

## A LEADER'S GUIDE TO KNOWLEDGE MANAGEMENT

*Drawing on the Past to Enhance Future Performance*

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Today when most executives consider the intellectual capital of their organization, they focus on the present. They seek tools and techniques to exploit their organizational knowledge for some immediate gain. There is an emerging shift in thinking that will provide a lasting competitive advantage – the shift is from the present to the future. This book focuses on what executives should be doing now (or soon) to ensure the next generation of organizational leaders know what we knew. Are we creating organizational memories today that will be useful to the next generation of leaders? Will today's baby-boomer based practices pass the test of time? Are our current processes the most relevant ones for the next generation of organizational leaders?

Part 1 provides a concise overview of knowledge

management: its genesis, the theory of knowledge, and the types of knowledge that exist.

Part 2 builds on this foundation and highlights some of the successes and failures during the past two decades as baby-boomer executives struggled to develop effective ways of sharing what their organizations know.

Part 3 focuses on emerging ideas that show great potential. Today we are seeing some very promising results from third generation knowledge projects, which focus on connecting people and facilitating collaboration. Emerging social media tools and techniques provide flexible, agile, and intuitive solutions for connecting people and facilitating coordination, communication and collaboration.

Written by two Canadian authors, the book incorporates the lesson learned from research on Canadian middle managers, as well as examples from Canadian organizations.

