

"It seems that... often said that
know...

Organizations learn only through
individuals who learn. Senge, 1990

corporation... of
intellectual capital for the corporation." From "The
Power on One" by Steve Barth, KM Magazine, December 2000

Moving Beyond Conventional KM Strategies:
Mining the Value of the White Spaces

The Value of White Spaces in Individual Learning

Moving Beyond Conventional KM Strategies:
Mining the Value of the White Spaces

The Value of Individual Learning

What you know
you know

What you are
unaware that you
know

What you know
you don't know

What you are
unaware that you
don't know

What you know
you know

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don't know

Agenda

Why learning is important

How we learn

About thinking

Where's the white space?

Personal Knowledge Management

learning



Not



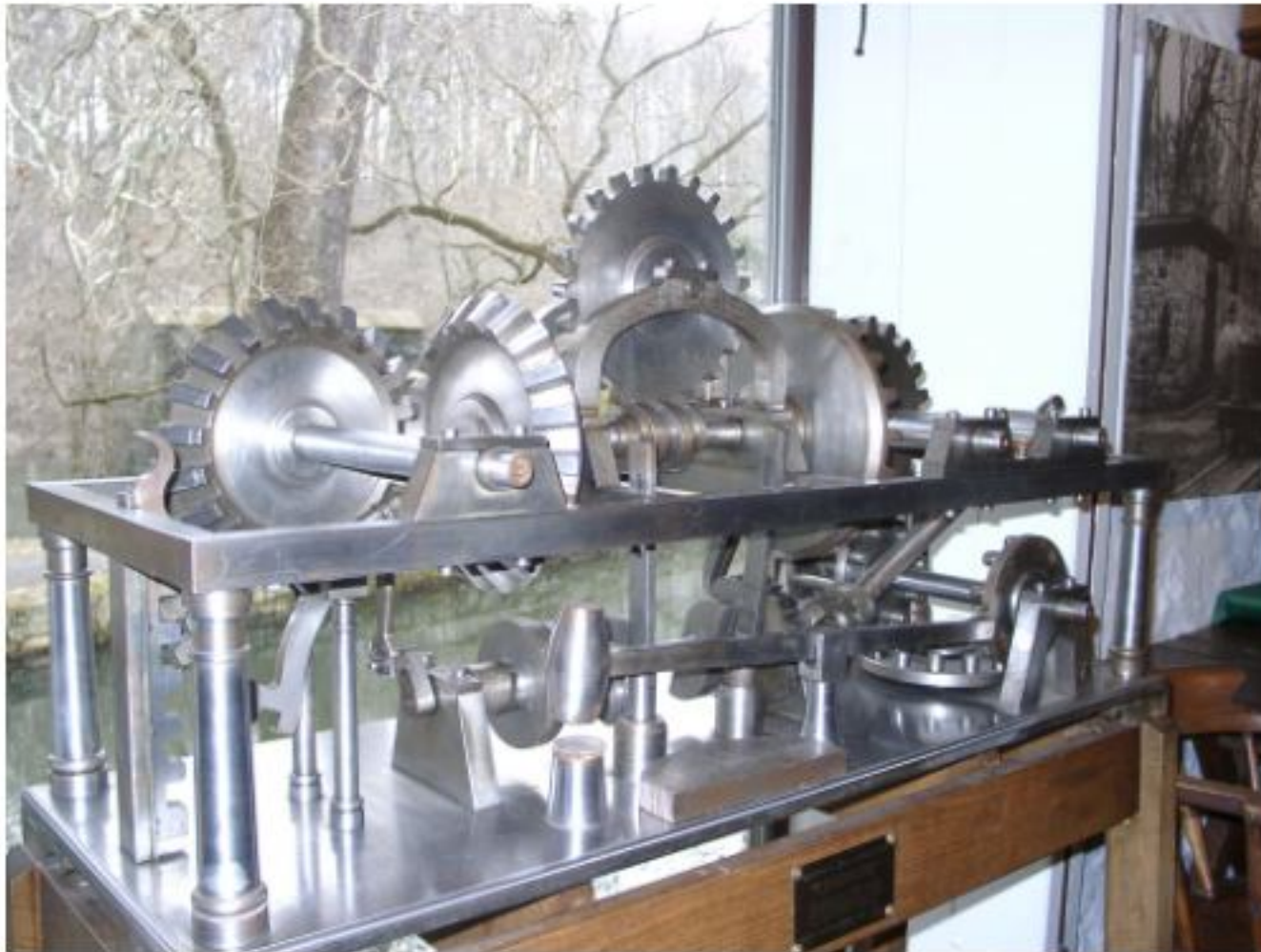
Professionalism



Staying employed

A photograph of a rocky stream with white water rapids. The water is turbulent and white with foam, cascading over dark, jagged rocks. The surrounding area is a mix of dark soil and more rocks. The text "Keeping up with the pace" is overlaid in yellow in the upper center of the image.

Keeping up with the pace



Complexity of Problems



Enjoying Life!!

How do you learn?

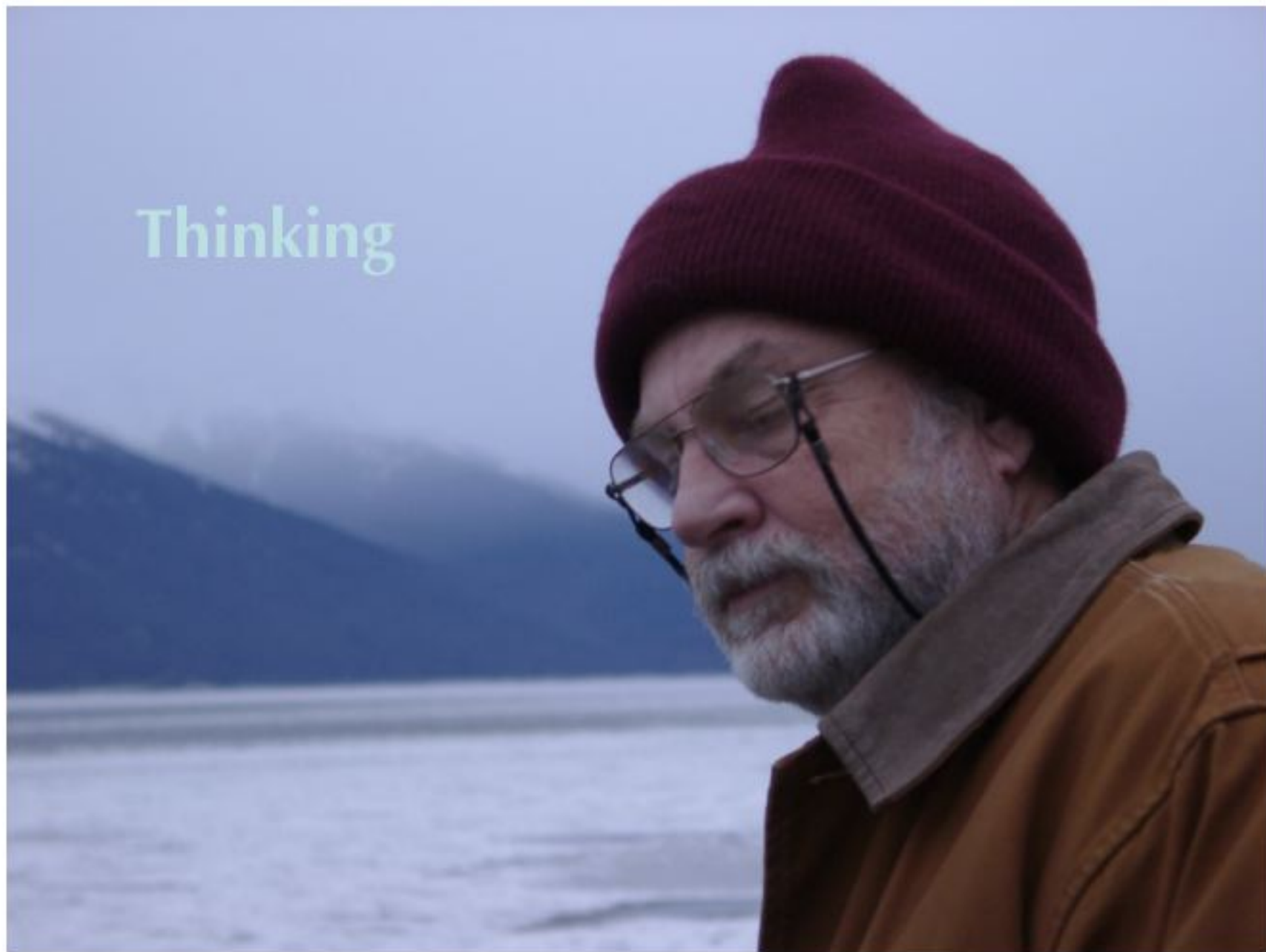


Observation

Conversation



Thinking



Practice



Where to begin?

First things first



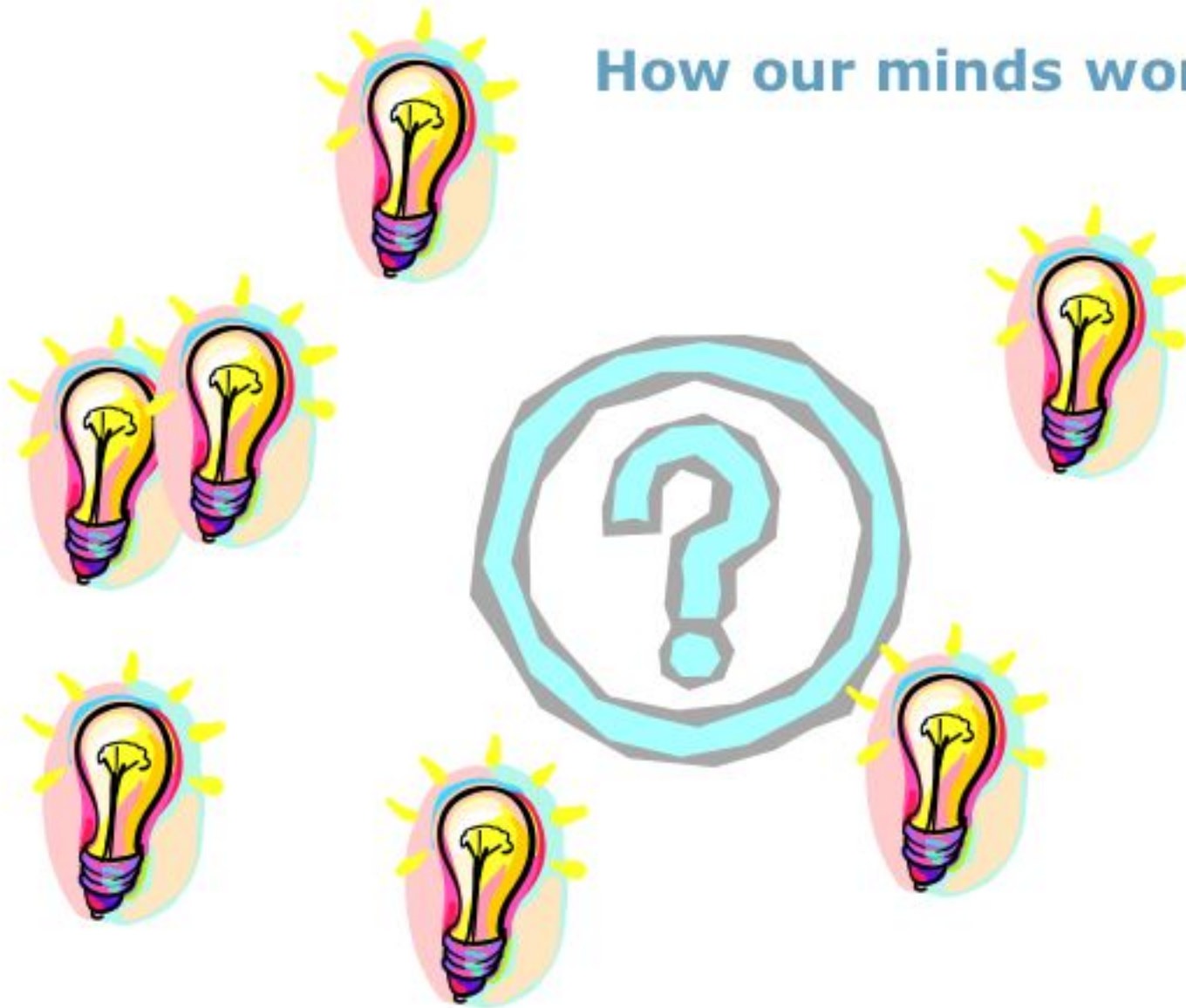
“I don’t believe anybody is going to give us time to think. We have to reclaim it for ourselves.”

Meg Wheatley (Finding Our Way, p 214.)

How our minds work best



How our minds work best



Create a Thinking Environment™

from Nancy Kline's book **Time to Think**



Attention: you need a listener

Appreciation:
Find people who
will give you
balanced feedback





Information: get the facts



Diversity: Listen for different ideas and perspectives

Where is the white space?

What you know
you know

What you are
unaware that you
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How do you explore this white space?

Personal Knowledge Management

You decide to do it



You find other people



You establish a thinking environment™



You ask questions of 3 friends questions like:

- Tell me about a time when you decided to come to me for information/knowledge/know-how. What was the topic? Are there other topics that you feel I know.

You ask questions of 3 colleagues questions like:

- What information can you always depend on me to provide?

You ask your boss questions like:

- Tell me about a time when I was able to meet a challenge, resolve a difficult situation, or solve a problem.

Personal Knowledge Management

Finish your interviews

Summarize your lessons learned

Create an inventory of your sources of information

Summarize your lessons learned

Compare lessons learned to your vision and the business needs of your organization

Summarize your lessons learned

Create your programme

Actions Identified by Others in their Personal Knowledge Programmes

- Seek out those who are expert in your areas of need or simply practice in them
- Seek out and join new communities of practice
- Create a community of practice
- Reduce the number of publications you receive and try to read
- Increase the number of publications you receive and read
- Learn to 'speed read'
- Learn to 'trash read'
- Hire a reader who is adept at summarizing
- Join only the most essential societies of your profession and then become active in them
- Volunteer to be a mentor for a young person (learning is part of teaching, too)
- Identify courses, workshops, or conferences that focus on your areas of need
- Propose to speak at conferences in order to sharpen your understanding of a topic and to meet experts now known to you today
- Select a computer application that will allow you to organize content (content manager) that is of value to you and is already in your possession or to be obtained
- Review your 'bookmarks' or 'favorites' and trim them down to those that really are useful (or organize them to speed up your searching)
- Seek out discussion spaces on the Internet that are relevant and take time to determine if they are worth regular visits or occasional check-ins
- Join List Serves that regularly post items of interest
- Explore Wikipedia to see what is already available; open up a new topic area where you begin the discussion and monitor regularly
- Set aside time for journaling lessons learned
- Insist on conducting AARs after every major activity of a project
- Call in peers to assist you in your next challenge (offer to be available if they ever call you in, and certainly offer them food)
- Suggest that your team select a time when all members will come together and have an informal coffee (with pastries!)
- Organize an informal symposium (perhaps over lunch) where a knotty problem is put before it
- Explore the value of using Open Space for bringing lots of issues out for discussion
- Learn what 'dialogue' can be and practice the behaviors characteristic of dialogue in meetings (be prepared to wait for others to discover what you are trying to do)
- Make it a habit to regularly ask the question, "What am I assuming about this?"
- Find a 'thinking partner' and learn together how to be each others thinking partner (See Nancy Kline's book)
- Take a few hours and organize the files on your computer (efficiency opens up time for learning)

Napkin approach

Do this starting today!!!

- Attend a course on Social Network Analysis
- Discontinue 2 journals (Technology and SMR)
- Find a reference to learn about Islam and movie production

Why learning is important

- Professionalism
- Staying employed
- Keeping up with the pace
- Complexity of problems
- Enjoying life

How we learn

- Observation
- Conversation
- Thinking
- Practice

About thinking

- Best from a question
- Thinking environment
 - Attention
 - Appreciation
 - Information
 - Diversity

Where's the white space?

- Opening up the unknown

Personal Knowledge Management

- Decide
- Explore
- Seek lessons learned
- Plan

Stay Curious

**Is my curiosity about the world
increasing or decreasing?**

Contact me at mblair@pelerei.com

or call 301-371-7100

Thank you!