



Katrina B. Pugh

Sharing Hidden **Know-How**

how managers solve thorny problems
with the knowledge jam

foreword by Nancy M. Dixon

author of *Common Knowledge: How Companies Thrive by Sharing What They Know*

Sharing Hidden Know How

Jessica Keyes



Sharing Hidden Know How:

Sharing Hidden Know-How Katrina Pugh, 2011-03-01 Using knowledge that an organization already has is one of the great management ideas of the last fifteen years Putting Knowledge to Work provides external consultants internal facilitators and leaders with a five step process that will help them achieve their knowledge management goals The five steps Knowledge Jams show how to set the direction foster the correct tone conduct knowledge capture event and integrate this knowledge into the organization In addition the author introduces conversation practices for participants to effectively co create knowledge and discover context

Sharing Hidden Know-How Katrina Pugh, 2011-04-12 To manage business operations let alone innovate amid frequent restructurings outsourcings and retirements leaders must quickly capitalize on hidden know how knowledge That is know how that lives inside their organizations or networks in the teams processes and experts that comprise them Yet many organizations are coming up short in this race Knowledge sharing and transfer have been reduced to reports e mails and tweets replacing vital personal interaction The lack of meaningful conversation coupled with intense fragmentation across organizations and networks has left leaders floating in a sea of information and ideas without a map to channel insight into action *Sharing Hidden Know How* starts the conversation that allows organizations to take what they know to the bank The how to how act guidebook unveils Knowledge Jam a facilitated collaborative method for helping organizations rediscover the fundamental discipline of knowledge transfer the conversation Developed by Katrina Pugh president of AlignConsulting the proven process uses human interaction to capture unwritten insights and more importantly to put them to work Offering a step by step process and practical tools *Sharing Hidden Know How* will help any organization harness untapped knowledge to solve today s thorny problems Accelerating New Product Development and Market and Segment Innovations Maximizing Combined Knowledge in Mergers Integrations Restructurings Off shoring and Outsourcing Overcoming Information Overload Focus on Social Media Smoothing Executive Transitions and Succession Planning Smoothing Team Transitions Spreading Insight across Geographies and Network Partners Tapping into Sales Insights The next generation of leadership effectiveness is about conversation and reflective facilitation not just texts and tweets *Sharing Hidden Know How* makes the case for intentional conversation based leadership and provides the practice model to pull it off Viewed from above this important book is itself a conversation between Kate Pugh s basic propositions and those of a diverse group of other thinkers all woven into a unified whole Viewed on the ground it is an intellectual joyride coherent insightful promisingly pragmatic and with just the right measure of the personal to fully reveal a fruitful mind in motion David Kantor director Kantor Institute author *Reading the Room* Jossey Bass 2012 This book addresses one of the time honored problems in organizations How do you get people with experience solutions and knowledge to share them effectively with those who need those valuable assets Technology we now know is not the answer human discussion is Pugh tells you how to structure and facilitate these important conversations Thomas H Davenport President s distinguished

professor of IT and Management Babson College author of Analytics at Work and Thinking for a Living In this innovative and useful book Kate Pugh shows how you can be a far better knowledge practitioner just by releasing the power of talking in your organization A fine example of the new generation of knowledge books Larry Prusak author Working Knowledge visiting scholar Marshall School of Business University of Southern California and senior knowledge advisor to World Bank and NASA This book meets an urgent need within leadership practices an effective conversational process for capturing and transferring deep smarts Stephen Denning author The Leader's Guide to Radical Management and The Secret Language of Leadership Leaders have long known that the know how of experienced teams is key to their organizations ability to achieve strategic goals The challenge has always been to distill this wisdom and deploy it in a way that maximizes and accelerates its impact on organizational effectiveness This book provides a practical approach to addressing this challenge and in so doing improves competitiveness Paul Lucidi chief information officer Insulet Corporation A fantastic replacement for the long dormant and never used lessons learned repository This book provides well documented and effective tools for really learning from your organization As our business continues to go through transformational change I hope to make good use of the Knowledge Jam to make that transformation efficient Sheryl Skifstad senior director Supply Chain IT at a Fortune 100 company Knowledge Management in Organisations Lorna Uden,I-Hsien Ting,2024-06-21 This book constitutes the proceedings of the 18th International Conference on Knowledge management in Organizations KMO 2024 which took place in Kaohsiung Taiwan during July 29 August 1 2024 The 33 full papers were carefully reviewed and selected from 72 submissions The papers are organized in subject areas as follows Knowledge Transfer and Sharing Knowledge in Business and Organisation Innovation and Knowledge Creation KM and Education KM Process and Model Information and Knowledge Management Systems AI IT and New Trends in KM and Healthcare Special Issue: Knowledge Management - Current Trends and Challenges Małgorzata Zięba,2017-01-01 Knowledge management KM has become an evolving discipline since the early 1990s when organizations started perceiving knowledge as a valuable resource This field of research has its origin in many disciplines such as information and IT management computer science enterprise management organization science human resource management and even philosophy offering many potential research perspectives and approaches For more than three decades organizations of various types have been undertaking efforts to apply knowledge management in order to benefit from a competitive advantage Researchers and practitioners from diversified industries and with different backgrounds have tried to answer the question how to successfully manage knowledge knowledge work and knowledge workers still leaving much space for further research avenues Now after all those years of research some old questions have still not been answered and some new ones have arisen During the pre conference workshop on The future of KM short time goals and long term vision organized in Barcelona before the European Conference on Knowledge Management 2017 and conducted by myself and my colleague Dr Sandra Moffett from Ulster University UK we asked the participants what their

idea of the future of KM was We could observe many different voices and approaches some very pessimistic that KM is probably coming to an end but mostly very promising that there are still many unexplored aspects of KM we should focus on and there is still a plethora of issues related to knowledge management that should be examined Similar voices can be detected in the flagship article written by Meliha Handzic who claims that KM definitely has a future although it may not be without some challenges and obstacles to overcome This paper links the past three evolutionary stages of KM called fragmentation integration and fusion with the future of KM three new trends named extension specialization and reconceptualization The author also suggests that KM should embrace different approaches under the KM Conceptual Umbrella highlighting the possibility of addressing many themes ideas or tools linked with knowledge All the past and future evolutionary stages of KM are described in detail together with the challenges that the KM field might face in the future In the second paper by Philip Sisson and Julie J C H Ryan the authors present a mental model of knowledge as a concept map being an input to KM research The authors used qualitative methods together with system engineering and object analysis methods to collect various concepts and relate them The issue of knowledge is elementary in knowledge management and showing the links between particular knowledge terms is of very high value to all KM researchers Although the length of this article may constitute a challenge it is definitely worth the effort as it illustrates many multifaceted multilayered and multidimensional aspects of knowledge The third paper by Karl Joachim Breunig and Hanno Roberts discusses another valid issue of value creation in the context of knowledge flow The authors try to answer the question How can we express knowledge in such a way that it can be monetized and made accessible to specific managerial interventions Building on the previous extant studies and authors ideas the paper points out that boundary spanners play a focal role in the monetization efforts of knowledge In the fourth paper by Regina Lenart Gansiniec one can read about crowdsourcing and the virtual knowledge sharing taking place in this process The phenomenon of crowdsourcing is still under researched and not much is known about the virtual exchange of knowledge in crowdsourcing and its benefits such as co creation participation or gaining new ideas and potential sources of innovations Apart from the examination of the potential benefits of virtual knowledge sharing the author also analyses ways of measuring virtual knowledge sharing in the process of crowdsourcing The fifth paper by Kaja Prystupa concerns knowledge management processes in small entities and the role played by organizational culture As the aim of this paper the author set the examination of organizational culture in small Polish companies with the application of a symbiotic interpretive perspective Interesting outcomes of this study are the confirmed role of organizational culture in KM initiatives the importance of the founder and the industry and the threat posed by organizational growth which should be well managed from the perspective of organizational culture so as not to hinder organizational performance The sixth and the final paper by David Mendes Jorge Gomes and M rio Rom o deals with ways of creating intangible value through the use of a corporate employee portal The authors undertake the effort to explain how such a portal fosters the

creation of organizational values built on intangible assets As the research confirms an employee portal can be considered as a strategic tool for promoting organizational culture and cooperation through information and communication fluxes and through the teamwork of collaborative functionalities This issue of JEMI integrates contributions from Bosnia and Herzegovina the United States Norway Poland and Portugal I would like to express my gratitude to all the authors who contributed to this special issue proving that knowledge management is still a valid topic and offering abundant research opportunities I would also like to express my sincerest thanks to the anonymous reviewers who contributed highly to the selection of the best submissions for this issue and guided the authors to further improvements in their works Finally I would like to pay special thanks to Dr Anna Ujwary Gil Editor in Chief of JEMI for her kind invitation to prepare this special issue and her continual support at each stage of its preparation I do hope that the readers of JEMI find the selected papers valuable and that they enrich their knowledge on KM issues Additionally I do believe that the collected works will be inspiring and offer some future directions for the examination of the knowledge management field Dr Ma gorzata Zi ba Guest Editor JEMI Assistant Professor Gdansk University of Technology Poland Unraveling the Role of Psychological Capital on Innovation from the Knowledge Management Perspective Yunlong Duan,Yu Liping,Shanshan Wang,Wei Zhou,2023-12-20

Knowledge Management Practice in Organizations: The View from Inside de Stricker, Ulla,2014-02-28 Knowledge management can be a powerful tool if successfully implemented into an organizational structure Uncovering the latest methods tools trends and strategies in organizational knowledge management should be a priority for individuals working in a variety of industries Knowledge Management Practice in Organizations The View from Inside brings together industry experts to discuss the realities of knowledge management work in organizations Examining the challenges associated with operational knowledge management this work provides insight into the day to day practice of knowledge management in real life settings Organizational leaders and professionals librarians students and researchers will find this publication to be an essential tool in understanding knowledge management implementation **Sustainable Infrastructure: Breakthroughs**

in Research and Practice Management Association, Information Resources,2019-11-01 The continued growth of any nation depends largely on the development of their built infrastructures and communities By creating stable infrastructures countries can more easily thrive in competitive international markets Sustainable Infrastructure Breakthroughs in Research and Practice examines sustainable development through the lens of transportation waste management land use planning and governance Highlighting a range of topics such as sustainable development transportation planning and regional and urban infrastructure planning this publication is an ideal reference source for engineers planners government officials developers policymakers legislators researchers academicians and graduate level students seeking current research on the latest trends in sustainable infrastructure **What We Know About CSCL** Jan-Willem Strijbos,Paul A. Kirschner,Rob L.

Martens,2006-04-11 A Dutch policy scientist once said the information and knowledge in the twenty first century has the

shelf life of fresh fish and learning in this age often means learning where and how to find something and how to relate it to a specific situation instead of knowing everything one needs to know On top of this the world has become so highly interconnected that we have come to realise that every decision that we make can have repercussions somewhere else To touch as many bases as possible we need to work with knowledgeable others from different fields multiple agents and take heed of their points of view multiple representations To do this we make increasing use of computers and computer mediated communication If computer supported collaborative learning CSCL is not simply a newly discovered hype in education what is it and why are we writing a book about it Dissecting the phrase into its constituent parts we see that first of all CSCL is about learning and in the twenty first century this usually means constructivist learning

Knowledge Sharing Behavior (UUM Press) Nor Intan Saniah Sulaiman, 2012-01-01 This book investigates the critical success factors of knowledge sharing behaviour among Malaysian undergraduate students Each university has their own method in delivering knowledge to their undergraduates but occasionally they still have to meet the students requirement and these have not achieved In this book the question on what makes knowledge sharing behaviour successful among two Malaysian undergraduate communities in Manchester United Kingdom and Kuala Lumpur Malaysia will be answered This book is very applicable and reliable for those who are interested in knowledge sharing behaviour research area

Knowledge Management in Theory and Practice, third edition Kimiz Dalkir, 2017-12-22 A new thoroughly updated edition of a comprehensive overview of knowledge management KM covering theoretical foundations the KM process tools and professions The ability to manage knowledge has become increasingly important in today s knowledge economy Knowledge is considered a valuable commodity embedded in products and in the tacit knowledge of highly mobile individual employees Knowledge management KM represents a deliberate and systematic approach to cultivating and sharing an organization s knowledge base This textbook and professional reference offers a comprehensive overview of the field Drawing on ideas tools and techniques from such disciplines as sociology cognitive science organizational behavior and information science it describes KM theory and practice at the individual community and organizational levels Chapters cover such topics as tacit and explicit knowledge theoretical modeling of KM the KM cycle from knowledge capture to knowledge use KM tools KM assessment and KM professionals This third edition has been completely revised and updated to reflect advances in the dynamic and emerging field of KM The specific changes include extended treatment of tacit knowledge integration of such newer technologies as social media visualization mobile technologies and crowdsourcing a new chapter on knowledge continuity with key criteria for identifying knowledge at risk material on how to identify document validate share and implement lessons learned and best practices the addition of new categories of KM jobs and a new emphasis on the role of KM in innovation Supplementary materials for instructors are available online

Win32 Perl Scripting Dave Roth, 2000 Scripting has become an enormously popular method of managing and maintaining Windows NT and 2000 networks as evidenced by the success of Windows NT Shell Scripting

which has sold over 30 000 copies in 2 years Simpler than programming yet allowing greater complexity and utility than packaged network management tools scripting is now the tool of choice by many of you network administrators Perl is yet another powerful element of the scripting arsenal yet since it has been ported to the Windows environment very little information has been published on how to employ this extremely effective tool Win32 Perl is so powerful that it can accomplish virtually any task that you may want to perform Dave Roth prolific creator of Win32 extensions is prepared to share his unique insight into how these tasks can be accomplished and provide scripts that can be immediately employed This book illustrates how Perl can automate many current mundane administrative tasks

Home Networking For Dummies Kathy Ivens,2007-06-18 Having a network in your home increases work efficiency and minimizes confusion If you want to set up a network in your home but you re not quite sure where to start then Home Networking for Dummies makes it easy for you to become your household s network administrator Now fully updated with information on the newest technology in networking available this quick and to the point walkthrough will show you how to install Web connections in your entire home whether by wires cables or WiFi This resourceful guide illustrates Planning and installing your network The differences between Ethernet cable phone lines and wireless technology Configuring computer sharing Setting up and managing users Installing managing and troubleshooting the network printer Understanding UNC format mapping drives and traveling on the network Working with remote files Securing your network from viruses spyware and other baddies Along with the basics this book introduces fun ways to use your network including sharing music keeping shopping lists creating photo albums setting up a family budget and instant messaging It also provides ways to keep your network safe for kids such as talking to your child about the Internet creating site filters and ISP E mail filtering features With this trusty guide your home will be fully connected and you ll be working more efficiently in no time

The Nasdaq Trader's Toolkit M. Rogan LaBier,2002-02-28 Nothing has changed the markets more in the last few years than the advent of direct access the combination of NASDAQ Level II quotes and direct order routing which together enable savvy traders to hit bids and offers and go up against the market makers But just having access to these tools is not enough Knowing how to use the tools quickly and expertly is key In The NASDAQ Trader s Toolkit a former market maker reveals the secrets of NASDAQ trading systems

Windows Server 2003 Security Cookbook Mike Danseglio,Robbie Allen,2005-12-16 In the last few years security has become a hot button issue for IT organizations of all sizes Accordingly many of the security features that were either optional or suspect in Windows 2000 have become solid effective fixtures in Windows Server 2003 making it the most secure operating system Microsoft has ever produced That is if you know how to configure it properly The Windows Server 2003 Security Cookbook wants to make sure that you do know how Picking up right where its predecessor the Windows Server Cookbook left off this desktop companion is focused solely on Windows Server security It teaches you how to perform important security tasks in the Windows Server 2003 OS using specific and adaptable recipes Each recipe features a brief

description of the problem a step by step solution and then a discussion of the technology at work Whenever possible the authors even tell you where to look for further information on a recipe The book is written in a highly modular format with each chapter devoted to one or more technologies that Windows Server 2003 provides This approach allows you to look up a task or scenario that you want to accomplish find that page and read that particular recipe only Topics include System preparation and administration Protecting the computer at the TCP IP level Applying security options to Active Directory Improving security on domain controllers Securing DHCP controllers Encrypting and signing network traffic using IPSec Patch management If you re an intermediate or advanced system administrator who wants to feel secure when deploying Windows Server 2003 and its related services then you don t want to be without the Windows Server 2003 Security Cookbook

Windows Server 2008 Bible Jeffrey R. Shapiro,2008-07-10 This version of the Server Bible will be the largest yet catering to what is certainly the most advanced operating system introduced by Microsoft The book will cater to the needs of the server administration community and will be designed to be a critical reference The book will extensively cover the most notable new feature of Windows Server known as the Server Core Server Core is a significantly scaled back installation where no graphical shell explorer.exe is installed and all configuration and maintenance is done entirely through the command line windows or by connecting to the machine remotely using Microsoft Management Console Server Core will also not include the .NET Framework Internet Explorer or many other features not related to core server features A Server Core machine can be configured for four basic roles Domain controller DNS Server DHCP Server and file server Chapters on setup and installation will also cover the new componentized operating system Image based setup and deployment tools using WIM In addition to the already extensive Active Directory support this book will now fully cover the Read Only Domain Controller operation mode in Active Directory intended for use in branch office scenarios where a domain controller may reside in a low physical security environment was introduced in Windows Server 2003 R2 and will be extended in the 2008 version Chapters covering policy based networking branch management and enhanced end user collaboration will be extended Windows Server 2008 will also ship Internet Information Services 7 and the current chapters on IIS will thus be extended Coverage of Windows SharePoint Services 3.0 will also be introduced into this part of the book We will also include coverage of the improved hot patching technology which is a feature that allows non kernel patches to occur without the need for a reboot A significantly upgraded Terminal Services component supporting RDP 6.0 will be covered in the chapter on terminal services The most notable improvement is the ability to share a single application over a Remote Desktop connection instead of the entire desktop This will be added to an already extended chapter on this remote access technology In addition to these new features the book will also carry over existing features brought over from SP1 R2 of Server 2003 These include covering of new security features of the operating system Group Policy management change control and service level and administration practices

Social Software Engineering Jessica Keyes,2016-04-19 Although the precepts

of software engineering have been around for decades the field has failed to keep pace with rapid advancements in computer hardware and software Modern systems that integrate multiple platforms and architectures along with the collaborative nature of users who expect an instantaneous global reach via the Internet require u *Principles of Knowledge Auditing* Patrick Lambe,2023-05-02 A comprehensive theoretical and practical guide to the operating principles of knowledge auditing illustrated with numerous case studies A knowledge audit provides an at a glance view of an organization s needs and opportunities Its purpose is to improve an organization s effectiveness through a better understanding of the dynamics and levers of knowledge production access and use However this developing field is hampered by the lack of a common language about the origins and nature of knowledge auditing In *Principles of Knowledge Auditing* Patrick Lambe integrates the theory and practices of the field laying out principles and guidelines for a clearer and more pragmatic approach to knowledge auditing that makes it more accessible to practitioners and researchers Lambe examines knowledge auditing in the context of the development of communications information and knowledge management in the twentieth century He critiques and clarifies ambiguities in how knowledge audits are approached and described as well as how the results are conveyed within organizations He discusses the benefits and risks of knowledge management standards Knowledge auditors he says need a common frame of reference more than they need standards Standards have their uses but they provide only markers and sign posts and are poor representations of the richness of the landscape He concludes with a set of guiding principles for practitioners **Unlocking Secrets: How to Get People To Tell You Everything** Dr. David Craig,2022-07-28 Ever

wondered how criminal investigators persuade others to reveal their secrets Or perhaps your personal or professional life could benefit from more open trusting interactions Whatever it may be *Unlocking Secrets* provides the answers you need to harness your interpersonal and communication skills to get others to open up and talk Through real life examples Dr David Craig shows how these skills can be applied in everyday life whilst divulging some of the most enhanced psychological methods used in the world of covert operations All in an accessible bitesize way perfect for anyone looking to advance their career or enrich personal relationships Dr David Craig has been teaching and researching techniques in covert operations since the early 2000s Having assisted undercover operations around the world he spent over two decades as a Federal Agent and now runs a consultancy for covert operations in Australia and overseas Craig is the author of the bestselling psychological books *Unlocking Secrets* *How to get people to tell you everything* and *Lie Catcher* *Become a Human Lie Detector* in *Under 60 Minutes* Craig believes that everybody can and should benefit from covert skills in their everyday lives

The Value of Knowledge Timothy Powell,2020-07-06 Knowledge is an economic asset of great importance and value to the modern organization however it is too often not managed carefully as such This book presents practical frameworks and methods for the knowledge professional and his her organization to identify actualize and maximize the economic value of knowledge Judging Q and saving Jesus - Q's contribution to the wisdom-apocalypticism debate in historical Jesus studies.

Llewellyn Howes, 2015-12-31 Judging Q and saving Jesus is characterised by careful textual analysis showing a piercing critical eye in its impressive engagement with the secondary literature and sharp insightful critique This book takes the stance that the hypothetical document Q can be reconstructed with sufficient precision and that this enables biblical scholars to study with confidence its genre and its thematic and ideological profile The genre issue is central to the book's overall structure and the alternative proposals are discussed at length and with sophistication The author's inference is that Q's macrogenre is sapiential with occasional insertions of apocalyptic microstructures and motifs This finding embodies progress in Historical Jesus studies An opposing trend has been to label Jesus an apocalypticist so that the great either/or of contemporary Jesus scholarship has been either eschatological or not an alternative that dates back to Albert Schweitzer The author finds that generally and even when used apocalyptically the term Son of Man tends to support arguments best understood as sapiential in outlook This is consistent with the sapiential genre of the document as a whole This finding is supported by the close and careful exegesis of Q 6:37-38 on not judging He reconstructs the original wording of this saying on not judging and explores the idea of weighing in judgment psychostasia determining in the end that the saying is entirely sapiential

Sharing Hidden Know How Book Review: Unveiling the Magic of Language

In an electronic era where connections and knowledge reign supreme, the enchanting power of language has become more apparent than ever. Its power to stir emotions, provoke thought, and instigate transformation is truly remarkable. This extraordinary book, aptly titled "**Sharing Hidden Know How**," compiled by a highly acclaimed author, immerses readers in a captivating exploration of the significance of language and its profound affect our existence. Throughout this critique, we will delve into the book is central themes, evaluate its unique writing style, and assess its overall influence on its readership.

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