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Cultivating deep smarts in an organization requires serious commitment from a manager. The manager must study it enough to understand its nature. It also requires a big investment in other people in order to give them the opportunity to develop deep smarts, which is to say, to move beyond ordinary levels of competence.

Deep Smarts: How to Cultivate and Transfer Enduring ...

PDF | On Jan 1, 2005, Dorothy Leonard and others published Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom | Find, read and cite all the research you need on ResearchGate

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Deep smarts are the engine of any organization as well as the essential value that individuals build throughout their careers. Distinct from IQ, this type of expertise consists of practical ... - Selection from Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom [Book]

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Deep Smarts: How to Cultivate and Transfer Enduring ...

Recreating Deep Smarts Through Guided Experience. DEEP SMARTS, we have argued, are not just nice to have. They are essential to your organization, and managers who consciously cultivate them in current and future employees are investing in a competitive advantage.

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Deep Smarts: How to Cultivate and Transfer Enduring ...

Deep Smarts: How to Cultivate and Transfer Business Wisdom. Boston, MA: Harvard Business School Press, 2005.

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Leonard and Swap describe the origins and limits of deep smarts and outline processes for cultivating and leveraging them across the organization. Developing an experience repertoire and receiving...

Deep Smarts: How to Cultivate and Transfer Enduring ...

The most valuable part of deep smarts is the tacit know-how (and often, know-who) that a person has built up over years of experience. This knowledge cannot be easily documented and handed over in...

Deep Smarts - Harvard Business Review

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Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom Dorothy Leonard Walter Swap Review of Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom, by Dorothy

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Amazon.com: Deep Smarts: How to Cultivate and Transfer ...

"Deep Smarts" is a very special book. In it, authors Dorothy Leonard and Walter Swap show the importance of `deep smarts' to life and creativity, how to build `deep smarts' personally and organizationally, how to assemble deep smarts for creating value, how beliefs and social influences shape `deep smarts," and how individuals (coaches) and organizations can transfer, or cultivate `deep smarts.'

Amazon.com: Customer reviews: Deep Smarts: How to ...

Her 2005 book Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom (co-authored with Walter Swap) explores the importance and nature of experience-based knowledge. Responding to requests for practice-based tools and techniques for transferring knowledge, she and co-authors Walter Swap and Gavin Barton published in 2015 Critical Knowledge Transfer: Tools for Managing Your Company's Deep Smarts .

Deep Smarts and Core Capabilities — Knowledge Architecture

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Deep Smarts How To Cultivate And Transfer Enduring ...

BRAND NEW, Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom, Leonard, Walter C. Swap, Dorothy Leonard-Barton, Deep smarts are the engine of any organization as well as the essential value that individuals build throughout their careers. Distinct from IQ, this type of expertise consists of

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An interview with Dorothy Leonard and Walter Swap: The first issue that any organization has to face is the identification of the deep smarts. Dorothy Leonard and Walter Swap are co-authors of the new book 'Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom.' Leonard is a professor emerita at the Harvard Business School and Swap is a professor of psychology emeritus at Tufts ...

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Deep smarts are the engine of any organization as well as the essential value that individuals build throughout their careers. Distinct from IQ, this type of expertise consists of practical wisdom: accumulated knowledge, know-how, and intuition gained through extensive experience. How do such smarts develop? And what happens when people with deep smarts leave a particular job or the organization? Can any of their smarts be transferred? Should they be? Basing their conclusions on a multi-year research project, Dorothy Leonard and Walter Swap argue that cultivating and managing deep smarts are critical parts of any leader's job. The authors draw on examples from firms of all sizes and types to illustrate the connection between deep smarts and organizational viability and continuous innovation. Leonard and Swap describe the origins and limits of deep smarts and outline processes for cultivating and leveraging them across the organization. Developing an experience repertoire and receiving strategic guidance from wise coaches can help individuals move up the ladder of expertise from novice to master. Addressing a topic of increasing importance as the Boomer generation retires, Deep Smarts challenges leaders to take a hands-on approach to managing the experience-based knowledge shaping the future of their organizations.

"Addressing the critical issue of knowledge transfer within an organization, this book offers practical advice on how to structure the transition of documented information and the even more valuable non-documented knowledge that outgoing staffers have-before it leaves with them. Whether a result of a retirement, an acquisition, promotions, transfers, or layoffs-all organizations have lost what these authors call "deep smarts" when workers leave. Now, Dorothy Leonard and Walter Swap, coauthors of the popular Deep Smarts, and their coauthor Gavin Barton offer a solution. The trio has constructed a new approach that not only helps organizations put in place the structures and practices to pass along knowledge from expert to successor, but also identifies tacit knowledge-knowledge that is largely undocumented and lives inside of people's heads. Based on theory and research, this book offers a variety of examples, tools, and templates to take action before essential knowledge disappears"--

The magazine of mobile warfare.

Reveals how established attitudes affect all aspects of one's life, explains the differences between fixed and growth mindsets, and stresses the need to be open to change in order to achieve fulfillment and success.

This book showcases international research on health care organizations. It presents diverse and multidisciplinary approaches to studying differing health care settings, in international context. These approaches range from in depth observation to questionnaire based measures, investigating a spectrum of health care professionals.

Managing the Aging Workforce is one of the crucial topics for many of the world's enterprises. The increasing average age of populations does not only affect social systems, countries and communities, but also has a strong impact on the work of businesses and companies. The decline in demographic fitness will not only hit countries like the U.S., the Western European countries, or Japan, but also the upcoming societies in China or in the Eastern European countries. In many of these countries, during three or four decades the average age will grow from about 40 years now to about 50 years. Where experts are needed, this may result in an increase of the workforce's age of between 5 and 10 years in only one decade. For companies thus, a number of challenges arise that have to be overcome fast and

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continuously. The main topics in this field will be new strategies in leadership, new concepts in health management, new ways in knowledge management and learning, as well as new models how to drive ideas for diversity and innovation. On the one hand, enterprises therefore will have to invest in their aging employees for supporting their talents, helping them to learn and keeping them in the company. On the other, they will have to increase productivity, keep on searching for new products, and integrate experts from abroad. This has to be combined with new ways of strategies and HR management. This book presents an analysis of the present and upcoming situation, and an introduction into the strategic concepts enterprises will need to survive in aging societies.

This book is an exceptional resource for leaders at every level across industries. An insightful guidebook comprised of 40 illuminating principles showcasing the fundamental competencies that impact performance in the boardroom and beyond, each chapter includes the following core components: 1) a robust, but succinct discussion introducing each principle; 2) key strategies providing straightforward guidance on how to master each principle; 3) a selection of thoughtful journal questions that allow for meaningful introspection, and finally, 4) a leadership challenge—a stretch goal—that brings each principle into immediate, scalable focus. Whether a seasoned or emerging leader, each reader will discover useful perspectives contained within each chapter designed to firmly orient their thinking and behavior towards leadership excellence. An enduring resource for circumstances in which every leader will inevitably find him or herself confronting, it will also serve as the “ go to ” professional development resource for elevating leadership brands and facilitating the necessary trench work required to develop competent and confident leaders regardless of industry or expertise. Different from traditional books that provide a one-dimensional view of what leadership is and do little more than categorize existing traits, *Poised for Excellence* breaks the mold. It creates the context for understanding leadership development as a holistic process: By focusing on the mastery of fundamental principles structured to develop the whole person through service to self and others, it ignites an evolutionary process that cultivates 360 degrees of effective leadership. It directs readers to stake a bold claim to their success and transform the way they show up in the boardroom and beyond. *Poised for Excellence* was written to nurture the leadership potential in business leaders who desire to operate in excellence and believe that learning and practice are non-negotiable aspects of leadership success.

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