

A person in a dark suit and yellow tie is pointing their right index finger at a digital interface. The interface features several glowing white human icons, each enclosed in a circular field of concentric lines, suggesting a network or data flow. The background is dark and slightly blurred.

Do you know how to manage know how?



THE KNOW HOW TO POWER KNOW HOW

David.

David Griffiths, PhD
Founder K3-Cubed
Ltd

In the beginning
**Knowledge
Management was
created.**

This has made a lot of
people
VERY ANGRY,
and has been widely regarded
as

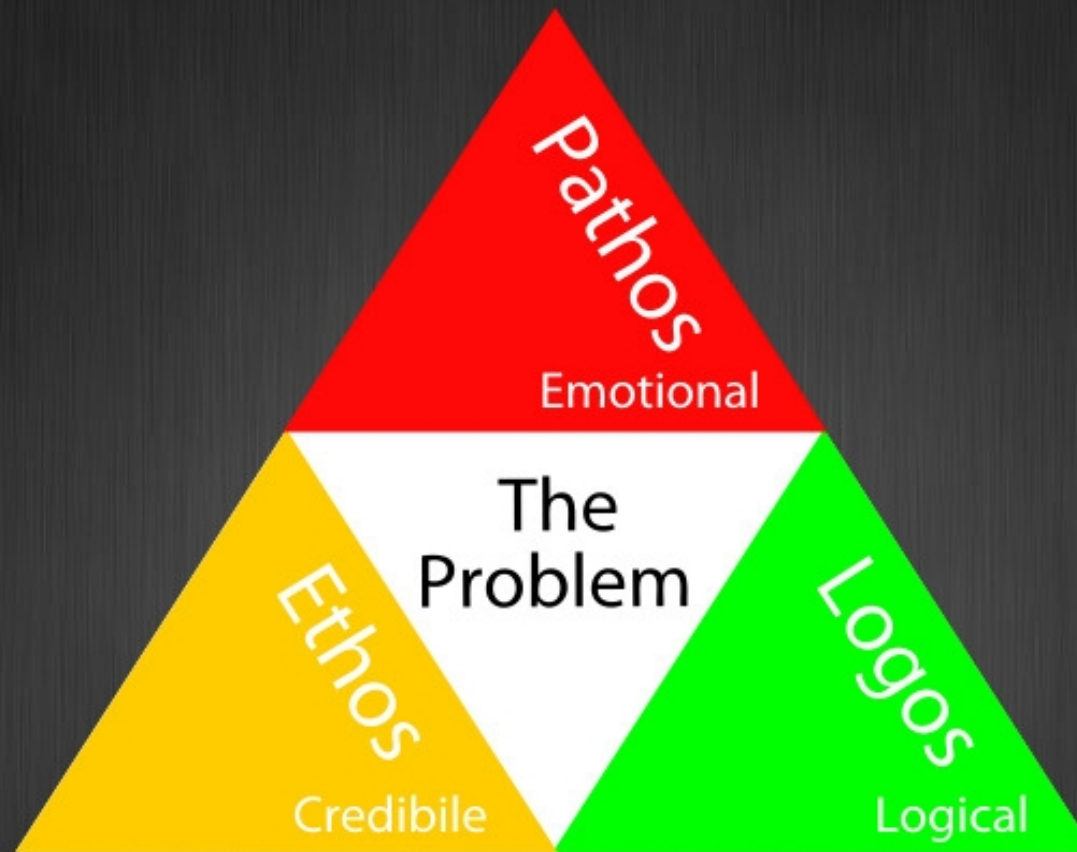
a bad move

Douglas Adams, sort of (The Hitchhikers Guide to the Galaxy)



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Building your case...



D A Griffiths K3-Cubed Consulting www.k3cubed.com




THE KNOW HOW TO POWER KNOW HOW

Service Provider
Tools–centric (separation)
traditionalists
or
Solutions Provider
Capability–centric
adventurists



THE KNOW HOW TO POWER KNOW HOW



Short-term return
Blinkered scanning
constrained networks
Annual horizon
Reactive
Tools driven

Traditionalists



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© Reva Group 2009

The background of the slide is a photograph of an astronaut in a white spacesuit floating in space. To the right of the astronaut is a large, cylindrical satellite or space station module. The word "ZENITH" is visible on the side of the module, along with a small star logo. The Earth's horizon is visible in the background, showing a blue and white curve against the black of space.

Long term focus
Sense & response systems
Capability driven
Unconstrained networks
Emerging horizon
Proactive
Empowerment & TRUST

Adventurists



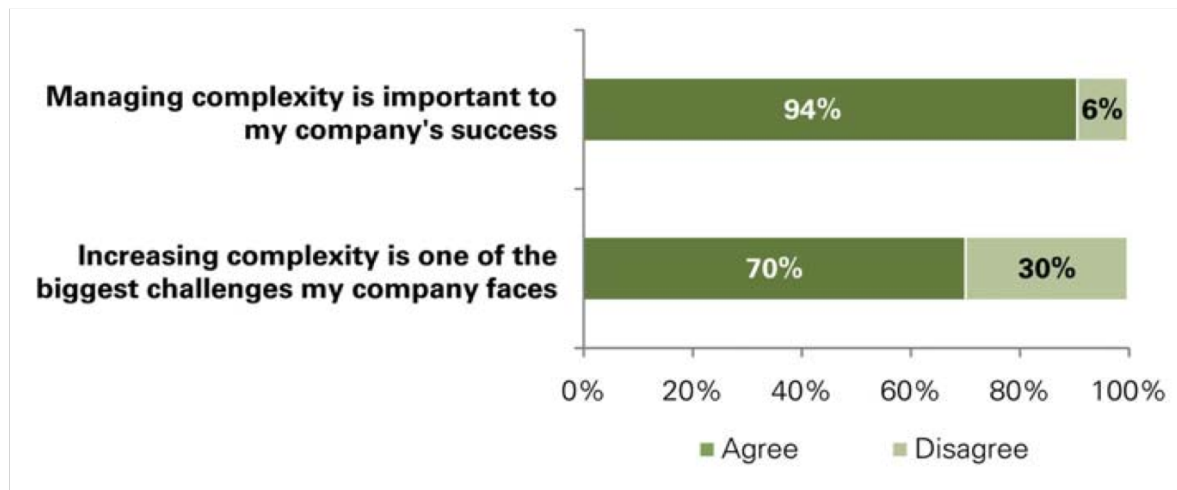
THE KNOW HOW TO POWER KNOW HOW

	Agree	Disagree
We believe substantial opportunities exist to improve both sustainability and profitability	81%	5%
Our ability to adapt to change is a significant competitive advantage	75%	10%
Innovation is more important than cost reduction for long-term success	74%	10%
Preferences of younger generations are forcing us to change our culture and processes	69%	12%
We are very good at innovation	68%	14%
Customers are less loyal to brands than they used to be	67%	17%
Over the next three years, our spending on IT must increase as a percent of sales	65%	13%
Our management actions favor long-term results over short-term earnings	64%	19%
Excessive complexity is raising our costs and hindering our growth	63%	17%
Increased price transparency has had a major impact on our pricing strategy	61%	12%
We will pursue sustainability initiatives even if they increase our costs	60%	17%
Healthcare costs will significantly impact our number of full-time employees over the next five years	57%	19%
Over the next three years, we will focus more on revenue growth than cost reduction	57%	21%
It feels like economic conditions are improving in our industry	57%	21%
Social media has improved our relationships with customers	56%	17%
I am very concerned about how we will meet earnings targets in 2013	55%	24%
Our top management is comfortable taking greater risks for higher returns	53%	24%
I am very concerned about the impact a cyber attack could have on our business	50%	26%
Insufficient consumer insight is hurting our performance	50%	24%
Our current information systems are constraining profitable growth	49%	27%

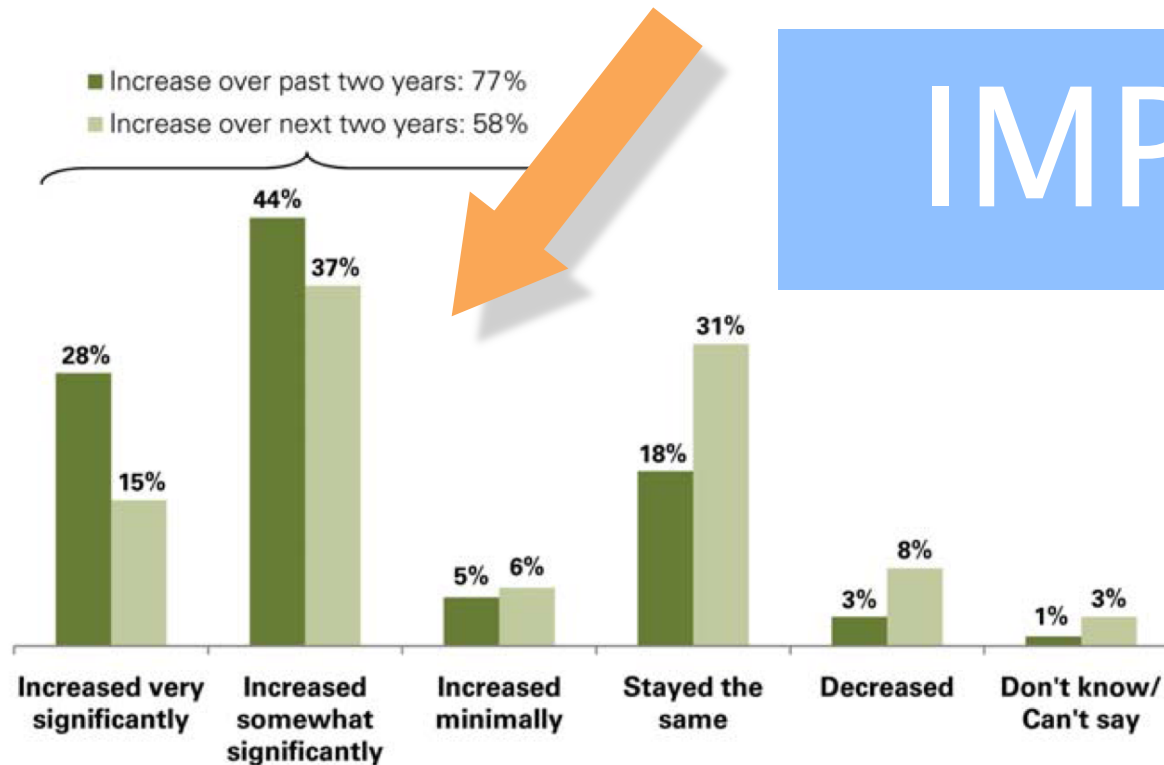
Source: Bain & Company's Management Tools & Trends survey, 2013

© Bain & Assoc 2013 Management Tools & Trends (n=1200+ Global CEOs)





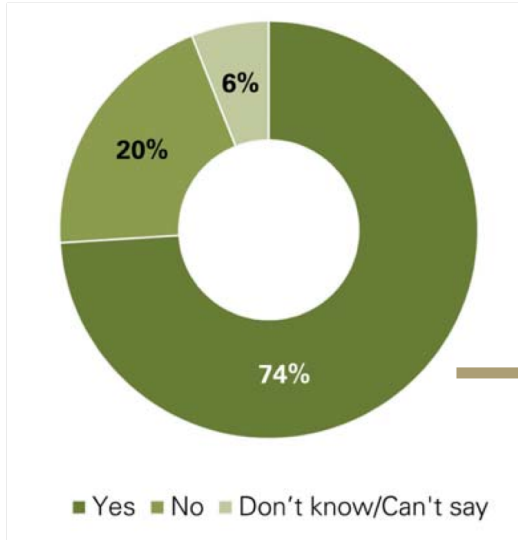
© KPMG (Impact of complexity)



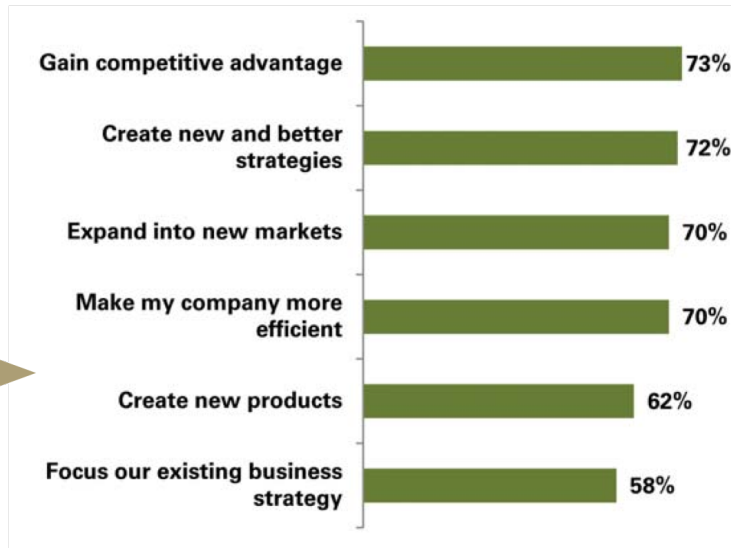
IMPACT!



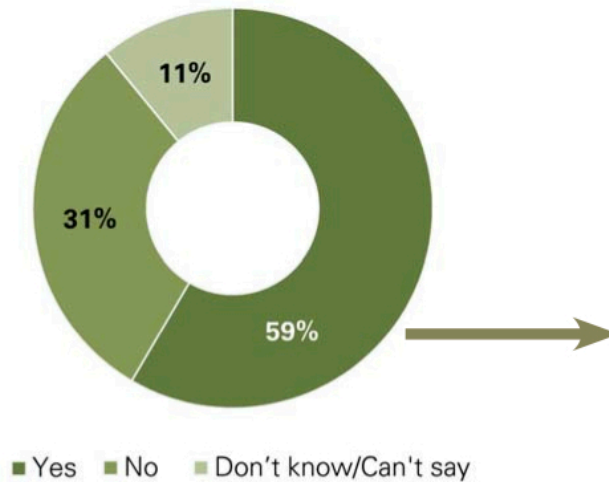
Complexity can create new opportunities



Opportunities created by complexity



Will companies take additional or different actions to address complexity over the next two years?



Actions companies will take to address complexity over the next two years



* Due to rounding, graphs may not add up to 100%



© KPMG (Impact of complexity)

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GDP

Integrated
Reporting

HOUSTON!
WE HAVE
PROBLEM A!

Eco Finance

Sensing complexity:
Variety
Connectedness
Interdependence
Ambiguity
Flux



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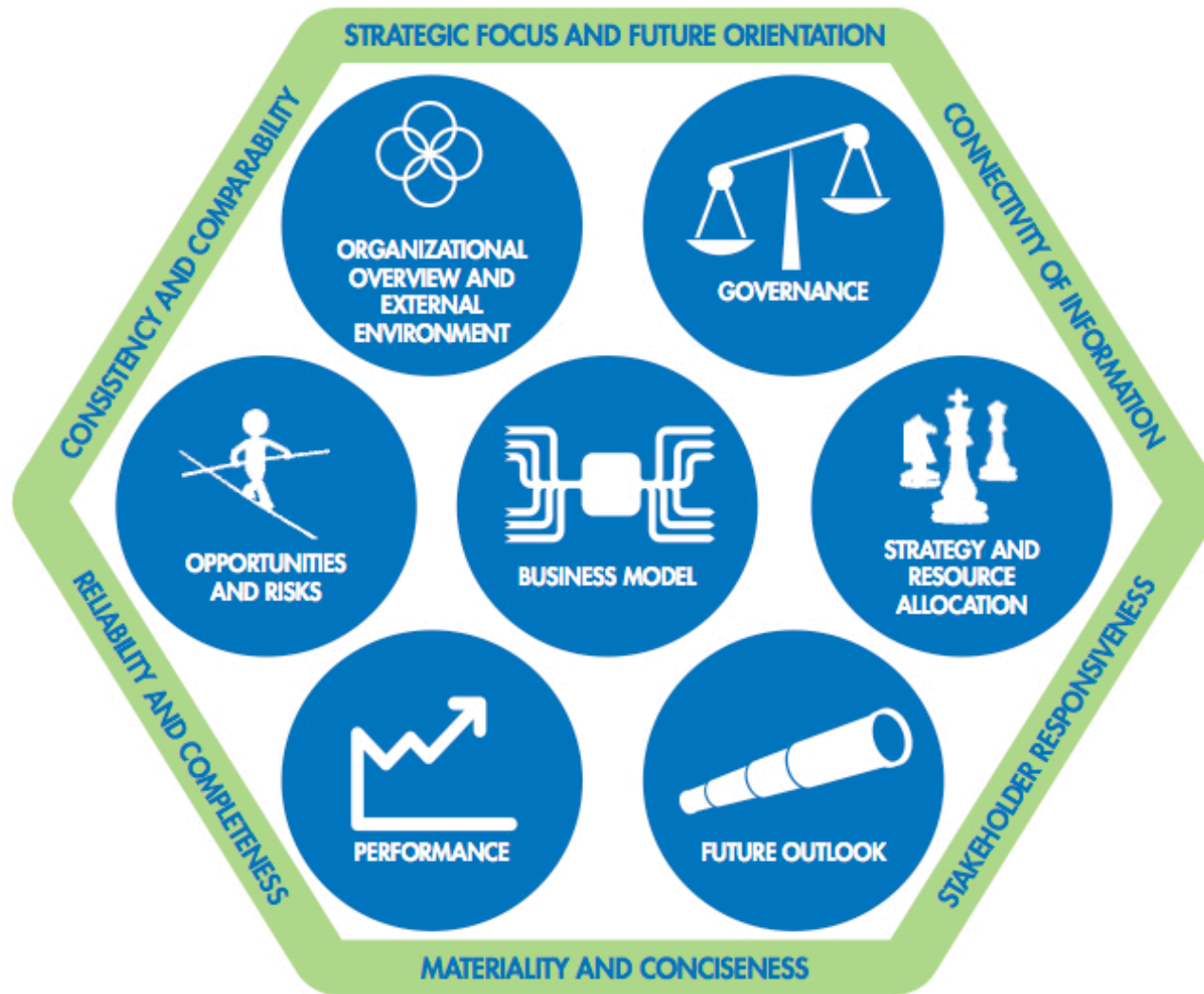


Figure 1: The Guiding Principles and Content Elements.

(www.iirc.org - The International Integrated Reporting Council, 2013)



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IR Probability?
HIGH

Flughafen
Munchen

SAP

EnBW

BASF

Deutsche
Bank

Deutsche
Borse

IR IMPACT?
HIGH



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Considering our past financial results and **our financial outlook alone does not adequately capture our ability to respond to today's challenges or how we create value.** Instead, our future success hinges on how well we holistically navigate the social, environmental, and economic contexts in which we operate.



SAP, IR 2012



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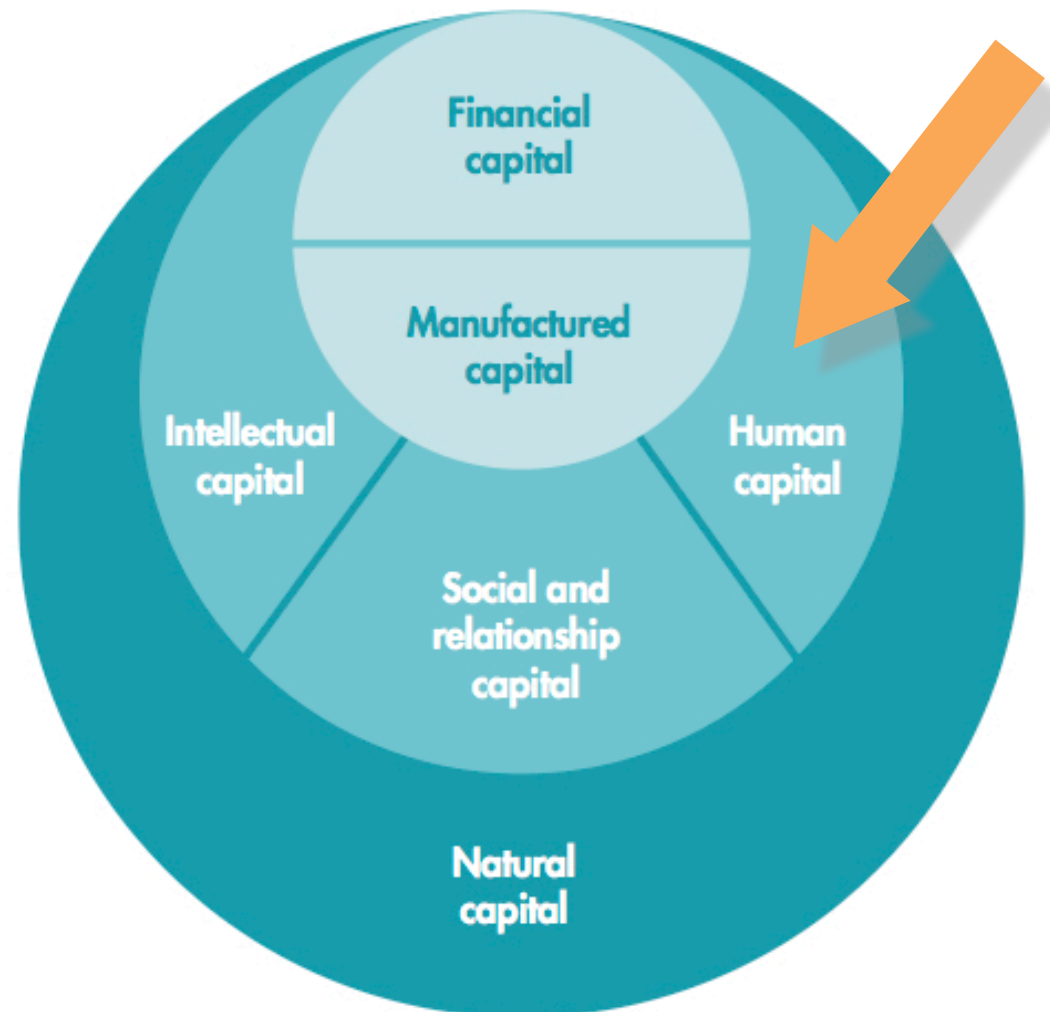


Figure 4³: This diagram is one way to visualize the capitals; it is not intended to imply a hierarchy that must be used for <IR>. While financial and manufactured capitals are commonly reported on by organizations, <IR> takes a broader view by also considering intellectual, social and relationship, and human capitals, all of which are linked to human activity. <IR> also captures natural capital, which provides the environment in which all the other capitals sit.

Intellectual capital: Organizational, knowledge-based intangibles, including:

—

“organizational capital” such as tacit knowledge, systems, procedures and protocols

•

Human capital: People’s competencies, capabilities and experience, and their motivations to innovate, including their:

—

alignment with and support for an organization’s governance framework, risk management approach, and ethical values

—

ability to understand, develop and implement an organization’s strategy

—

loyalties and motivations for improving processes, goods and services, including their ability to lead, manage and collaborate

(www.iirc.org - The International Integrated Reporting Council, 2013)



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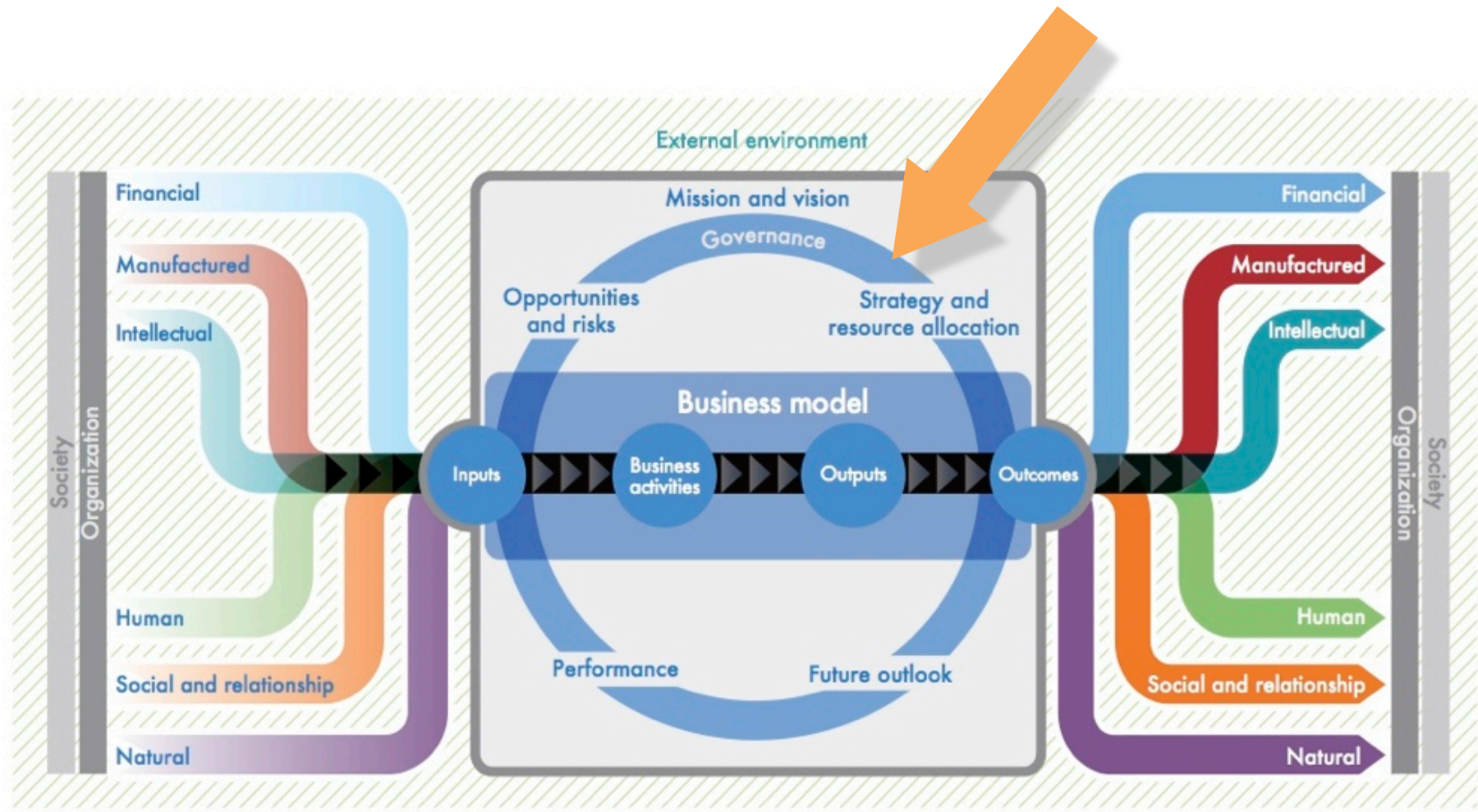


Figure 3: The complete picture of an organization's value creation process, showing the interaction of the Content Elements and the capitals in the context of the organization's external environment.

(www.iirc.org - The International Integrated Reporting Council, 2013)



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Many “knowledge” and “organizational” intangibles are not captured on the balance sheet but may be vital to a robust business model. It is important to explain their capacity to create value.

•

Employees, a key element of human capital, can be an organization’s greatest asset, but disclosures often overlook their contribution to long term success.



Many business models require not only a dedicated and committed workforce but also one with specialized knowledge or skills. The importance of human capital may be reflected in a discussion of the morale, motivation and diversity of employees and how key skills are maintained, such as through training and development programmes

(www.iirc.org - The International Integrated Reporting Council, 2013)



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Complexity involves variety or diversity

Variety or diversity brings about problems

Problems require problem solvers (talent!)

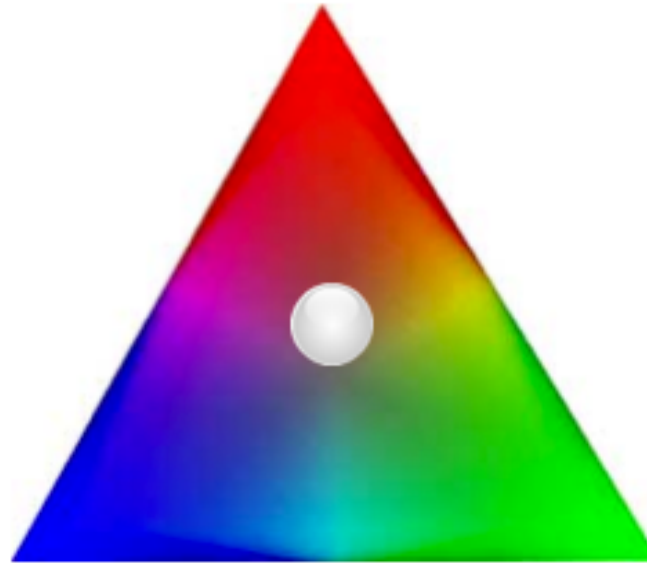
**Problem solvers need to be able to swarm...
they need to be connected**

**“Variety requires variety, but no more than is
necessary to sync the firm with the external
environment”**



How would others describe your ability to share knowledge?

Activist, I lead on, encourage and provide opportunities for knowledge sharing

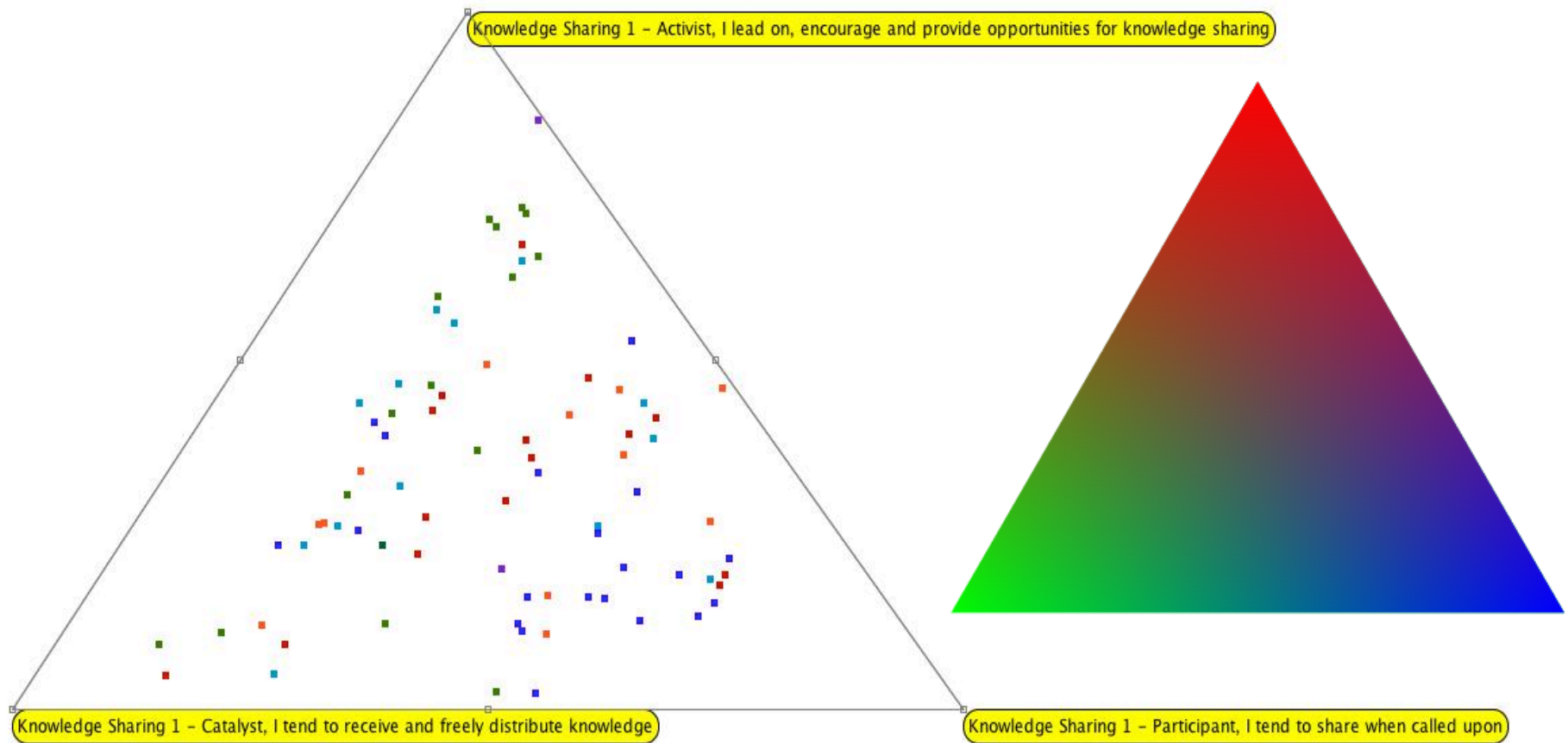


Catalyst, I tend to receive and freely distribute knowledge

Participant, I tend to share when called upon

☐ N/A

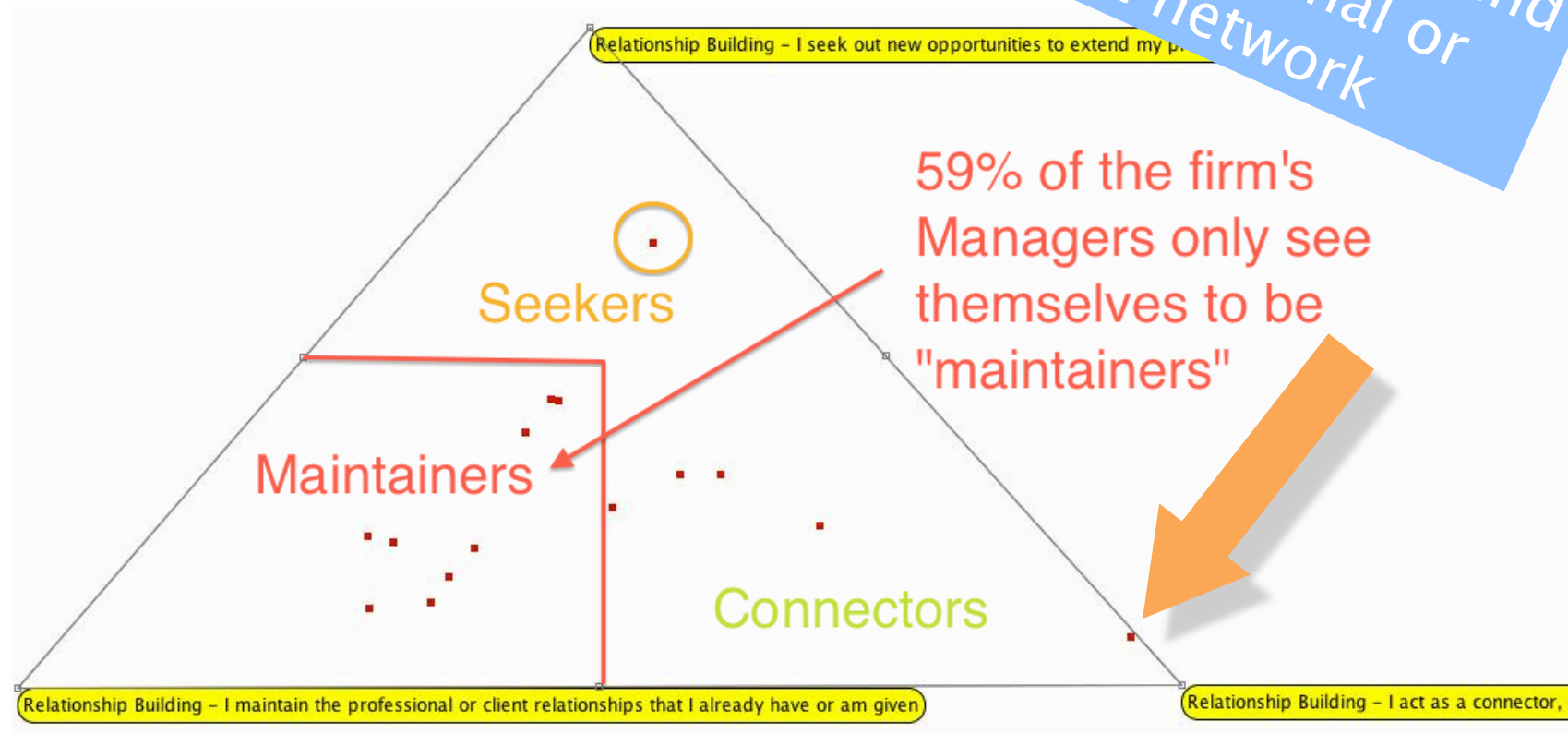




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Excellence: I act as a connector, extending my own network, while acting as an advocate for others

Quality: Catalyst – I seek out new opportunities to extend my professional or client network



THE KNOW HOW TO POWER KNOW HOW

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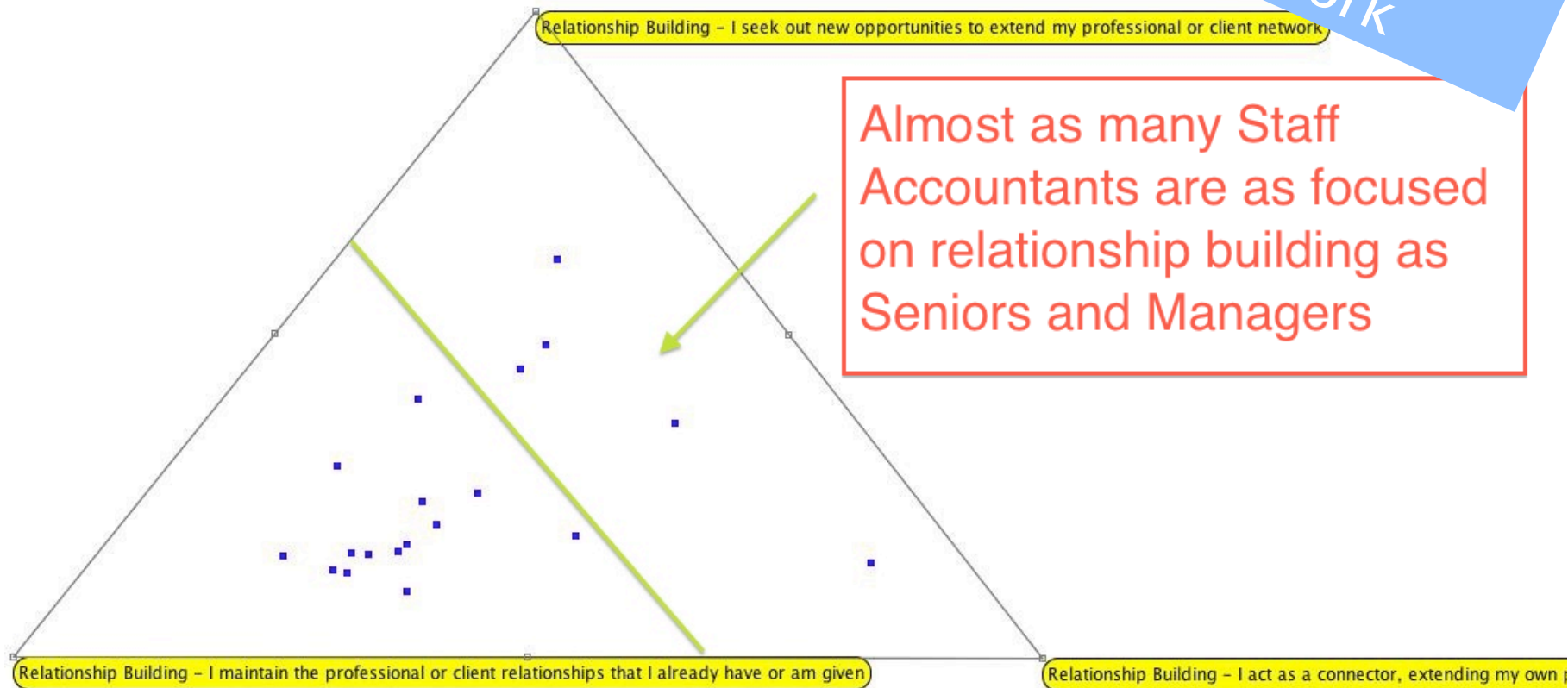
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Almost as many Staff Accountants are as focused on relationship building as Seniors and Managers



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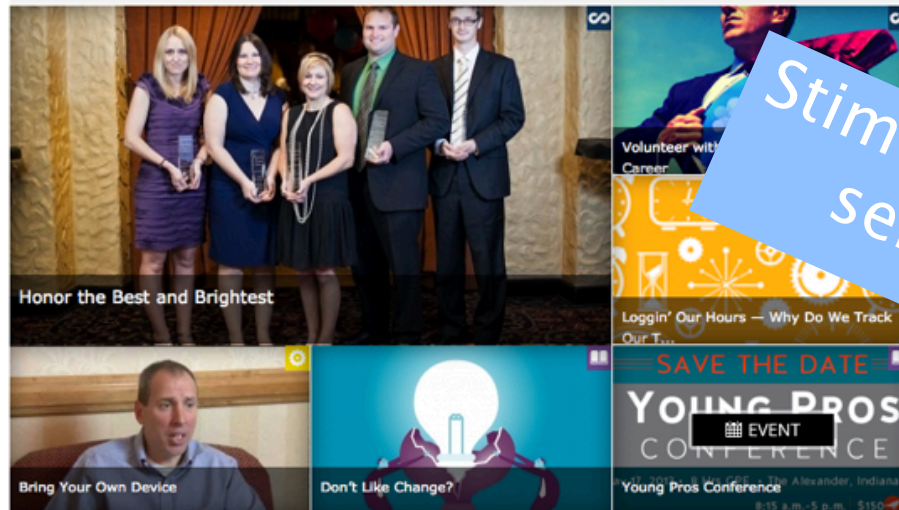
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Stimulated by a human sensory network

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20 Sep 2013 at 16:07

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Karen Hutson on 12 Sep 2013 at 19:36
Attached is the Robert Half Salary Guide for 2013 for anyone interested.

[salaryguide_roberthalf_2013_us.pdf](#)

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20 Sep 2013 at 15:00

Thanks!

Craig Berkeley
18 Sep 2013 at 17:00

Kim, I try to earn CPE every month during the year, that wa...

caleb williams
18 Sep 2013 at 12:50

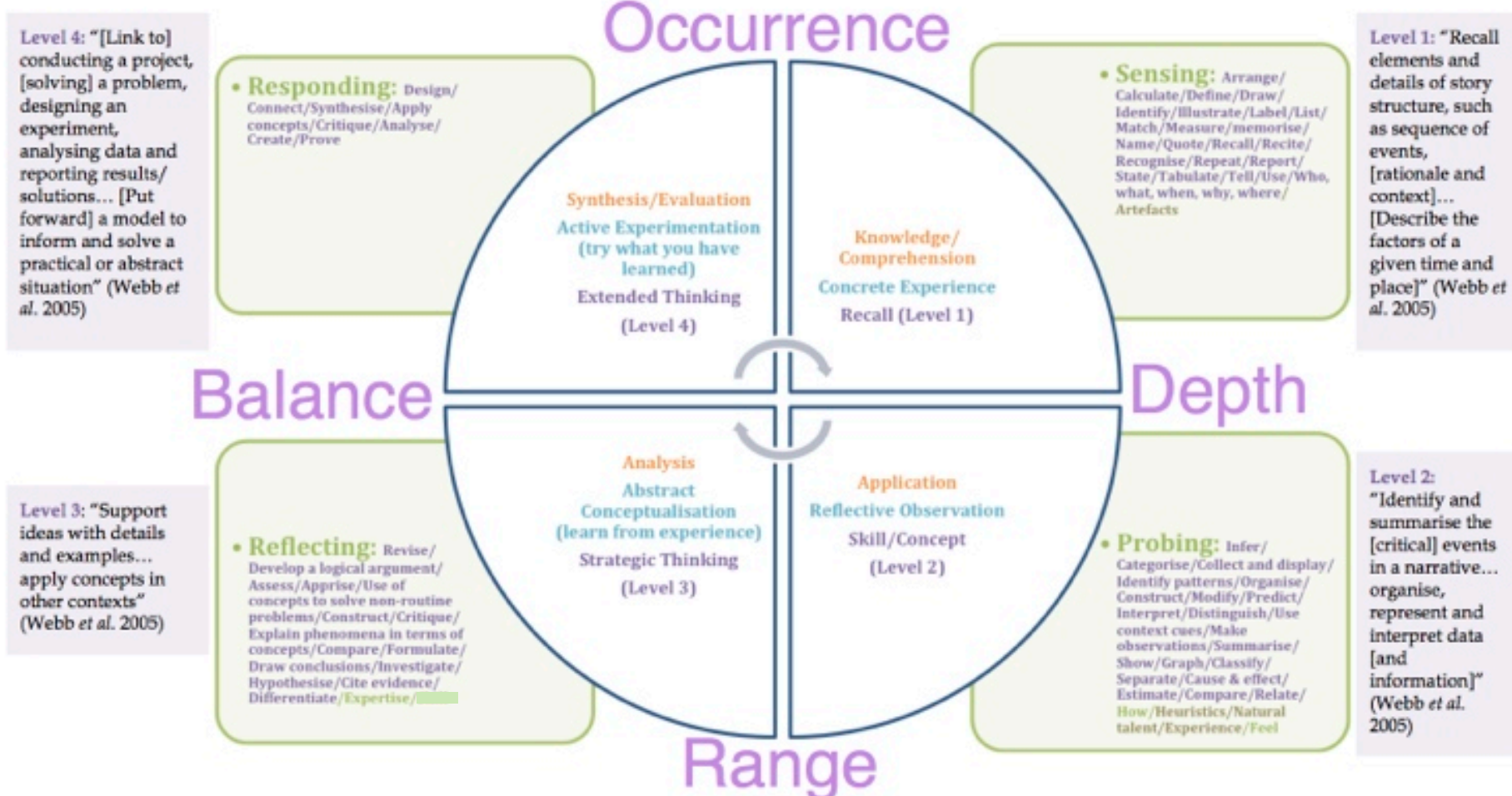
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A STORYTELLER'S GUIDE TO KNOWLEDGE



K3-Cubed : Webb *et al.* (Depth of Knowledge levels) : Kolb : Snowden (ASHEN) : Bloom's Taxonomy (1956)

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**Can you afford to
not
“think different”?**



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