Alice E. MacGillivray, PhD
1765 Oyster Way; Gabriola BC V0R 1X6
www.4KM.net   (250) 325-0456   **Alice@4KM.net**

GOAL

***To enable collaboration and learning, which spans organizational and cultural boundaries
and develops thoughtful practitioners as leaders in their chosen fields.***

SKILLS & KNOWLEDGE OVERVIEW

Designing and Facilitating Learning Environments

Have designed/delivered over 100 training and educational initiatives, ranging from workshops to a two-year graduate program for working professionals. My goal is to develop capabilities and capacities in people, groups, communities and organizations. I specialize in unpredictable environments. Examples follow:

Professional Development

▪ Designed the *Park System Leadership* course www.leadbynature.com an annual course with online and face-to-face components, to develop formal and informal leadership in major Canadian systems. Support from IDRC, IUCN and Environment Canada has enabled participants from Chile, Guyana, Brazil, Kenya and Nepal to attend.

Graduate Education

▪ Designed and facilitated the world's first graduate course about *Communities of Practice*: self-governing groups of people who regularly interact to learn and improve. This course was designed as part of Royal Roads University's MA in Knowledge Management. Learners designed their own activities and projects within a framework.

Just-in-Time Learning

▪ Introduced specific knowledge-sharing techniques into work environments that enable learning before, during and after initiatives.

Facilitation

▪ Facilitated post-secondary input during the British Columbia Premier's *Roundtable on E-Learning.* Regularly facilitate events in CPsquare: a community of practice about communities of practice.

Environmental Education

▪ Designed and delivered creative, curriculum-linked programs to students from pre-school to grade 12, in classrooms and in the field.

> Re: Royal Roads University
> *I came across this quote on the weekend and immediately thought of both of you.*
>
> > *Do not try to satisfy your vanity by teaching a great many things. Awaken people's curiosity. It is enough to open minds, do not overload them. Put there just a spark. If there is some good inflammable stuff, it will catch fire.*
>
> *Thanks for the spark,*
> Dawson Brenner
>
> *The communities of practice course has been the best learning experience that I have ever had, and the MA in KM program has helped to advance my career.*
> Fern Scodane,
> Nisga'a Lisims Government
>
> Re: Environmental education:
> *A terrific program! The parents who joined us agreed unanimously that it was the best trip of the year.*
> Susan Fasche

Public Speaking, Researching and Writing

Have designed and completed research projects for public and not-for-profit organizations in Canada and the U.S. Presented at meetings and conferences; wrote articles and papers for journals, magazines, newsletters and newspapers. Supported others' research through collaboration, peer reviews, thesis supervision and chairing.

Conferences

▪ Presented at international conferences: The Society for the Social Studies of Science (Montreal and Washington DC), the World Congress on Intellectual Capital (McMaster University), the AACE E-Learn conference (Washington DC), GeoTec Global, FORREX (knowledge and information management), The International Society for the Systems Sciences (Australia) and others.

Theses, Dissertations and Graduate Major Projects:

I have been the chair, supervisor or reader for dissertations, theses and MA major projects in fields such as environmental management, knowledge management and leadership. See Appendix A for examples.

> *Excellent presentation! We should have more like this.*
> PMI member re: keynote.
>
> The Comox Valley Free Press won a national weekly award while I was a regular columnist.

Leadership

Have led a number of interdisciplinary change projects; my inclusive and collaborative leadership style has facilitated communication and progress across difficult boundaries. I have also conducted leadership research.

Leading Interdisciplinary Change Initiatives

- Led interdisciplinary project (reporting to executive committee) to develop a knowledge-sharing and priority-setting system to manage each of BC Parks' 800+ properties as part of a single system. Developed computer application to *support* process.
- Created a pilot operational plan for a National Historic Site in a federal park; it was adopted by Ottawa as a model for the system.
- Designed and implemented distance education innovations at Royal Roads University, including the first online guests; use of external collaborative web tools—including a wiki and communities of practice platform—and virtual field trips.
- Developed appropriate use policy and procedures for BC Parks.

Networking Leadership

- Worked with public sector professionals from other branches and ministries to develop Protected Areas Strategy policy and procedures to guide land acquisition in the provincial park system. Mentored field teams. Received recognition from cabinet committee.
- Worked with stakeholder groups from a range of sectors to guide curriculum changes in the British Columbia K-12 system.
- Served 2.5-year term: Fielding Graduate University Governance body and chair the Fielding Alumni Council (2nd term).

Information Technology

I have been a business champion of technologies that have potential to support important innovation and learning. Examples:

- Use social media (e-learning and communities of practice platforms; wikis, microbloging, Drupal…) for collaboration and social learning.
- Developed intranet site to support organizational development in the BC Ministry of Transportation.
- Employed database technologies (MS Access; Oracle Discoverer; customized ArcView tool) to integrate data from dozens of databases to inform specific public sector management decisions.

Administration & Management examples:

- Directed knowledge management graduate programs at Royal Roads University; planning, supervision; budgets; evaluations; Member of Royal Roads Enterprise Risk Management Task Force and other corporate committees and task forces.
- Chaired and sat on several panels in public and not for profit organizations to hire employees.
- Received ministerial recognition for a cost-effective staff development project in the British Columbia government.
- Managed a multi-disciplinary $750,000. capital project.
- Worked with a Treasury Board analyst in BC to effect government-wide policy revisions
- Planned and delivered training for scout jamborees (peak attendance >45,000).
- HR chair for an administrative board for two years.

Other community work includes keynote presentations; public engagement; fundraising for cancer cure initiatives, and work with local festivals and events.

Innovative Work: Two Examples

The Auditor General (OAG) for a government body learned from senior public servants that there was a need for more effective knowledge generation, sharing and use. Knowledge can be an organization's most important asset, yet it is typically ignored in comparison to assets such as money, furniture and computers. Problems can easily translate into less than optimal programs and services for the poor, persons needing health care, public safety, and environmental sustainability. I worked with the OAG to develop a web-based guide to help the government and its departments think about these topics and plan improvements. This was a first for the OAG in two respects: developing supportive material prior to an audit and it was also their first web-based report, which has more potential for updating, searches and potentially collaboration.

Another example is from the graduate-level communities of practice course, which I designed and delivered. One of the students was a member of the Nisga'a-Lisims Indigenous community in northern British Columbia. Students in the course designed their applied assignments so they could do work for their organizations, networks or communities. This student was struggling with the design of an assignment. During one conversation, I suggested she explore links between course content and the values, practices and heritage of her nation. The student later told me that she had edited the assignment into a speech for the first election of their new self-governing nation, and that she had been elected.

It is a privilege to be involved with this kind of work and learning.

EDUCATION

PhD in Human and Organizational Systems
Fielding Graduate University: Santa Barbara California.
Concentration: Information Society and Knowledge Organizations.

Dissertation title:

PERCEPTIONS AND USES OF BOUNDARIES BY RESPECTED LEADERS: A TRANS-DISCIPLINARY INQUIRY

Committee members:
Frederick Steier, PhD, Committee Chair
Katrina Rogers, PhD, Faculty Reader
Robert J. Silverman, PhD, Faculty Reader
Lyn Hartley, PhD, Student Reader
Etienne Wenger, PhD, External Examiner.

Systems perspective on leadership: builds on the work of Midgley, Uhl-Bien, *Österåker*...

Graduate Certificate in Dialogue, Deliberation and Public Engagement:
Fielding Graduate University in co-operation with the University of Sydney, Australia.

MA in Human Development: Fielding Graduate University.

MA in Leadership and Training: Royal Roads University; Sponsored by BC Parks.
Highest grades possible in all courses.

Thesis title:

USING BUSINESS INTELLIGENCE TOOLS TO FACILITATE FRONT LINE PRIORITY-SETTING IN A PUBLIC SECTOR ORGANIZATION

BGS: with Great Distinction. Athabasca University with courses from the University of British Columbia and University of Victoria. Interdisciplinary: sustainability (geography, Indigenous cultures) and learning-related (adult education, environmental education, cognitive science).

Memberships (current and recent) include: Academy of Management including Leadership network; International Society for the System Sciences; Society for Social Studies of Science; CPsquare (core member); Association of Knowledge Workers; Systems Integrators KM Leaders; KM4Dev (development) and several other communities. Certified to use Cognitive Edge methods, Zenger-Miller tools and to lead Instructional Skills Workshops (ISWs).

> **For more information, see following pages and www.4KM.net**

Appendix A
Ten Examples of MA Thesis Supervision and Chairing (see Academic CV for more)

Researchers:	Titles of completed works; six others in progress:
Thibault, B. (2004).	*A knowledge management system: Turning knowledge into performance.*
Morrison, J. (2004)	*Against better judgement: Escalation of commitment and its impact on knowledge and leadership in decision-making.*
Brenner, D. (2005)	*Maintaining the Critical Capabilities of BC Open University during the transfer to Thompson Rivers University.*
Ransom, D. (2005)	*Understanding before action: Moving toward virtual teamwork at the Canadian International Development Agency.*
Farrand, A. (2007)	*Applying knowledge management to environmental assessment follow-up at Canada's National Energy Board*
Scaia, M. (2007)	*Wisdom of place: Learning, doing, and identity of wilderness travel practitioners.*
Urquhart, G. (2009)	*Supporting mental health clients in subsidized assisted living sites within Vancouver Coastal Health's Vancouver community health services delivery area.*
Warner, T. (2011)	*Enhancing Knowledge Sharing within West Coast Aquatic*
Malins, S. (2011)	*Convergence and Collaboration: Integrating Cultural and Natural Resource Management*
Gallagher, K. (2012)	*Environmental Policy Creation, Using the Lake Simcoe Protection Plan as a Case Study of Success*

Three Examples of PhD Dissertations for which I was a reader (see Academic CV for more)

Researcher:	My role:	Dissertation title
Youssef, H. (2007)	Subject Matter Expert	*The role of globalization and institution in shaping local knowledge in the national awards excellence program in Egypt.*
Hartley, C. (2008)	Feedback and Support	*Opening space through contemplative practices: How educators foster a field of collective learning.*
Bogner, J. (2010)	Methodology Expert	*Health Care Interventions, Sense-making and Behavior Change through Transformative Learning among Health Care Providers and their Clients with Diabetes*

Five Sample Publications see Academic CV for more or www.4KM.net writing section for more)

MacGillivray, A. (2010). Metaphors from Nature for Knowledge Work in a Complex World. In A. Tait & K. Richardson (Eds.), *Complexity and Knowledge Management: Understanding the Role of Knowledge in the Management of Social Networks*. Charlotte: Information Age Publishing. pp. 201-216.

MacGillivray, A. (2010). Leadership in a network of communities: A phenomenographic study in *The Learning Organization*.Vol. 17 (1) pp. 24-40.

MacGillivray, A. (2009). Book review of Digital Habitats: Stewarding technologies for communities by Wenger, White and Smith. For *Emergence: Complexity and Organization*. Vol. 11 (4) pp. 99-104.

MacGillivray, A. (2009). Turning leadership outside in: Boundary spanners' internal boundary work. See ISSS conference proceedings from Brisbane, Australia: http://journals.isss.org/index.php/proceedings53rd/issue/current/showToc

MacGillivray, A. (2009). Knowledge intensive work in a network of counter-terrorism communities. Hershey: IGI Global. http://www.igi-global.com/reference/details.asp?id=33145 This chapter/paper appears in the *Handbook of Research on Knowledge-Intensive Organizations* edited/authored by J. Kociatkiewicz & D. Jemielniak (Eds.), Copyright 2008, IGI Global, www.igi-global.com. Posted by permission of the publisher.