

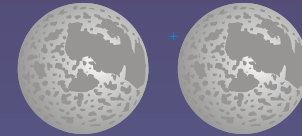
Laying the Groundwork for a KM Professional

Learning, Knowledge and Effective Action

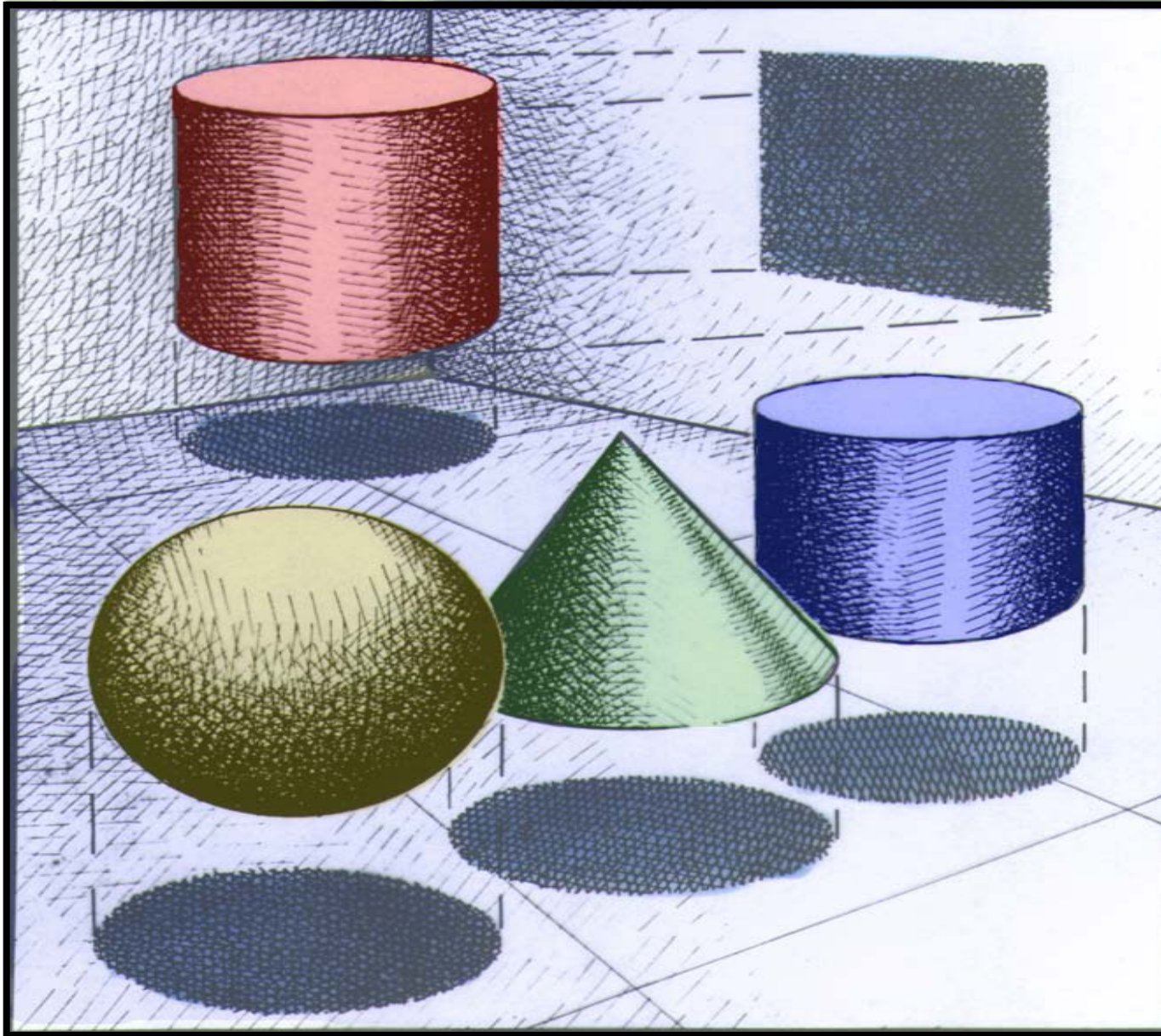


Alex and David Bennet
Mountain Quest Institute
www.mountainquestinstitute.com

A father said to his double seeing son,
“Son, you see two moons instead of one.”



“How can that be?” the boy replied. “If I
were, there would seem to be four moons
up there in place of two.”



*What you see depends on the direction from which you look.*³

Ex 1: New Thought, New Behavior

Verification (to verify)

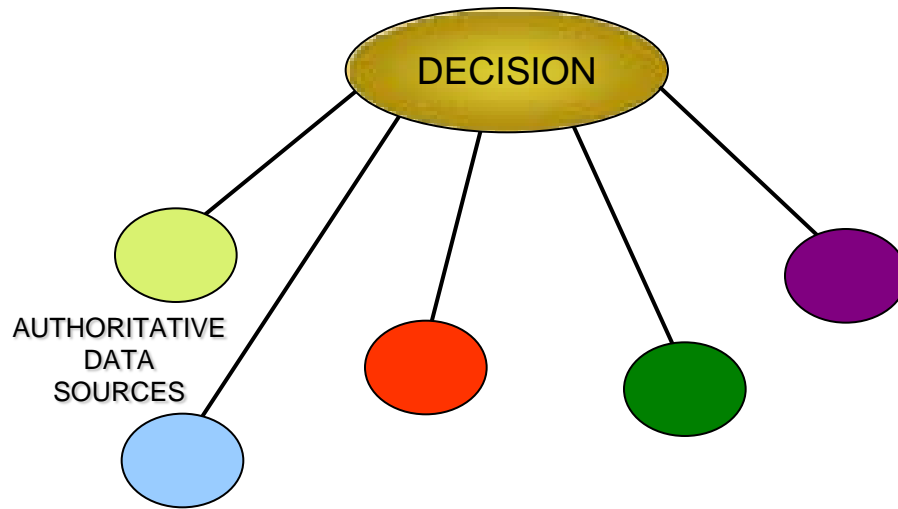
- To prove the truth of by presenting evidence; to determine the truth of accuracy.
- Grounded by the explicit.



Verication (to vericate)

- To test the reasonableness by consulting a trusted ally; to determine the reasonableness or soundness.
- Grounded by the implicit.

Ex 2: Clumping and Clustering

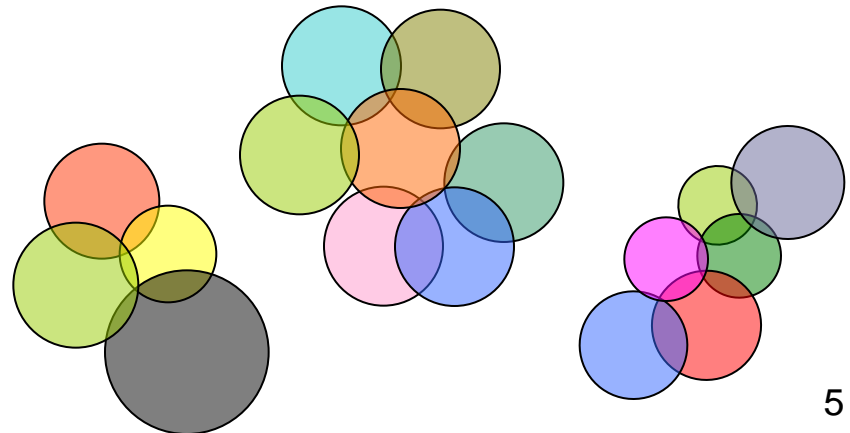


CLUMPING

- Organizing information and data around decision points.
- Real-time data and information.
- Promotes efficient and effective decision making.

CLUSTERING

- Information and data organized around similarities.
- Promotes building of new knowledge and innovative practices.



The Power of Knowledge

“Every decision-maker has a self-organizing, hierarchical **set of theories** (and consistent relationship among those theories) that **guide their decision-making process.**” (Alex and David Bennet)

“There’s **nothing so practical** as a good theory.” (Kurt Lewin)

What is a KM Professional?

- 1. A thought leader and a facilitator of new ways of thinking.**

DEFINITION

Information is ...

- ...non-random patterns (patterns with some level of organization).
- ... the *who, what, when* and *where*.
- ... easily stored in systems, manipulated by computers, and written in books.
- ... increasing at an exponential rate as technology (and connectivity) advances.
- ... remembered best by repeated memorization.
- May provide *some meaning*, but usually limited.

A Little Aristotelian Logic

SINCE ... Σ of all individual actions every day \equiv organizational performance

AND ... Knowledge is defined as the capacity to take effective action in varied and uncertain situations.

THEREFORE ...

Σ of all individual knowledge and learning applied every day \equiv organizational performance

DEFINITION

Knowledge is ...

- ...the *human capacity* (potential & actual ability) *to take effective action* in varied and uncertain situations.
- ...understanding a situation.
- ... finding meaning in a situation.
- ... having insights into a situation.
- ... creating ideas related to a situation.
- ... having intuition about a situation.
- ... making effective judgments.
- ... anticipating the consequences of some action.
- ... the who, what, when and where AND *why* and *how*.

Knowledge includes:

- Facts, beliefs, truths and laws
- Concepts, methodologies
- Know-how, Know-why
- Judgments and expectations, insights
- Relationship, leverage points
- Intuition and feelings
- Meaning and sensemaking

WHEN this information is *USED* or *CAN BE USED* to take effective **action**.

Precedence tying knowledge to action ...

Verna Allee

Debra Amidon

Ramon Barquin

David Bennet

Juanita Brown

John Seely Brown

Francisco Javier

Carrillo

Robert Cross

Tom Davenport

Ross Dawson

Steve Denning

Nancy Dixon

Leif Edvinsson

Kent Greenes

Susan Hanley

Clyde Holsapple

Esko Kilpi

Dorothy Leonard

Geoff Malafsky

Carla O'Dell

Larry Prusak

Madanmohan Rao

Tomasz Rudolf

Melissie Rumizen

Hubert Saint-Onge

Judi Sandrock

Dave Snowden

Tom Stewart

Michael Sutton

Karl-Erik Sveiby

Douglas Weidner

Steve Wieneke

Etienne Wenger

Karl Wiig

Thought Leaders: Knowledge Tied to Action*

- Information that gets put to **use/action**.
- Information placed in context that has within that specific context and time value of trust and verification and can be picked up and **used** immediately for **action or decision**.
- Information in action** (with information as raw material and learning how it grows)
- The capacity for **action** towards the future.
- The higher value-added forms of content with the most human contribution, the most ready for immediate **use**.
- The capacity to **act** in context
- Experience connected with some kind of **action**.
- The capacity to **act effectively**.
- What enables the capacity to **act**.
- Experience and insight that leads directly to someone being able to take **action**.
- Action**.
- That which provides either the human understanding, or embedded understanding, to be able to evaluate, categorize information about something and then be able to deduce if you will or even infer **what might be done about it**.
- The subset of information that is **actionable** and at least partially based on experience.
- The property of human communities that have faced a series of similar problems over time and have developed a **practice** of how to deal with these situations.
- Know-how, know-what, know-where, know-when, know-why about stuff in organizations. **Actionable**.
- Warranted belief (knowledge in **action**).
- The ability to **take effective action**.
- Information in context that is sufficient for an **actionable** understanding.
- The capability to **act** in context.
- That which is conveyed in usable representations (validity, **utility** and patterns).
- The capacity (potential and actual) to take effective action**.
- The power that drives **the activity**, so that from the data and information you can make a decision, you can **get a task done**.
- Intelligence plus certitude (a probabilistic function), which says that you do whatever you need to do in order to increase the probability of certitude as you move toward knowledge ... this is a paper exercise unless we use it to **make decisions that lead to action**.

*From 2005 KMTL Research Study

WHAT THIS TELLS US ... WHY THIS IS IMPORTANT

- Knowledge is **tied directly to action.**
- That means it directly impacts the actions you take every single day, as individuals and as part of your organization.
- That also means it can be roughly measured by the probability (0-1) of achieving the anticipated outcome.

What is a KM Professional?

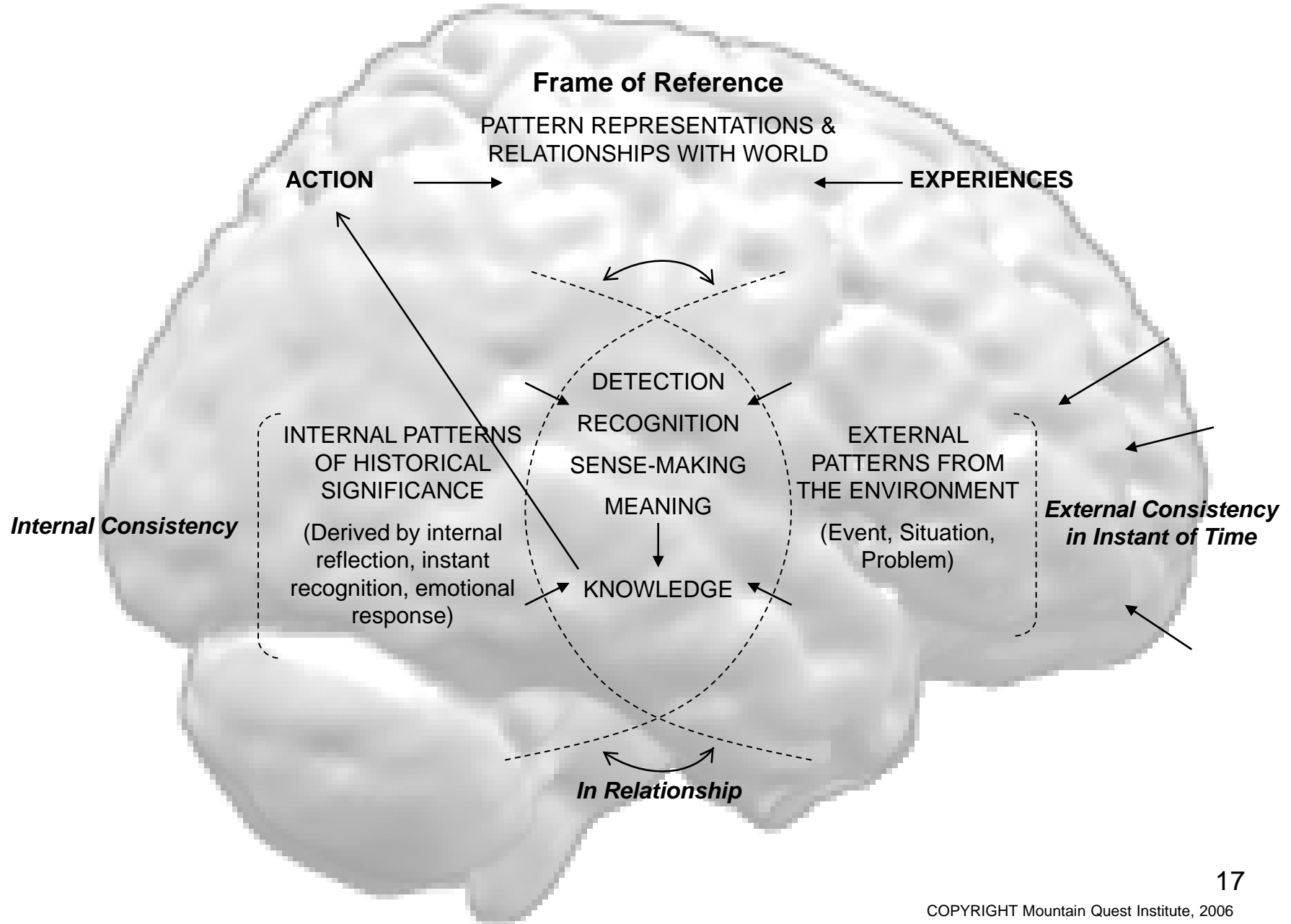
- 1. A thought leader and a facilitator of new ways of thinking.**
- 2. An individual who ensures the flow of information and knowledge.**

DEFINITION

Learning is ...

- ...the process of creating knowledge (the capacity to take effective action).
- ... the creation of new patterns (information) in the mind/brain that re-present external reality.
- ... the mixing and integrating of incoming patterns (information) with patterns (information) in memory.
- ... best achieved when the learner **DESIRES** to learn and **BELIEVES** they can learn.
- ... enhanced by exercise, an enriched environment and attunement (social relationship).
- Changes the mind, the brain and the body to various extents.

From experience to reflection to comprehension to action



The mind/brain ...

- **... is a meaning making system.**
- ... has great plasticity.
- ... contains 100 Billion neuron cells.
- Each cell connects with 10,000 other cells.
- Thoughts are represented by patterns of neuron connections and signals flowing through those connections.
- New thoughts (patterns) created in the mind change the brain.
- Changes in the brain change patterns in the mind.

WHAT THIS TELLS US ... WHY THIS IS IMPORTANT

- New ideas are built on new incoming information associated with what we have learned in the past.
- That means that all learning starts from our autobiography.
 - What we learn today affects what we can learn in the future.
- And our beliefs significantly impact what we learn.

What is a KM Professional?

- 1. A thought leader and facilitator of new ways of thinking.**
- 2. An individual who ensures the flow of information and knowledge.**
- 3. A capturer, context connector and translator of ideas.**
- 4. An identifier of ROI and performance measurement resource.**

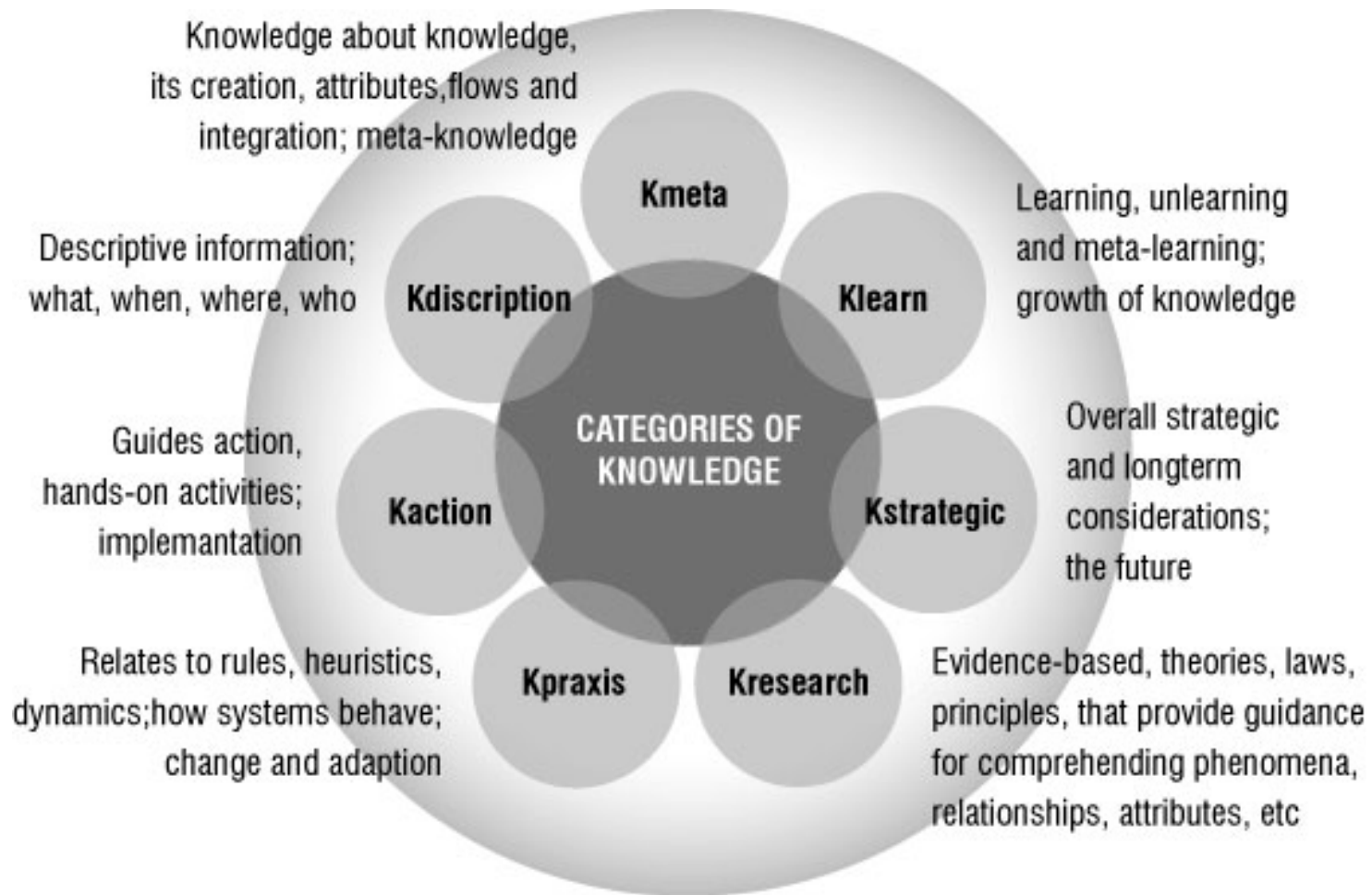
Aspects of Knowledge

KNOWLEDGE (INFORMING)

- The **information part** of knowledge; it could be implicit, explicit, tacit or any combination of these.
- Represents insights, meaning, understanding, expectations, theories and principles that support or lead to effective action.
- When viewed separately this is information that *may* lead to effective action. However, it is considered knowledge when it is used *as part of the knowledge process*.

KNOWLEDGE (PROCEEDING)

- Represents the **process and action part** of knowledge.
- The *process* of selecting information relevant to a situation at hand and mixing it with internal information from memory (associative patterning) in order to take effective action.



A knowledge taxonomy for grouping types of knowledge from the viewpoint of what knowledge is needed to do a particular type of work or take a particular action (Bennet and Bennet, 2007).

Levels of Knowledge

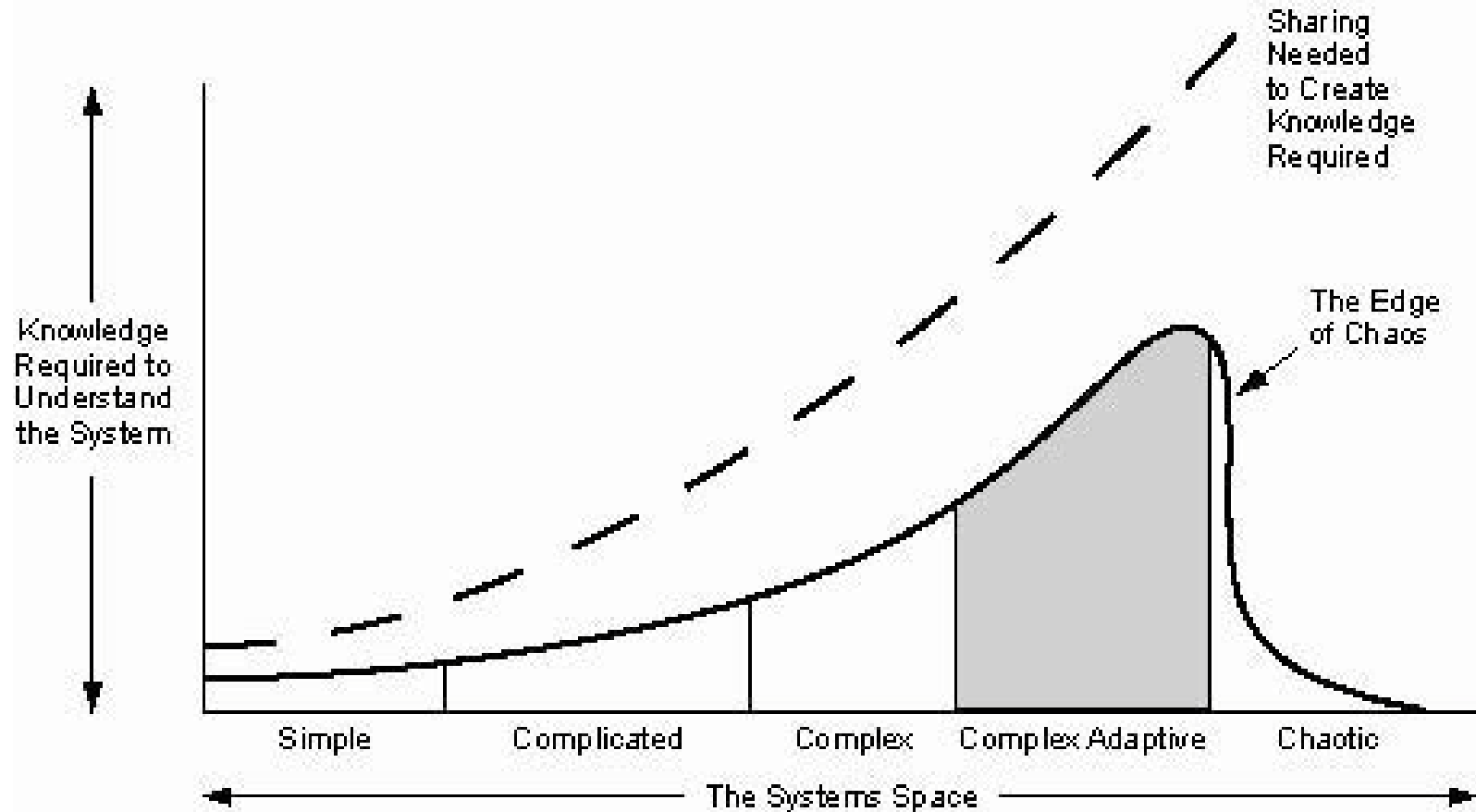
Surface knowledge

Shallow knowledge

Deep knowledge

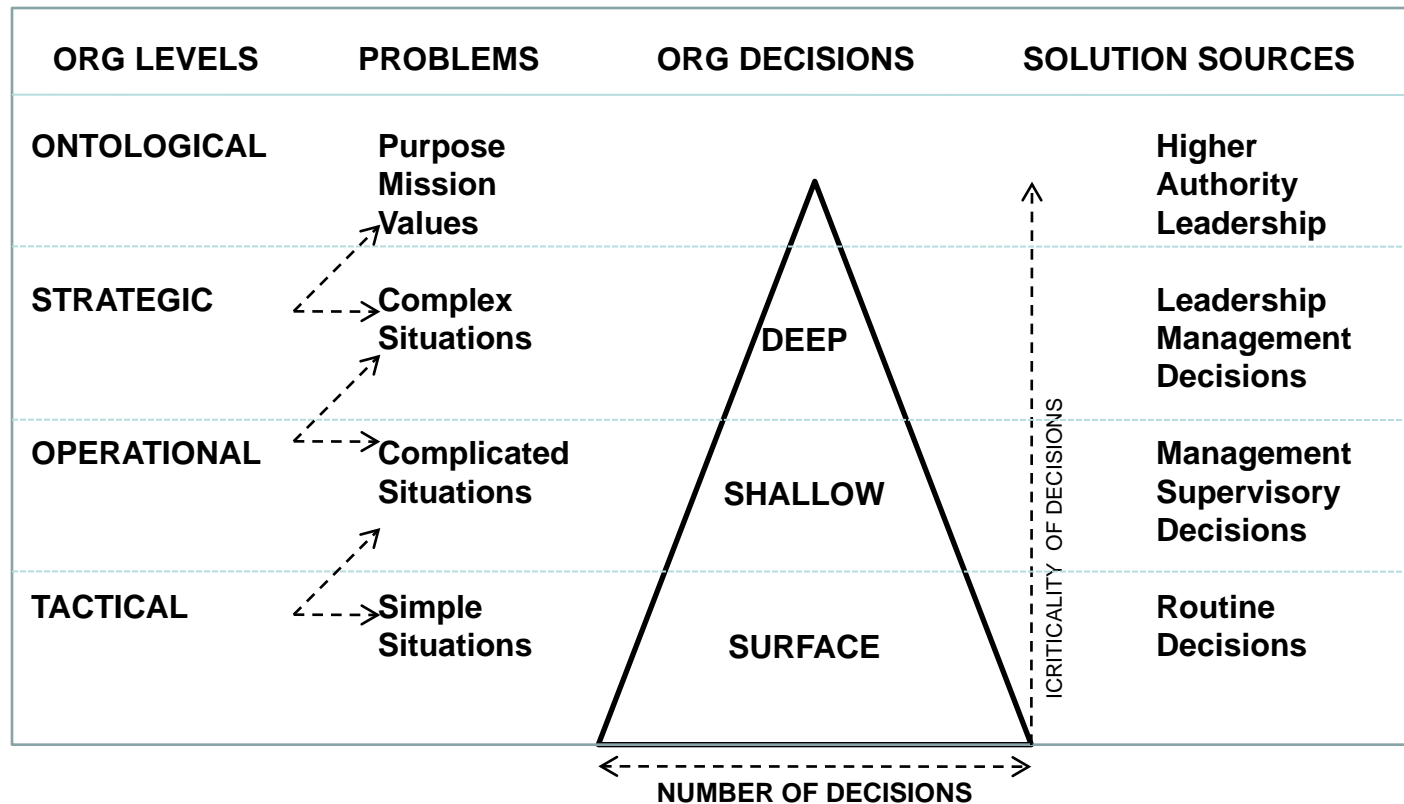


The Complex Systems Space



LEVEL	SYSTEMS	EXPERIENCE	LEARNING	KNOWLEDGE	ACTIONS
SURFACE	SIMPLE SYSTEMS	Immediate Awareness Sense-making	Awareness Memorizing Understanding	Kn(Informing) Information Conscious	Remembering Communicating Acting
+	+	+	+	+	+
SHALLOW	COMPLICATED SYSTEMS	Feeling Relational Intuitive	Causality Coherence Meaning-making	Kn(Proceeding) Conscious Causality	Explaining Anticipating Problem-solving
+	+	+	+	+	+
DEEP	COMPLEX SYSTEMS	Attuned Embodied Spiritual	Effortful practice Insights Intuition Lived experience	Kn(Proceeding) Mostly unconscious Pattern detection	Creating Intuiting Predicting

Brief descriptors of systems, experience, learning (internal reflection and comprehension), knowledge and action in terms of surface, shallow and deep.



*Characterization of organizational knowledge needs.
 Routine decisions made in organizations are at the
 surface level. Decisions requiring deep knowledge are
 much fewer, and tend to be more critical.*

WHAT THIS TELLS US ... WHY THIS IS IMPORTANT

- Different applications require different levels of knowledge.
- Effective knowledge sharing depends on awareness of level of knowledge being shared. Ex: Help Desk
- And in teaching-learning situations
 - Dialogue versus lecture
 - Small group discussions
 - Brainstorming

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- 4. An searcher for and identifier of ROI and performance measures.**
- 5. An application and information technology specialist.**
- 6. A strategist and systems thinker.**

The Power of the Human Mind

“The innate ability to evoke meaning through understanding—to evaluate, judge, decide and act—is what distinguishes the human mind from other life forms.

This ability enables us to discriminate and discern—to see similarities and difference, form patterns from particulars, and create and store knowledge purposefully.”

-Alex and David Bennet

Decision-Making in a CAM

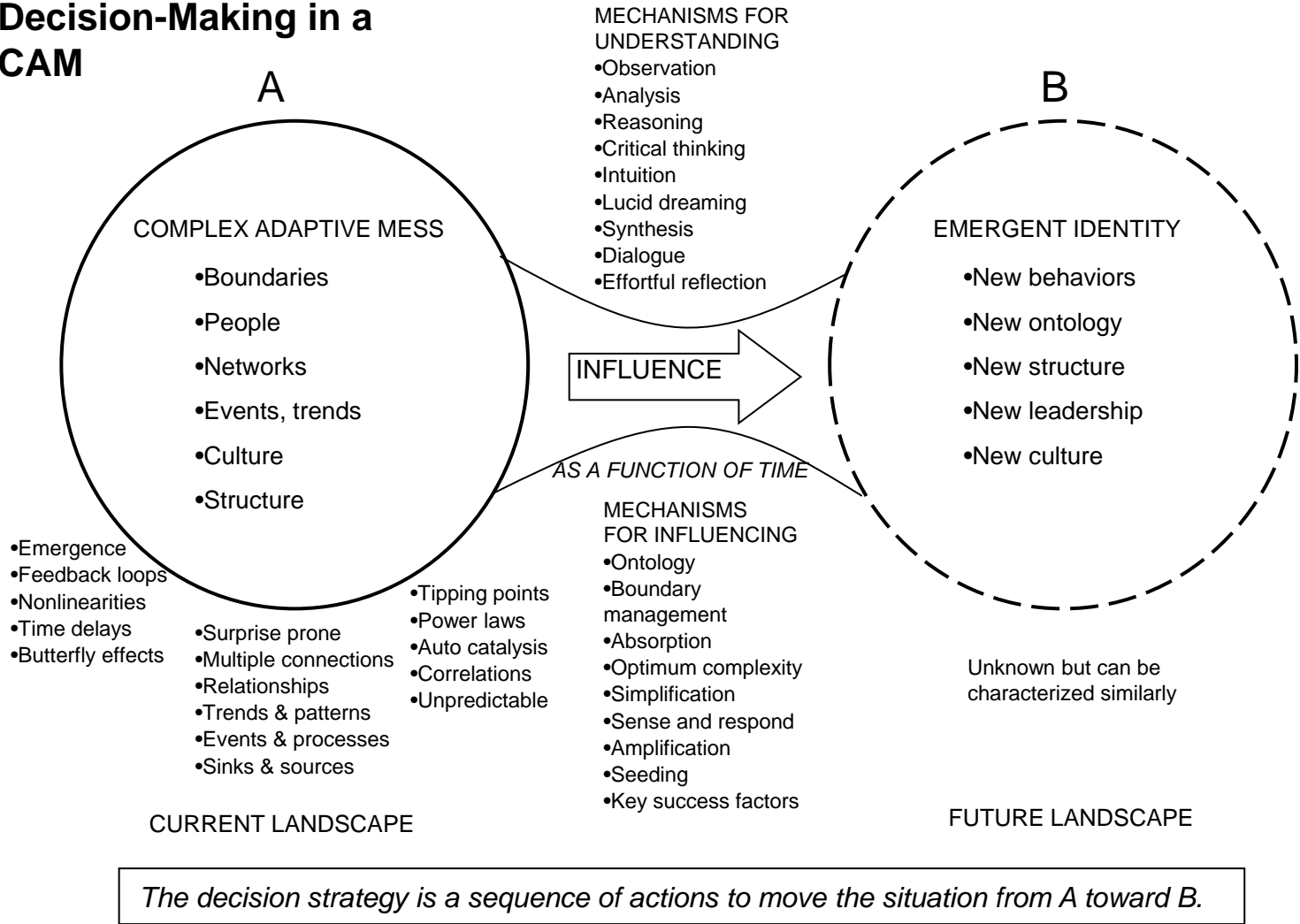


Figure 1

DEFINITION

Context ...

- ... comes from the Latin stem of *contexere* which translates as “**weave together.**”
- ... is loosely defined as a set of circumstances.
- **... is an external boundary surrounding a situation.**
- ... is “the part or parts immediately preceding or following a passage or word as determining or helping to reveal its meaning; the surrounding structure as determining the behavior of a grammatical item, speech, sound, etc.” *Oxford English Dictionary*

All knowledge is situation dependent and context sensitive

WHAT THIS TELLS US ... WHY THIS IS IMPORTANT

- Context shapes content.
- That means the greater the context, the greater the number of related patterns that offer the potential to create shared understanding.
- And when you change the context, the meaning (or outcome of actions) can be entirely different.
- Ex: Transfer of Best Practices and Lessons Learned

DEFINITIONS

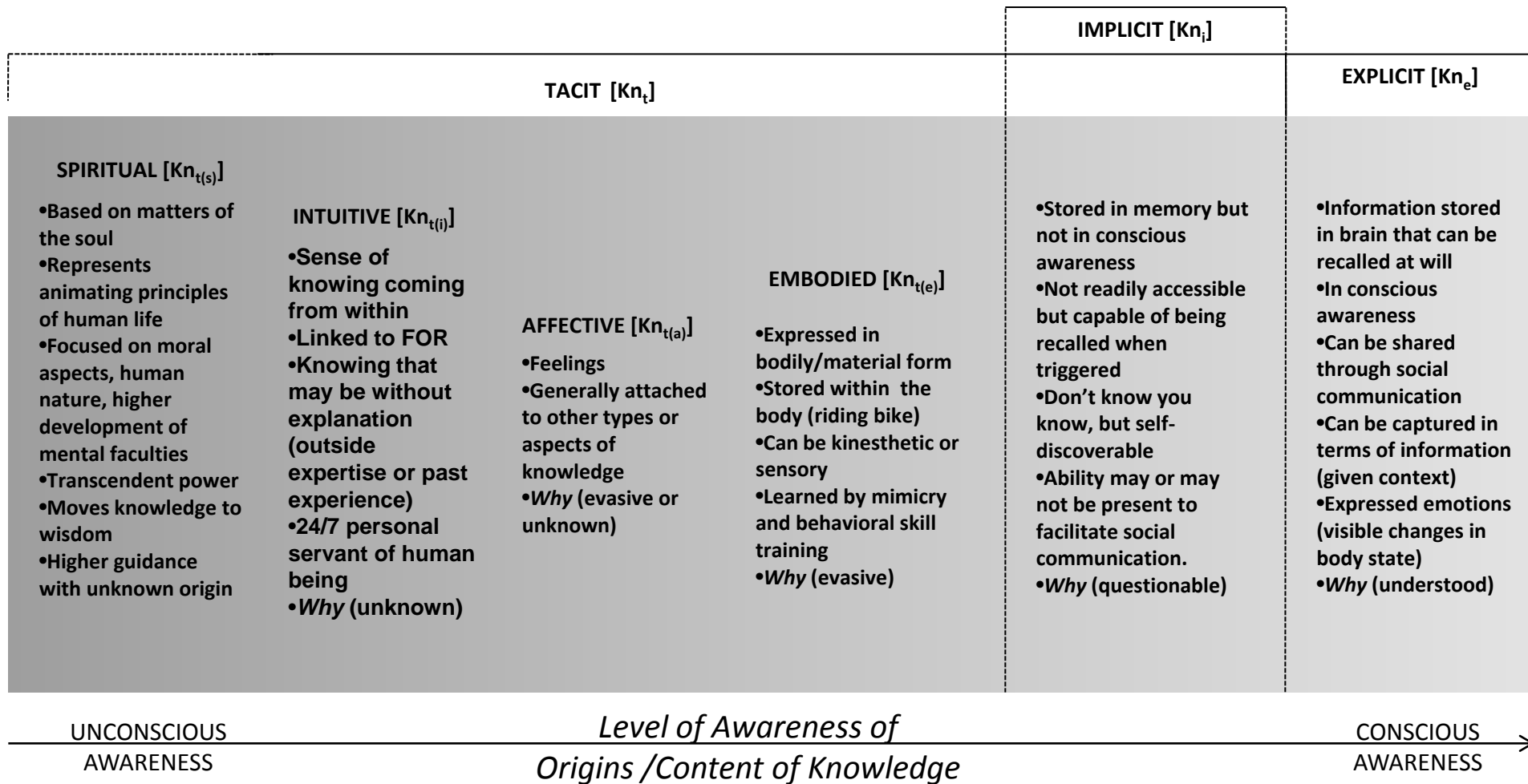
EXPLICIT KNOWLEDGE is that which can be called up from memory and put into words and shared (also called declarative knowledge).

IMPLICIT KNOWLEDGE is knowledge stored in memory of which the individual is not immediately aware. While not readily accessible, it may be pulled up when triggered (associated).

TACIT KNOWLEDGE is the descriptive term for those connections among thoughts that cannot be pulled up from memory and put into words; knowing what or how, but unable to express this knowing.

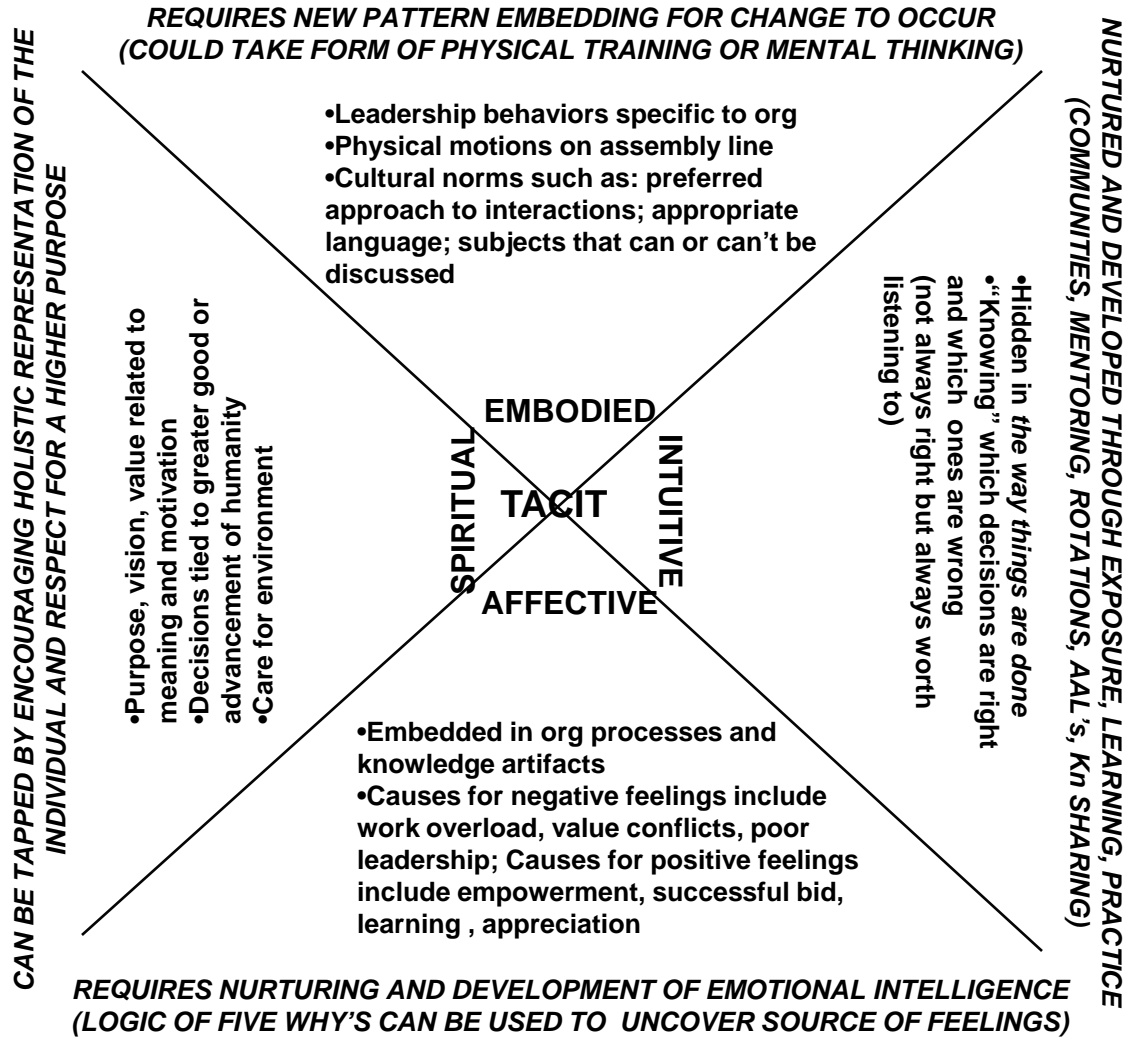
Aspects of Tacit Knowledge

- **Embodied** (somatic) TK is represented in neuronal patterns stored within the body.
 - Both kinesthetic and sensory.
- **Intuitive** TK is the sense of knowing coming from inside that influences decisions/actions.
 - Developed through meaningful experiences
 - Patterns in the unconscious
- **Affective** TK is connected to emotions and feelings.
 - All incoming information has an emotional tag.
- **Spiritual** TK represents the animating principle of human life in terms of thought and action.
 - Specifically focused on moral aspects, the emotional part of human nature, and higher development of mental faculties.



Continuum of Awareness of Knowledge Source/Content

EXAMPLE



The four aspects of tacit knowledge in an organization.

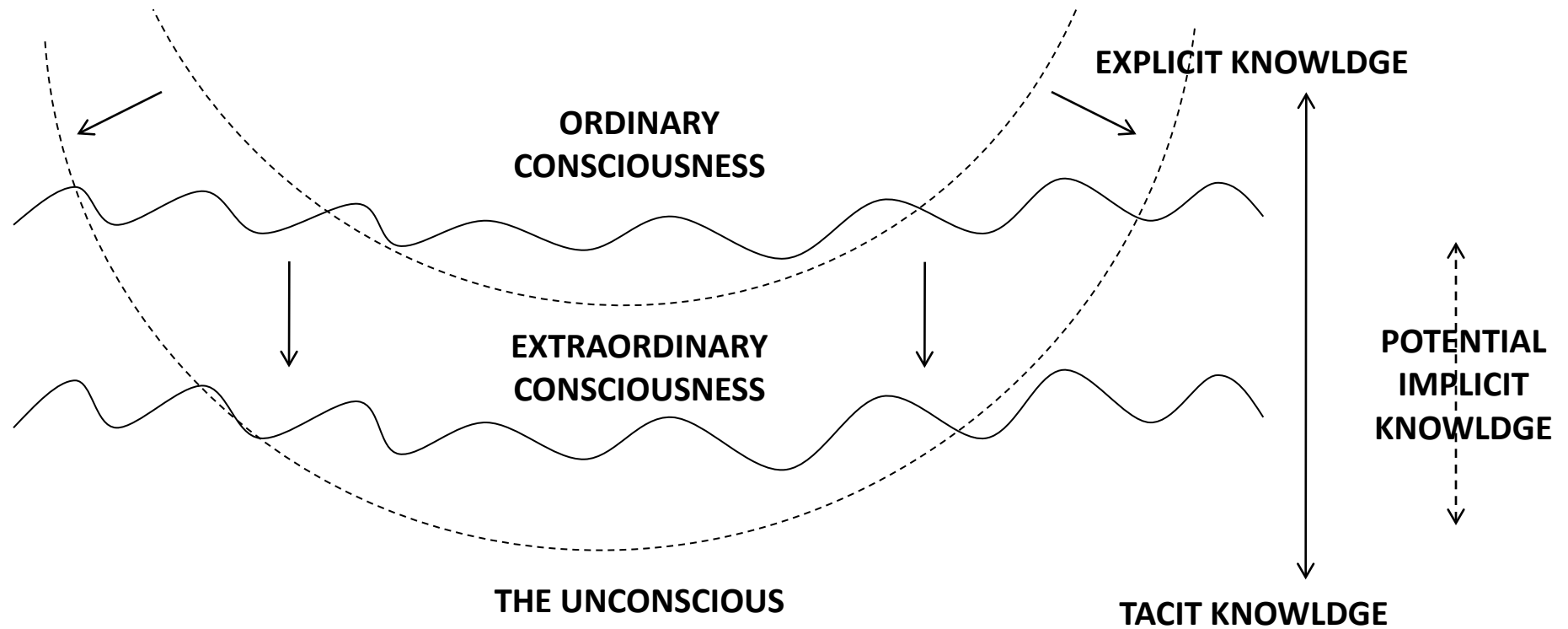
DEFINITIONS

ORDINARY CONSCIOUSNESS is that which is common to everyday usage (the customary or typical state).

EXTRAORDINARY CONSCIOUSNESS refers to acquiring a greater sensitivity to information stored in the unconscious (special, exceptional, outside the regular state of consciousness).

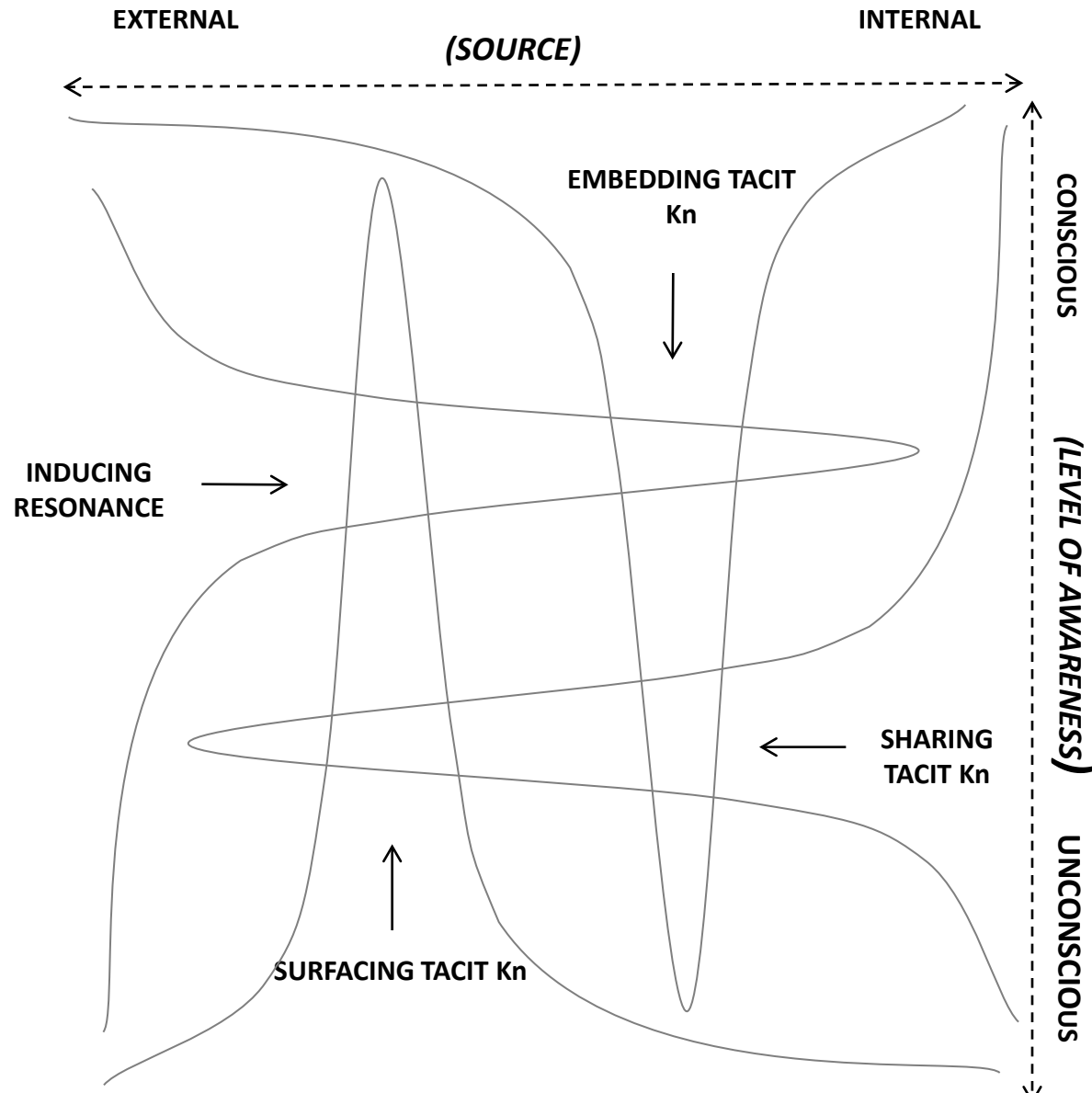
EC means a heightened sensitivity to, awareness of, and connection with our unconscious mind (together with its memory and thought processes).

Connecting the dots ...



Conceptual model relating knowledge and consciousness.

How can we develop and utilize EC?





IMAGINE...

**All that knowledge
waiting to be tapped !!!**

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 5. **An application and information technology specialist.**
 6. **A strategist and systems thinker.**
 7. **A context provider.**
 8. **A change agent and knowledge tapper.**
- AND**

BACK-UP

MOVING AN INDIVIDUAL TO ACTION

