff to work in teams on specific activities which may reduce their opportunities to engage with knowledge held by different teams.	<b>Sport Waitakere: Impact Projects</b>  Impact projects aid knowledge flow between staff teams by requiring staff from all teams to work collaboratively across multiple different projects and activities. Furthermore, staff members are also encouraged to nominate themselves to manage projects and gain experience in directing the information processes. This approach has increased knowledge sharing within Sport Waitakere by giving the staff the opportunity to engage with a variety of information and different perspectives. External knowledge sharing to enablers and providers has also benefited by this approach as a result of the integration of different perspectives and knowledge.  An evaluation undertaken by Massey University demonstrated that this collaborative way of working has received positive staff feedback and promoted innovation and creativity in how the RST develops and initiates the delivery of knowledge.	Team Approach

Team  
Approach

---

#### **Sport Hawke's Bay: Team Leader Meetings**

Knowledge sharing between staff has been increased by regular team meetings which require team leaders to work collaboratively on projects. These meetings have enabled team leaders to use the insights and perspectives shared by different team leaders to enhance the knowledge base of their own team.

Team  
Approach

#### **Lost in Plain Sight**

**Staff are sitting on "gems of information" that few people know about**

Knowledge sharing between RST staff is often informal and undocumented. This means that "gems" of knowledge may not be identified.

#### **Sport Waitakere: Incubator Meetings**

"Incubator meetings" are used to foster discussion regarding new ideas proposed by staff. Incubator meetings can be called at any time by any staff member and are attended by any available staff. These provide a supportive environment for peer review and the minutes of these meetings are used as a record of these ideas.

Team  
Approach

#### **Sport Bay of Plenty: Internal Reporting Focus**

Knowledge sharing between staff at all levels of the RST is aided by regularly weekly reporting from staff. These weekly reports are then delivered to team leaders who pass them on to the CEO. Following this, the CEO presents relevant information from the staff reports to the monthly board meeting.

Team  
Approach

#### **Accurate & Complete**

**Difficulties collecting information and ensuring its accuracy due to poor computer system skills of club administrators**

This highlights a need to increase the capabilities of club administrators to obtain accurate information. Given that many club administrators are volunteers, education should be simple and brief.

#### **Sport Hawkes Bay: System Training for Club Administrators**

Staff at Sports Hawkes Bay suggested that the capabilities of club Administrators could be developed if the RSTs provided brief system training. Such training would benefit the RSTs by improving the quality of their information.

Team  
Approach



## Successful “Analysing” KM Initiatives

CHALLENGE

UNDERLYING ISSUE

RST SOLUTIONS

### Where to Start?

**We’ve collected lots of information but we’re not sure what to do with it**

This highlights the need to “prioritise” information. Prioritising involves only selecting information that is relevant and is likely to add value to enablers and providers.

#### **Sport Waikato: Project Energize**

Project Energize has driven the collection of substantial amounts of information relating to children’s physical activity and health.

To prioritise this information, Sport Waikato decided to only conduct further analysis of information if they had the resources to implement possible interventions. The advantage of this approach is that allows Sport Waikato to focus on their outcome of improving children’s overall health by only pursuing data that helps them to achieve this. This approach is similar to the logic models used by Sport Waitakere where information analysis is driven by its relevance to predetermined outcomes.

Plans &  
Priorities

#### **Harbour Sport: Using Facebook to Promote Events**

Information on Harbour Sport’s Facebook page was selected on the basis that it was not available in other media channels they currently use. The logic behind this approach was to make Facebook relevant to their providers and enablers by posting information that could not be found elsewhere. To achieve this, they identified a clear purpose for Facebook which relates to the communication of sports events. Information regarding sports events was initially communicated by their website, but has since been removed and replaced with a link to their Facebook page.

Information for Harbour Sport’s Facebook page was also selected on the basis that it provided a good fit with the interactive nature of Facebook. This meant that instructional based information was avoided. Harbour Sport encourages interaction on Facebook by posting photos of sports events as well as encouraging people to post feedback about the events.

Connect  
/Energize

### Analysis time /skills

**We don’t have time to filter information that isn’t relevant so it just sits there and gets bigger**

This highlights the need for systems to be put in place that ensure information

#### **Harbour Sport – Facebook Maintenance**

One person regularly maintains the Facebook page to make sure information is relevant and adds value to enablers and providers. This involves collating event information from other staff members, posting up event photos following events and responding promptly to feedback.

Tools &  
Models

---

is regularly maintained. This is a necessary stage which ensures that when information is relevant and adds value to the decision making processes of providers and enablers. This also helps providers and enablers view the RSTs as a credible place to go to for the answers.

---

## **System gridlock**

**We are not able to access the information that we have because it is held in different systems**

RST often keep their own systems such as different databases or spreadsheets for mailing lists. This means that it is hard to get a complete picture of activities across the RST. For example, it is difficult to know all of the contacts with a particular stakeholder; or where to find all of the templates for a particular event

### **Sport Waitakere & Harbour Sport – Tracking Customers**

Both Sport Waitakere and Harbour Sport are using Customer Relationship Management Systems (CRM). This gives a central place for storing and maintaining all customer information. In addition, interactions with the customer can be recorded meaning that information about meetings, calls etc. with customers are available to everyone at the RST.

Tools & Models

### **Harbour Sport – Recording processes**

Harbour Sport is starting to record the steps to complete key processes, including the templates required at various stages. This approach means that for a particular project the steps are defined and documents attached to the relevant steps so that someone else in the organisation could deliver the project with a minimum of learning time.

Tools & Models



## Successful “Influencing” KM Initiatives

---

### How to make a difference

**Uncertainty regarding the ways in which RSTs can showcase value to their enablers and providers**

RSTs seeking to demonstrate their value to enablers have traditionally relied on written reports, but different media channels may enhance these demonstrations.

Showing value to providers is an issue that has been raised in relation to the recent Sport NZ data collection initiative. RSTs were generally supportive of the initiative but some providers were reluctant to relay the required information because they felt it had little reciprocal value for them.

### **Sport Hawkes Bay: Video Reporting**

Video reporting has recently been trialed to deliver feedback to an enabler. Staff reported that while the process of compiling the video footage was time consuming, the response from their enablers was highly positive. Staff also suggested that video reporting may result in a more powerful and personal message than a written report.

Connect  
/Energise

### **Harbour Sport: Webinars**

Harbour Sport is currently in the process of launching web-based seminars transmitted over the web and known as “webinars.” Webinars have the potential to showcase the value of RSTs to enablers and providers in a number of ways. Central to these include their ability to aid the accessibility of information to enablers and providers by allowing them to view the webinars when they want and at their own pace. Webinars also have the potential to showcase RST value to a larger web based audience and invite audience interaction through online discussion.

Connect  
/Energise

### **Sport Hawkes Bay/Sport Waitakere: Showing the outcomes of data collection**

Staff at Sport Hawke’s Bay and Sport Waitakere suggested that the providers need to be shown the outcomes of the Sport NZ data collection initiative once it is completed. It was suggested that showing providers the value of their input will increase their willingness of providers to contribute to future data collection.

Connect  
/Energise

### Get beyond the gatekeepers

**The delivery of information is blocked by “knowledge gatekeepers” e.g. club secretaries who can choose whether or not to pass on RST emails and newsletters**

How to get past the “knowledge gatekeepers” to deliver information to all enablers and providers

### **Harbour Sport: Facebook and Twitter**

Gatekeepers are bypassed by using media forms such as Facebook and Twitter which are accessible to most individuals. Information traditionally sent by email and letters can also be made available on Facebook and Twitter. These media channels also have the potential to allow RSTs to communicate to a larger number of people.

Connect  
/Energise

---

## Credibility

How do we get enablers and providers to view us as: “a respected professional organisation...a place where people can go to for the answer...an organisation with credibility”

How can knowledge be shared in ways that facilitate, advocate and connect people with regional organisations?

### Sport Bay of Plenty: Sport Support Plans

Templates have been developed for each of the targeted sports which reflect the Sport NZ initiatives. These involve the facilitation of meetings with sports clubs to advise them on how they can achieve their goals by connecting them with the resources they need to get there.

### Sports Bay of Plenty/Harbour Sport: Integration of RST and Council Roles

Both these RSTs have staff members who are also employed part-time by their regional councils. This has provided these RSTs with valuable insights into relevant council processes such as preparing submissions for funding. Sport BOP have sought to use this knowledge to support sport codes and assisting them in preparing more effective funding submissions.

Plans &  
Priorities

Team  
Approach

## Successful “Reporting” KM Initiatives

CHALLENGE	UNDERLYING ISSUE	RST SOLUTIONS	
<b>Paperwork overload</b>	<p><b>Staff are frustrated by the laborious process of delivering multiple individualised reports on a single project for different stakeholders</b></p> <p>Conflict between taxing staff time and reporting in ways that are meaningful to individual stakeholders</p>	<p><b>Sport Bay Of Plenty/Sports Hawkes Bay: Agreed Reporting Outcomes</b></p> <p>Reporting time is reduced by getting stakeholders to agree on outcomes for reporting so that one report template can be used for all stakeholders.</p> <p>To achieve this outcome, Sport BOP and Sport Hawkes Bay have developed strong relationships with their stakeholders which allow them to arrange meetings for relevant stakeholders to agree on reporting outcomes. Discussion is encouraged in order to reach an agreement which satisfies the needs of all stakeholders.</p>	Plans & Priorities
<b>Value added?</b>	<p><b>Uncertainty as to whether or not the delivery of information adds value to enablers and providers</b></p> <p>Points to a need for evaluative systems to identify whether information delivery is adding the value it was originally intended to deliver</p>	<p><b>Sport Waitakere: Strategic Logic Models</b></p> <p>The strategic logic models used by Sport Waitakere as a framework for collecting relevant information also provide a valuable tool for evaluation purposes. Specifically, logic models are used to evaluate the quality of intervention, in addition to the success of previously identified outcomes.</p> <p>The strategic logic models have also been used by Sports Waitakere to prioritise projects, by signaling when a project needs to be abandoned or given to another organisation because it is not delivering its intended value.</p> <p><b>Sport Hawkes Bay: Economic Impact Evaluations</b></p> <p>Economic impact evaluations to track the economic and social impact of sports events have been conducted for Sport Hawkes Bay by the local polytechnic Eastern Institute of Technology and Tairāwhiti (EIT). The evaluation process is designed to monitor Sports Hawkes Bay’s progress in achieving their economic and social outcomes of increasing participation in sport and building the capability of the regional sports sector.</p>	Tools & Models

## Replication of Initiatives

All 'bright spots' identified are worthy but some initiatives will be more easily replicable than others. The table below identifies each initiative and gives it a rating based on ease to replicate:

- **Easy** – easy to replicate. Just takes time and a willingness to implement. No special skills or knowledge required.
- **Medium** – some special skills or knowledge required but this should be obtainable within 5 working days.
- **Variable** – requires considerable training or knowledge. Is likely to be dependent upon the culture, technical capability and/or organizational skills of the RST.

## Replicating “Observing” Initiatives

Initiative	Impact	What's special	Replicate?
<b>Strategic Logic Models</b> Sport Waitakere	Helps the RST prioritise and shape information collection based on areas of interest	Using a structured and repeatable model means that the RST is more rapidly able to determine and defend priorities.	Variable
<b>Impact Projects</b> Sport Waitakere	Fosters collaboration and provides opportunities for individuals (regardless of position in organisational hierarchy) to lead and be involved in areas of interest outside their immediate roles.	Massey University evaluation demonstrated that this way of working is viewed positively by staff and promotes innovation and creativity.	Medium
<b>Team Leader Meetings</b> Sport Hawkes Bay	A focus on the role of team leaders has helped to bridge the gap between different skills and roles	A collegial group of team leaders has been created, recognised and supported. This has meant increased emphasis on, and success for, projects and plans that cross different areas of the organisation.	Easy
<b>Incubator Meetings</b> Sport Waitakere	A simple and fun way of sharing and extending ideas that brings people out of their comfort zones	By giving these type of meetings a specific name, involvement in them is legitimised. This means that people see working with others – on projects that are not their own – as a valid and worthwhile part of their own roles	Easy
<b>Internal Reporting Focus</b> Sport Bay of Plenty	All staff are required to complete weekly reports reducing the risk of knowledge and opportunities being lost	In some organisations only managers or team leaders do regular reporting. This approach gives a weekly 'roundup' of every person's activities which all can access and share	Easy
<b>System Training for Club Administrators</b> Sport Hawkes Bay	At 'concept' stage. Many club administrators are missing Word and Excel skills. Sport HB suggested there may be a role in training clubs to use specific programmes and technologies	Would require further investigation to decide if it is worth developing and what would be special about the approach taken	Medium

## Replicating “Analysing” Initiatives

Initiative	Impact	What’s special	Replicate?
<b>Project Energise</b> Sport Waikato	Substantial amounts of information related to children’s physical activity and health have been collected. This is now leading to specific programmes targeting health issues such as diabetes prevention	Information collected is very specifically targeted at how relevant it is to achieving predetermined outcomes. This means that resources are applied to areas which are important and where interventions can be supported.	Variable
<b>Facebook for Events</b> Harbour Sport	Encourages interaction with community through the use of event photographs and commentary on particular events	Rather than just setting up a ‘Facebook’ page Harbour Sport identified a clear purpose for their page – that of communicating about events. By providing information not available elsewhere this drives people to use and contribute to the site.	Medium
<b>Facebook Maintenance</b> Harbour Sport	Facebook page is kept alive and relevant by having constantly changing and up-to-date information available	One person is assigned to regularly maintain the Facebook page. This nurturing of Facebook ensures that interactions are supported and builds a sense of community and openness	Medium
<b>Tracking Customers</b> Sport Waitakere, Harbour Sport	Customer information (including information about interactions with customers) is available to all staff from a single place.	One of the most common silos of information – individual contact lists and file notes about interactions – is eliminated. This means that when planning to see someone, full information is available on current and past interactions as well as other staff to talk to first	Medium-Variable
<b>Recording Processes</b> Harbour Sport	Key processes are documented so that other staff can deliver projects or initiatives with the minimum of training	This approach helps manage the risk of staff turnover and provides for staff to pick up new projects relatively easily	Medium-Variable

## Replicating “Influencing” Initiatives

Initiative	Impact	What’s special	Replicate?
<b>Video Reporting</b> Sport Hawkes Bay	Positive response from ‘Enablers’ who can see the real impact that their funding is having on individuals in the community	Use of technology brings traditional reporting alive resulting in greater relevance for enablers	Medium
<b>Webinars</b> Harbour Sport	At launch stage: intent is that this will showcase the value provided by the RST and make it easier for providers and enablers to access information	Reduces issues of access; provides information that can be viewed multiple times (rather than one-off events); may be a forum for interaction through online discussion	Variable
<b>Outcomes of Data Collection</b> Sport Hawkes Bay, Sport Waitakere	At ‘concept’ stage. Anticipated that it will increase the willingness of providers to contribute in data collection and may also improve the quality of data collected	Would require further investigation to decide if it is worth developing and what would be special about the approach taken	Medium
<b>Facebook and Twitter</b> Harbour Sport	Reaching a wider range of people than has traditionally been possible	Removes barriers and bypasses gatekeepers of information. Anyone can access the Facebook page and the Twitter feed	Medium
<b>Sport Support Plans</b> Sport BOP	Builds the capability and confidence of sport club administrators	The standard, and straightforward, template and facilitated approach means that sports clubs get more capable at creating and developing their own plans	Medium
<b>Integration of RST and Council Roles</b> Sport BOP, Harbour Sport	Ability of RST to support sports codes in working with local authorities i.e. preparing more effective funding applications, navigating the Annual Plan process	This shared role ensures closer connection between the codes, the Council and the RST. It also provides the RST with insights into how Councils work which, in turn, makes them better placed to support the codes	Variable

## Replicating “Reporting” Initiatives

Initiative	Impact	What’s special	Replicate?
<b>Agreed Reporting Outcomes</b> Sport BOP, Sport Hawkes Bay	Reduces the amount of reporting required freeing up time for RST staff to do other work	Existing relationships have been harnessed and further developed such that all involved are confident that the reporting meets their expectations	Variable
<b>Economic Impact Evaluations</b> Sport Hawkes Bay	Enables the RST to demonstrate to enablers one strong aspect of the value that they deliver	An analytical approach to measuring the value of the RST enables them to prove their contribution to the region rather than just being a ‘nice to have’. This increases their ability to influence and gain access to funds/resources	Medium