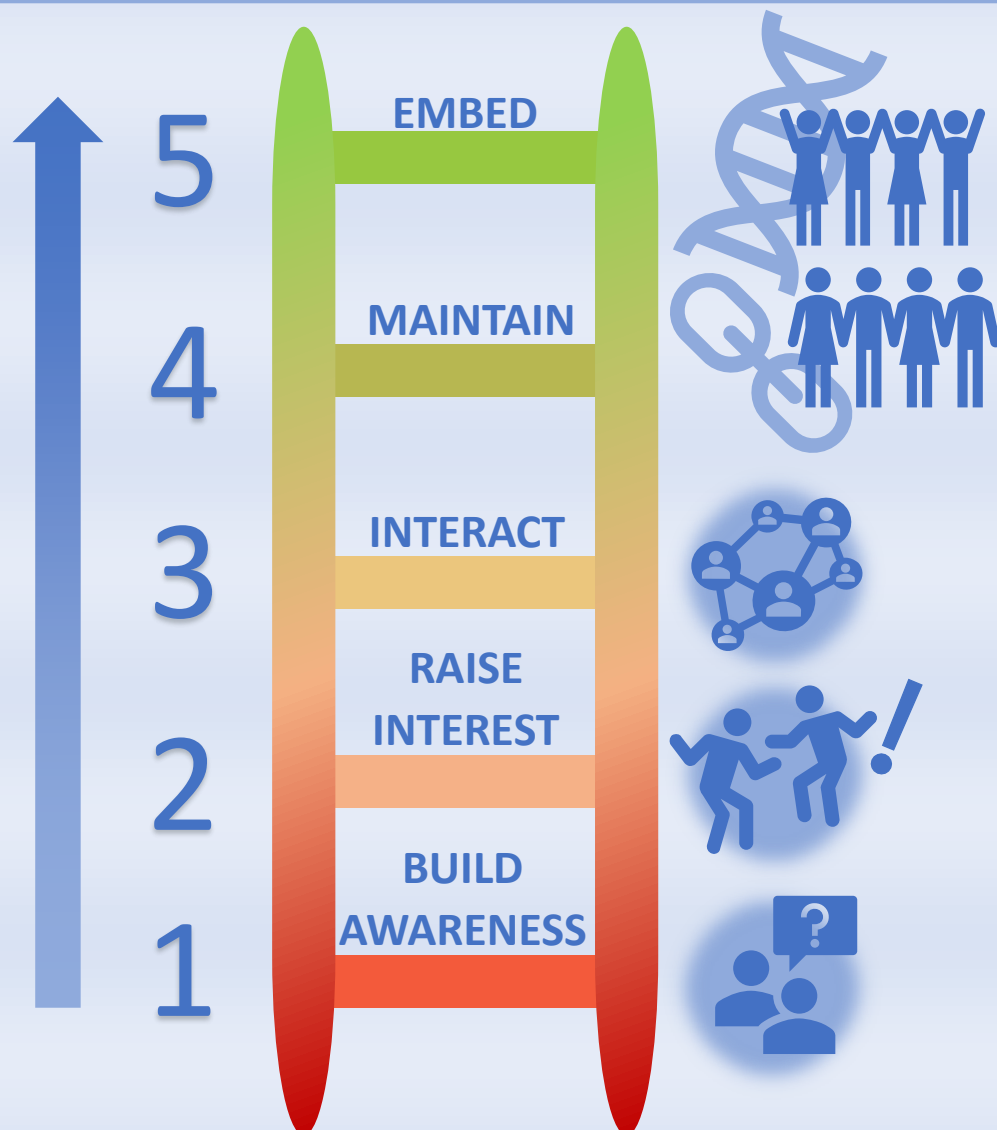





Engagement Ladder – A stepwise framework for engaging colleagues and embedding Knowledge Mobilisation at an organisational level



Knowledge Mobilisation (KM) is most successful when all members of a team or organisation are aware of it, able to understand how it benefits their work or aims, and consider it from project initiation - both informally and formally - as part of business process and project planning. This 'engagement ladder' model offers a suggested route to achieve this, aiming to allow 'KM Champions' to develop a plan to engage their colleagues with KM, develop activities to engage them, provide materials for them to interact with, seek opportunities to maintain and nurture links with key collaborators, and eventually, embed KM within their team or organisational DNA.

This is a lengthy process and requires reflection on what is working, what could be changed to engage colleagues more and progress on achieving key KM engagement aims. Feel free to use the entire framework, or simply elements of it that may feel more manageable/applicable for your team or organisation. Any progress in increasing engagement with KM is a success to be celebrated.

The table on page 2 breaks the knowledge ladder into its stepwise components (summarised in the figure below). This table shows the key objective of each incremental stage, representative indicators of success, as well as some examples of actions to achieve each stage. These examples are not designed as an exhaustive list, but to provide ideas for the user to consider.



Step	Objective	Indicators	Example Actions
BUILD AWARENESS 1 	Build Awareness of Knowledge Mobilisation	Colleagues are taken from not knowing anything about KM, to understanding some of the fundamentals, terminology and why it will benefit their work	<ul style="list-style-type: none"> • Introduce KM into induction/training processes • Signpost to existing resources at a broad level (wide distribution lists) • KM Champions may give a brief presentation on KM to their wider team/division
RAISE INTEREST 2 	Raise interest in Knowledge Mobilisation	Colleagues build on their KM knowledge and develop an interest in the area and how it can be applied to their work	<p>KM Champions to organise more focussed, engaging activities, such as:</p> <ul style="list-style-type: none"> • Quizzes linked to ‘knowledge’ • Short puzzles with a link to ‘knowledge’ to be sent to colleagues • Videos and other digestible resources to be sent to colleagues • Randomised Coffee Trial¹
INTERACT 3 	Get people to interact with your knowledge	Interest in and engagement with KM is enhanced by developing or sharing resources that colleagues can interact with	<ul style="list-style-type: none"> • Produce and circulate materials on KM for colleagues to engage with, for example, ‘myth-buster’/‘jargon-buster’ materials to help colleagues learn more about KM • Consider sending regular emails about KM – celebrating best practice (with examples from within/outside of the organisation) to inspire colleagues • Weekly/monthly ‘interesting fact’ to be sent to colleagues

			<ul style="list-style-type: none"> Ask for feedback in order to encourage colleagues to be more engaged – what would they like to see more/less of?
<p>MAINTAIN</p> 	Maintain/nurture links with key collaborators	Engagement with KM is maintained by developing more personal opportunities for colleagues to get involved	<ul style="list-style-type: none"> Seeking opportunities for colleagues to shadow or even be seconded to KM-related roles. Consider holding a 'KM awards' event to celebrate good practice at a wider level, developing further interest whilst rewarding key advocates of KM. Seek opportunities to form networks with other 'KM champions' within your organisation and across related organisations. This could include setting up a group in MS Teams or similar, to share ideas, celebrate good practice and ask questions. Seek opportunities for colleagues to attend KM-related events and talks and report back on their learning Ask colleagues what they would like to see more/less of from organisational KM Champions.
<p>EMBED</p> 	Knowledge Mobilisation is embedded in organisational DNA	KM is well embedded in both business process/planning and colleagues' minds when initiating projects/engaging with stakeholders. Added value of KM is evaluated and celebrated	<ul style="list-style-type: none"> Engagement with organisational KM is evaluated through staff surveys. Attendance at webinar/workshop sessions is recorded and post-event feedback collected KM is included in any business planning/project initiation frameworks within the team/division/organisation KM Champions celebrate and promote good practice regularly at a wider team level