

# The Journey to Resilience

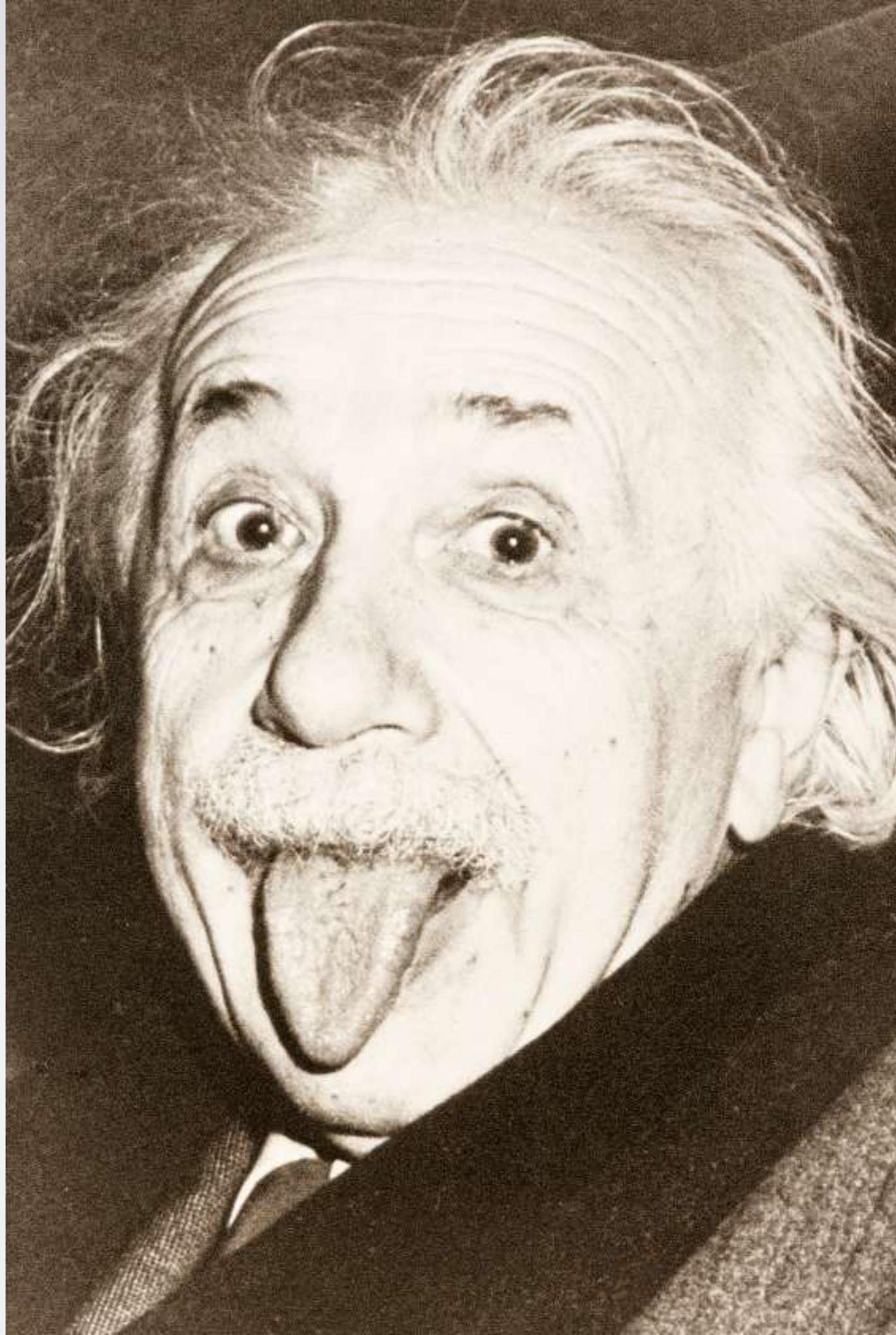
“The collaborative exchange of ideas is the single most critical element of innovation.”



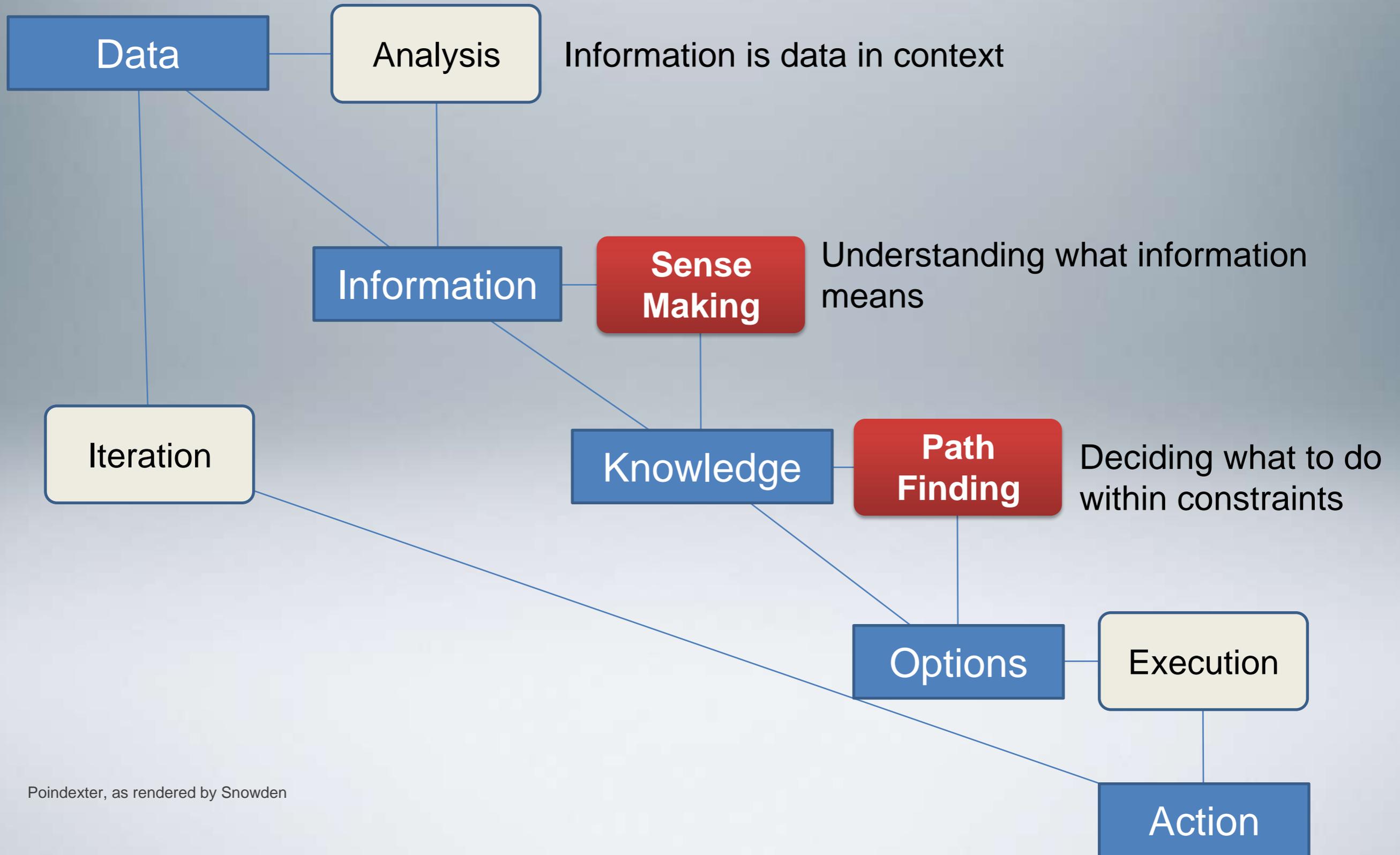
1998: Year I first put "KM" on a business card

Knowledge is “Biologically determined” (Shutz, 1967)

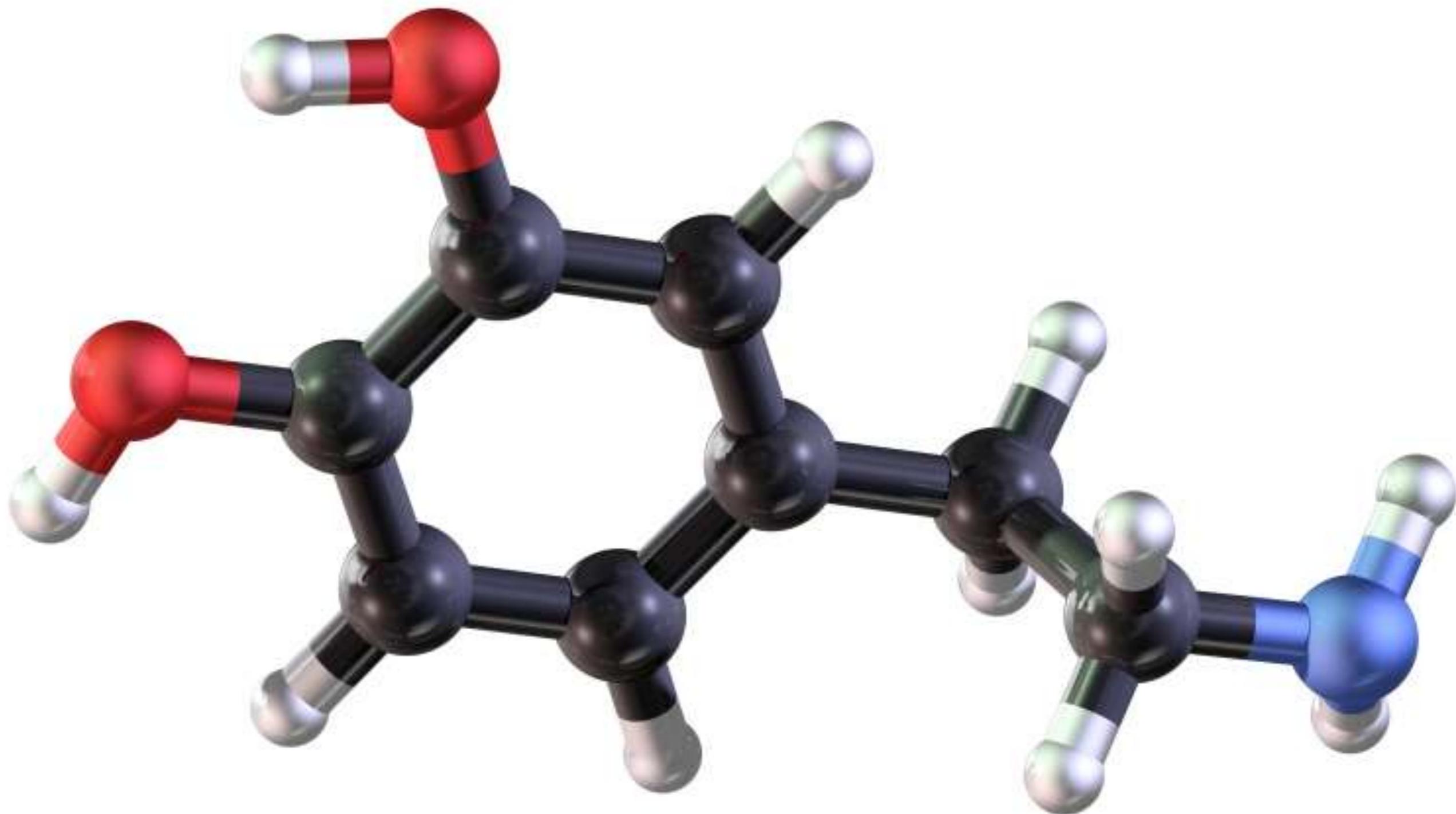
The knowledge structure in the receiver will never match the sender's



# knowledge

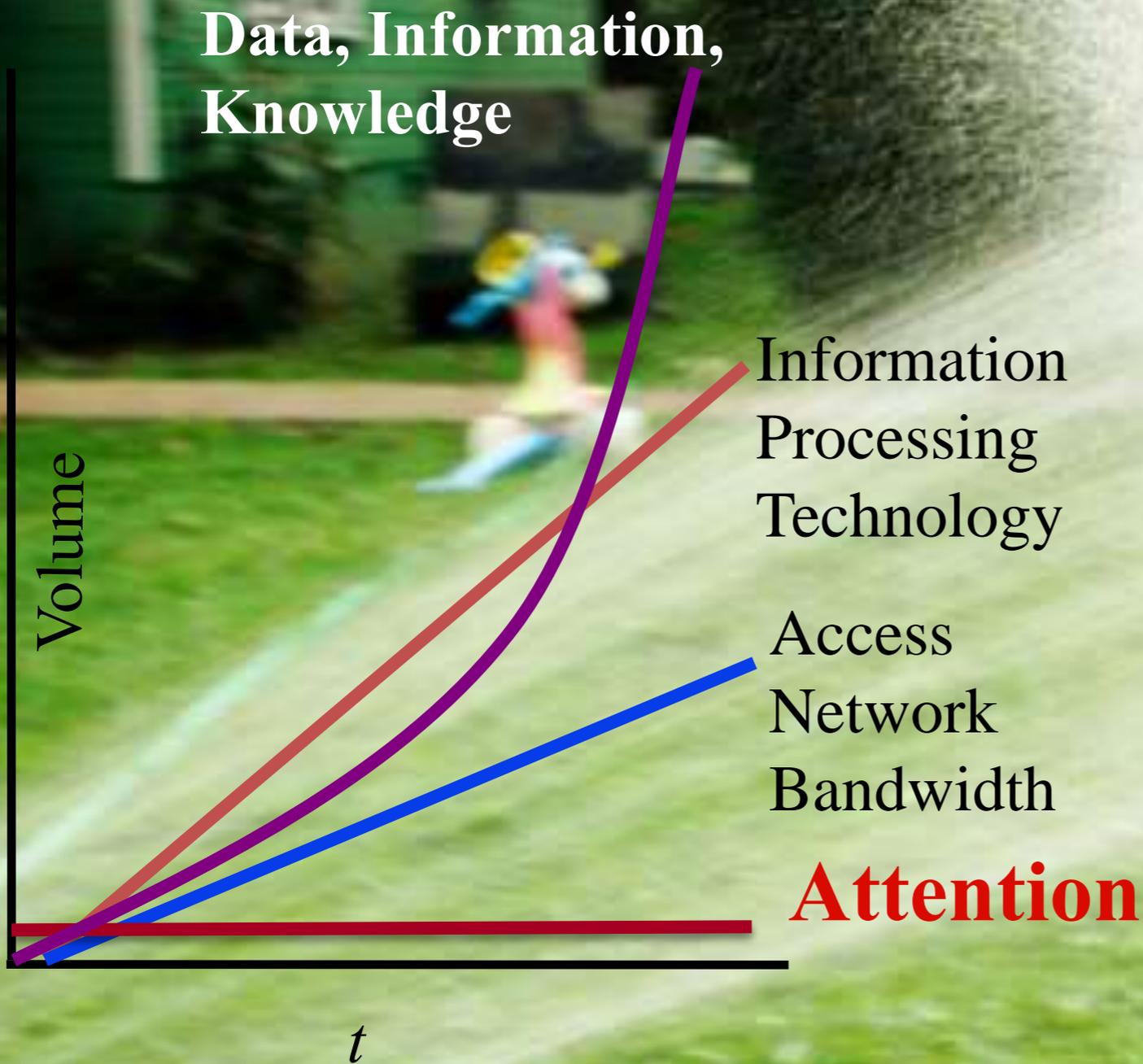


# The Brain



Best practice or dope?

# No multitasking for you





Predicting the intentions of others -  
unconsciously



it's not a kitchen fire

# Recognition-primed decision model

<b>Intuition</b>	size up a situation quickly
<b>Mental stimulation</b>	imagine how a course of action may be carried out
<b>Metaphor</b>	draw on experience by suggesting parallels between the current situation and something else we have come across
<b>Storytelling</b>	consolidate our experiences to make them available in the future, either to ourselves or to others



Experience is not correlated with creativity in low-stress situations. Like, say, a conference.

# The Organization



What happens when we predict in groups?

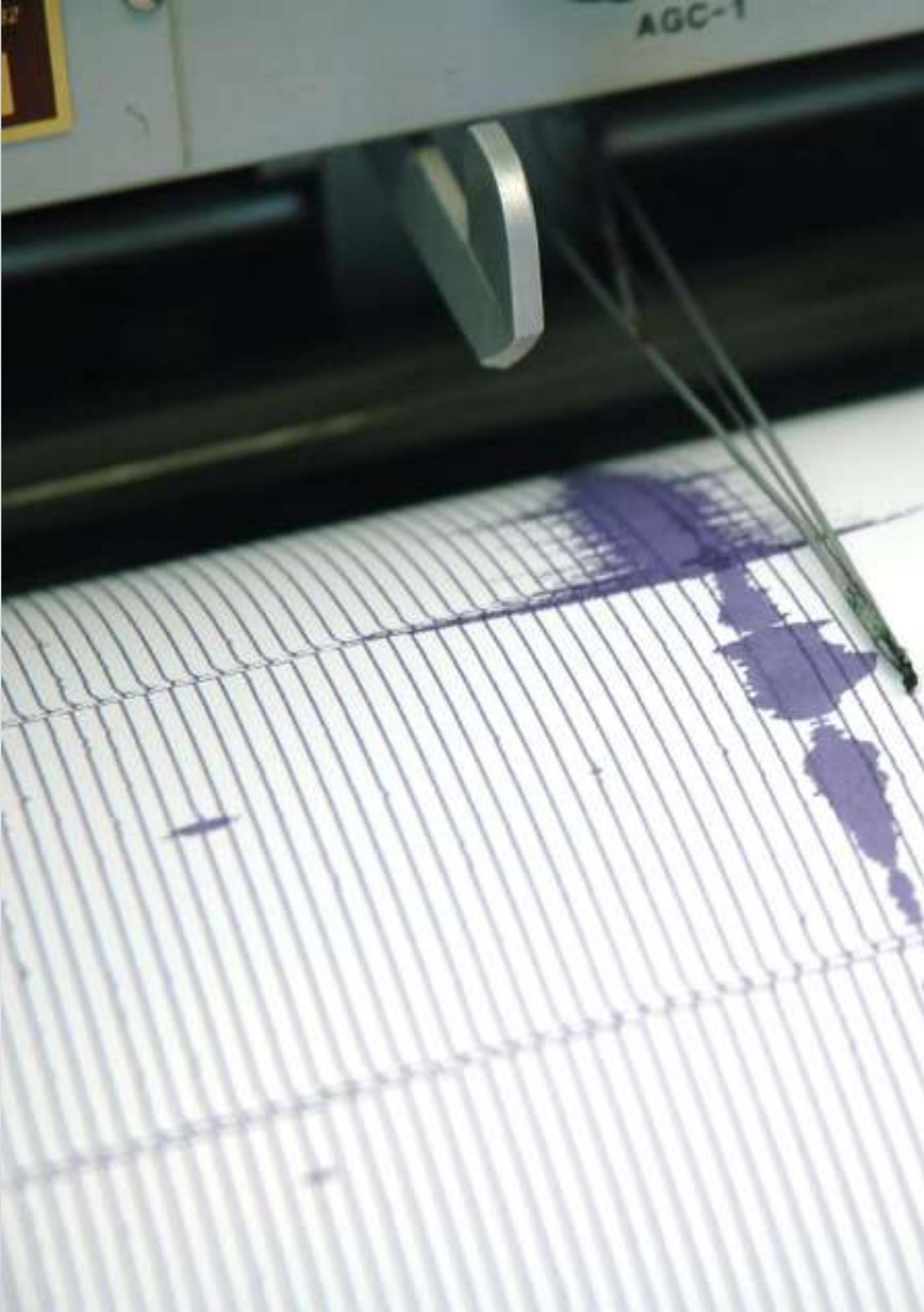


Getting organizations to work like brains



“Organizations hire smart  
people and make them stupid.”

(I forget who said this)



DC Earthquake, 2011  
“We will rebuild.”



# The Challenge

If knowledge is personal

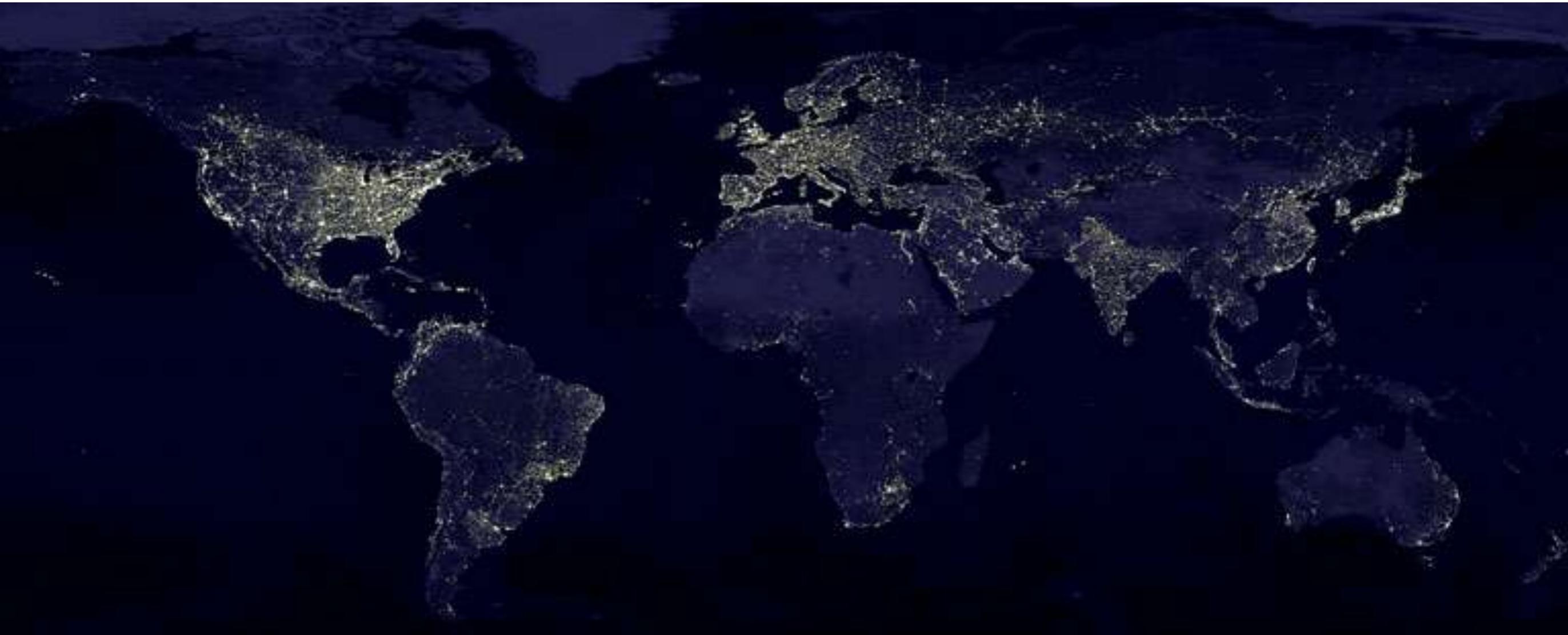
If decisions are predictions emerging from interactions

If organization culture embeds shared assumptions that thwart creativity

If “The collaborative exchange of ideas is the single most critical element of innovation”

***Then perhaps the product for KM is conversation as much as content.***

20<sup>th</sup> century





21<sup>st</sup> century

The seawalls of coastal Japan were built to withstand events that had already happened.





*“Tsunami reached as high as this place, therefore, nobody should build houses below here.”*

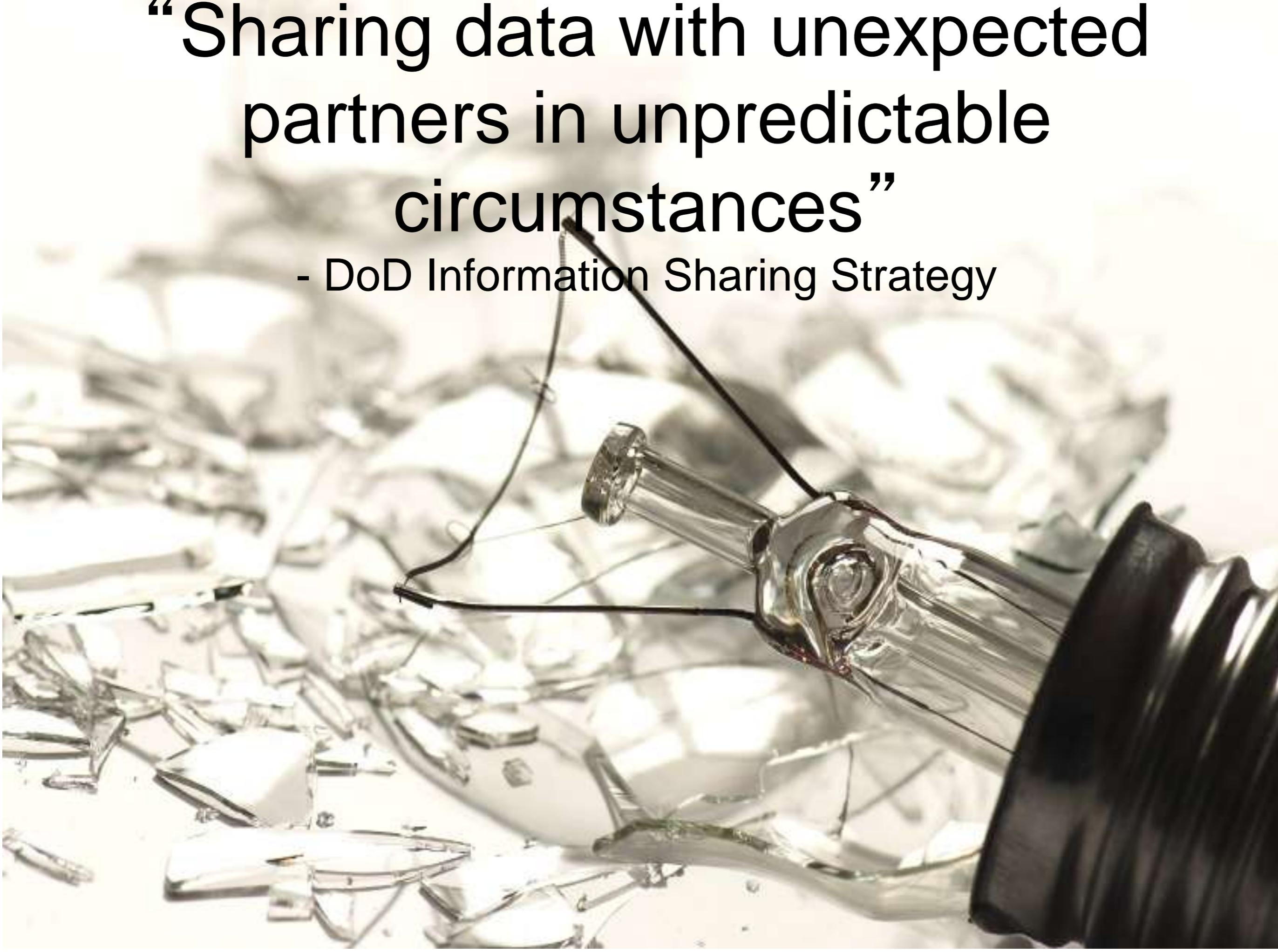
*Do not forget this no matter how long it takes.”*

*- approx. 600 A.D.*



**“Sharing data with unexpected  
partners in unpredictable  
circumstances”**

**- DoD Information Sharing Strategy**



- ❖ 24-hr command center
- ❖ National distribution network
- ❖ Will to adapt and act



- Prioritize and reduce - safety officers
- Calculate and decide - investors
- Anticipate and adapt - CEOs



**Improve your ability to reconfigure**



The background of the slide is a blurred image of a blue sky and ocean. The sky is a pale, hazy blue with some faint clouds, and the ocean below is a darker blue with soft, out-of-focus waves. The overall effect is a calm, serene, and slightly ethereal atmosphere.

Challenge: Become as adaptable as a rescue swimmer

Individual decisions are largely “unconscious”

Organizational norms do not encourage effective decisions

Resilience and adaptability trump planning and long-term prediction

Critical core and transaction data remains unshared across Coast Guard stakeholders

So how do we manage knowledge again?

# Knowledge Management and Organizational Learning

The Journey to Resilience

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