



Leadership and the 4-Pillar KM Model

Do You Value Your Knowledge?

Agriculture to Industrial to Information and now to the 21st Century Global Knowledge Era.

These “eras” do not have hard boundary limits. That seems especially true of the flow of data to information into “contextual information” as it morphs into “actionable knowledge.” Ironically we might have to thank Osama Bin Laden for propelling America into the “Knowledge Era.” In 2007 the G.W. Bush Administration published a “National Strategy on Successes and Challenges in Improving Terrorism –Related Information Sharing.” It was based on consolidation of efforts since 911 to “articulate the full contours of its vision in a single document” (October 2007, 31 pages, A1-9) today’s (December 2012) 16 page B.H. Obama version recognizes this national asset as “...sharing the right information with the right people at the right time...” in the right context allows the transfer of shared knowledge [added extension].

Do you have an Inventory of your knowledge assets?

How often do you monitor the robustness of those assets?

What Valuation do those assets carry on your Balance Sheet?

Peter Druker ‘50’s – Introduces “Knowledge Worker” as the 21st Century worker

Peter Senge ‘90’s – Publishes “*The Fifth Discipline - Creating a Learning Organization*”

Karl Wiig – ‘90’s – Coins the Term: “Knowledge Management” and “KM” becomes the shorthand

By 2000 the volume of literature on “KM” goes virtually “hockey stick ” vertical! In 2000 the George Washington University (GWU) received the first accreditations in North America for KM Degrees from Certificate through Doctoral levels. Today some 35 DSc or PhD degrees in the “KM Focus Area” have been earned, and several more are in process. **The first Dissertation was defended in March 2000 and documented the validation of a “4 Pillar Model” supporting the conclusion that:**

“Leadership commitment to Organization recognition, reward, forums and supporting processes when enabled by Technology developments will evolve a Learning environment delivering more *efficient, effective and innovative results.*”

Knowledge advocates practice Knowledge Sharing (KS) to embed those practices and methods within “usual” organizational business mechanisms and effectively achieve process improvement results. Creating appropriate performance measurement criteria at the front end supports the ultimate valuations and ROI of efficient, effective and/or innovative results.

In 2001 the Institute for KM was created at GWU [Managing Director, Murray], and evolved within a year to the Institute for Knowledge and Innovation (IKI) [Managing Director, Calabrese] and is in the **early stages of expanding as a separate 501(c)3 entity to I²KI, the International Institute for Knowledge and Innovation. Today’s Sponsor, Dr. Rudy Garrity, The American Learnership Forum (ALF), an existing qualified 501(c)3 is already an affiliated and linked entity.** The IKI LinkedIn site now has more than 1,000 participants and an I²KI incumbent cadre of almost 100 researchers and practitioners. A significant number of the GWU Doctoral and Master’s cadre, following the program’s 2000 theme of “Theory to Practice a Continuum,” have applied Theory, with emphasis on Practice(s), globally since 2000.

Today I’ll end this short tutorial and hope to encourage knowledge sharing and collaboration with a brief survey that may help you contribute some answers to our three(3) Assets Questions:

INVENTORY?

ROBUSTNESS?

VALUATION?