Bibliography prepared by LWM Technology Services for Boston KM Forum, Finding Expertise, 09/02/2005

Expertise online: finding reliable information. <u>Consumer Reports</u>, September, 2005, p. 48.
> Free health Web sites. Among those rated highest are: http://www.kidshealth.org, http://www.mayoclinic.com, http://www.medicinenet.com, http://www.medscape.com, http://www.nih.gov, http://www.webmd.com.

Leonard, Dorothy. <u>*Deep Smarts: how to cultivate and transfer enduring business wisdom*</u>, by Dorothy Leonard and Walter Swap. Boston: Harvard Business School Publishing, 2005, 288p. http://www.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=7731
> Emphasis on the various means by which experts convery their expertise to others in an organization to enable less experienced workers to gain from the tacit understandings that the experts use to operate in their work.

Bradley, Ben. *Five thoughts about KM, Rushing the Technology Curve and Failing*, with Jim McGee, director at Huron Consulting Group. <u>CIO</u>, 10/19/2004, 2p. http://www.darwinmag.com/read/thoughts/
> "...the worst mistake was the implementation of a video-based knowledge management system in the early days of Diamond Technology Partners...It was a form of expert system that debriefed experts in a topic on video and then provided a browser interface to those video clips organized around a question-and-answer dialogue between the user and the experts."

Viney, David. *Intranet Portals – Collaboration Through Team Rooms*. <u>CIO Pro News</u>, 04/11/2005, 2p. http://www.ciopronews.com/
> "For explicit knowledge, the focus can usefully be described as 'connecting people to things', whilst for tacit knowledge, the focus is 'connecting people to people'.

> "Similarly, a well structured 'yellow pages' directory, where one can search for people with particular skills or experience, forms the centrepiece of tacit strategies; where the aim is to connect people often for 10 minute telephone conversations / requests for help that could save a week's work.Both explicit and tacit strategies are, however, much enhanced when combined with Collaboration or "work-group" technologies. By creating "communuities of interest" around cross-functional themes, individuals can share documents, plans and other material, find and discuss issues with subject-matter experts and even allocate tasks and calendar items to each other."

Vinson, Jack. *Reactions from Jack Vinson to "KM as a Framework for Managing Knowledge Assets"*. Chicago: <u>Knowledge Jolt</u>, 05/05/2005, 1p. http://blog.jackvinson.com/archives/2005/05/05/km_as_a_framework_for_managing_knowledge_assets.html

> How is this for a conclusion to an article on KM?:

> Organizations need to remember that knowledge creation is first a personal activity. Knowledge is assembled internally by individuals. Knowledge contributes to the building up of the value of the person, the worker, in whom it is embodied. Protecting growing expertise, nurturing it, encouraging it and exposing that expertise to others who will benefit is the ultimate knowledge management activity.

> This comes from KM as a Framework for Managing Knowledge Assets from Lynda Moulton and The Gilbane Report (which has a blog).

> I used this article as a way to motivate some discussion around content management in my KM class this evening, and it created a great set of conversations. Some people really liked the reality check nature of the article in that knowledge management starts long before a content management system is put into

place. You need to understand culture, processes and the value chain before building a system to support it. Others liked the discussion of the logical steps that one needs to follow to start a knowledge audit and understand how knowledge and "knowledge tokens" are used within an organization.

I liked a variety of aspects of the article. It seems to fit very well with my thinking about knowledge management with statements like, "The hardest part of knowledge management is managing the people at all points in the lifecycle of each knowledge asset." Or, that technology "won't replace the human knowledge processes from which content originates."

Spawning out of this discussion and discussion of content management in general, we landed in (another) discussion of the nature of knowledge that had us jumping through several other ideas. The students were stretching some of my knowledge as well, which is a wonderful thing.

[Originally found through elearningpost, I think.]

Kennedy, Mary Lee. *The "t", "i" and "e" in knowledge*. KMWorld, 09/2004, 3p.
http://www.kmworld.com/publications/magazine/index.cfm?action=readarticle&Article_ID=1868&Publication_ID=118

> "Individuals, groups, organizations and nations compete based on what they know and what the outcomes are of their "knowing." The challenge is in enabling, creating, sharing, leveraging and increasing the availability of knowledge. Old news, you might say. Well, if the knowledge challenge seems resolved already, take, for example, the most basic principles of tacit, implicit and explicit knowledge. Almost every workshop presentation on knowledge management starts with a definition of tacit, implicit and explicit knowledge. Implicit and tacit knowledge are used interchangeably but really mean very different things. Further complicating the matter are cultural and geographical subtleties. For example, explicit knowledge does not exist in the minds of most North Americans and Europeans—for the Japanese, it does.

> "Without even considering those epistemological debates, global organizations eventually find themselves grappling with the challenges of sharing expertise, information and ideas across cultures that simply do not start out in the same state. That was highlighted during the first Knowledge Village conference, which was held in June at EM Lyon, a business school in Lyon, France. Knowledge management and organizational strategy thought leaders from Australia, Brazil, Japan, Canada, the United States, Wales, England and France joined senior practitioners and students being introduced to the topic of KM. The three-day event demonstrated how differently people communicate, how difficult it is for Western and Eastern cultures to exchange knowledge tacitly and explicitly, and how assumptions—or cultural patterns, as Cynefin Centre's Dave Snowden described them—influence the implicit knowledge to which people subconsciously refer. Perhaps most importantly, the event illustrated that no matter how many differences exist, a common understanding can be achieved without people becoming like each other."