



## Content experts



Karl Wiig focuses on management of knowledge at the organizational level. He has authored four books and over 40 articles on knowledge management, is co-founder of the International Knowledge Management Network, and has served as keynote speaker on six continents. He works extensively with client organizations in building internal knowledge management capabilities by focusing on business-related issues with senior management; tactical approaches and solutions with middle management; and hands-on methods and techniques with professional knowledge practitioners. Mr. Wiig holds undergraduate and graduate degrees from Case Institute of Technology, was Director of Applied Artificial Intelligence and of Systems and Policy Analysis at Arthur D. Little, Inc., and served as a management consulting partner with Coopers & Lybrand. He is listed in Who's Who in the World, Who's Who in America and other reference works.

## Fundamentals of Knowledge Management for Successful Enterprises

~ An 8-week online workshop by the KM practitioner "par-excellence" Karl Wiig in applying people-focused KM principles to re-invent business for sustainable revenue increase and cost reduction. ~



## Facilitator



Dr. Oliver Schwabe is one of the world's foremost community moderators and facilitators with over 50 theme areas delivered virtually to over 2500 students in 60 countries in the past decade.

Key clients include:

- Jones International University
- The Open University Business School
- Know Inc.
- Entovation
- Sveiby Knowledge Associates
- United Nations Virtual Development Academy

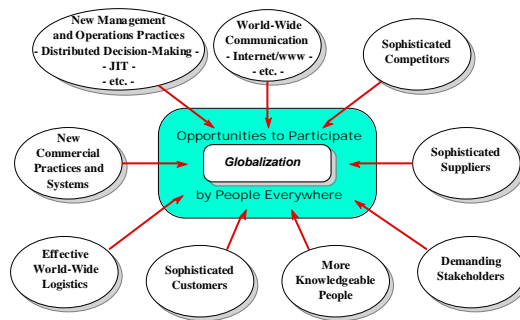
For more information visit [www.euro-focus.com](http://www.euro-focus.com)

**LEARN HOW TO:**

**Apply the NEW Knowledge Management Principles**

**Implement effective situation handling in enterprises**

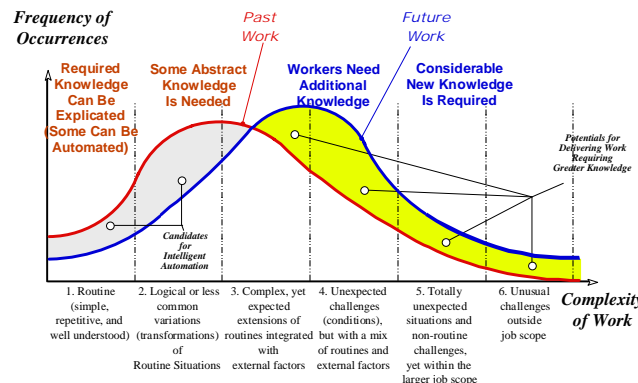
**Shift enterprises to future work models**



The real world – particularly today – involves constant changes on nearly every front. Customers, suppliers, competitors, products, services, employees, technologies, regulatory environments – the economic playing field itself – all tend to change. Changes include improvements and opportunities as well as problems and both external and internal challenges. In this turmoil managers at every level do their best not only to “keep the ship afloat” but also work to improve its performance to remain viable and successful. Management under these circumstances is indeed difficult and complex. The old adage of “keep it simple stupid” does not seem to work. Many try to circumvent challenges and requirements by manipulation and creation of false impressions. Those that insist on following such paths frequently find themselves in trouble as evidenced by many examples. Old mainline approaches to business management and operations are no longer valid.

In today's world there is a constant requirement for each business and enterprise to change. To be reinvented to provide new capabilities and perspectives. To be agile to cope with new challenges. To renew itself to adopt new approaches, keep those that work well and discard those that are outdated. These are considerable challenges that face private companies, nongovernmental organizations, and nation states. Those who step up to the challenge will likely survive while those that shun away from it are likely to fail. To thrive and prosper will require considerable management skills and involvement of new professional skills such as Knowledge Management. No one suggests that management is simple or easy. Even under the best of circumstances – when nothing much changes and business goes well – managers must coordinate complex intertwined human and mechanical processes. Such ideal conditions rarely exist.

The business environment is changing. Globalization and increased competition with new driving forces resulting from more sophisticated consumer populations. The new world is upon us. That is realized by numerous companies and public institutions. It has significantly changed the attitude of stakeholders of all kinds, of employees, of customers, of suppliers, of regions that are supported by industries and institutions and of whole countries. Investors and sponsors of public institutions have changed their understanding of what constitutes appropriate operation. In many instances it has been realized that the complete approach to conducting business must be changed when the goal is survival and success. Business must be reinvented. Vibrant and novel management approaches and operational practices need to be pursued. Many have been practiced in outstanding organizations for centuries, although new perspectives and scientific findings provide foundations and conceptual supports not previously available.





## Module 1: Competing in the Global Economy Requires Effective Enterprises

The Global Economy demands excellence! Using the **Competitive Enterprise Example** understand the global economy challenge and how the world requires us to change. See how knowledge intensive work is causing enterprises to become increasingly complex – learn about the **Six Major Challenges** and **Four Management Initiatives** that are required for Enterprise Effectiveness and Good Enterprise Performance. Define your course project to create measureable value for your enterprise!

## Module 2 – The Effective Enterprise

Effective Enterprise Behavior Leads to Success. Using the **Proactive and Decisive Company example**, understand what it means for the enterprise to be effective and why productivity is not always what we expect. A **Systemic Model of Enterprise Performance** is presented based upon the **Characteristics of the Effective Enterprise, Six Success Factors for the Effective Enterprise** and **Six Behaviors of the Effective Enterprise**. You learn how successful performance is made durable through leveraging the **Intellectual Asset Management Mentality**. In the project you identify and examine examples from your specific industry and competitors.

## Module 3 – Actions Are Initiated by Knowledgeable People

Learn about the “Machinery of the Brain” proposition based upon the **Personal Reasoning Example**. Discuss why we have perhaps misunderstood how people think, make decisions and act, while reflecting upon the fact that **Associations Govern Our Actions**. Understand how **Personal Knowledge Is Built from Mental Models** and the **Importance of Implicit Learning** using examples of approaches to develop mental models in people. In the project you identify and examine mental models in your organization.

## Module 4 – Mental and Structural Reference Models

People Imitate Prior Behavior! With the **Personal Memory Example** we explore why **reference models are stories** and why stories are important for understanding organizational reference models. In the course project we leverage the Hill/Tonna values inventory for examining how personal values serve as the foundation for reference models and how these can be leveraged for organizational performance.

## Module 5 – A Knowledge Model for Personal Situation-Handling

Good Situation Handling Leads to Effective Actions! Using a **Customer Service Example** as an introduction to personal situation-handling, we learn about the **Situation-Handling Model** and the **Four Tasks of Situation-Handling**. Sensemaking and situational awareness reflections are then used to discuss decision-making/problem-solving, action space and innovation capability. Implementation – and the execution capability along with monitoring and governance competence are then leveraged to improve personal situation-handling. In the course project a specific and individual situation-handling model is developed.

## Module 6 – Enterprise Situation-Handling

Local Situation-Handling Leads to Enterprise Behavior! The **Enterprise Situation-Handling Example** demonstrates the **Four Tasks of Enterprise Situation-Handling** and the relationship to structural intellectual capital and situation-handling. We learn that **Enterprise Systems and Procedures Shape Effectiveness** – and how we can apply these principles to our own organizations. In the course project a specific and enterprise situation-handling model is developed.

## Module 7 – People-Focused Knowledge Management in Daily Operations

Success Requires Everyone’s Participation! Through the **Vigilant Knowledge Company Example** we examine the process of **Deliberate and Systematic Knowledge Management**. Intellectual capital stewardship mentality and corporate culture are linked to the **Power of Executive and Management through Examples and Practices**. Making everybody understand this and the expectations for business results are critical for enterprise performance. In the course project we design an approach to implementing deliberate and systematic KM.

## Module 8 – People-Focused Knowledge Management Expectations

People Focus Supports Global Excellence! Leveraging the **Global Leader Example** we learn about **The New Enterprises** and what future knowledge management users may expect. Heavy emphasis is placed upon consolidating and presenting the course project to the course group.

## The Benefits

In the previously described environment, a particular opportunity relates to helping people to work more effectively and smartly in support of the enterprises in which they invest their future. Sharper competition between companies, between countries, and between continents results in requirements for greater effectiveness of operations and service to customers and to creation of new products and services. There is increased understanding that the major driving force in this new environment is knowledge. However, the situation is more complex than just building and applying intellectual capital. Competitiveness in the new world is directly dependent not only on the value and sophistication of the intellectual capital assets but on how well they are renewed and utilized in conducting work. Consequently, it is required to deal directly with how people and organizations create and utilize knowledge and understanding – know-how – in their daily work lives to analyze situations, make decisions and execute actions.

## This is what THIS course will help you achieve

Learn by doing: you won’t listen to dry lectures on Knowledge Management. You will assume the role of a “CEO” in a context of your choice and learn new concepts, assess how to implement them, and practise newly acquired skills in specially designed, integrated simulation exercises.

The seminar itself focuses on providing insights into the fundamental issues of Knowledge Management and finally on the development of a Knowledge Management proposal for the organization of each participant. The parallel learning tracks ensure that participants are able to gain knowledge about Knowledge Management issues which can be directly applied to their own environment and hence to move into a phase of learning by doing.

## Methodology

An intensive 8-week program, consisting of a coached e-Learning program based on the work of Karl Wiig and other leading authorities.

Integrated tools include.

1. The Collaborative Climate Survey by Karl-Erik Sveiby
2. The Knowledge Innovation Assessment by Debra Amidon

## Required literature:

SOON TO BE RELEASED!  
„People Focussed KM“



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