The Journey to Resilience

“The collaborative exchange of ideas is the single most critical element of innovation.”
1998: Year I first put “KM” on a business card
Knowledge is “Biologically determined” (Shutz, 1967)

The knowledge structure in the receiver will never match the sender’s
Information is data in context

Understanding what information means

Deciding what to do within constraints

Poindexter, as rendered by Snowden
The Brain
Best practice or dope?
No multitasking for you

Data, Information, Knowledge

Volume

Information Processing Technology

Access Network Bandwidth

Attention

Predicting the intentions of others - unconsciously
it’s not a kitchen fire
# Recognition-primed decision model

<table>
<thead>
<tr>
<th><strong>Intuition</strong></th>
<th>size up a situation quickly</th>
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<tbody>
<tr>
<td><strong>Mental stimulation</strong></td>
<td>imagine how a course of action may be carried out</td>
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<tr>
<td><strong>Metaphor</strong></td>
<td>draw on experience by suggesting parallels between the current situation and something else we have come across</td>
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<tr>
<td><strong>Storytelling</strong></td>
<td>consolidate our experiences to make them available in the future, either to ourselves or to others</td>
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</tbody>
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*Gary Klein*
Experience is not correlated with creativity in low-stress situations. Like, say, a conference.
The Organization
What happens when we predict in groups?
Getting organizations to work like brains
“Organizations hire smart people and make them stupid.”

(I forget who said this)
DC Earthquake, 2011
“We will rebuild.”
The Challenge
If knowledge is personal

If decisions are predictions emerging from interactions

If organization culture embeds shared assumptions that thwart creativity

If “The collaborative exchange of ideas is the single most critical element of innovation”

*Then perhaps the product for KM is conversation as much as content.*
20th century
21st century
The seawalls of coastal Japan were built to withstand events that had already happened.
“Tsunami reached as high as this place, therefore, nobody should build houses below here.

Do not forget this no matter how long it takes.”

- approx. 600 A.D.
“Sharing data with unexpected partners in unpredictable circumstances”
- DoD Information Sharing Strategy
• 24-hr command center
• National distribution network
• Will to adapt and act
• Prioritize and reduce - safety officers
• Calculate and decide - investors
• Anticipate and adapt - CEOs
Improve your ability to reconfigure
Challenge: Become as adaptable as a rescue swimmer
Individual decisions are largely “unconscious”

Organizational norms do not encourage effective decisions

Resilience and adaptability trump planning and long-term prediction

Critical core and transaction data remains unshared across Coast Guard stakeholders

So how do we manage knowledge again?
Knowledge Management and Organizational Learning

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