# Ethical Practices: Part Five

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# The Problem With Governance Frameworks

- They're designed for organizations, not wider society

- They depend on agreement and shared presumptions

- They are not actually based in ethics

- Humans

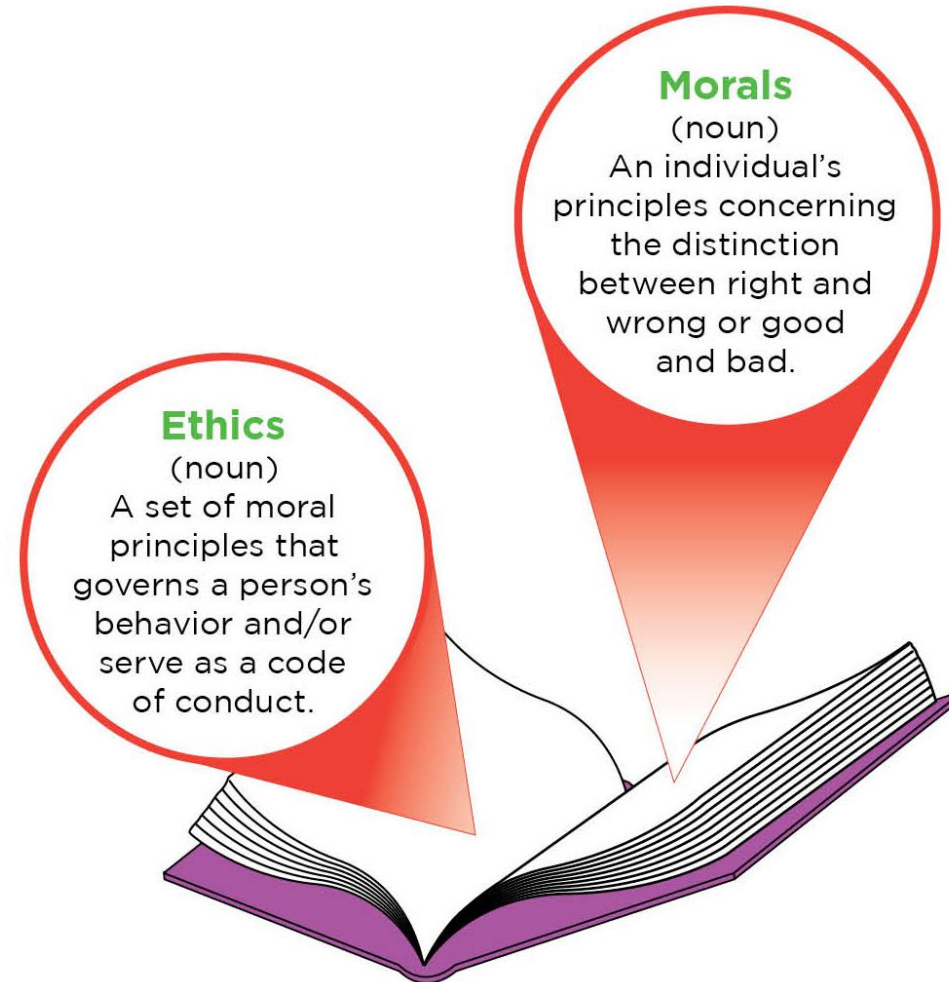# Activation of Ethical Practices

- What not to do…?
- The HBR Approach
- Knowledge Translation
- Knowledge Mobilization
- Connective Action

Title image:
https://www.wlu.ca/academics/research/partnerships/partner-with-a-researcher/knowledge-mobilization.html

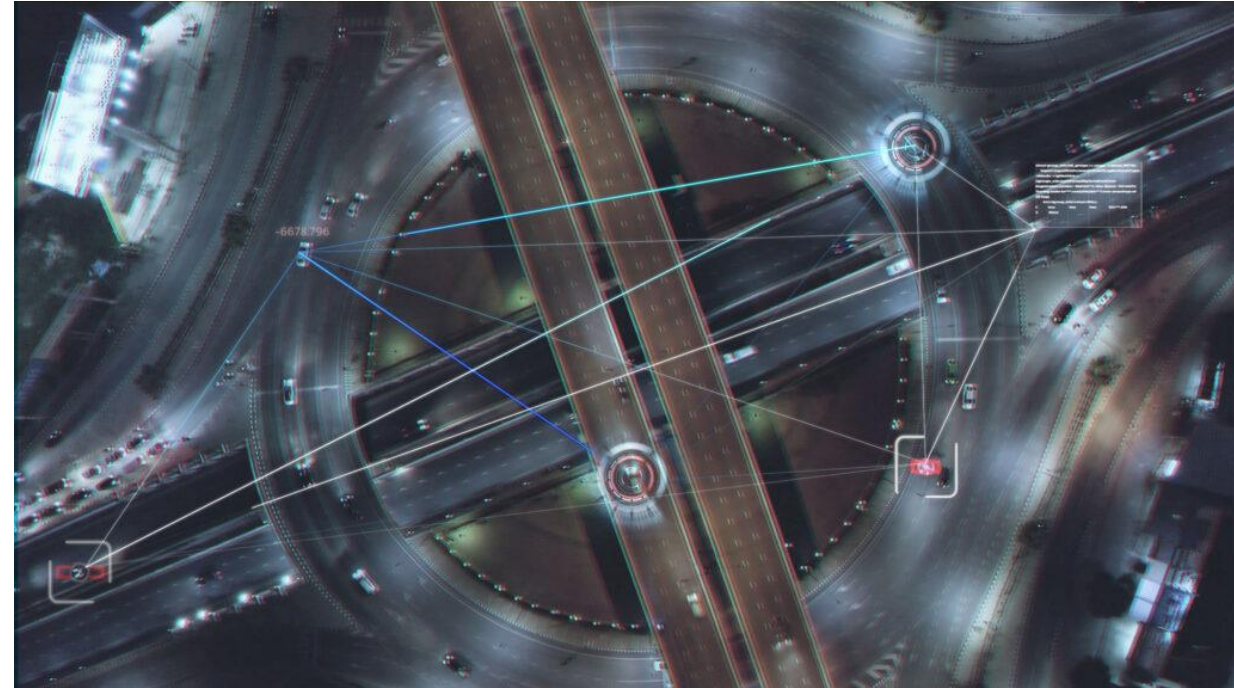**Morals**
(noun)
An individual's principles concerning the distinction between right and wrong or good and bad.

**Ethics**
(noun)
A set of moral principles that governs a person's behavior and/or serve as a code of conduct.
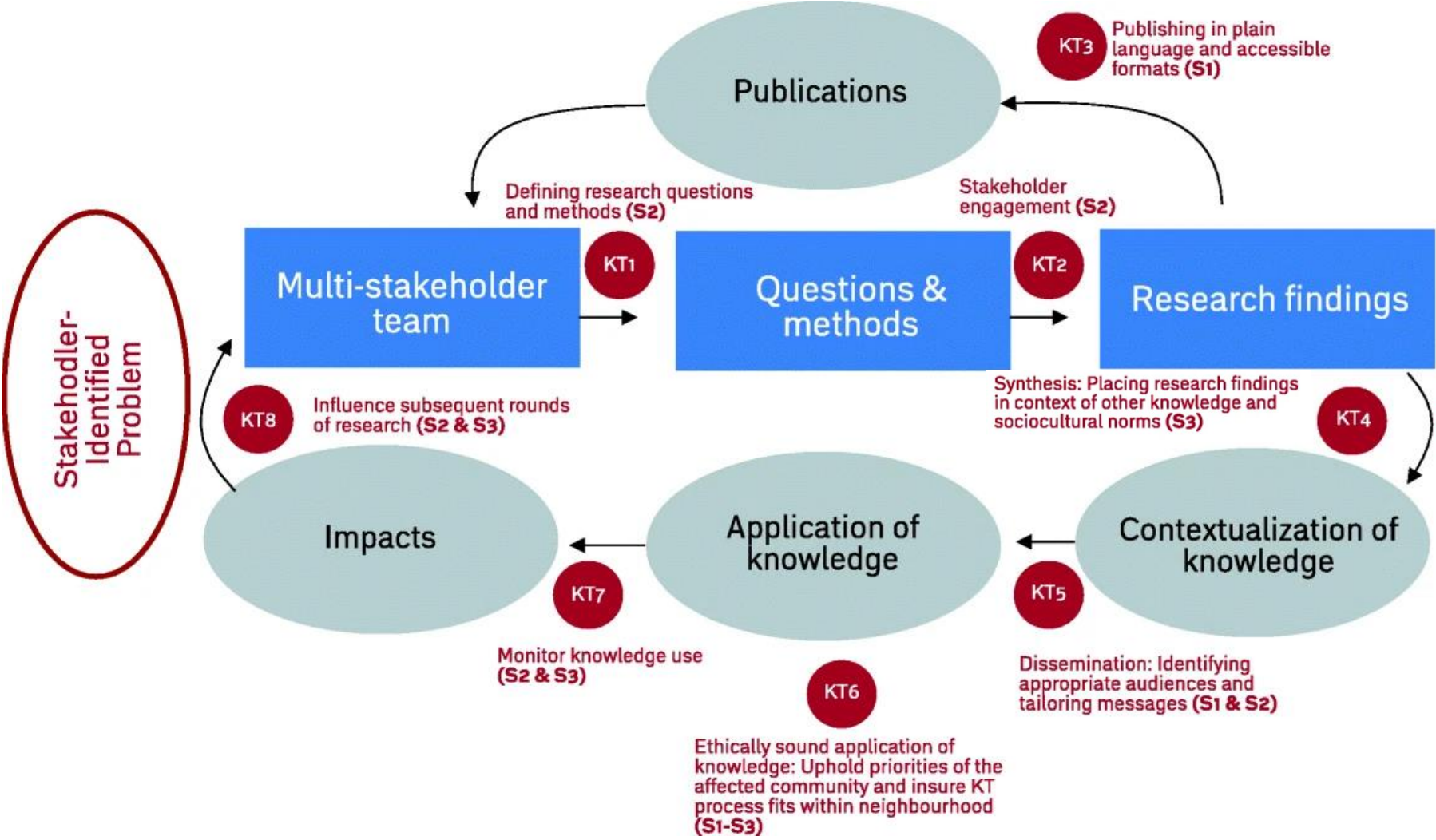
# What Not to Do…?

Per Harvard Business Review…

- the academic approach:
  - "Should we…" Vs. the Business approach: "how can we do it without making ourselves vulnerable to ethical risks?""
- the on-the-ground approach
  - "engineers, data scientists, and product managers…. lack, the skill, knowledge, and experience to answer ethical questions systematically"
- high-level AI ethics principles
  - "The difficulty comes in operationalizing those principles. What, exactly, does it mean to be for "fairness?"

Reid Blackman, 2020, https://hbr.org/2020/10/a-practical-guide-to-building-ethical-ai

# The HBR Approach

1. Identify existing infrastructure that a data and AI ethics program can leverage.

2. Create a data and AI ethical risk framework that is tailored to your industry.

3. Change how you think about ethics by taking cues from the successes in health care.

4. Optimize guidance and tools for product managers.

5. Build organizational awareness.

6. Formally and informally incentivize employees to play a role in identifying AI ethical risks.

7. Monitor impacts and engage stakeholders.

Reid Blackman, 2020, https://hbr.org/2020/10/a-practical-guide-to-building-ethical-ai
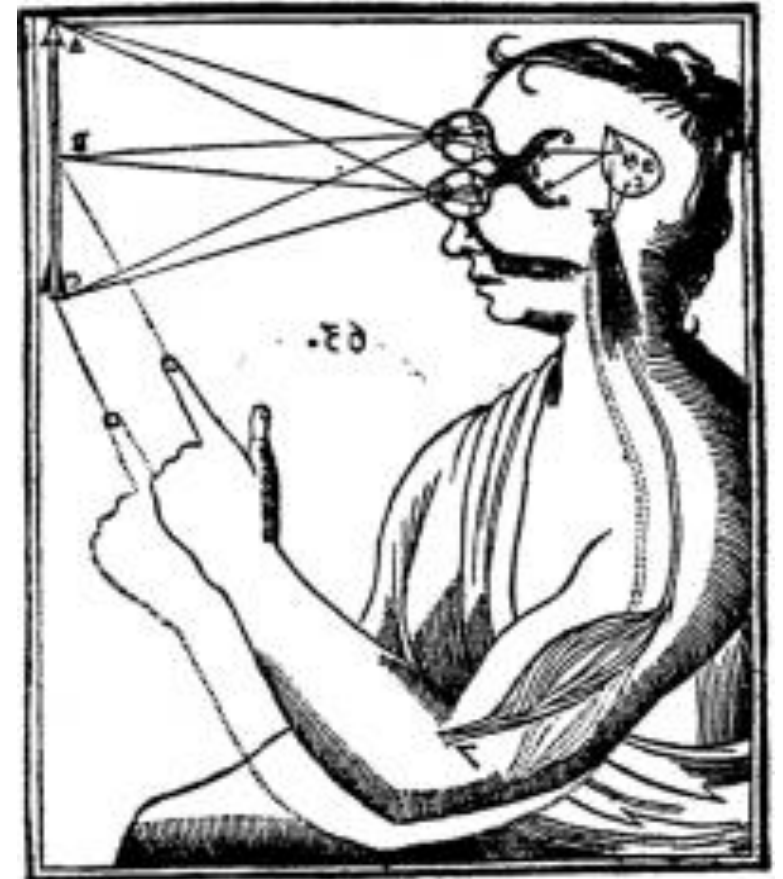
# Knowledge Translation



Knowledge translation was defined at a consensus meeting of the World Health Organization in 2005 as 'the synthesis, exchange and application of knowledge by relevant stakeholders to accelerate the benefits of global and local innovation in strengthening health systems and advancing people's health'

# Beyond the Translation Metaphor

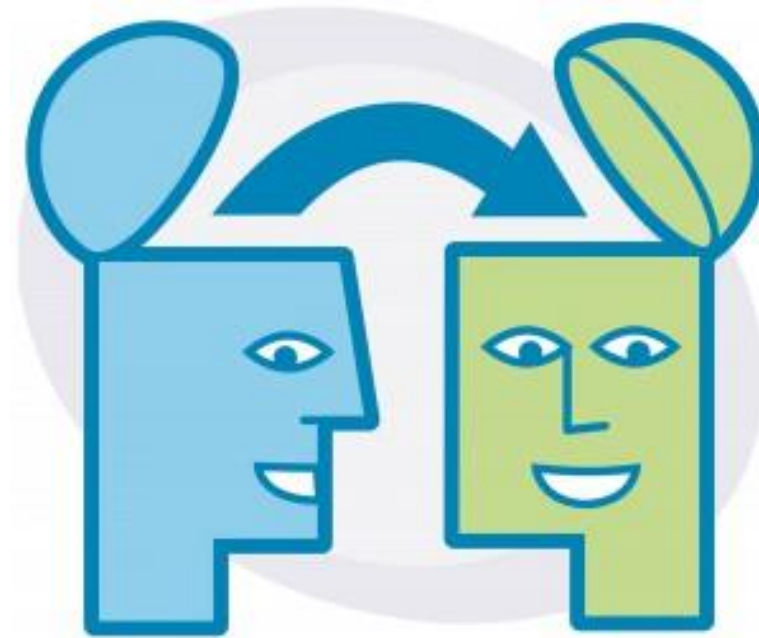Three assumptions underpin the knowledge translation metaphor:

1. knowledge is seen as unproblematically separable from the scientists who generate it and the practitioners who may use it (the 'objectivist' approach to knowledge).

2. knowledge and practice can be cleanly separated both empirically and analytically.

3. practice consists more or less of a series of rational decisions on which scientific research findings can be brought to bear.
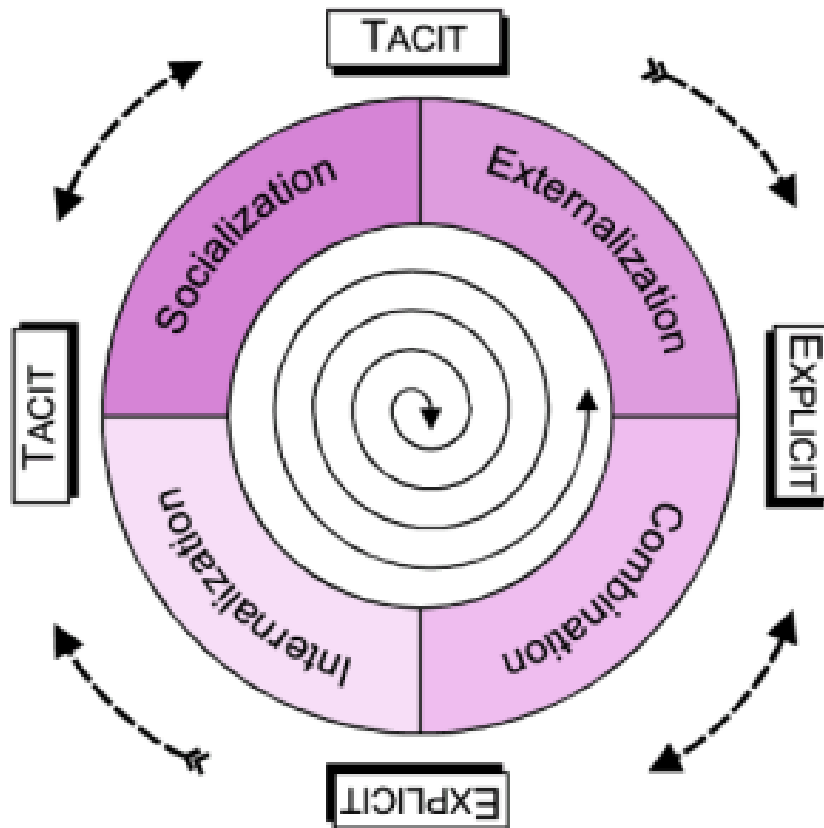
# Lost in Translation

"Models and processes developed in learning analytics research are increasing in sophistication and predictive power. However, the ability to translate analytic findings to practice remains problematic."

First, "awareness that a particular tactic or strategy is generally beneficial is often insufficient motivation for a student to adopt it," and second, the labeling of these practices is itself a challenge.

# Knowledge Mobilization

- making evidence accessible, understandable and useful for knowledge users

- meaningful use of evidence and expertise to align research, policy and practice in order to improve outcomes

- not just about disseminating information

- not just about sharing, or publishing, or one-way information flow

- engagement, end-user participation and attention to impact

- It includes practice-based evidence from the real world, from the expertise of practitioners

http://www.kmbtoolkit.ca/what-is-kmb

https://www.sshrc-crsh.gc.ca/about-au_sujet/publications/KMb_-_LevinDiscussionPaper_-_E.pdf
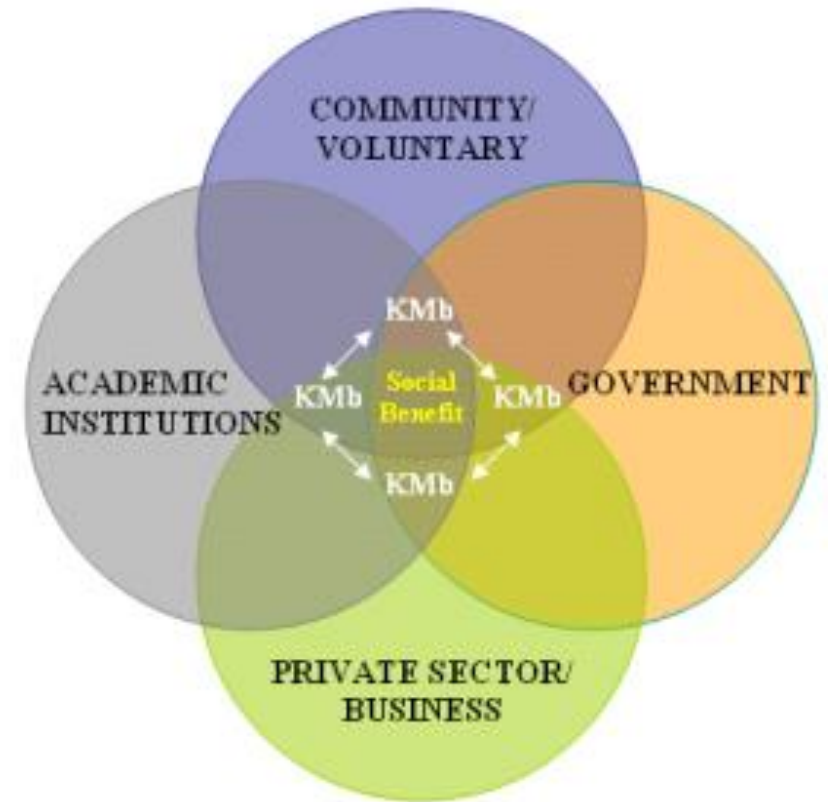
# From a KM Perspective

- Knowledge is socially constructed and its use takes multiple forms
- Bodies of consistent evidence are more powerful and effective over time than single studies
- Most practitioners have a range of connections to research
- sources of practices and decisions are hard to define with precision
- Knowledge is always mediated in some way through various social and political processes
- Knowledge by itself is not enough to change practice
- The scale of impact matters but has not received very much attention.
- The relationship between knowledge and use runs in both directions
- Personal contact and interaction remains the most powerful vehicle for moving evidence into practice.
- Not only a matter of producing more knowledge, but also of improving both the desire and capacity for its use
- Dedicated effort matters.

https://www.oise.utoronto.ca/rspe/UserFiles/File/KM%20paper%20May%20Symposium%20FINAL.pdf

# Applying Knowledge Mobilization

- The need to go beyond traditional publishing

- Researchers need to find an uptake for "strategies that excite them"

- "need to put aside your personal agenda and to challenge your own disciplinary/sectoral approaches to become a part of something bigger."
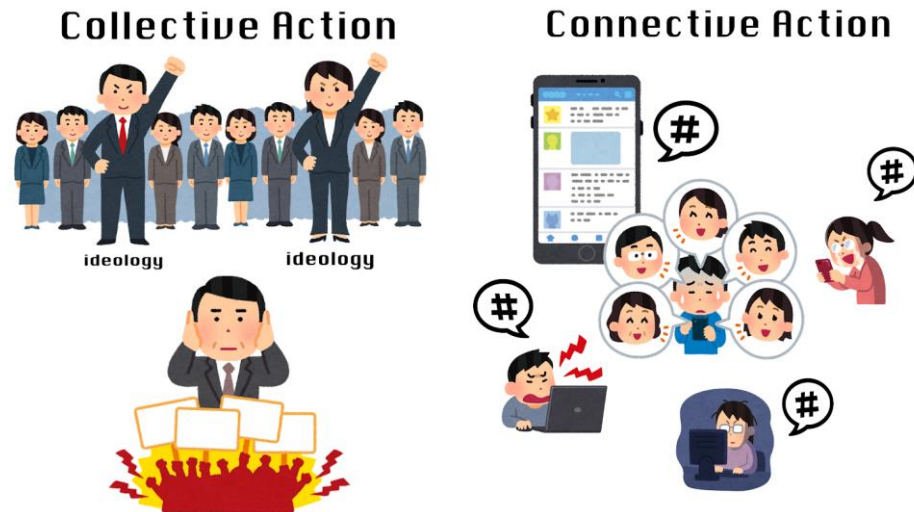


https://kmbkteam.wordpress.com/2011/01/05/the-difference-between-km-knowledge-management-kmb-knowledge-mobilization/

https://timreview.ca/article/1014
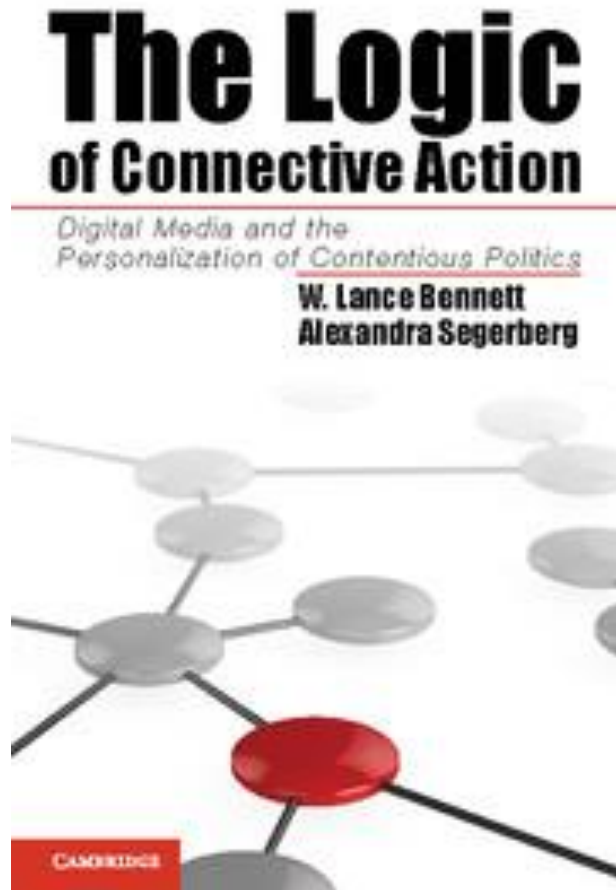
# Connective Action

Forms of activism that focus on quiet acts of caring rather than amplification of a message or platform



Saidiya Hartman: a movement "driven not by uplift or the struggle for recognition or citizenship, but by the vision of a world that would guarantee to every human being free access to earth and full enjoyment of the necessities of life, according to individual desires, tastes, and inclinations."

Resistance in a minor key: Care, survival and convening on the margins, Rianka Singh, First Monday, 2020/08/11
https://firstmonday.org/ojs/index.php/fm/article/view/10631/9418
https://the-leads-asia.news/2021/02/19/drschafer-part2/

# Connective Action



Key ideas:
- the idea of 'platform inclination' as an alternative to 'standing up to' or 'against' something
- the idea of producing hope rather than 'looking for hope in the sky,'
- the distinction between 'a performance of care' as opposed to 'doing the work of care,'
- connective action and the practice of 'communicative labour' "at the point of organizing rather than more visible forms of resistance."

https://theconversation.com/connective-action-the-publics-answer-to-democratic-dysfunction-33089