

What is *Knowledge* Leadership?

Putting a Face on the Knowledge Leader

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Characteristics of an Effective Knowledge Leader

- ★ Down in the trenches - team member
- ★ Lifestyle position - not a job or project
- ★ Humble - shares the credit when things go right
- ★ Martyr - takes the blame when things go wrong
- ★ Creates a healthy environment
- ★ Nurtures and rewards
- ★ Over communicates - communication hub

Characteristics of an Ineffective Knowledge Leader

- Personal pride
- Authoritarian (CxO)
- Ownership
- Project-based
- Myopic - social or technical
- Cannot align or motivate
- Field of Dreamer

Case Study - US Govt

- ★ Came from Office CIO
- ★ Focused on Alignment - Politically Astute
- ★ Flexible and Adaptable
- ★ Team Building - Platform Building
- ★ Facilitator
- ★ “She did nothing”

Case Study - Law Dept. of Financial Firm

- ★ In the Trenches - Lawyer
- ★ Focused on Education and Benefit
- ★ Reinforced TEAM
- ★ Created a warm atmosphere
- ★ Became Educated/Aligned to IT
- ★ Patient

Case Study - Professional Association

- ★ Came from Field - Migrated to HQ
- ★ Seized Opportunities
- ★ Flexible and Open
- ★ Adept Alignment to Business Strategy
- ★ Did not Become Educated
- ★ Visionary
- ★ Conatgiously Enthusiastic

Case Study - Aeronautics/Defense

- ★ IT/Systems Analyst Background
- ★ Methodical
- ★ Adept Alignment to IT strategy
- ★ Leveraged Existing Cultures
- ★ Established Formal and Informal Communiqes
- ★ Slow and Steady

Knowledge Leadership Profile

- ★ 3/4 Female
- ★ 1/2 IT rooted
- ★ 1/2 KM Savvy at Start
- ★ 4/5 Believed in Education
- ★ 100% Believed in Strategy
- ★ 100% Veterans
- ★ 100% Tenacious
- ★ 100% Still There

The Role of Knowledge Leadership in Enterprise 2.0

- ★ Establish Trust
- ★ Provide Incentive
- ★ Nurture
- ★ Focus on Strategy
- ★ Align Technology to Business

Ongoing Knowledge Exchange

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