

The Knowledge Management Dilemma – do we confuse knowledge with knowing?

IDEA = SPARKERS



KM Europe 2004



How is knowing different from knowledge, JSB?

consider affordances



A Cartesian View

individuals information



Moving beyond focusing just on information – unnatural in the digital age.

Cartesian View



Power points AS TRANSFERRING KNOWLEDGE
An early view of knowledge management

A Social Life Critique View

context
communities
communication



Joint Work & Social Networks Supporting Knowing Is Key:
knowing as knowledge in action

Keys To Survival In A Rapidly Evolving World shifting from managing continuity to managing discontinuity (Peter Drucker)

- > learning from every interaction with the world and sharing what you have learned.
- > learning faster than your competitor
- > escaping tunnel vision in order to leverage what others, all around us, know.

Tunnel Vision?



Tunnel Vision Leads To Tunnel Design



Individuals
Information

Communities
Communication
Context

context is why we turn to others rather than just data bases when we need to find something out

Seeing is harder than it might appear

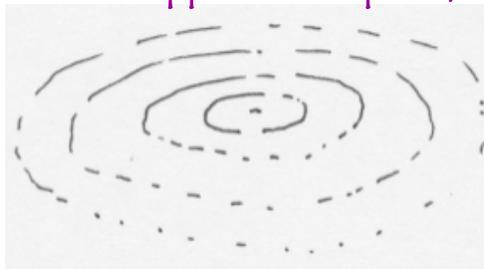
Let's explore using [basketball](#)



Hmmm, where the heck is jsb headed now?

Just What is Information?

The difference that makes a difference -
the ripple in the pond



Cool, but then what makes up the pond?

What Do We Mean By A Community Of Practice ?

- ◇ a group of people . . .
- . . . with diverse viewpoints, roles, etc .
- . . . engaged in joint work,
- . . . over a significant period of time ,
- . . . in which they build things, solve problems,
learn , invent, and negotiate meaning,
- . . . and evolve a way of reading each other



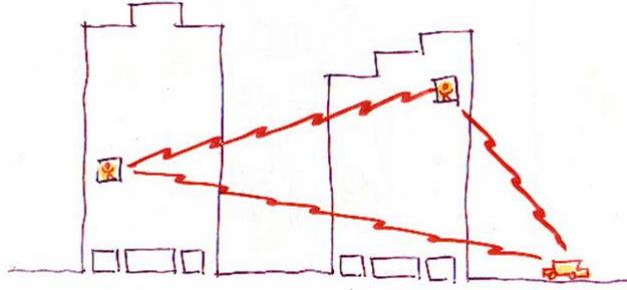
Ah - consider basketball.
Key is reading each other's moves
producing a kind of robust fluidity!
(similar in theater - ensembles)

A platform for improvisations and sense making

TECH REP CHALLENGE - \$200 MILLION CHALLENGE



Leveraging and Learning from the Periphery



always on, always connected.

- > distributed social "mind" as a job performance aid
- > the social mind as collective expert-ise
- > a learning platform: legitimate peripheral participation
depends on shared practices and deep understanding of each other

A Poorly Understood Tenet

Shared practice provides the rails on which knowledge flows--

facilitating both the:

- > shared warrants (trust)
- > shared world view underlying beliefs



The world is read thru the lens of practice

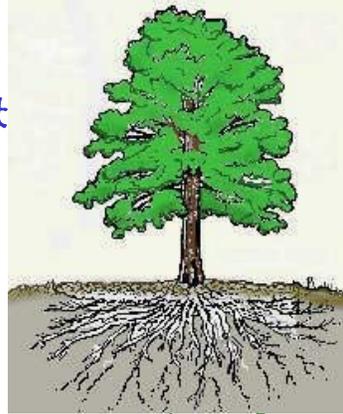


So knowledge flows within a cop but sticks – or doesn't flow readily – between cops in the value chain: a root challenge for knowledge management

Dimensions of Knowledge explicit/tacit

learning About

Tangible
assets

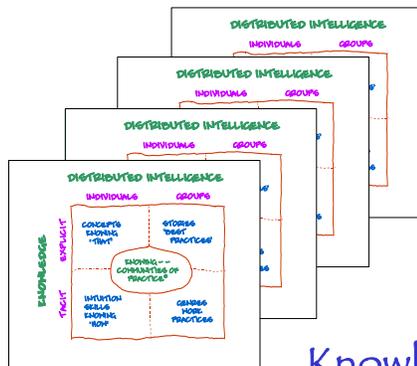


learning To-Be

Intangible
assets

robustness and adaptability from situated roots.
dis-embedding & re-embedding knowledge: hard
==> best practices don't always travel

Network of Practice (Network of cops with similar practices)



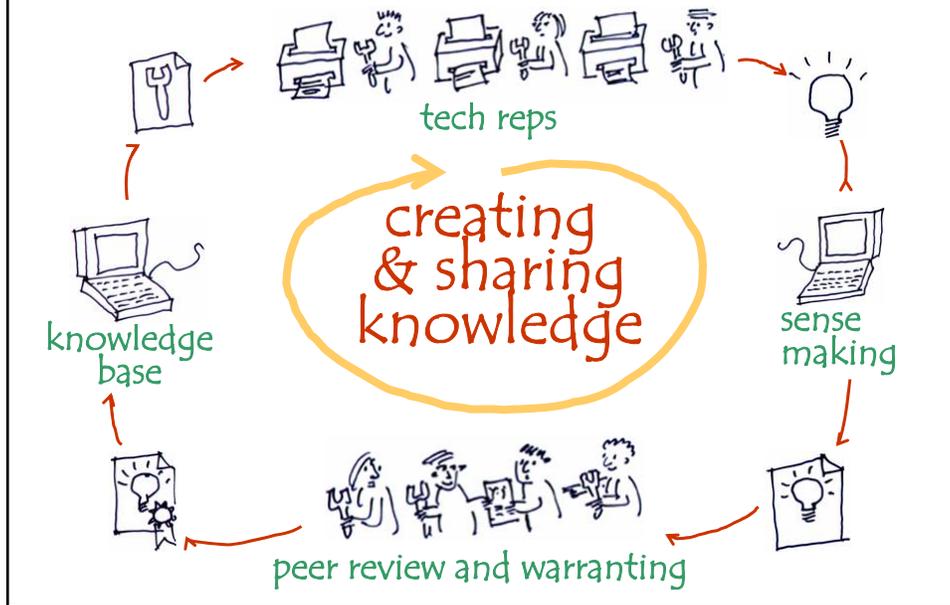
Network of practice:
-occupational communities
-professional communities
-epistemic cultures
-social worlds

Knowledge flows or
leaks easily across a
network of practice.



Knowledge sharing and shaping easy here..

Eureka --> AGiLiENCE Group
transforming experience into actionable knowledge



Social Software Helps

Connecting people
Enhancing awareness & presence
Vetting ideas
Building community

Tools

- ◇ IM (radically different from email: presence)
- ◇ wikis (project or community journals) [VSC](#)
- ◇ blogs, (personal journals and commentary)
- ◇ social networks (LinkedIn, Spoke, SHOCK)
- ◇ inferring networks from practice: Tacit

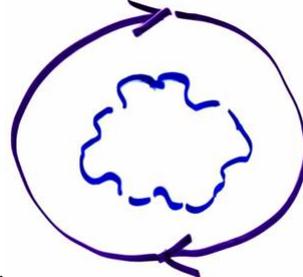


Wow. Two years ago these were barely known
even in geek-land

A Virtuous Circle

(social software → social capital & intellectual capital)

Social Capital Formation



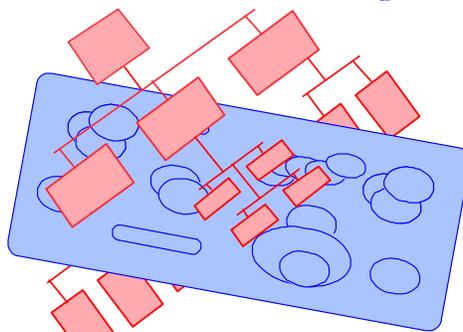
Intellectual Capital Formation
thru local innovation



Wow.. What a win!! Kind of like Open Source
And Wikipedia.

A View Of The Firm

authorized and emergent



Well oiled machine vs social fabric

The catch

IT supports the authorized and almost never the emergent.
Yet the emergent is where most improvisations
and new ideas get created.

Topological and dynamical aspects of social networks

- ◇ hubs or connectors
People that become the gathering and sharing point for critical information
(can be both good and bad – bottlenecks)
- ◇ boundary spanners
people that provide critical links between two or more groups & can translate.
- ◇ knowledge brokers
can help bridge and negotiate practices using various kinds of boundary objects as tools.
(friction -----> productive friction)

Types of networks

- ◇ networks of practice
- ◇ social networks
Whom do you check in with?
- ◇ innovation networks
Whom you want to brainstorm with?
- ◇ expert knowledge networks
Given a hard problem, whom do you turn to?
- ◇ career networks
Whom do you go to for career advice, etc?
- ◇ learning networks for skill improvement

Karen Stephenson

The Strength of Weak Ties



Ah, so these networks cross cut the enterprise bridging communities of practice, functional silos and hierarchies.

Providing the warp and woof of a social fabric, in which stories and experiences are shared and supported by chat rooms, blogs and informal physical space.

The Toyota Production System – a tightly coupled machine or a social system that affords knowing and learning?



assembly line will range from one to five miles in length



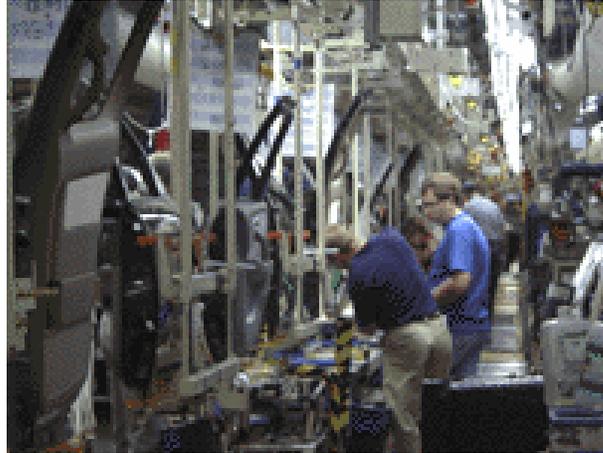
Really?

And anyone can stop the entire line when a problem is encountered!



Some Critical Rules of TPS*

1. All work shall be highly specified as to content, sequence, timing and outcome.



* Kent Bowen and Steven Spear

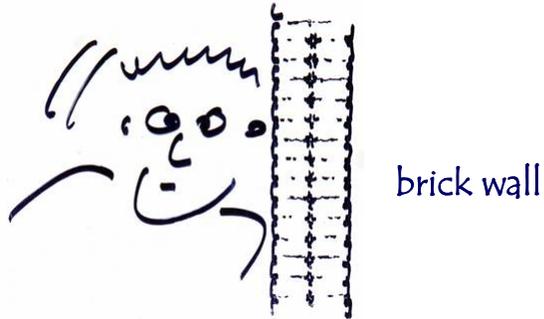
The Four Rules of TPS (cont)

2. Every customer-supplier connection must be direct with a yes-or-no way to send a request and receive a response.
3. The path way for every product or service must be simple and direct.
4. Any improvement must be made in accordance with the scientific method, under the guidance of the mentor, at the lowest possible level in the organization.

* Kent Bowen and Steven Spear

The Great Challenge

- ◇ changing { one's own / a corporation's } mental model



Designing Evocative Experiences - beyond the cognitive



- ◇ engagement
- ◇ participation
- ◇ emotion
- ◇ gut



What! ... I thought
logic reigned
supreme.

No, no,
narratives do -
digital narratives.



Story Telling – the secret weapon

master story teller
Stephen Denning



Kinds of stories

- Ignite action
- Share knowledge
- Open possibilities
- Build community

but make them minimalist so that they
can be retold in new contexts with new meaning

When User Hits Machine – changing the corporate Xerox mindset



listening to the dialogue

Never underestimate the power of a narrative



I'm a big proponent of a new kind of grammar that goes beyond words. To tell a story now means grasping a new kind of language, which includes understanding how graphics, color, lines, music and words combine to convey meaning.

[Clip](#)

Conceptual Blending

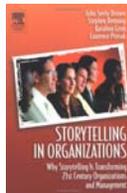
Through the narrative, we construct and reconstruct, and in some ways reinvent yesterday and tomorrow. Memory and Imagination fuse in the process.

Jerome Bruner



Ah, opening possibilities – the key to a meaningful, creative and productive workplace -- where knowledge creation and sharing reign supreme.

Thank You



a social view of
knowledge
creation and sharing

