

# Knowledge Leadership

***Kent A. Greenes  
6<sup>TH</sup> Annual Army KM  
Conference  
October 20, 2010  
Kansas City Airport Marriott***



Source: hbr.org, July–August 2009, “The Big Shift”



Experience is something you don't get until just after you need it.

– Steve Wright

# Agenda

- What & Why
- What Great Knowledge Leaders...

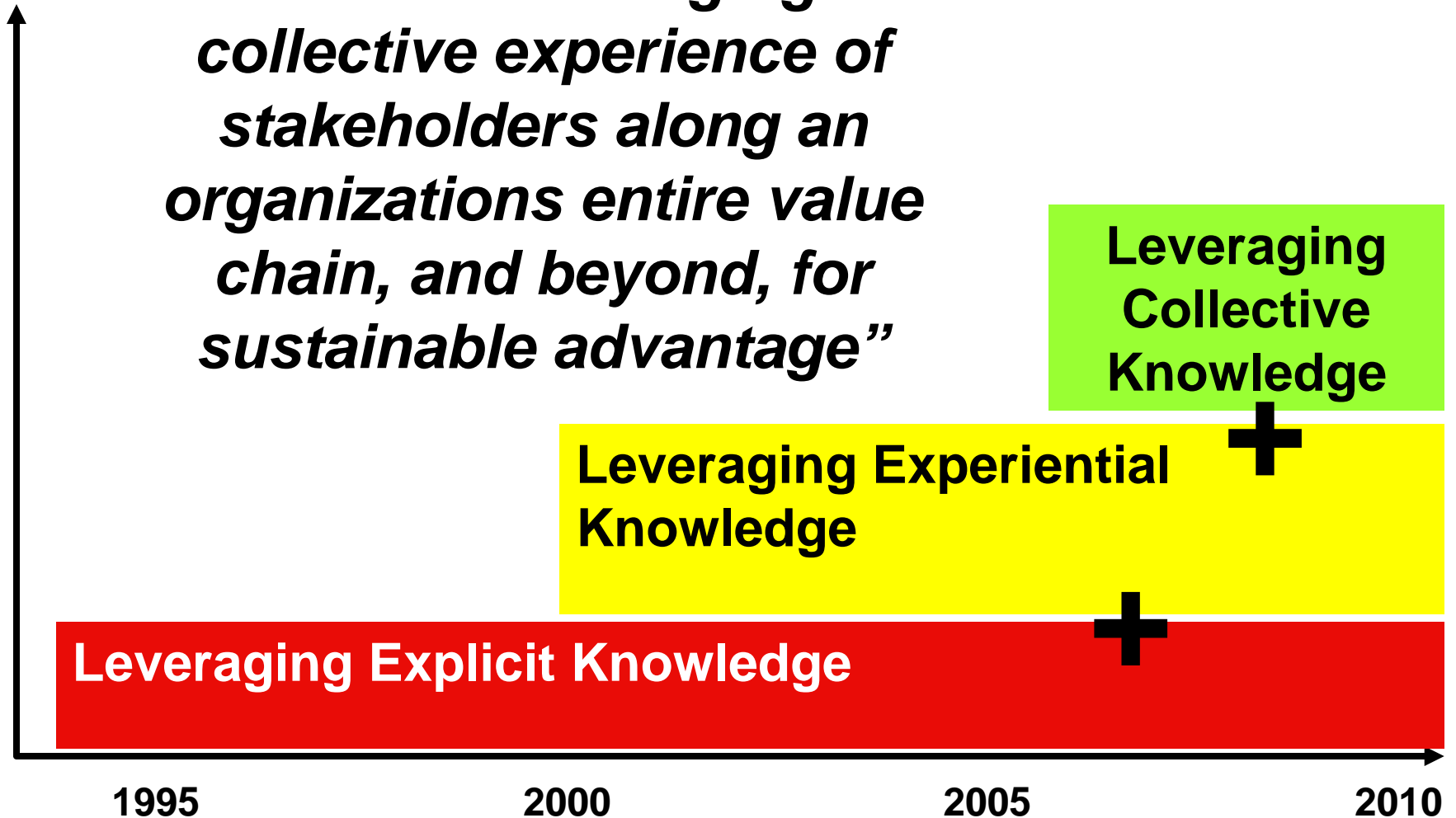
*...Understand,*

*...Do,*

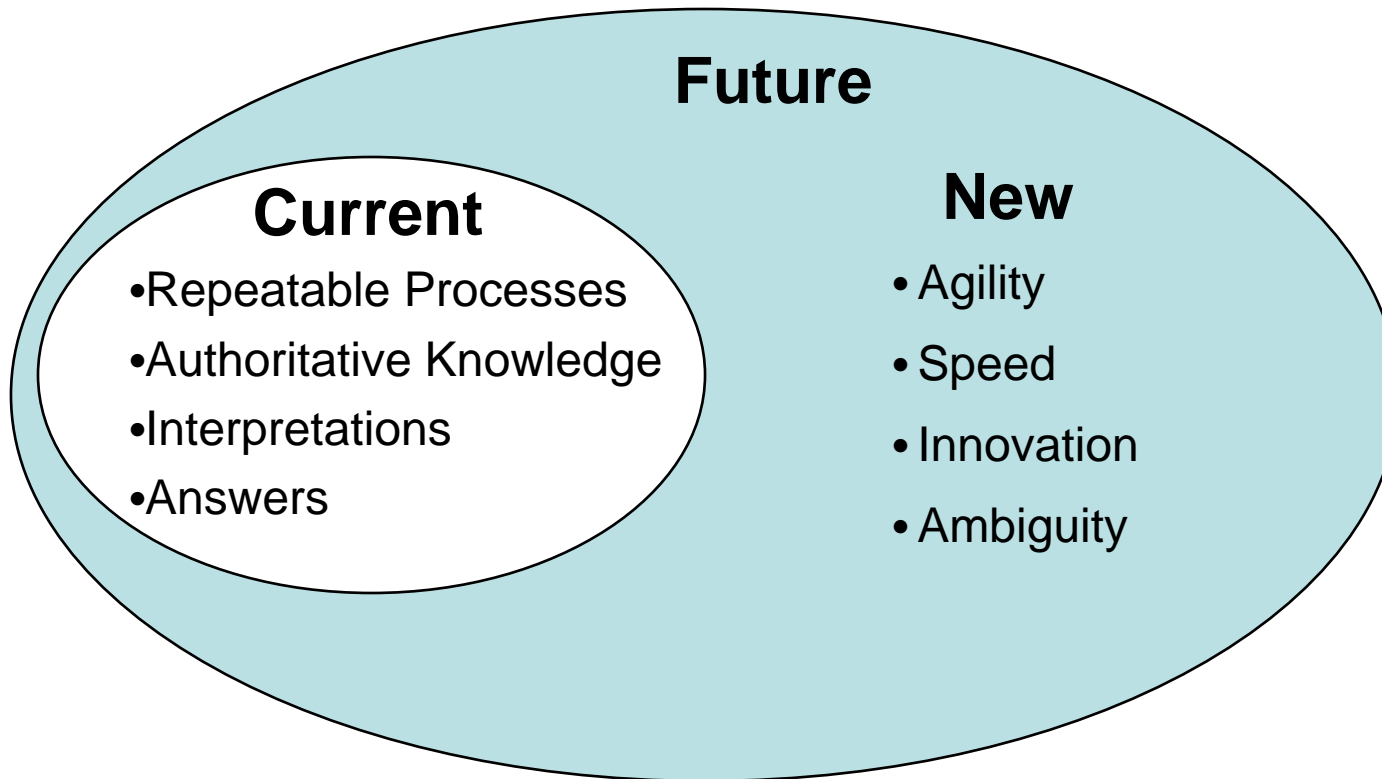
*...and Are Learning.*

# What is Knowledge Leadership?

*“Leadership that creates demand for leveraging the collective experience of stakeholders along an organizations entire value chain, and beyond, for sustainable advantage”*



# Drivers for Knowledge Leadership

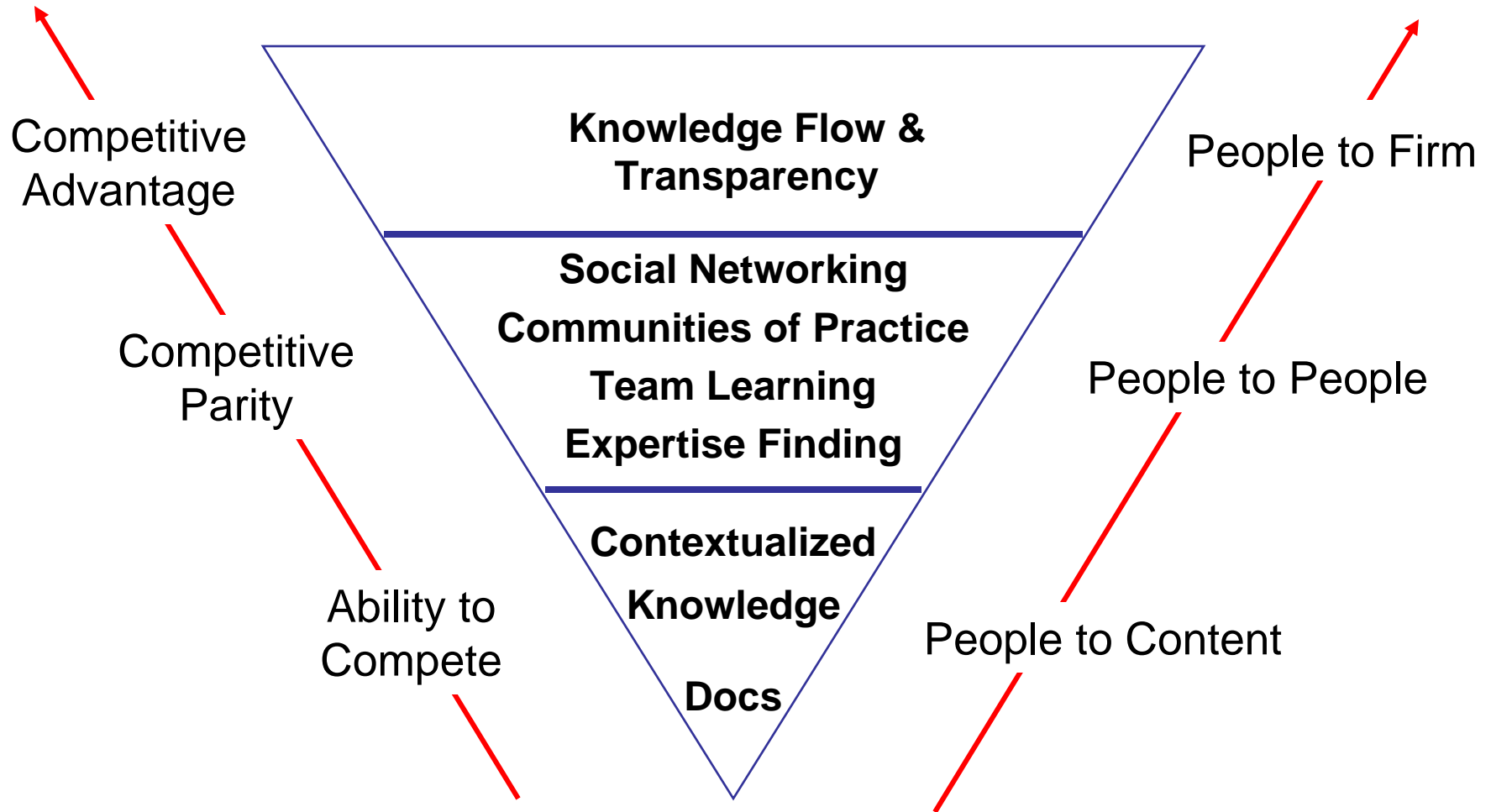


## Key Factors:

- Complexity
- Digital infrastructure
- 4-Generation workforce
- Regulatory changes
- External influence
- Increased tempo of operations

# Great Knowledge Leaders Understand...

## *The Hierarchy of KM Needs in Their Organization*



# Great Knowledge Leaders Understand...

## ***“Chance favors the connected mind”***

- Ideas are networks
  - ***How can we enable regular interaction with those that are working on different problems?***
- If we want to encourage innovation, we need to design workspaces to support it
  - ***How can we encourage diverse viewpoints?***
- Good ideas are more likely to result from slow hunches
  - ***How can we accelerate the incubation process?***
- The value of community
  - ***They recognize communities are about people, not technology.***



# Great Knowledge Leaders Understand...

## ***Leading Knowledge Workers is Different***

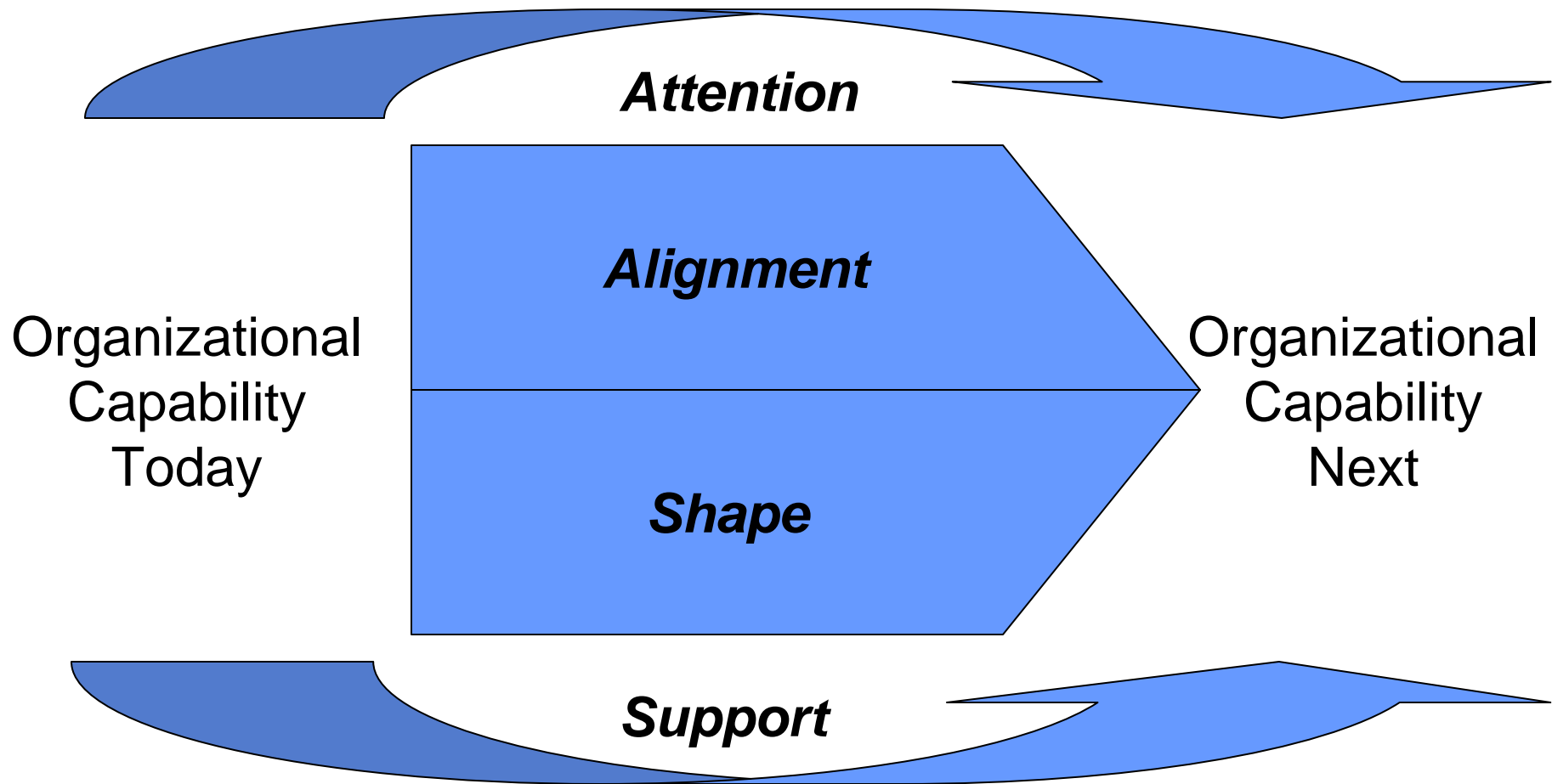
- Knowledge workers continuously interact with others to deal with complex challenges
- How to lead these people effectively is different
  - Flatten hierarchies
  - Create an environment for constant learning
  - New generation of workers prefer work & jobs 'with meaning' over wealth...and, are struggling with how to handle feedback\*\*



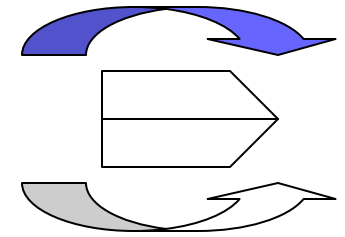
*\*\*Source: Lancaster and Stillman, 2010 global research*



# What Great Knowledge Leaders Do



# Great Knowledge Leaders...

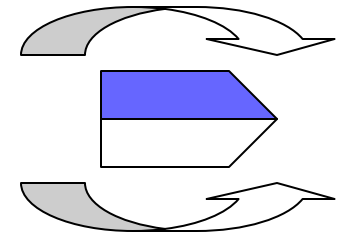


## *Create & Maintain Attention*

- Confront the reality of the organization's capability in a rapidly changing environment
- Convene enterprise-wide conversation to develop a 'burning platform' for change
- Demonstrate the power of collective knowledge practices, tools, roles and incentives
- Keep 'KM' evolving on the leadership agenda



# Great Knowledge Leaders...

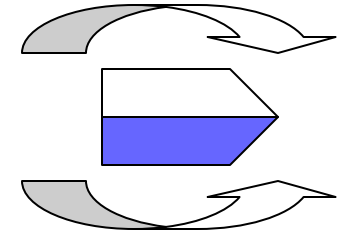


## *Prioritize & Align Initiatives*

- Ensure all learning & KM initiatives connect directly with strategic direction & operational objectives
- Align stakeholders to optimize all resources for learning, KM & digital infrastructure
- Extend the enterprise's flow of knowledge, and sources of knowledge, to its external environment



# Great Knowledge Leaders...

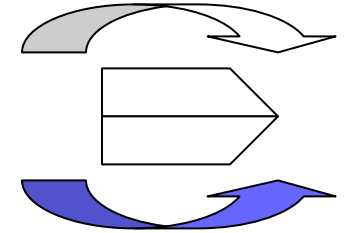


## *Shape Behavior*

- Visible role model for desired knowledge sharing and collaborative behaviors
- Create demand for learning thru stretch performance
- Use performance-based inquiry to drive learning & knowledge transfer
- Convene conversations that brings diverse thinking & perspectives together
- Constructively re-frame difficulties as opportunities
- Help knowledge sharing survive the tyranny of day-to-day operations



# Great Knowledge Leaders...



## ***Support & Recognize***

- Make it safe for people to ask questions, share openly and trust the answers they receive
- Invest in the digital infrastructure to enable flow of knowledge & talent
- Provide resources in the form of space (physical as well as mental) and expertise in facilitating change
- Reward exceptional knowledge sharing behavior
- Quickly respond to challenges and requests



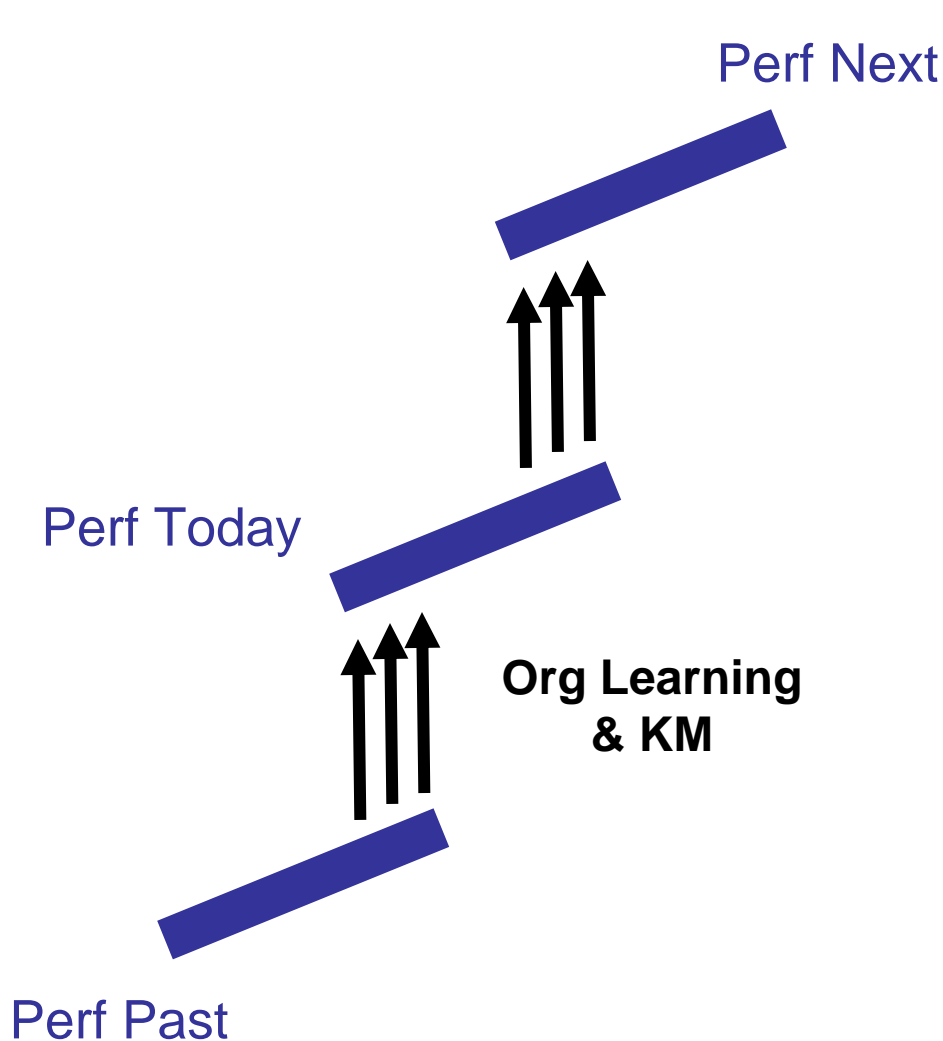
**Fluor's annual  
Knowvember campaign**

# Great Knowledge Leaders ...Are Learning to Leverage New Social Media

- The latest tools for communication and collaboration align with the leadership & learning preferences of **'Generation Virtual'**
  - *Digital & online*
  - *Just-in-time*
  - *Brief*
  - *Informal*
  - *Rich media*



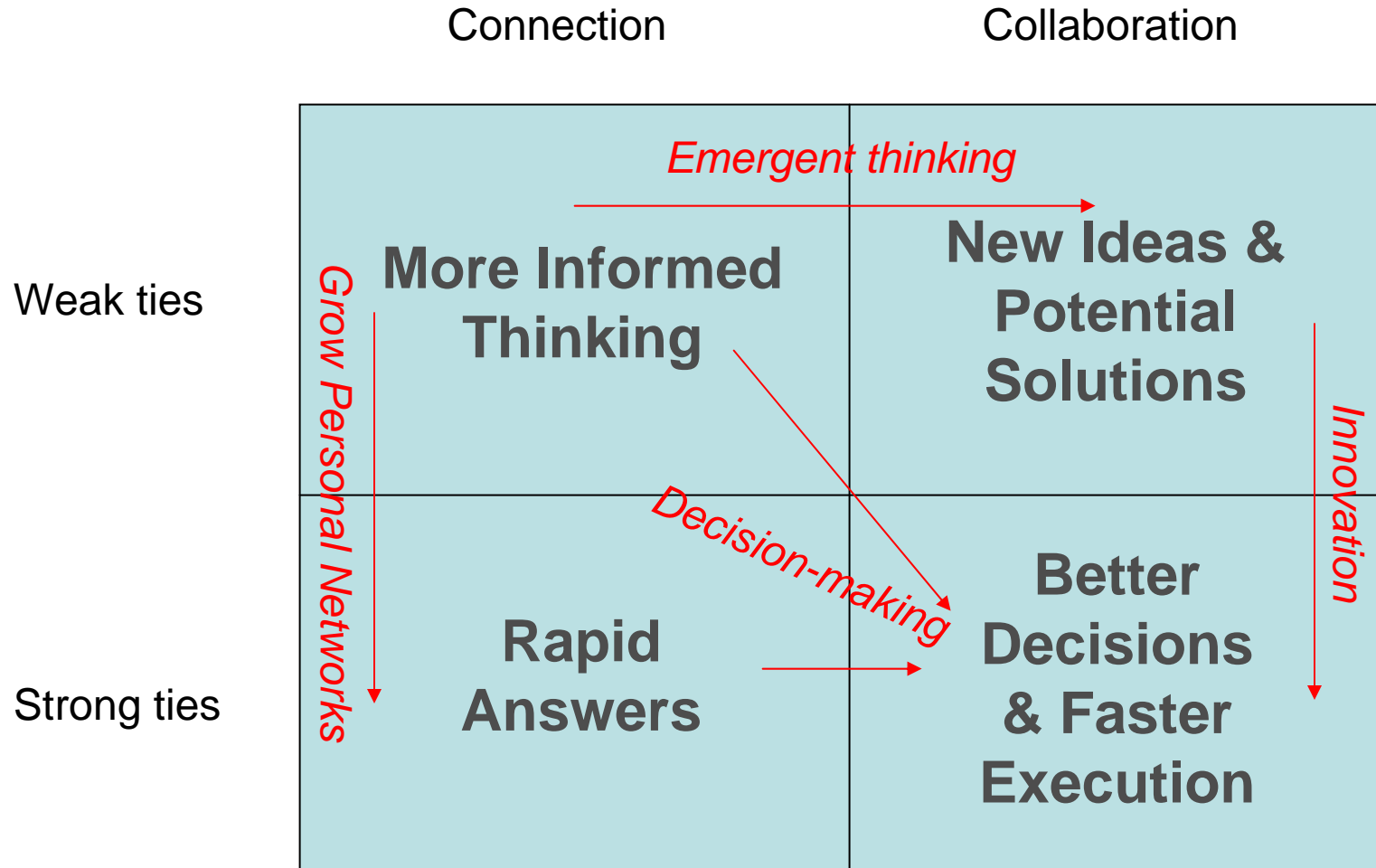
# Social Media – A Force Multiplier for Knowledge Transfer



## Multipliers:

- Narrating your work
- Cognitive diversity
- Increased connections & frequency of interactions
- Organize fast without little overhead
- Mass conversation
- Transparency
- Flow of informal learning from experience

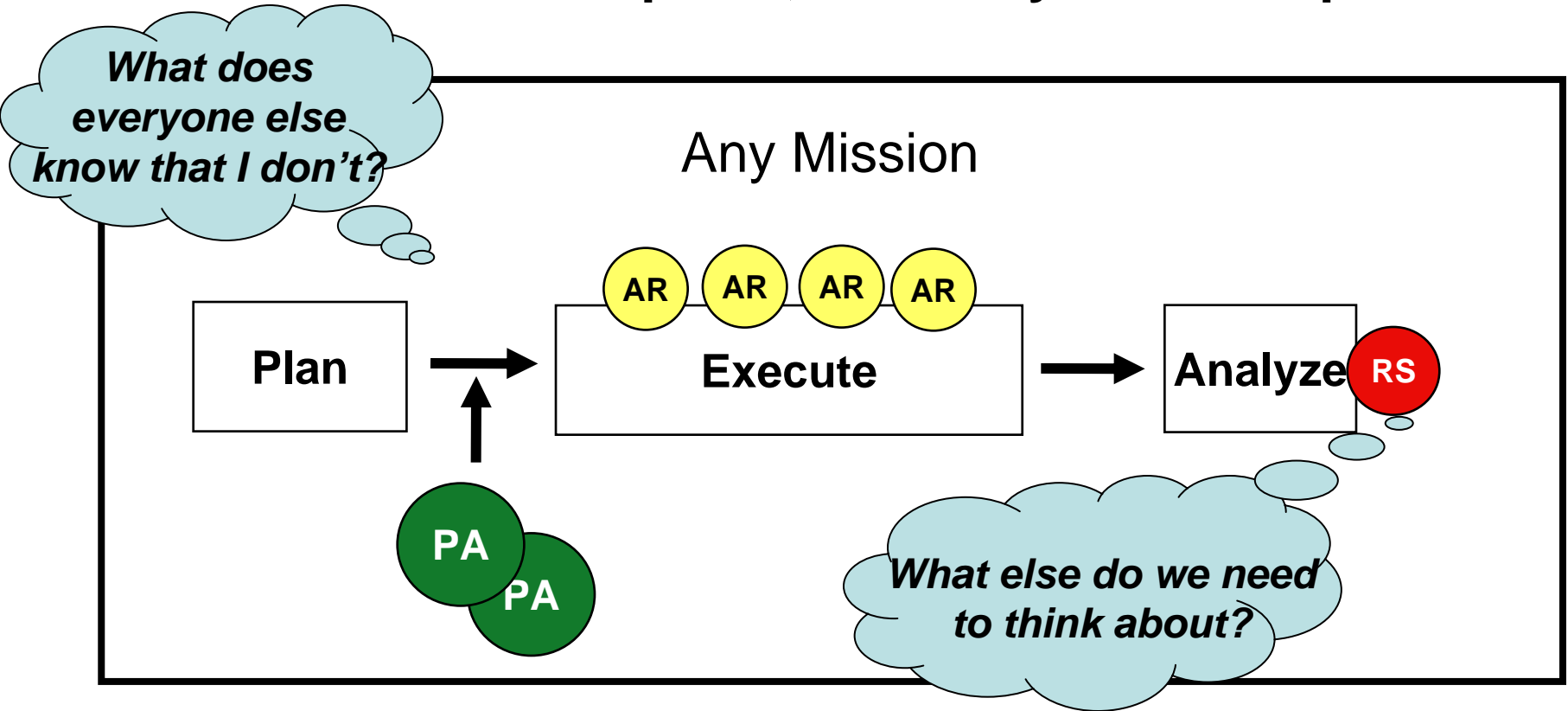
# Added Value from KT Enabled by Social Media





# Great Knowledge Leaders...

Learn at 'Mission' Speed , and They Don't Stop There!



**PA** Learn Before Doing:  
**Peer Assist**  
(2 hrs to 2 days)

**AR** Learn While Doing:  
**Action Review**  
(15 min)

**RS** Learn After Doing:  
**Retrospect**  
(2 to 4 hrs)

*Highly relevant,  
timely knowledge transfer*

*Immediate  
improvement*

*Creating &  
capturing knowledge*

# Speaking of connected minds...

1. Form into small groups
2. *Conversation 1:* Talk about great knowledge leaders you've observed in this conference...describe what stood out about them
3. *Conversation 2:* Identify traits of great knowledge leaders
4. *Conversation 3:* Share some things you are thinking about doing differently as a knowledge leader, or to facilitate knowledge leadership, when you get back to your unit

