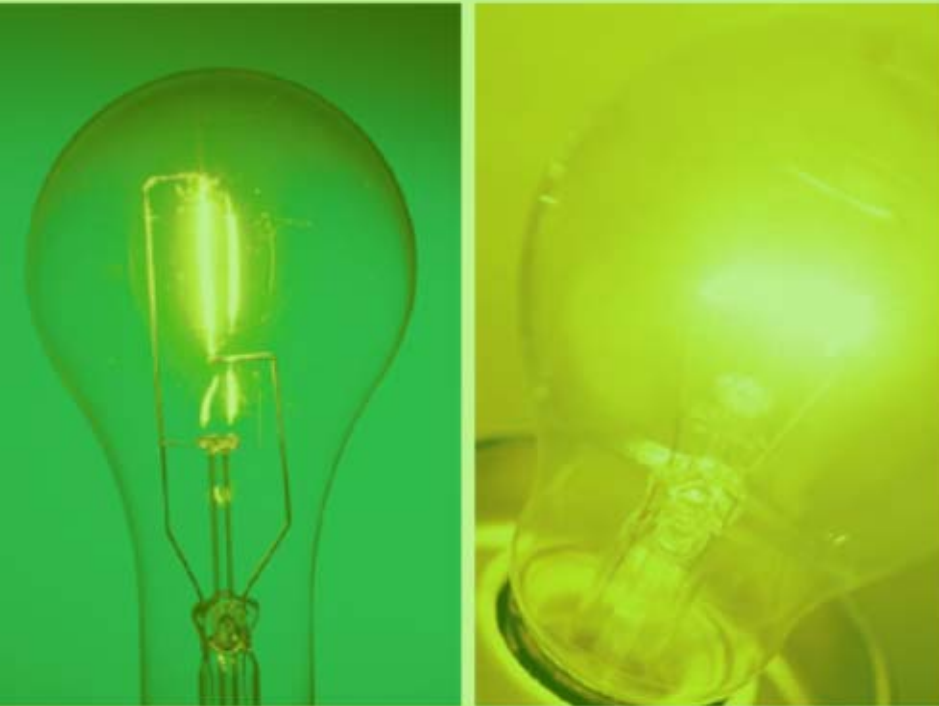


Knowledge Management In Action : Professional Services (A105) KM World 2003



*Bryan Davis, President,
The Kaieteur Institute for Knowledge Management*



*Joel Alleyne, Chief Information & Knowledge
Officer , BLG Canada LLP.*



The Professional Services

- As Evolving Knowledge Network



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THE PROFESSIONAL SERVICE FIRM

- Justice Louis D. Brandeis – commencement address to Brown University in 1912:
 - First. A profession is an occupation for which the necessary preliminary training is intellectual in character, involving knowledge and to some extent learning, as distinguished from mere skill.
 - Second. It is an occupation which is pursued largely for others and not merely for one's self.
 - Third. It is an occupation in which the amount of financial return is not the accepted measure of success.





THE PROFESSIONAL SERVICE FIRM

- Include: accountants; management and other consultants; engineering consultants; lawyers; investment banking; advertising; architecture; market research; public relations; software and information technology developers and consultants; independent researchers..



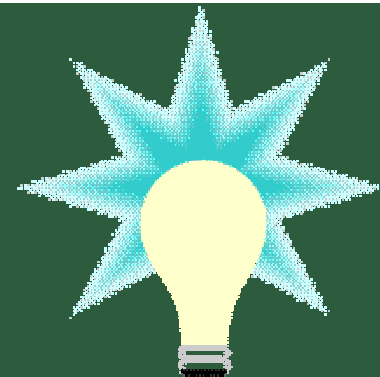
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THE PROFESSIONAL SERVICE FIRM

Engines Of Ideas,
Knowledge



- A living network in transition – growing & evolving.

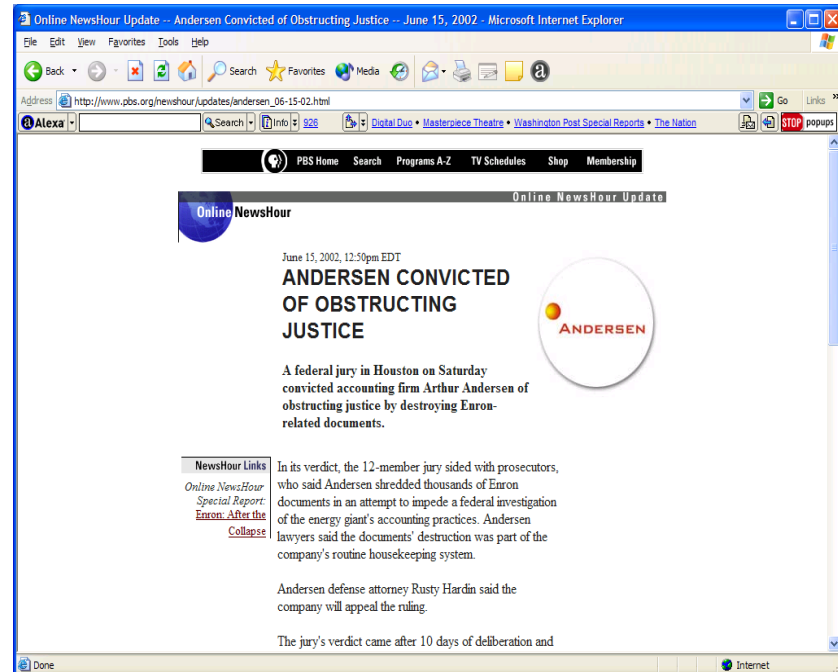


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Changing Environment

- Customers
- Markets
- Globalization
- Competition
- Complexity
- Technology
- Networks
- Knowledge
- Risk

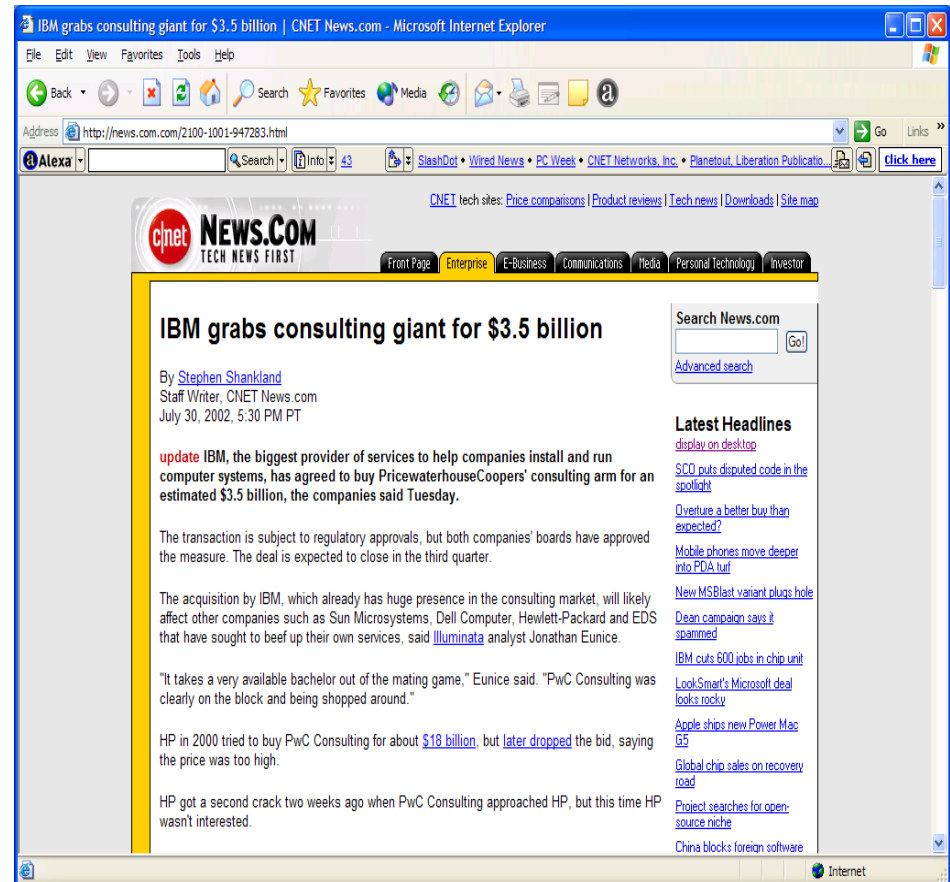


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Mergers & Acquisitions

- Globalization
- Convergence
- Deregulation
- Consolidation..



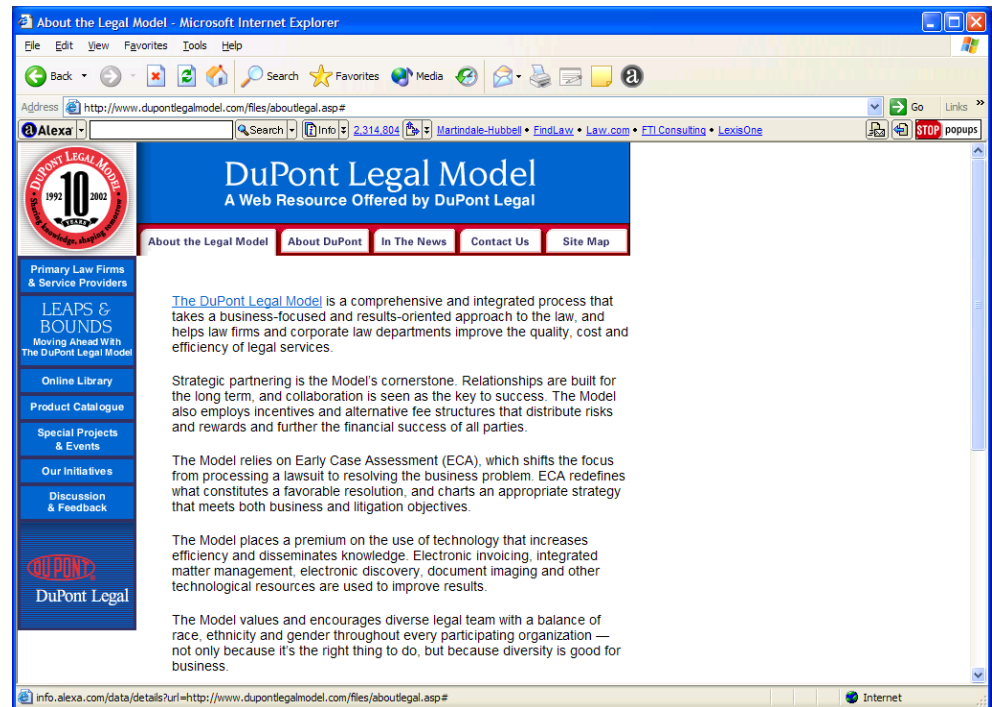
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Customer Relationships

- Legal Example:

The DuPont Legal Model



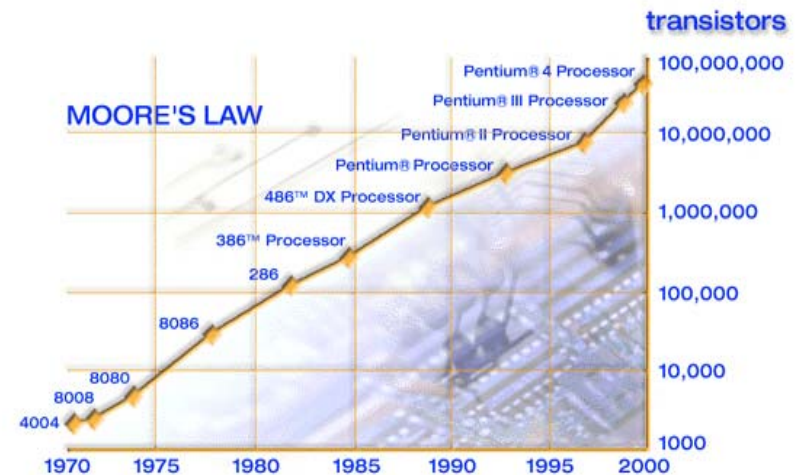
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Technology - Computing Power

- Smaller
- Cheaper
- Faster
- Better



Source: Intel.com



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Proliferation Of Networks

- Metcalfe's Law
- Pervasive
- Ubiquitous
- Complex
- Diverse
- Dependency on networks



CBC News Online | August 14, 2003
<http://www.cbc.ca>



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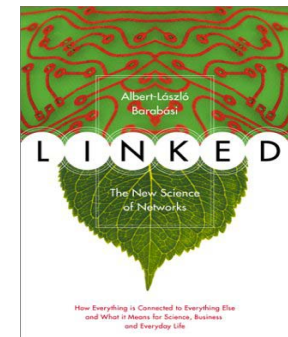
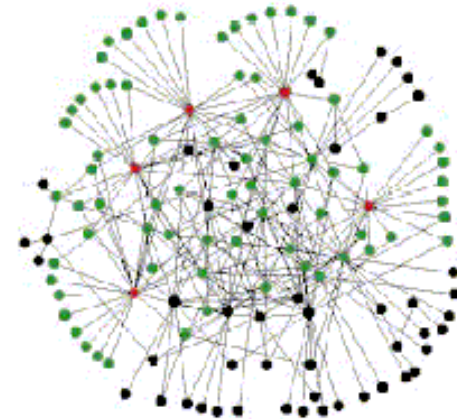


THE EMERGING SCIENCE OF NETWORKS

- Small Worlds
- Six Degrees – We Are All Connected
- Complexity & Self-Organization
- Emergence
- A Common Architecture & Pattern To Networks
- **Book Reference :**

Linked: The New Science of Networks
by Albert-László Barabási

<http://www.nd.edu/~networks/linked/>



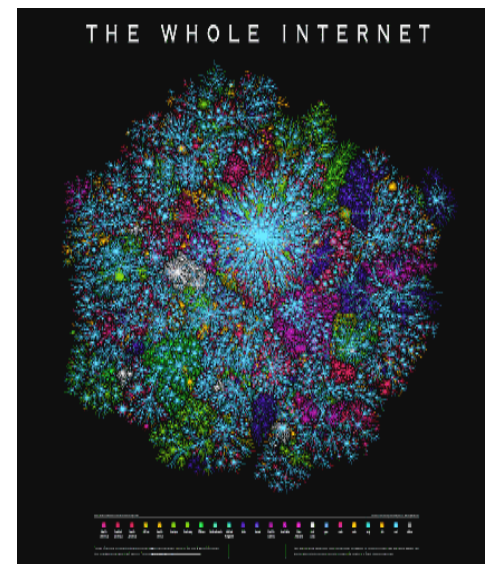
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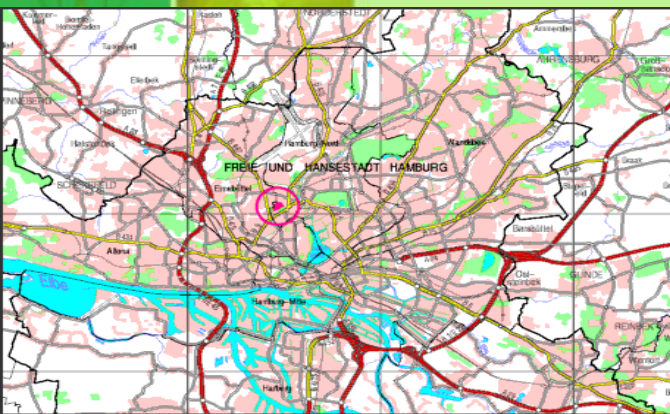


KEY NETWORK PRINCIPLES

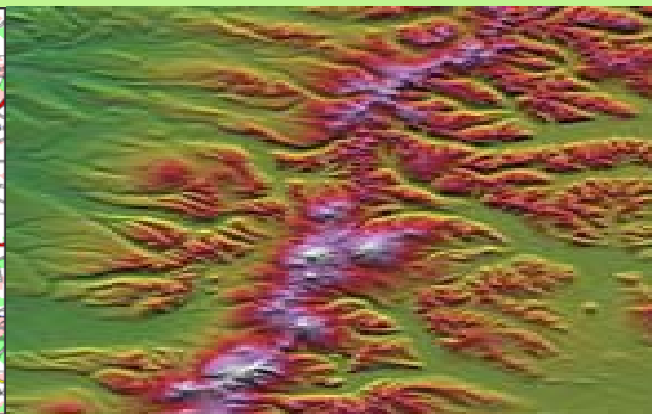
- The principle of self-similarity
(*same fractal pattern throughout*)
- The principle of network phase transitions
(*eg. “tipping points”*)
- The principle of preferential attachment
(*eg. the rich get richer..*)



Small World Network Patterns



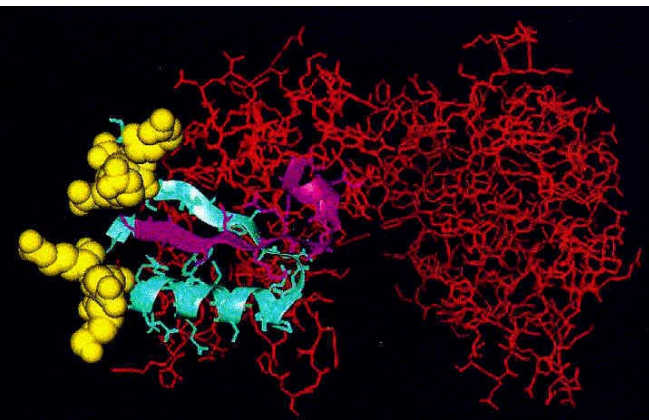
City Network



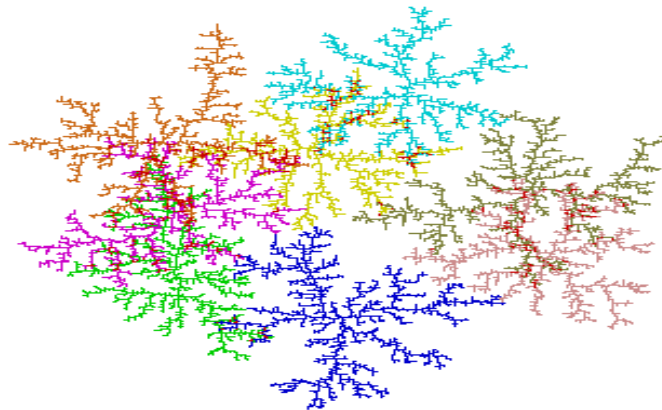
Topographic Network



Tree Network



Protein Network



Neural Network



Synaptic Network



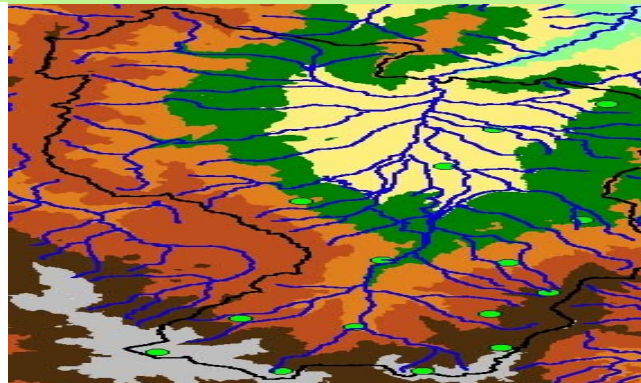
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Small World Network Patterns



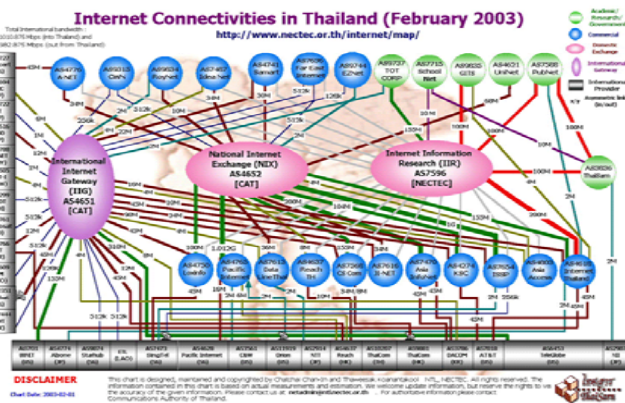
Transportation Network



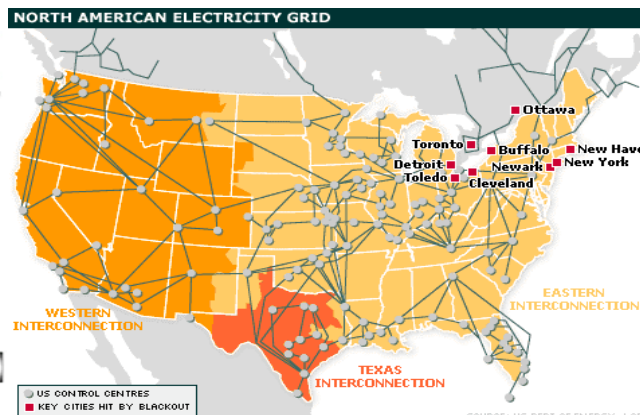
River Network



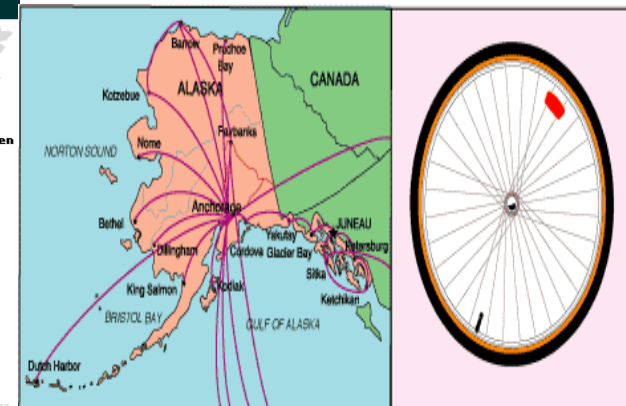
Energy Pipeline Network



Internet Connections Network



Electricity Grid Network



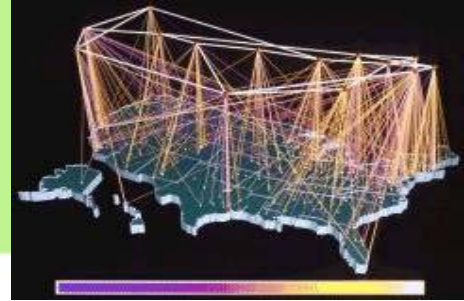
Airline Hub & Spoke Network



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THE INTERNET



Mark Buchanan, a physicist and science writer, reports on the emerging science of how networks operate :

*“Social networks turn out to be identical in their **architecture** to the World Wide Web the network of web pages connected by **hypertext** links.*



Book: Nexus: Small Worlds and the Groundbreaking Science of Networks

- Hyper-linking Of Docs On The Web
- A Metaphor For Emerging Enterprise Architecture
- Everything Becomes Networked
- Everything Is CONNECTED to everything else.



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The Shift To A Network-Centric MINDSET

BusinessWeek online

Tuesday, January 7, 2003



SPECIAL REPORT: MILITARY TECHNOLOGY

The Network Is the Battlefield

The Pentagon's aim is to meld weapons systems and people into a whole, called network-centric warfare, that's greater than the sum of its parts

- *What about the business “warriors” in our firm ?*
 - *Are we integrating them in a network-centric way?*
-
- *Networked Knowledge is A Force Multiplier !*

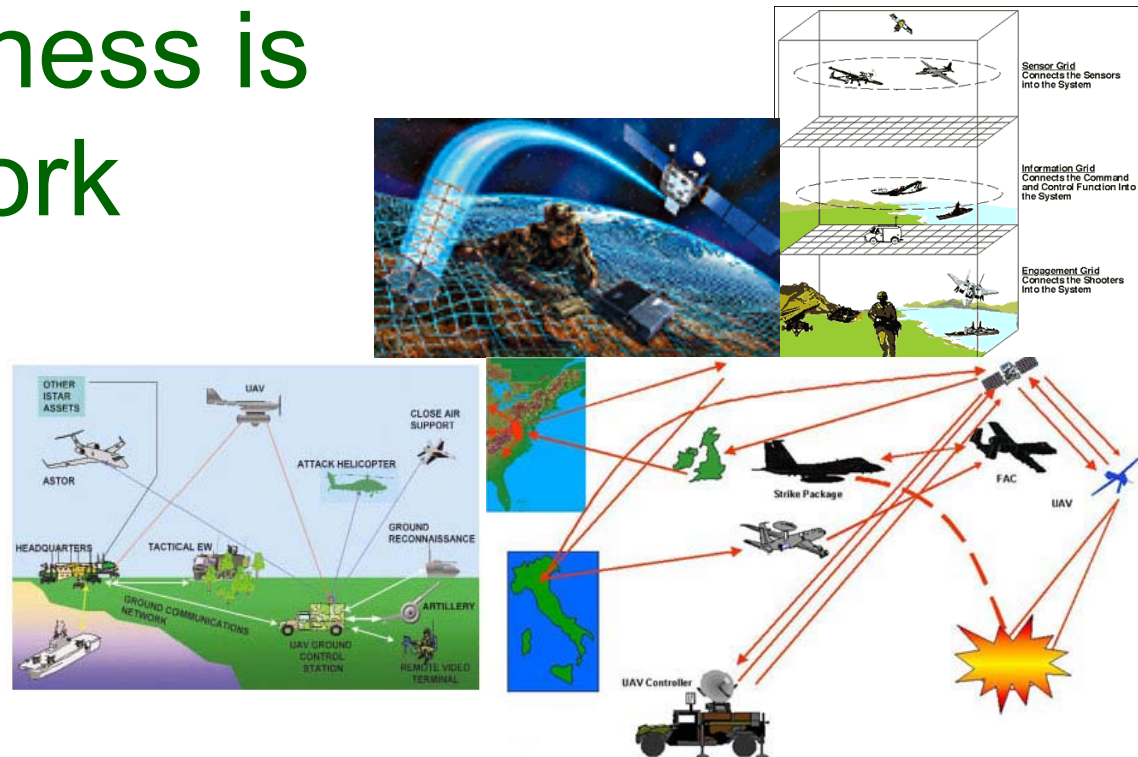


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Networked Knowledge Wins

- The business is the network



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THE NETWORK IS THE BUSINESS



- Can You Imagine Fedex or UPS Today Without Their Network
- The Network is indeed pervasive
- **The Network really is the business.**

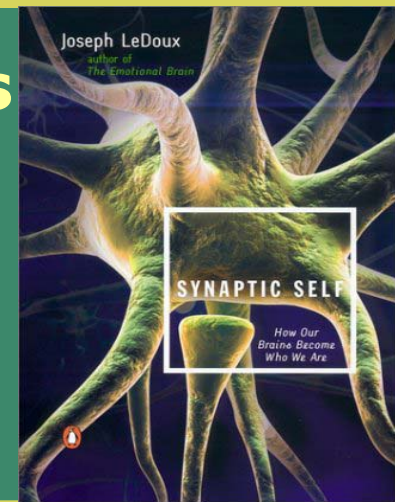


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ARCHITECTURE OF THE BRAIN

Synaptic Self: How Our Brains Became Who We Are

by Joseph LeDoux



- We Are Our Synapses
- A Synaptic Network
- A Web Within



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Strategic Architectures Guiding Action

- A Case Study



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BUSINESS MODEL INNOVATION



VS

$$1+ = 11$$



- Time-Based Billing Model
- Capitalizing On Knowledge Value
- Value-Based Reward For Services
- New Metrics



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Making $1+1=11$

- “ In the knowledge economy, the whole can be many times greater than the sum of the parts”
Leif Edvinsson

- <http://www.corporatelongitude.com>



Leif Edvinsson
Brain of the year 98



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Creating Structural Knowledge Capital

- That which remains behind after the people go home at night.



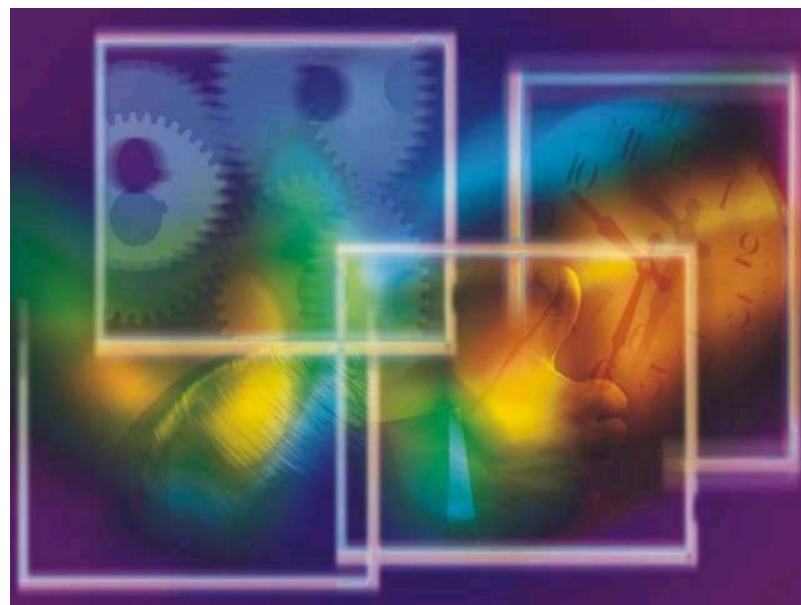
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Principle Centered Leadership

- Articulation of new set of core principles
- Embedding memes
- New mental models
- Future Vision



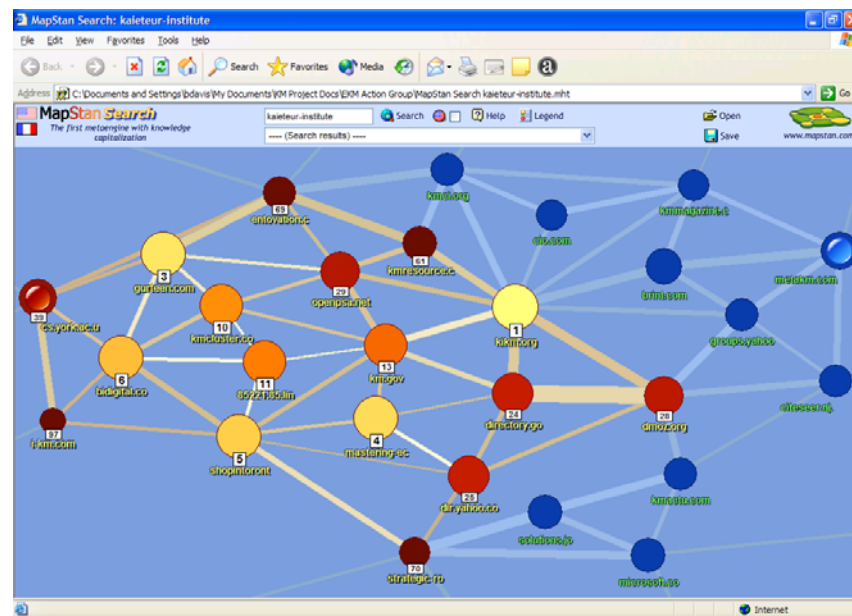
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Intelligently Networking The Business

- Create rich connections
- Outside-inside
- Hubs rock – focusing on
 - building, linking, and
 - becoming hubs



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Networks As Enabling Infrastructure

- *“You cannot run on tracks you have not laid”* – Stan Davis, Futurist



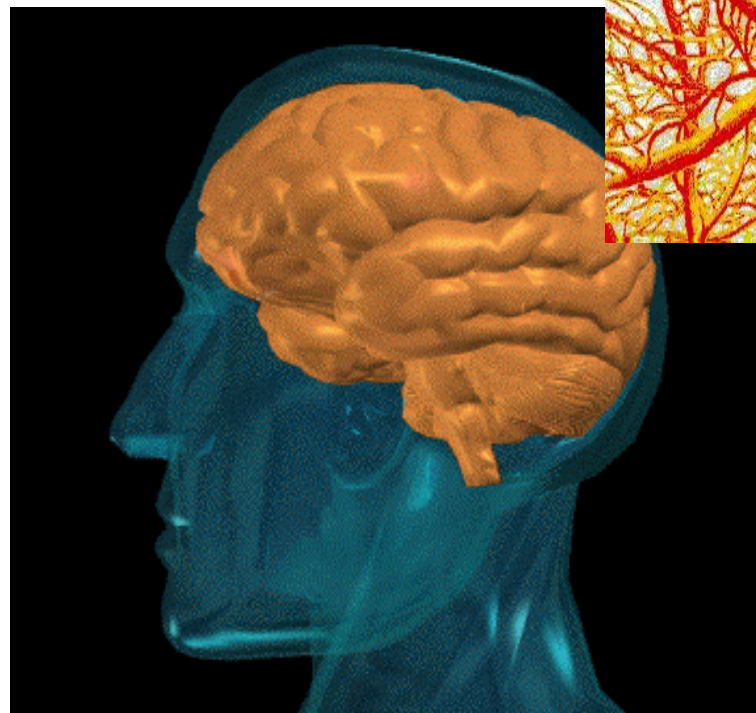
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Giving The Firm A Bigger Brain

- The networked firm
- More synaptic connections



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Mapping The Knowledge

- Understanding the flows
- Visualization
- Taxonomy
- Search



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Creating The Knowledge Marketplace

- Newer emerging modalities for facilitating knowledge exchange
- Matching demand and supply
- The experts exchange
- The question and answer exchange
- The talent exchange..



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Nurturing a Knowledge Friendly Culture

- Knowledge sharing community
- Recognition & rewards
- Market-orientation
- Hyper-linking
- Connecting
- The idea of the “Knowledge City”



http://www.corp.aventis.com/future/xcutting/social_capital.gif



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Change Management

- Storytelling & After action
 - reviews
- Small changes, big results
- Fostering a new lifestyle
- Buying-in
- Experience driven



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Change Management

- Co-creation
- Personal Knowledge Management
- Community Collaboration
- Top-down & bottom-up



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A Complex Adaptive Systems Perspective

"A Complex Adaptive Systems perspective on the challenge of a knowledge architecture offers a different approach to its design. If we think of a large, multithreaded organization of thousands of loosely linked, independent management consultants not as a unified and predictably coherent machine but as a complex, living, adaptive system, the ways in which we identify and describe its collective knowledge might be very different." - Brook Manville



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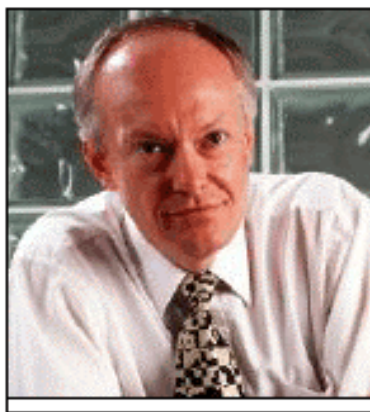


Taking A Fresh Perspective

*“Don’t just embark on one route without thinking about it.
That’s the worst thing to do.*

***You have to start by changing mindset.** You need to see your organization
as if it consists of nothing but knowledge strategies and knowledge flows’*

Dr. Karl Erik Sveiby



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Contact Information

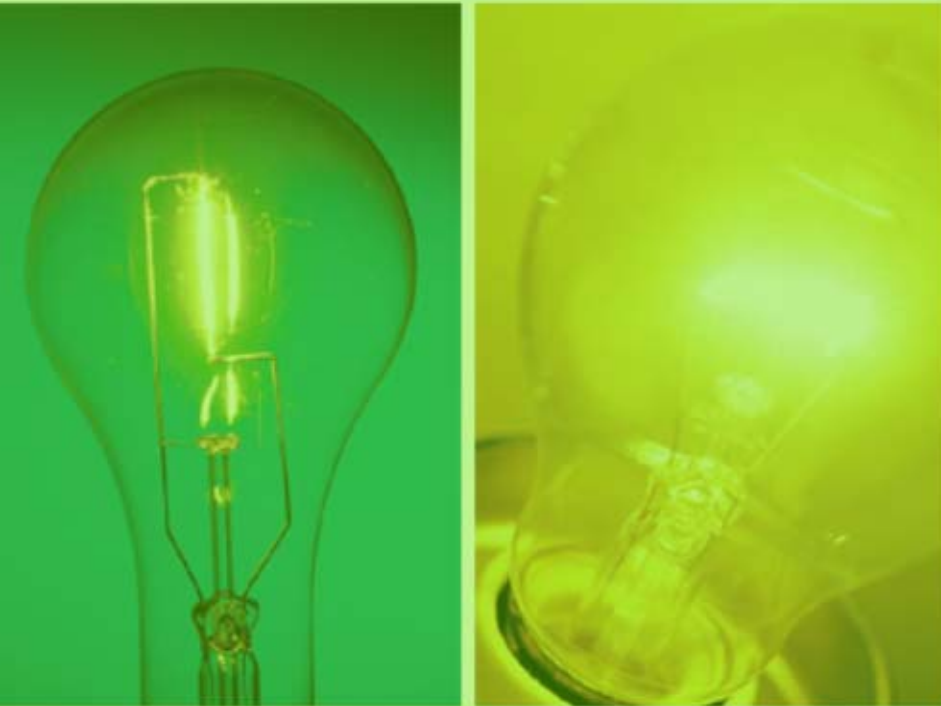
- Joel Alleyne : jalleyne@blgcanada.com
- Bryan Davis : bdavis@kikm.org



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Thank You



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