



Dynamic Knowledge Principles & Learning Army Organizations

How Unthinkable?

Army Operational Knowledge Management

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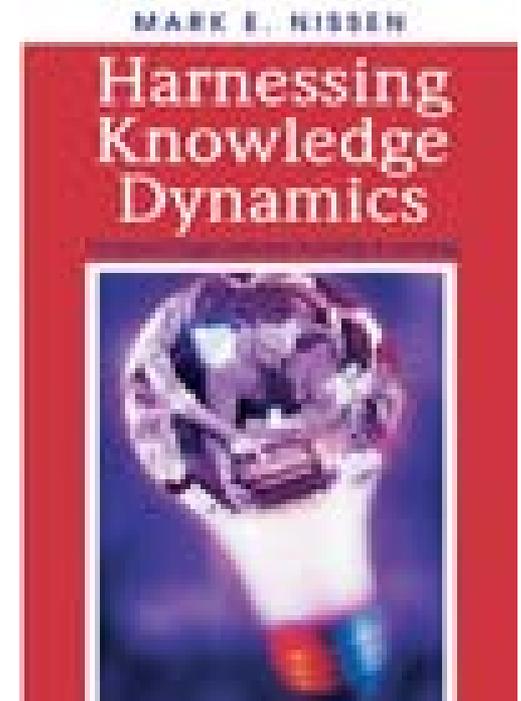
US Naval Postgraduate School

25 years' research & practice

2006 book

"Harnessing Knowledge Dynamics: Principled Organizational Knowing & Learning translates what is arcane and controversial today into managerial guidance that is sophisticated yet practical. It also complements the many existing management books on strategy, technology, knowledge and systems while addressing a well-recognized void."

"Harnessing Knowledge Dynamics: Principled Organizational Knowing & Learning draws from the emerging knowledge-flow theory to provide stable principles to build a practice of knowledge management. It also draws from diverse, real-world experience to provide operational applications of knowledge-flow principles in practice. This book builds upon theory but targets practice; it takes knowledge known only by a few researchers and shares it with many leaders and managers."



King's Glazer Problem

Problem: How many panes?

- No geometry or math principles
- 4 visitors & approaches:

1. Vendor & Tools (“Solutions”):

- Problems?

2. Glazer & Experience (“OJT”):

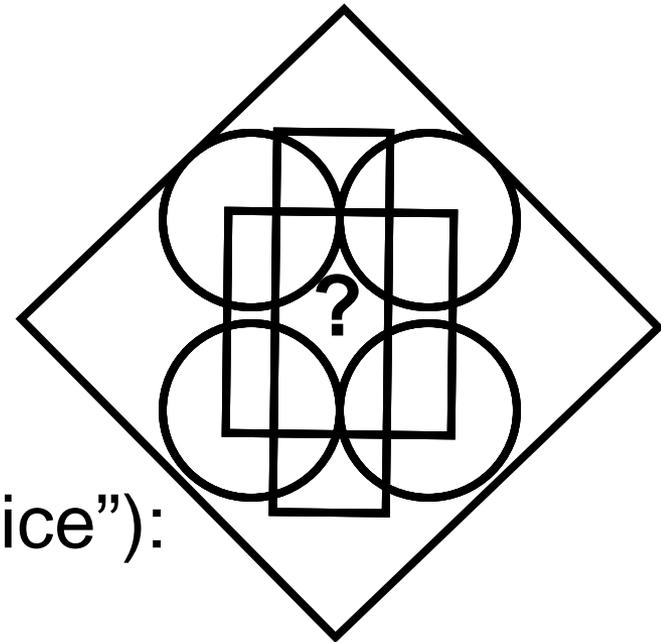
- Guesses?

3. Emissary & Imitation (“best practice”):

- Czar ~ standard *round* windows

4. Wizard & Principles ($n = A_W / A_P |_{\text{shape}}$):

$$- s^2 / .5bh = 0.05 / 55.55.55 = 80$$



<Army's> KM Problem

- How to harness dynamic knowledge?
 - Tools (“Solutions”): problems?
 - KM experience (“OJT”): problems?
 - Imitation (“best practices”): problems?
 - Dynamic knowledge principles?*
- Unthinkable?
 - Principles are not magic or silver bullet
 - Proven approach to repeatable problem solving
 - KM tipping point: “small” change → huge impact
- Possible future: KM PID
 - Ready for application!**

Three Key KM Principles

1. $K \rightarrow A \rightarrow P \rightarrow CA$ ($K \neq I/D$)
2. $TK \rightarrow SCA$ ($TK \neq EK$)
3. $KM \rightarrow P + P + O + T$

P1a. $K \rightarrow A \rightarrow P \rightarrow CA$

- $K \rightarrow A$
 - Knowledge enables action
 - Critical path**: importance of KM
- $(A \rightarrow P)$
 - Action drives performance
 - Predominate org focus**
- $P \rightarrow CA$
 - Performance supports competitive advantage
 - Overlooked role of knowledge**
- *Knowledge is critical competitive resource*

P1b. $K \neq I/D$

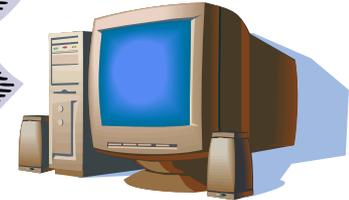
- Knowledge distinct from information & data
 - K \rightarrow action (e.g., behavior, decision, work)
 - I \rightarrow meaning & context for action
 - D \rightarrow answers to context-specific questions
- Intuition from ordinary conversation
 - “Drowning in data”
 - “Inundated by information”
 - “I know too much” “I’m just too smart”
- *Focus on knowledge*

Gedanken Experiment

Same information. Different performance.



Col (O6)



Bridge the gap.

2-Lt (O1)

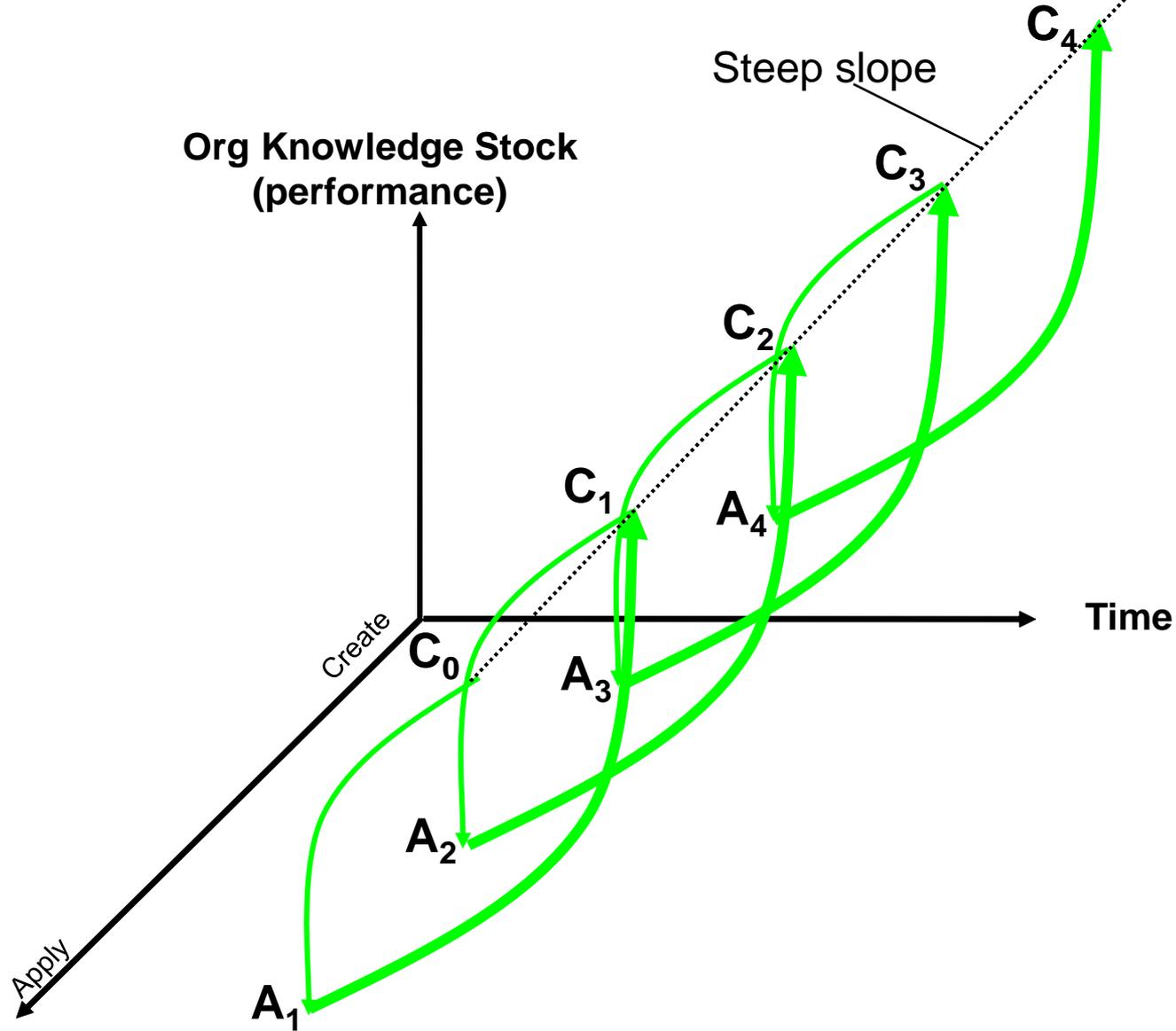


P2. TK → SCA (TK ≠ EK)

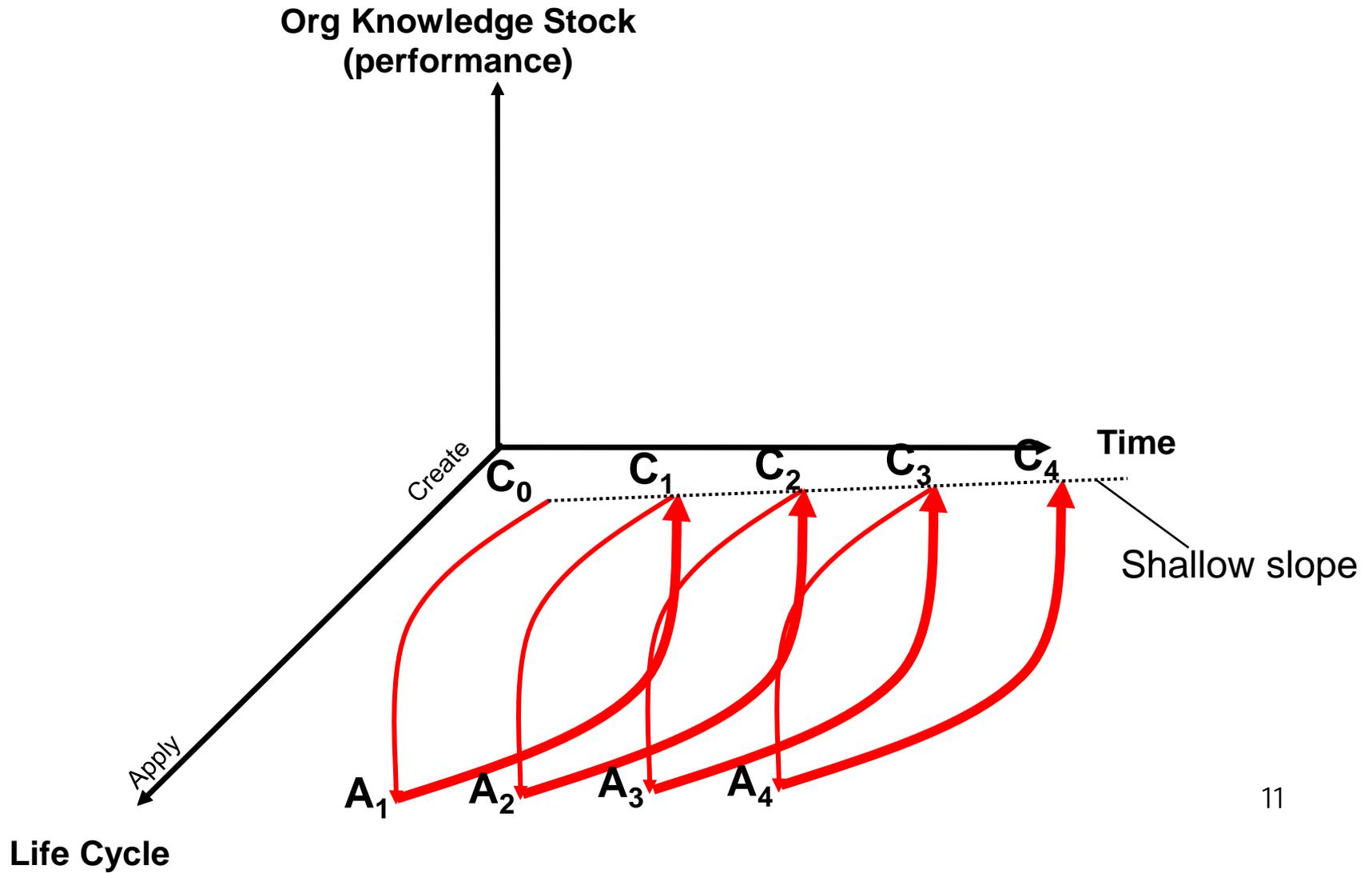
- Tacit knowledge supports **sustainable** competitive advantage – **inimitable**
 - Land, labor, capital, technology?
 - Information & explicit knowledge?
- Explicit knowledge (EK) – “artifacts”
 - Documents, charts, formulae, software, products
 - Fast & broad flows but diluted power
- Tacit knowledge (TK) – “experiences”
 - People, processes & culture
 - Slow & narrow flows but powerful
- *Focus on tacit knowledge*



Dynamic Interaction

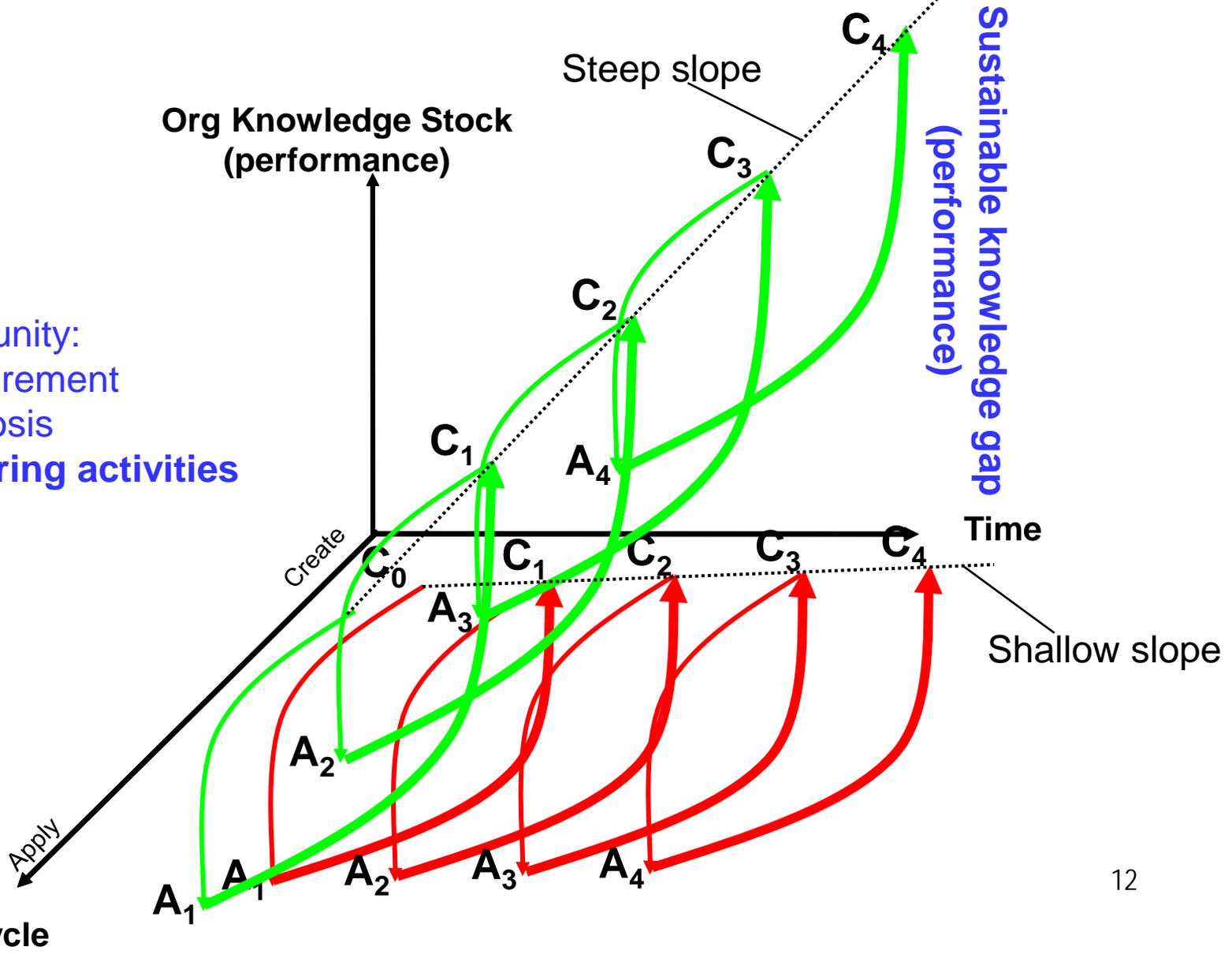


Dynamic Interaction

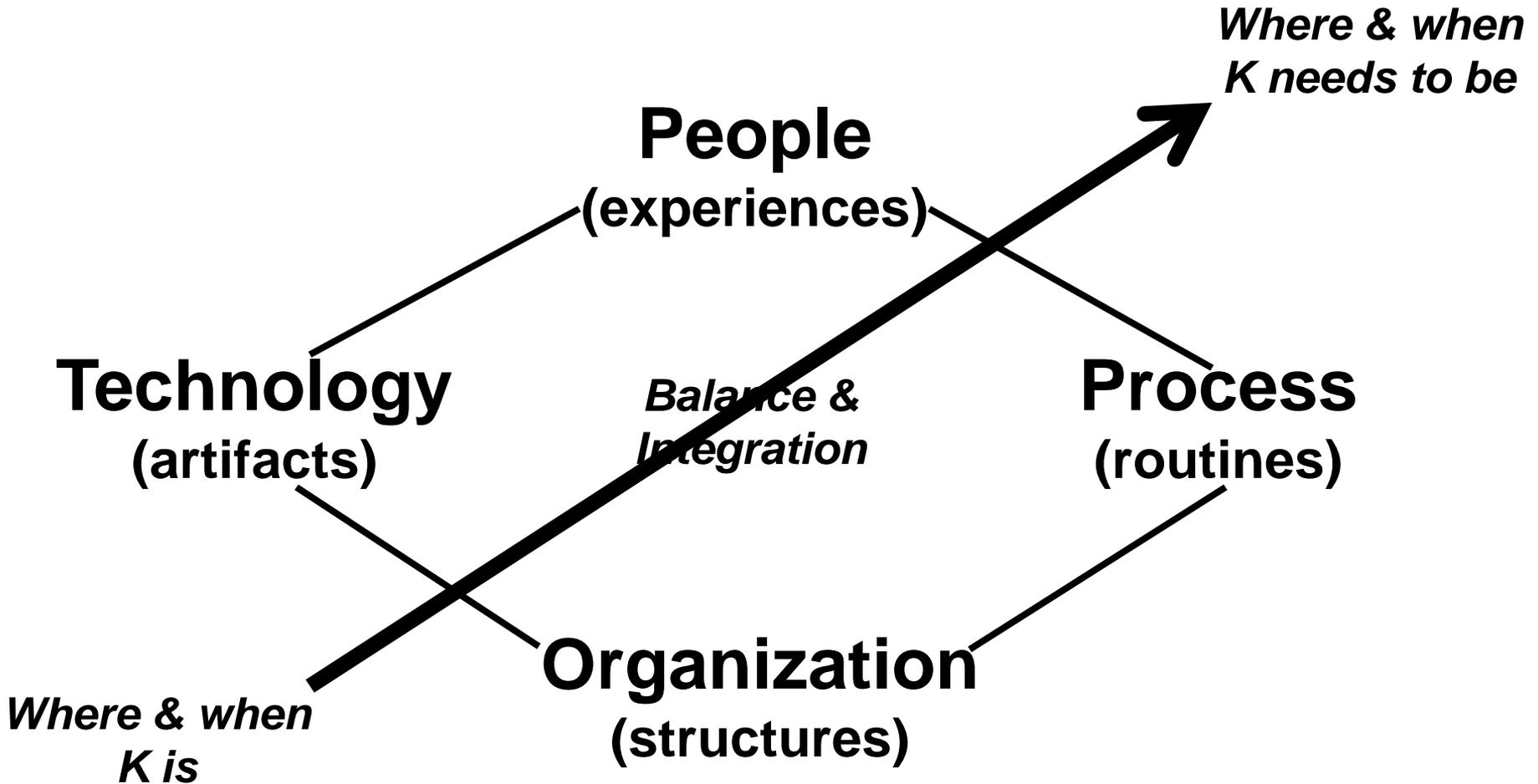


Dynamic Comparison

Opportunity:
-Measurement
-Diagnosis
-Recurring activities

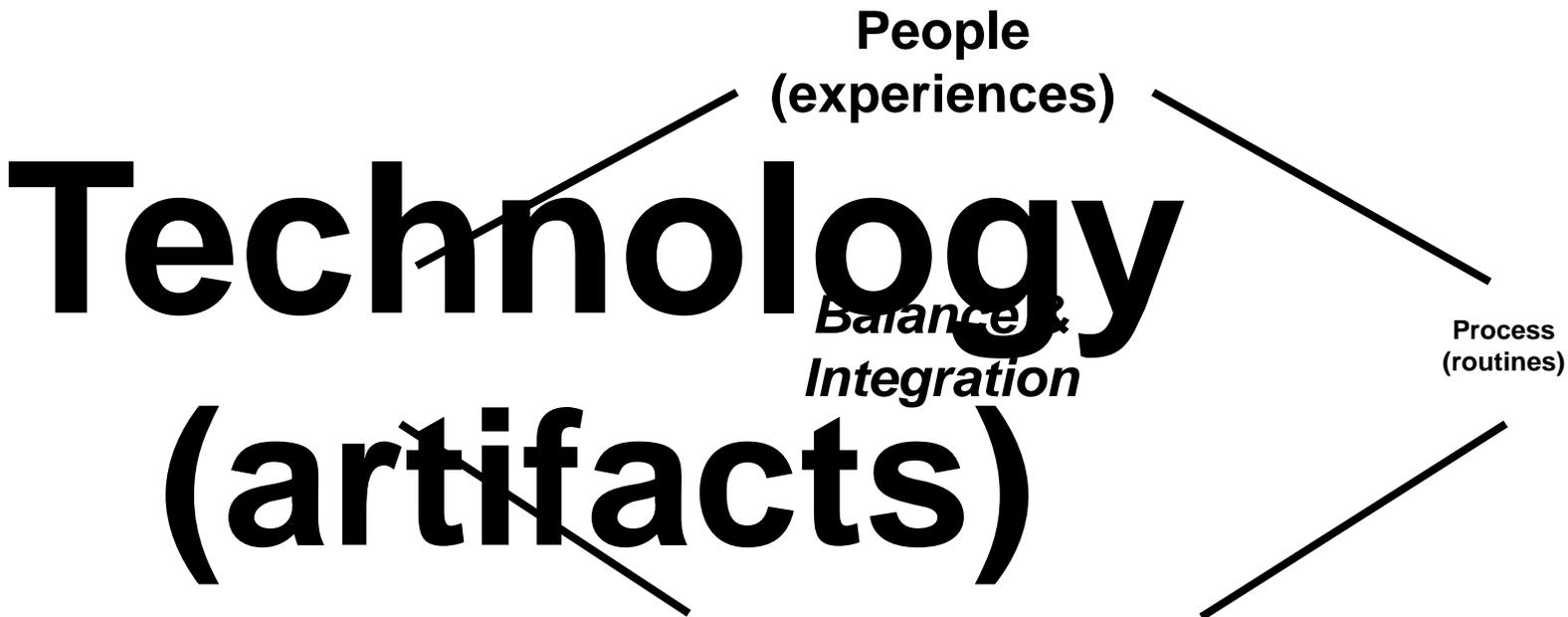


P3. $KM \rightarrow P + P + O + T$



P3. KM \rightarrow P + P + O + T

*Where & when
K needs to be*



*Where & when
K is*

Some Resources

- Research publications:
 - *Harnessing Knowledge Dynamics: Principled Organizational Knowing & Learning* IRM Press (2006)
 - Articles & tech reports (eg see my webpage)
- KM education & training:
 - Issues in Defense KM-IM (IS3210): principles ($K \rightarrow A \rightarrow P \rightarrow CA$)
 - *AKMC: job-specific training*
 - Knowledge Superiority (IS4210): principles ($CA \leftarrow P \leftarrow A \leftarrow K$)
 - Knowledge Superiority *Certificate* (+2 courses)
- Ongoing support:
 - Army KM expertise
 - NPS faculty & others



Think the “Unthinkable”

- We're here to help!
- MNissen [at] nps.edu
- markenissen [at] earthlink.net