

Expanding your knowledge of KM: A Presidential Endorsement

Jonathan Morris, 2008 president of KC's ASTD chapter, heartily endorses the book, ***Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom***, by Dorothy Leonard and Walter C. Swap. Jonathan, who teaches courses on succession planning and knowledge management for the KU Public Management Center in Topeka, has found the book to be one of the best on these topics.

Leonard, a Harvard Business School emeritus professor, and Swap, professor of psychology at Tufts, interviewed people at 35 companies around the world to explore their topic. A quick look at Amazon's website produced the following review (excerpt from review by Daniel R. Wilson):

For as long as anyone can remember leaders have been struggling to describe and to manage a mysterious kind of knowledge that people cannot readily pass on to others. It has been called wisdom, tribal knowledge, and tacit knowledge. Authors Dorothy Leonard and Walter Swap put this elusive kind of expertise in an organizational context and call it deep smarts.

One of the best ways to describe deep smarts is to provide an example of what it can do. They write, "When knowledge is fragmented, it takes deep smarts to aggregate it, make sense of it, see the relevant patterns, and act on it." So deep smarts is what it takes to define a path through confusion by sensing the connections in a blizzard of information. Wouldn't we all like to have that ability and have it flourish in our organizations?