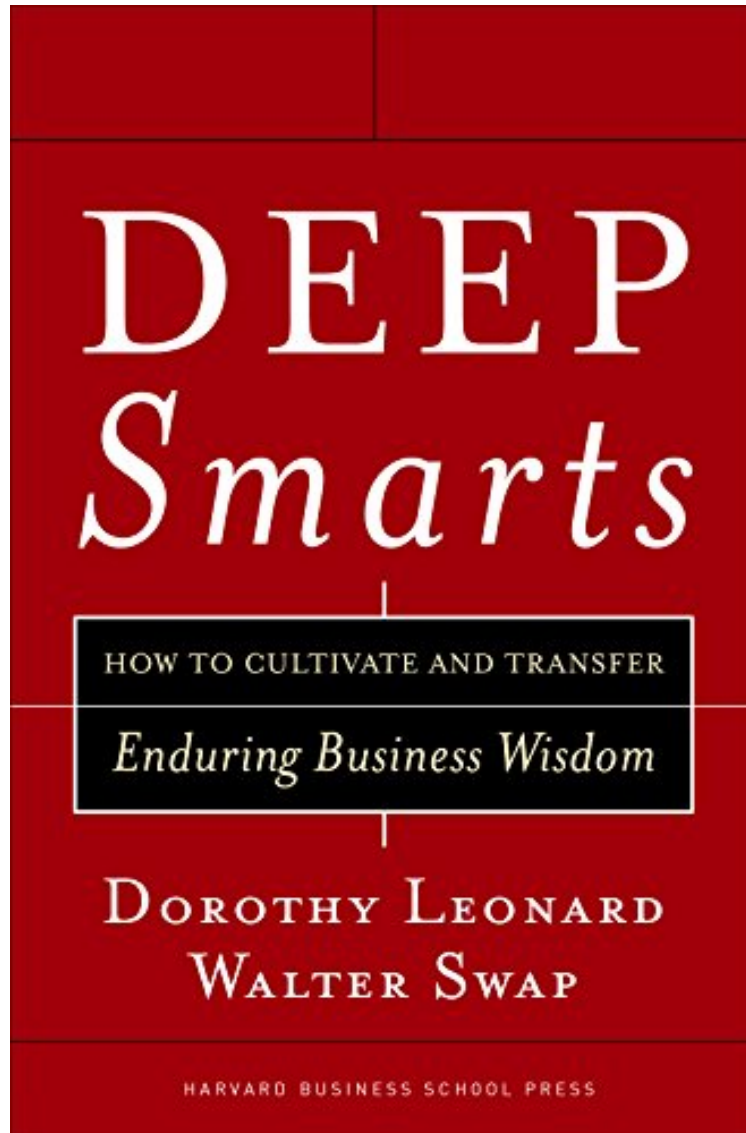


(Free pdf) Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom

Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom

Dorothy Leonard, Walter C. Swap

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0 of 0 people found the following review helpful. Deep Smarts (Intuition and ESP) - What It Is, Its Value, and How to Develop It By Thomas M. Loarie "Deep Smarts" is a very special book. In it, authors Dorothy Leonard and Walter Swap show the importance of 'deep smarts' to life and creativity, how to build 'deep smarts' personally and

organizationally, how to assemble deep smarts for creating value, how beliefs and social influences shape `deep smarts," and how individuals (coaches) and organizations can transfer, or cultivate `deep smarts." `Deep smarts' describes a special kind of expertise that consists of highly developed complex skills and system-level knowledge gained by practical experience. `Deep smarts' provides a distinct advantage for individuals and organizations. It is a potent form of expertise derived from know-how and not from the `no-what' of a formal education. Those with `deep smarts' quickly and accurately recognize actionable patterns before others. We often characterize it as intuition or pattern-recognition. Those with `deep smarts' are able to use their knowledge differently than the rest of us...and it cannot be easily hired. Those with `deep smarts" behave differently from others in a number of ways. They: 1. Recognize bear traps-I have seen the situation before. 2. Make decisions quickly. They do not have to review basic factual information or struggle with distinctions between relevant and irrelevant information, because their knowledge is more abstract and contextualized. This combination of pattern recognition, abstraction, and focusing on only the relevant dimensions of the problem results in a highly efficient, fluent decision process. 3. Recognize context. They integrate the experience-based patterns they have built up with information about the context, resulting in a superior choice of action because it is contingent on variations in the situation. 4. Can extrapolate. They not only get to decide what to do in the current context, but they also can extrapolate - generating and evaluating hypothetical alternatives. 5. Make fine distinctions. 6. Know what they don't know and what rules don't apply. I had a great experience in my childhood to meet many who had `deep smarts." My mother's newspaper family (Chicago Sun-Times) and my father's network of advertising and media executives brought a diverse group of guests to our home - politicians, authors, reporters, business executives, media experts, TV and radio executives and stars. I was able to meet them all in an informal setting, and learned to learn from these `experts.' I learned to respect those with deep experience, regardless of age, in their domain. This experience has been a mainstay of my career. I know what I don't know and have learned to network to find those who do know what I need to know. In particular, I am well known in the medical technology field for having a vast global network to draw from as needed. I am always on the look-out for those with `deep smarts' in one domain or another. With my work with some very smart MDs and PhDs over the past decade, I have observed that many vastly underestimate the value and importance of experience. They are quick learners, thrive on the challenge of learning, and feel that knowledge is all that is needed. They do not understand the value of experience that is essential to shaping `deep smarts.' The authors highlight the value of `deep smarts' and shows how an organization or an individual can build a vast repertoire of experience, broad enough to encompass systemwide effects, and deep enough to allow the swift application of judgment. Organizations need to seek out `deep smarts' because those who possess them are so much more effective and are of great value. The master is the one with 'deep smarts.' Those who try to extrapolate their limited expertise to situations with which they have had little experience are common and...dangerous. Managers are better prepared to become better leaders and to create the means for developing future leaders once they understand and role of `deep smarts.' Nothing worthwhile ever comes easily and `deep smarts' is no exception. As such, this book, "Deep Smarts," is a good starting point. 4 of 4 people found the following review helpful. An exciting read for the knowledge management junkie By Daniel R. Wilson For as long as anyone can remember leaders have been struggling to describe and to manage a mysterious kind of knowledge that people cannot readily pass on to others. It has been called wisdom, tribal knowledge, and tacit knowledge. Authors Dorothy Leonard and Walter Swap put this elusive kind of expertise in an organizational context and call it deep smarts. One of the best ways to describe deep smarts is to provide an example of what it can do. They write, "When knowledge is fragmented, it takes deep smarts to aggregate it, make sense of it, see the relevant patterns, and act on it." So deep smarts is what it takes to define a path through confusion by sensing the connections in a blizzard of information. Wouldn't we all like to have that ability and have it flourish in our organizations? Deep Smarts, the book, stands out among its peers in the rapidly growing field of knowledge management books on the strength of several virtues that are expressed in the subtitle. The authors show the reader how to cultivate and transfer enduring business wisdom, with `how to' being one of the key elements. Cultivating deep smarts in an organization requires serious commitment from a manager. The manager must study it enough to understand its nature. It also requires a big investment in other people in order to give them the opportunity to develop deep smarts, which is to say, to move beyond ordinary levels of competence. Finally, the manager must maintain an environment that supports learning rather than stifling it. This means maintaining an environment of candor, fairness, and mutual respect. Anything less stifles learning and discourages the development of deep smarts. Swap and Leonard provide an abundance of rather specific guidance on the `how' component. They do not leave the reader to invent the implementation process. The tasks they prescribe are not easy, however, and this is why the skillful development of deep smarts is rarely accomplished by organizations. There are plenty of books on knowledge management, but Deep Smarts fills a unique niche for the working manager who faces the real life challenge of building a smarter organization by virtue of providing a helpful vocabulary, a useful conceptual framework, and real life examples of success and failure in knowledge management. This is a "best-of-class" book for both the scholar and the practitioner who is accountable for the bottom line. 1 of 1 people found the following review helpful. Just find an HBR article on KM By AddersK Okay, I get it. Knowledge management is important. Find a shorter HBR article and don't waste your time reading a whole book on this topic.

Deep smarts are the engine of any organization as well as the essential value that individuals build throughout their careers. Distinct from IQ, this type of expertise consists of practical wisdom: accumulated knowledge, know-how, and intuition gained through extensive experience. How do such smarts develop? And what happens when people with deep smarts leave a particular job or the organization? Can any of their smarts be transferred? Should they be? Basing their conclusions on a multi-year research project, Dorothy Leonard and Walter Swap argue that cultivating and managing deep smarts are critical parts of any leader's job. The authors draw on examples from firms of all sizes and types to illustrate the connection between deep smarts and organizational viability and continuous innovation. Leonard and Swap describe the origins and limits of deep smarts and outline processes for cultivating and leveraging them across the organization. Developing an experience repertoire and receiving strategic guidance from wise coaches can help individuals move up the ladder of expertise from novice to master. Addressing a topic of increasing importance as the Boomer generation retires, *Deep Smarts* challenges leaders to take a hands-on approach to managing the experience-based knowledge shaping the future of their organizations.

About the Author Dorothy Leonard is a highly respected professor at Harvard Business School and is considered a leading expert on technology transfer, knowledge management, and innovation.