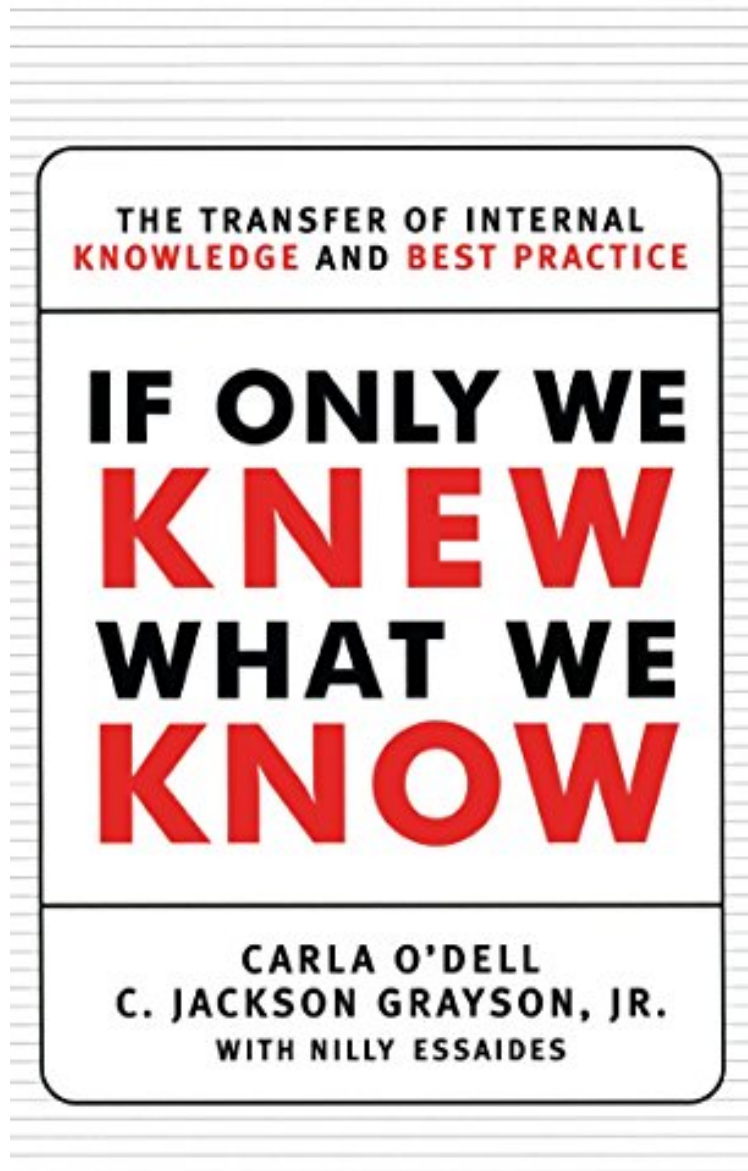


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# If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practi

*C. Jackson Grayson, Carla O'dell*  
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**C. Jackson Grayson, Carla O'dell : If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practi** before purchasing it in order to gage whether or not it would be worth my time, and all praised If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practi:

45 of 46 people found the following review helpful. The Invisibility of the ObviousBy Robert MorrisOne of the exercises I conduct for consulting clients is quite simple but extraordinarily valuable. Here's how it works. I ask to meet with 5-10 key executives, with or without the CEO included. Each of those present, in rotation around the table, says to each of the others (one at a time): "Here is what you and your people could do to make my life much easier." The exercise continues until each executive has spoken directly to every other person. All this takes about 60-90 minutes. Invariably the response is, "I had no idea. No problem. We'll be glad to do it. Why didn't you mention this before?" Everyone is involved, either asking for specific assistance from everyone else, or, learning how she or he could provide it. I mention this basic exercise to suggest what probably motivated O'Dell and Grayson to write this book. They focus on what they call "beds of knowledge" which are "hidden resources of intelligence that exist in almost every organization, relatively untapped and unmined." They suggest all manner of effective strategies to "tap into "this hidden asset, capturing it, organizing it, transferring it, and using it to create customer value, operational excellence, and product innovation -- all the while increasing profits and effectiveness." Almost all organizations claim that their "most valuable assets walk out the door at the end of each business day." That is correct. Almost all intellectual "capital" is stored between two ears and much (too much) of it is, for whatever reasons, inaccessible to others except in "small change." O'Dell and Grayson organize their material as follows: Part One: A Framework for Internal Knowledge Transfer Part Two: The Three Value Propositions [ie Customer Intimacy, Product-to-Product Excellence, and Achieving Operational Excellence] NOTE: Part Two will be even more valuable when read in combination with Treacy Wiersema's The Discipline of Market Leaders. Part Three: The Four Enablers of Transfer Part Four: Reports From the Front Lines: Pioneer Case Studies Part Five: The Four Phase Process: Or, "What I Do on Monday Morning" In the Conclusion, the authors assert that "there is no conclusion to managing knowledge and transferring best practices. It is a race without a finishing line." They are right, now and especially in years to come. In the concluding chapter, the authors share ten "Enduring Principles" which should inform and direct the formulation of any plan by which to manage knowledge and transfer best practices. During implementation of the plan, everyone involved must be willing and able to make whatever adjustments may be necessary. Perhaps the authors would agree with me that an 11th "enduring principle" affirms that change is the only constant. Those who share my high regard for this book are urged to check out Senge's The Fifth Discipline and The Dance of Change as well as Isaac's Dialogue. With regard to the exercise briefly explained in the first paragraph, one of its many value-added benefits occurs following the completion of the exercise when most (if not) of the participants begin to offer unsolicited suggestions as to how they can do even more to assist their associates. Four of the most powerful words in any organization are "I need your help." But first you have to ask for it. 0 of 0 people found the following review helpful. This book discloses that the author has a very good understanding of the functions and purpose of knowledge and ... By joshua frasier This book discloses that the author has a very good understanding of the functions and purpose of knowledge and its impact on organizations and people. It also details the importance of transferring knowledge to people in an effort to enhance the value of organizations and the people who are responsible for its operations. 0 of 0 people found the following review helpful. Four Stars By Tom Good book!

While companies search the world over to benchmark best practices, vast treasure troves of knowledge and know-how remain hidden right under their noses: in the minds of their own employees, in the often unique structure of their operations, and in the written history of their organizations. Now, acclaimed productivity and quality experts Carla O'Dell and Jack Grayson explain for the first time how applying the ideas of Knowledge Management can help employers identify their own internal best practices and share this intellectual capital throughout their organizations. Knowledge Management (KM) is a conscious strategy of getting the right information to the right people at the right time so they can take action and create value. Basing KM on three major studies of best practices at one hundred companies, the authors demonstrate how managers can utilize a visual process model to actually transfer best practices from one business unit of the organization to another. Rich with case studies, concrete examples, and revealing anecdotes from companies including Texas Instruments, Amoco, Buckman, Chevron, Sequent Computer, the World Bank, and USAA, this valuable guide reveals how knowledge treasure chests can be unlocked to reduce product development cycle time, implement more cost-efficient operations, or create a loyal customer base. Finally, O'Dell and Grayson present three "value propositions" built around customers, products, and operations that could result in staggering payoffs as they did at the companies cited above. No amount of knowledge or insight can keep a company ahead if it is not properly distributed where it's needed. Entirely accessible and immensely readable, If Only We Knew What We Know is a much-needed companion for business leaders everywhere.