Building Expertise in Knowledge Management

Stan Garfield stangarfield@gmail.com
Deloitte Touche Tohmatsu Limited
APQC KM Conference
May 13, 2011 - Houston, TX
10 Ways to Build KM Expertise

1. Assess yourself

2. Read books, periodicals, blogs, and sites

3. Join, participate in, and help lead KM communities

4. Attend KM conferences

5. Tweet, retweet, and follow tweets

6. Present, speak, lead discussions, and deliver training

7. Post, write, and publish

8. Attend training

9. Learn by doing

10. Find a mentor
1. Assess yourself

• Assess yourself against the list of 25 KM specialties (next slide)
• If you were asked to meet with a client as an expert in the specialty
  – would you be comfortable doing so?
  – would the client be pleased following the meeting?
• Choose one or more specialties in which
  – you are an expert, or
  – you would like to become an expert
• Focus your development on those specialties

SELF-ASSESSMENT

- Sharing, culture, organizational design, and change management
- Collaboration and communities
- Goals, measurements, incentives, and rewards
- Communications
- Portals, intranets, and websites
- Web 2.0 and social media tools
25 KM specialties

1. Sharing, culture, organizational design, and change management
2. Innovation, invention, creativity, and idea generation
3. Reuse, proven practices, and lessons learned
4. Collaboration and communities
5. Learning, development, and training
6. Goals, measurements, incentives, and rewards
7. Social networks, organizational networks, value networks, and network analysis
8. Expertise location and personal profiles
9. Communications
10. User support and Knowledge-Centered Support (KCS)
11. Content management and document management
12. Search, taxonomy, ontology, and tagging
13. Analytics, visualization, metrics, and reporting
14. Project management, process management, workflow, and planning
15. KM methods (peer assists, after action reviews, knowledge audits, etc. – see KM Method Cards on next slide)
16. Appreciative inquiry and positive deviance
17. Storytelling, narrative, anecdotes, and sensemaking
18. Information architecture
19. Usability, user interface, and user experience
20. Portals, intranets, and websites
21. Databases, repositories, business intelligence, and data warehouses
22. Competitive intelligence, customer intelligence, market intelligence, and research
23. Web 2.0 and social media tools
24. Semantic web, artificial intelligence, and natural language processing
25. Wisdom of crowds, crowdsourcing, collective intelligence, and prediction markets
KM Method Cards: Guide to Contents

Approaches
01 Knowledge & Information Management Policy
02 Better Practice Transfer
03 Positive Deviance
04 Change Management
05 KM Champions
06 Community of Interest
07 Community of Practice
08 Cloud Computing
09 Evaluation & Monitoring
10 Subject Matter Experts
11 Expertise Transfer
12 Knowledge Continuity
13 Information Architecture
14 KM Awareness
15 KM Governance
16 Knowledge & Information Literacy
17 Knowledge-enabled Work
18 Learning Culture
19 Rewards & Recognition
20 Safe Fail vs Fail Safe
21 Work Group KM
22 Project KM
23 Retail KM
24 Stakeholder Management
25 Enterprise 2.0

Methods: Interview
26 Interviews
27 Appreciative Inquiry
28 Critical Decision Method
29 Concept Mapping
30 Expertise Knowledge Audit
31 Fish Bowl
32 Monitoring & Coaching
33 Play of Life

Methods: Group
34 After Action Review
35 Challenge Session
36 Strategic Conversation
37 World Cafe
38 Open Space Technology
39 Retrospect
40 Pro-Marketing
41 Peer Assist
42 Anecdote Garden
43 Speed Networking

Methods: Process
44 Cultural Archetypes
45 Knowledge Audits & Maps
46 Business Process Mapping & Design
47 Before Action Review
48 Environmental Scanning
49 Future Backwards
50 Most Significant Change
51 Storytelling
52 Social Network Analysis
53 Value Network Analysis
54 Card Sorting

Methods: Packaging
55 Decision Games
56 Rich Pictures
57 Graphic Facilitation
58 Information Neighbourhood
59 Podcasting & Webcasting
60 Knowledge Management
61 Storytelling

Methods: Events
62 Share Fair
63 Knowledge Fair
64 Knowledge Market

Tools
65 Blog
66 Bulletin Board
67 Taxonomy
68 Competency Framework
69 Instant Messaging
70 Knowledge Friendly Environment
71 Social Bookmarking
72 Social Tagging
73 Wiki
74 Yellow Pages
75 Multimedia
76 Enterprise Search
77 Intranet
78 Dashboard
79 Document Management System
80 RSS

Each pack of KM Method Cards contains concise descriptions of 80 Approaches, Methods and Tools for Knowledge Managers and KM Activists. You can use these cards:
1. In KM strategy and planning sessions to brainstorm your implementation possibilities
2. When identifying training needs for your knowledge managers, KM activists, and community coordinators
3. As a quick reference guide to identify useful techniques during KM projects
4. As a starting point to exploring new KM techniques and approaches
5. ... and probably many more! Let us know how you end up using them!

You can buy our KM Method Cards from www.straitsknowledge.com/sk/store/
For training in many of the techniques in the KM Method Cards visit www.straitsknowledge.com/training/
2. Read books, periodicals, blogs, and sites

• Read books from the list of recommended books
  – Start with the 10 shown below
  – Then choose ones that match your chosen specialties
• Subscribe to periodicals
• Read blogs
• Visit sites
Recommended books

1. The Knowledge Evolution: Expanding Organizational Intelligence by Verna Allee http://www.amazon.com/dp/075069842X/
17. If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practice by Carla O’Dell and C. Jackson Grayson http://www.amazon.com/dp/0195110129/
29. Being a Successful Knowledge Leader by Arthur Shelley
31. Knowledge management in practice: connections and context by Taverekere Srikantaiah and Michael E. D. Koenig
In This Issue...
- The Kids These Days
- KM for Customer Service
- Street Smarts 091
- The Pendulum Swings
- Directions Archives

March 2011 - Volume 9, Issue 3

The Rise and Fall of the Blogosphere

In 2004, "blog" was Merriam-Webster's word of the year. But according to the Pew Research Center, its popularity has fallen rapidly in recent years, especially among the young. Back in the day, blogging was the easiest way to establish a presence on the Web. Some of the most successful blogs have grown to the point where they're pretty hard to distinguish from traditional media outlets.

But the young seem to prefer keeping within the boundaries of social networking sites, and Facebook rules the roost there. If you believe everyone you want to reach is already gathering on Facebook, it would be silly to post your thoughts on the Web itself. You have to go where the audience is. Twitter is also more popular with younger Web users, who find that its 140-character posting limit is no problem at all. They're OK at expressing themselves with conceptual fragments rather than well-formed paragraphs.

According to this article in The New York Times, former bloggers have made the switch because of time constraints, but also because with so many blogs out there, just aren't enough readers to go around. We even have a friend who even wrote a song about it!

The Kids These Days

Speaking of changing patterns of Internet use, comScore's 2010 Digital Year in Review found a huge drop in email usage among 12 to 17 year olds. This demographic saw a 59% drop, with another big fall in the 25-to-30 year old segment. Only the geeks are increasing, with 55 to 64 year olds increasing their email use by 22%. These are pretty dramatic numbers, and a clear sign that the youngest users are making social networking, text...
Blogs

Innotecture

McGee’s Musings

Above and Beyond KM
A discussion of knowledge management that goes above and beyond technology.
Periodicals
https://sites.google.com/site/stangarfield/kmresources

3. eLearnSpace http://www.elearn.space.org
11. KM for Development Journal http://www.km4dev.org/journal/index.php/km4dj/issue/current
13. KMWorld http://www.kmworld.com/
15. Knowledge and Process Management (KPM) http://www.3.interscience.wiley.com/journal/6242/home
23. Steve Denning on Organizational Storytelling http://www.stevedenning.com/

Blogs
1. Mary Abraham - Above and Beyond KM http://aboveandbeyondkm.com/
5. APQC - KM Edge http://kmedge.org/
10. Anol Bhattacharya - SoulSoup http://www.incs.org/soulsoup/
11. Doug Brockbank - Manage Knowledge http://managknowedge.net/blog/
16. Chris Collison - All of us are smarter than any of us http://chriscollison.wordpress.com/
21. Keith De La Rue - acting on knowledge, communication and learning http://delarue.net/blog/
27. Seth Earley - Not Otherwise Categorized http://sethearley.wordpress.com/
32. Peter-Angelo Glick - Leveraging Organiz. Knowledge http://leveragingknowledge.blogspot.com/

Sites
1. APQC http://www.apqc.org/portal/apqc/site and http://kmedge.org/
2. Association of Knowledge (AOK) http://www.kwork.org/
4. BitKMNetwork and WWW Virtual Library on Knowledge Management http://km.brint.com/
5. CIO http://www.cio.com/topic/1467/Knowledge_Management
7. 50 essential knowledge management sites and blogs http://www.lucasmcdonnell.com/essential-knowledge-management-sites-and-blogs/
10. ITtoolbox Knowledge Management Knowledge Base http://knowledgemanagement.ittoolbox.com/
11. Kaieteur Institute For Knowledge Management http://www.kikm.org/
12. KM News & Resources http://knowledgemanagement.wordpress.com/about
16. knowledgeecog http://knowledgeecog.com/
17. Knowledge Connections by David Skymre http://www.skymre.com/
18. KNOW Network http://www.knowledgeworkspace.com/
19. NHS Knowledge Management Specialist Library http://www.library.nhs.uk/knowledgemanagement/
21. Stan Garfield's KM Site http://sites.google.com/site/stangarfield/
3. Join, participate in, and help lead KM communities

- Subscribe: Get email or RSS and regularly read the threaded discussion board
- Post: Start a new thread or reply in the threaded discussion board
- Attend: Participate in community events
- Contribute: Submit content to the community newsletter, blog, wiki, or site
- Engage: Ask or answer a question, make a comment, give a presentation, and help lead
Local KM communities – create and lead one if none exists

**KM Chicago April 12th meeting: Commercial Sector Applications of Geographic Information Systems**

Please join us for our April 12th meeting: Commercial Sector Applications of Geographic Information Systems. Attendee information is located in the right pane of the KM Chicago blog.

Corporate entities and their manufacturing plants, warehouses, suppliers and other partners, all have something in common – association with locations. A geographic information system (GIS) assists in the processing, analysis, and visualization of corporate knowledge that pertains to place. Corporations are using GIS tools to perform site selection, risk management, territory creation, routing, supply chain analysis, asset tracking, regulatory compliance, and workforce management.

Dr. Charles Limville, Founder and President of Ploughman Analytics, will describe a number of applications of GIS in the private sector, drawing attention to the capacity of a GIS to create new knowledge as well as to communicate spatial information. 

In particular, he will discuss site selection and location analysis, the examination of logistics networks and their impact on market territories, and applications of satellite image processing.

Dr. Limville developed the first recurring course in geographic information systems at American University in DC, and played a key role in establishing the GIS group at Archer Daniels Midland, where he was Manager of Knowledge and Data Engineering and then Director of Analytics and Knowledge Systems. Ploughman Analytics, founded in 2007, is a consultancy and software development group in the Research Park of the University of Illinois. Its practice includes GIS, business intelligence and data warehousing, operations research, and knowledge management.

Posted by Curtis Conley at 11:28 AM 1 comments ▼

**March 8th Meeting: Knowledge Management & Learning, with Lisa Beckers**


Lisa will share some work done to define a vision for how to integrate these functions in order to add value to a business, challenges and tactical ways to KM and learning can work together. We hope that a good portion of this time will be brainstorming and open discussion that helps anyone interested in this area consider the broad impact integrating these functions.
Building Expertise in Knowledge Management
KM communities
https://sites.google.com/site/stangarfield/kmcommunities

Global

1. actKM Discussion List
   http://actkm.org/mailman/listinfo/actkm_actkm.org
2. APQC KM Community http://www.apqc.org/portal/apqc/ksn/calendar
3. Association of Knowledgework (AOK) http://kwork-aok.ning.com/
4. Communities of Practice http://groups.yahoo.com/group/com-prac/
5. copcop.org http://copcop.org/
7. KM4Dev community of international development practitioners http://www.km4dev.org/
8. KM.gov http://wiki.nasa.gov/cm/wiki/?id=1926
9. KMwaves.org http://kmwaves.org/
13. Search Community of Practice http://tech.groups.yahoo.com/group/SearchCoP/
15. Special Libraries Association (SLA) Knowledge Management Division http://wiki.sla.org/display/SLAKM/
17. Taxonomy Community of Practice http://finance.groups.yahoo.com/group/TaxoCoP/
18. Value Networks http://groups.google.com/group/Value-Networks

Local

1. Australia: Brisbane - Queensland Knowledge Management Forum (QKM) http://au.groups.yahoo.com/group/qkm/
3. Australia: Melbourne Knowledge Management Leadership Forum (KMLF) http://www.melbournekmlf.org/
13. Detroit: Midwest KM Community http://sites.google.com/site/midwestkmcommunity/
14. Hong Kong: Hong Kong KM Society http://www.hkkms.org/
15. India: KM-Forum http://nsci.iisc.ernet.in/mailman/listinfo/km-forum
17. India: K-Community http://www.kcommunity.org/
24. Middle East: Arab Knowledge and Management Society (AKMS) http://www.akms.org/
27. New Zealand: NZKM - The New Zealand KM Network http://www.nzkm.net/
31. Toronto: Knowledge Workers: Methods - Toronto http://toronto.methods.knowledgeworkers.org/
32. Toronto: Knowledge Workers: Technology - Toronto http://toronto.technology.knowledgeworkers.org/
4. Attend KM conferences

Join Us May 9-13, 2011 for The Knowledge Management Event of the Year!

APQC’s annual knowledge management (KM) conference is still the No. 1 place to be for networking and sharing innovative ideas with the best and brightest minds in business today. This training and conference event enables senior-level professionals to network with other thought leaders and practitioners from around the globe.

The 2011 conference and training event will be held May 9-13, 2011, at the Houstonian Hotel, Club & Spa in Houston, adjacent to APQC’s headquarters. Through in-depth case studies and thought-provoking keynote speakers we’ll focus on how experienced leaders are using KM approaches and collaboration to drive business results.

2011 KEYNOTE SPEAKERS

Dr. Carla O’Dell
APQC

Chip Heath
Author of Switch

Dan Raanta
ConocoPhillips

Pete Miller
ConocoPhillips

Cindy Hubert
APQC

Michael McMillan
Author of Pink Bait and Paper Airplane

Jeanne Holm
DataGov Evangelist

REGISTER NOW
KM conferences

https://sites.google.com/site/stangarfield/kmconferences

1. AIIM - Association for Information and Image Management International Conference & Expo @ info360 http://www.aiimexpo.com/ Washington, DC March 22-24, 2011
8. APQC Annual KM Conference http://www.apqc.org/apqc-events Houston, TX May 9-13, 2011
10. International Conference on Knowledge, Culture and Change in Organizations http://managementconference.com/ Madrid, Spain June 15-17, 2011
16. i-KNOW 2011 International Conference on Knowledge Management and Knowledge Technologies http://i-know.tugraz.at/ Graz, Austria September 7-9, 2011
5. Tweet, retweet, and follow tweets

- Follow thought leaders in Twitter
- Participate in a TweetChat, e.g., KMers.org weekly chat
- Search Twitter using hashtags, e.g., #KM and #KMers
- Ask questions on Twitter using the #KM hashtag
[Transcript] Community lurkers: does the 90-9-1 percentage rule really apply, and if so, so what?

**Chat Event:**
Community lurkers: does the 90-9-1 percentage rule really apply, and if so, so what?

**Date & time:**
Tuesday, February 8, 2011 - 17:00 - 18:00 UTC

**Transcript:**

<table>
<thead>
<tr>
<th>Time</th>
<th>User</th>
<th>Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>5:00 pm</td>
<td>stangarfield</td>
<td>[Moderator] Welcome to today's Kmers.org Twitter chat. Please introduce yourselves - who are you, what do you do, and where are you? #Kmers</td>
</tr>
<tr>
<td>5:01 pm</td>
<td>pekadad</td>
<td>@stangarfield Lee Romero from Deloitte in Detroit here #Kmers</td>
</tr>
<tr>
<td>5:01 pm</td>
<td>jmccgee</td>
<td>Hello Stan, Jim McGee here in chilly Chicago - still working on helping organizations take advantage of these KM ideas #kmers</td>
</tr>
<tr>
<td>5:01 pm</td>
<td>swanwick</td>
<td>Submit a chat topic for an upcoming session at <a href="http://www.kmers.org/topicsuggestions/dashboard">http://www.kmers.org/topicsuggestions/dashboard</a> #Kmers</td>
</tr>
<tr>
<td>5:01 pm</td>
<td>stangarfield</td>
<td>FYI, Corporate Social Media vs. Intranets chat will now be held on March 1. #Kmers</td>
</tr>
<tr>
<td>5:02 pm</td>
<td>stangarfield</td>
<td>Welcome, Lee, Jim, and Swan. Who else is joining us today? #Kmers</td>
</tr>
<tr>
<td>5:03 pm</td>
<td>jeffhester</td>
<td>Hi @stangarfield, Jeff Hester in Southern California, helping build knowledge communities at Fluor. #Kmers</td>
</tr>
<tr>
<td>5:03 pm</td>
<td>liz_with_haz</td>
<td>Liz Williams here, from London #kmers</td>
</tr>
<tr>
<td>5:04 pm</td>
<td>stangarfield</td>
<td>Welcome, Jeff and Liz. #Kmers</td>
</tr>
<tr>
<td>5:05 pm</td>
<td>swanwick</td>
<td>Rob Swanwick here. I have to be a part of the 90 today. Cranking on a pot for 1pm. #Kmers</td>
</tr>
<tr>
<td>5:05 pm</td>
<td>stangarfield</td>
<td>Let's get started. The rule of thumb for today's chat is that in a community, only 10% of the members will be at all active. #Kmers</td>
</tr>
<tr>
<td>5:06 pm</td>
<td>stangarfield</td>
<td>1% will be very active, and 90% will not be active. Q1: Is this consistent with your experience? #Kmers</td>
</tr>
</tbody>
</table>
Twitter list

• #FF @hjarche Harold Jarche helps organizations reintegrate work & learning, using the connectivity of the Net/Life in perpetual Beta #KM #SM
• Title Thursday Review: The Intelligent Company: 5 Steps to Success with Evidence-Based Management by Bernard Marr #KM http://bit.ly/h5iEQg
• Website Wednesday: Laying Groundwork for a #KM Professional: Learning, Knowledge & Effective Action; Alex/David Bennet http://bit.ly/hSlzq4
• Website Wednesday: Laying Groundwork for a #KM Professional: Learning, Knowledge & Effective Action; Alex/David Bennet http://bit.ly/hSlzq4
• Trackback Tuesday: Time for #KM to manage knowledge about management? @stevedenning presented this to SIKM CoP http://bit.ly/hFC5Iu #KMers

Tweet themes

• Meeting Monday: Mar 22-24 AIIM Conference & Expo at info360 Washington, DC http://www.aiimexpo.com/ #KM
• Meeting Monday: March 24 Social Business Summit, London http://www.socialbusinesssummit.com/ #SM #socialmedia
Tweeters
http://bit.ly/g0KYp9

1. http://twitter.com/VMaryAbraham / Mary Abraham
2. http://twitter.com/panklam / Patti Anklam
17. http://twitter.com/driessen / Samuel Driessen
18. http://twitter.com/mathemagenic / Lilia Efimova
23. http://twitter.com/lehawes / Larry Hawes
29. http://twitter.com/4KM / Alice MacGillivray
30. http://twitter.com/amcafee / Andrew McAfee
32. http://twitter.com/mneff / Mark Neff
33. http://twitter.com/nimmypal / Nirmala Palaniappan
35. http://twitter.com/ralphpoole / Ralph Poole
37. http://twitter.com/pekadad / Lee Romero
38. http://twitter.com/jschunter / Johannes Schunter
40. http://twitter.com/euan / Euan Semple
41. http://twitter.com/gsiemens / George Siemens
42. http://twitter.com/rsims / Ray Sims
43. http://twitter.com/snowded / Dave Snowden
44. http://twitter.com/elsua / Luis Suarez
47. http://twitter.com/johnt / John Tropea
51. http://twitter.com/WestPeter / Peter West
52. http://twitter.com/NancyWhite / Nancy White
6. Present, speak, lead discussions, and deliver training

- Present at
  - internal meetings
  - con calls
  - community meetings
  - conferences
  - client meetings
- Ask an established expert to allow you to co-present
- Offer to help facilitate a panel discussion
- Develop and conduct training

- 16-Nov-10 KMWorld 2010 Communities Manifesto
- 21,22-Jul-10 KM Australia - Slides - Video
- 19-Jul-10 KMLF Melbourne, Australia - Slides
- 14-Jun-10 Enterprise 2.0 - Community Adoption
- 07-Jun-10 Midwest KM Symposium - Innovation
- 02-Jun-10 IBF24: Online Tour of Deloitte Intranet
- 25-Mar-10 APQC: CoP Principles - Slides - Audio
- 10-Mar-10 KM Group - Philadelphia: CoP Manifesto
- 09-Mar-10 KM Chicago: Objectives/Commitments
- 17-Nov-09 13 Years in KM: Baker's Dozen Insights
- 17-Nov-09 Speaker, panel member KMWorld 2009
- 11-Sep-09 Midwest KM Symposium Insights
- 12-Mar-08 Authentic Leadership - Books - Slides
- 26-Feb-08 Pure Insight - A Successful KM System
- 12-Dec-07 APQC Benchmarking Study Conference
- 20-Oct-07 Lawrence Tech. University - Slides
- 08-Oct-07 CPsquare Foundations of CoP - Audio
- 23-Apr-07 MSU Promotions Commons - Slides
- 31-Oct-06 KM World - Photo - Slides
- 18-May-06 ACS - Abstracts - Slides
- 14-Mar-06 KM Chicago - Slides
- 15-Dec-05 BPCC - Slides
- 06-May-05 APQC Annual Conference - Slides
7. Post, write, and publish

- Post to a discussion board
- Write a blog post
- Publish a document using Google Docs
- Upload a presentation to SlideShare
- Write an article for a publication
- Use writing to
  - test your ideas
  - solicit comments
  - refine your thinking about a topic.
8. Attend training

• Online
• At a university
• Before or after a conference
• From a specialized vendor
Training

http://sites.google.com/site/stangarfield/kmtraining

2. APQC Webinars http://www.apqc.org/webinars
6. eKnowledgeCenter KM Professional Development Program http://www.eknowledgecenter.com/
8. Kaieteur Institute For Knowledge Management Education http://www.kikm.org/education.html
9. KMCI http://www.kmci.org/
11. KMedu Hub http://kmeducationhub.de/
9. Learn by doing

- Try things out
- Use tools

- Interact with others
- Attend different events to see which ones are the most useful

**People**
- culture and values
- knowledge managers
- user surveys
- social networks
- communities
- training
- documentation
- communications

**Process**
- methodologies
- creation
- capture
- reuse
- lessons learned
- proven practices
- collaboration
- content management
- classification
- metrics and reporting
- management of change
- workflow
- valuation
- social network analysis
- appreciative inquiry and positive deviance
- storytelling

**Technology**
- user interface
- intranet
- team spaces
- virtual meeting rooms
- portals
- repositories
- threaded discussions
- expertise locators
- metadata and tags
- search engines
- archiving
- blogs and microblogs
- wikis
- podcasts and videos
- syndication
- social software
- external access
- workflow applications
- process automation
- e-learning
- subscriptions
- points tracking
- reporting
10. Find a mentor

• Post in a community discussion board such as SIKM Leaders
• Contact a KM blogger
• Reply to a KM tweeter
• Talk to a presenter at a conference
• Visit the site of a KM thought leader and send an email message
• Ask for a referral
Thought leaders
https://sites.google.com/site/stangarfield/kmthoughtleaders

3. Patti Anklam http://www.byeday.net/patti.htm
4. Steve Barth http://reflexions.typepad.com/about.html
9. Chun Wei Choo http://choo.fis.utoronto.ca/
11. Richard Cross http://www.mchglobal.com/about.htm
12. Rob Cross http://www.robcross.org/
15. Steve Denning http://www.stevedenning.com/
17. Peter Drucker http://www.peter-drucker.com/
18. Paul Duguid http://people.ischool.berkeley.edu/~duguid/
22. Stan Garfield http://stangarfield.googlepages.com/
27. Denham Grey http://denham.typepad.com/about.html
29. Bruce Hoppe http://connectiveassociates.com/about.html
30. Bill Ives http://billives.typepad.com/about.html
32. Patrick Lambe http://www.straitsknowledge.com/about/
33. Martyn Laycock http://www.managingtransitions.net/profile.htm
34. Dorothy Leonard http://dor.hbs.edu/fi_redirect.jhtml?facInfo=bio&facEmlD=dleonard&loc=extn
35. Andrew McAfee http://andrewmcafee.org/about/
37. Fred Nickols http://www.nickols.us/
40. Geoff Parcell http://www.practicalkm.com/about_me.htm
41. Dave Pollard http://blogs.salon.com/0002007/stories/2006/07/05/aboutTheAuthor.html
42. Larry Prusak http://www.laurenceprusak.com/
43. Greg Reid http://www.infuture.pro/about/Introduce/CEO_Profile.html
44. Chris Riemer http://www.knowledgestreet.com/About_Us/about_us.html
45. Melissie Rumizen http://www.kwork.org/Stars/rumizen.html
47. Oliver Schwabe http://www.mastering-echange.com/management.html
49. George Siemens http://www.elearnspace.org/about.htm
50. John Smith http://www.learningalliances.net/
52. Dave Snowden http://www.cognitive-edge.com/whoweare.php
53. Thomas Stewart http://members.aol.com/thoststew/bio.html
54. Bronwyn Stuckey http://www.bronwyn.ws/
56. George Von Krogh http://www.smi.ethz.ch/people/gvkrogh
57. Jack Vinson http://blog.jackvinson.com/about.html
58. David Weinberger http://www.evident.com/
59. Etienne Wenger http://www.ewenger.com/
60. Steve Wieneke http://elkawareness.com/
61. Karl Wiig http://www.krii.com/who_we_are.htm
For additional information

- Visit my web site at http://sites.google.com/site/stangarfield/
- Follow me on Twitter @stangarfield

The views expressed in this presentation are mine alone and do not necessarily reflect the views of my current or former employers.