



# Resources

## BOOKS

Frances Horibe  
**Creating the Innovation Culture...**  
 John Wiley & Sons Canada  
 ISBN 0-471-64628-8  
*Review by Charles P. Seeley*

Horibe's latest book, *Creating the Innovation Culture*, deals with the complex issues associated with managing, coaching, engaging and nurturing a special class of knowledge workers – "visionaries, dissenters and other useful troublemakers." Granted, the book is about the cultural and human aspects of innovation, and is certainly of interest to management, but why is it of interest to the knowledge management community?

First, knowledge and knowledge assets are the fuel for innovation. Second, knowledge management tools and techniques are often promoted as enablers of innovation. But, actually realizing increased innovation resulting from investment in knowledge management is rare. The contents of this book will help knowledge managers understand this benefit gap and prepare steps to close it. Third, this book helps knowledge managers understand the environment for innovation in an organization – the political process, how to deal with and manage dissent, how to innovate successfully (getting the innovation to market), and how to foster open dialogue – the specifics of these cultural elements are typically held as tacit knowledge in the organization.

The author's premise is that innovation is the next competitive edge for companies and organizations. But the dilemma comes in how to generate and sustain innovation, which has daunted many a talented and determined manager. The purpose for creating the book is to address

the dilemma that companies cannot sustain innovation and what they can do to change.

Here's a breakdown of the six sections of the book:

1. Section 1 explores how organizations got into the dilemma and how the encouragement of dissent can play a central role in fostering a more innovative culture (Chapters 2 – 4).
2. Section 2 addresses the first thing managers need to do to encourage dissent in their organization – avoid inadvertently suppressing open dissent that naturally occurs (Chapters 5, 6).
3. Section 3 explains how managers need to work with people who have taken on the role of dissent, identify them, coach them and act as their political handlers in getting their ideas accepted (Chapters 7 – 9).
4. Section 4 shows how managers can identify if dissent has gone underground, and bring it back to the surface again (Chapters 10 – 12).
5. Section 5 offers advice on how to encourage continuing dissent, thereby sustaining innovation (Chapters 13 – 15).
6. Section 6 deals with dissenters who are destructive and must be let go, and provides final thoughts on where the manager should go next in promoting innovation (Chapters 16 – 17).

An interesting and useful feature is the author's use of simulated dialogues between a manager and a dissenter, or a dissenter and a work group, to illustrate the key points from that part of the book. *Creating the Innovation Culture* provides the reader with a thought-provoking introduction to the cultural implications of innovation, focusing on the role of dissent and the dissenter. There is much here to challenge the thinking and practice

for anyone involved in innovation in the organization, including knowledge managers who may be called upon to either support the innovation process or innovate to get KM tools and techniques adopted by their organization.

Mark Clare and Art DeTore  
**Knowledge Assets: Professional's Guide to Valuation and Financial Management**  
 Harcourt Professional Publishing  
 ISBN 0-15-607000-6  
*Review by Jennifer N. Wilson*

If you are committed to making your knowledge-related initiatives relevant to your company's management, you'll need to develop and follow a framework that estimates the value of your projects. Clare and DeTore present, in hands-on format, a methodology to do just that. In the words of the authors, "What is lacking in the valuation literature is a methodology that will help determine how to implement knowledge management in a way that links the efforts into the very economics that drives value creation for the business." They fill the gap.

The authors leave the reader with good strategic ideas, but also concrete tools to use. The book challenges the KM leader to examine or re-examine his strategy, if necessary, to make sure it's grounded in reality. This is also a workbook, complete with a CD-ROM of spreadsheets to perform the calculations necessary for estimating knowledge management's value.

The 457-page book is divided into four parts and includes appendices and a glossary. *Part I: Laying a Foundation for Knowledge Management* takes the reader through the fundamentals of KM and some theoretical underpinnings to learning and knowledge work. Throughout, targeted questions

allow you to probe why you are doing what you're doing with KM and what you might want to think about to push your efforts to the next level. This section also lays out the financial fundamentals you will need to solve the knowledge-value equation. (See Mark Clare's article on page 14 of this issue of *KM Review* for a summary.)

*Part II: An Introduction to Business Epistemology* discusses the intricacies of knowledge assets and human capital, while offering a practical tool – the knowledge-value tree – for modeling the causal relationships between knowledge initiatives and business measures.

*Part III: Applying the KM Valuation Methodology* explains how Lincoln Reinsurance approaches the valuation of knowledge strategies and projects. This extended case study will help clarify some of the concepts from the earlier sections.

And finally, *Part IV: Advanced Topics and Emerging Issues* offers a look at the “seven challenges of knowledge management.” We'll leave you in suspense to discover what those challenges are.

Pick up a copy of this book when you're ready to get serious and either build or perpetuate a business-driven knowledge management strategy.

## CONFERENCES

**E-Gov's KM Conference: When Collaboration is Essential**  
April 22-25, 2002  
Washington, D.C.

Several US (and a few UK) government agencies convened in Washington, D.C. for a four-day conference and exhibition to discuss how knowledge management fits in with the United States e-government strategy. KM in the government today seems to be largely driven by two forces:

1. The President's Management Agenda
2. Homeland Security

Although many agencies are interested in the technical matters of legacy information, data collection and search facilities, a few presentations urged the delegates to think strategically about how to enable people-to-people, people-to-agency and government-to-citizen connections.

At the beginning of the conference, the organizer presented a survey from 2001's conference that revealed that the pursuit of knowledge management initiatives in the government are skewed toward the military bodies. And the top projects that agencies engaged in related to portals, document management, communities, collaboration, change management and e-learning. As the government recognizes that KM is critical to its management reforms, we'll likely see some interesting trends develop in this sector.

# NETWORKER

*A directory of contacts for further information on the articles in this issue of KM Review*

## Frontline Knowledge

pg. 3

Finding clarity in the measurement process  
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## Subject Matter Expert

pg. 4

Laying the foundation for KM measurement  
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## Working with Leaders

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Prioritizing KM projects  
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## Briefings

Communicating success at Compaq  
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Activating continuous innovation at 3M  
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KM and EA: An opportunity for synergy  
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## Feature articles

Measuring connectivity at Aventis  
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Solving the knowledge-value equation  
Mark Clare, Kanisa  
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KM and innovation: can they thrive together?  
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