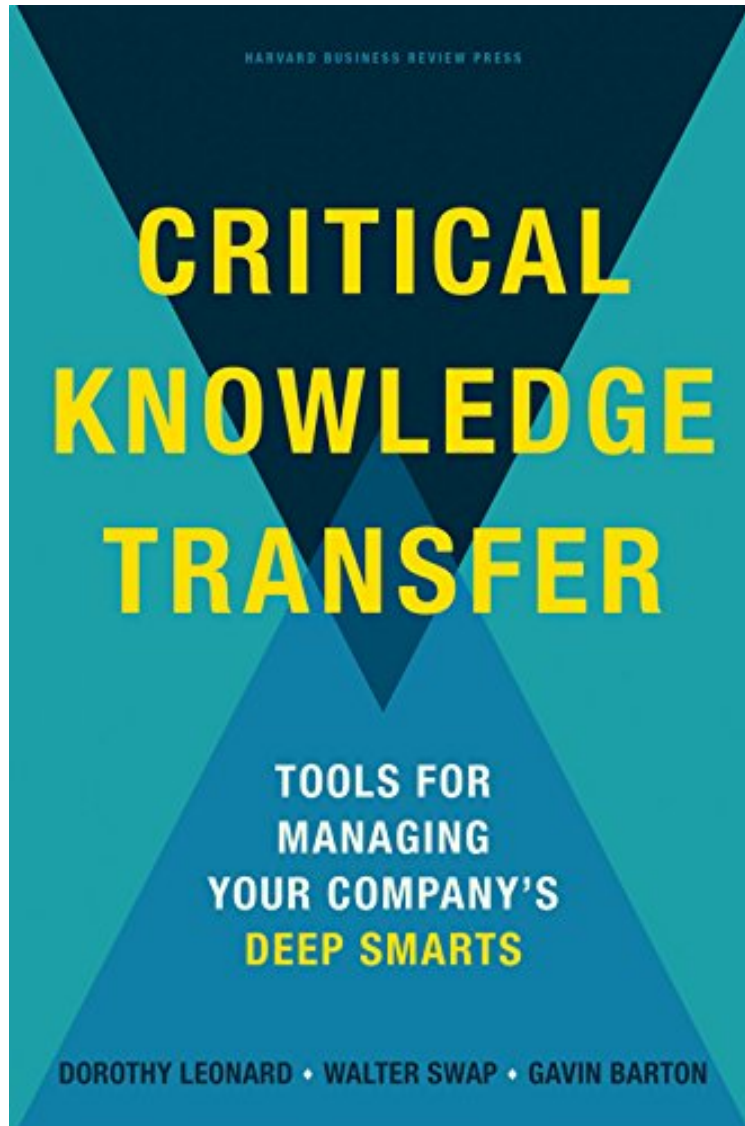


Critical Knowledge Transfer: Tools for Managing Your Company's Deep Smarts

Dorothy Leonard, Walter C. Swap
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Dorothy Leonard, Walter C. Swap : Critical Knowledge Transfer: Tools for Managing Your Company's Deep Smarts before purchasing it in order to gage whether or not it would be worth my time, and all praised Critical Knowledge Transfer: Tools for Managing Your Company's Deep Smarts:

0 of 0 people found the following review helpful. Cracks Code to Transform Critical Knowledge into Competitive Advantage!By Joseph M. CasperFresh actionable steps to capture vital human intellectual property that is walking out the door into retirement or promoted into a new position. Our corporation continuously would let amazing "battle-

tested" talent move on without an inkling of thought about preserving their vital information. Based on this book, our leadership team re-engineered our transition-out process to capture critical knowledge (problems/solutions, important contacts information, streamlined processes, mistakes that they learned from, etc...) and make this vital critical knowledge digestible for the new person transitioning-in. I liked how the authors Leonard and Barton shared sample questions for what they call "Deep-Smarts" interviews. They did not hold back providing the goods to take what you learn, execute it in real life and provide your company a competitive advantage. 0 of 0 people found the following review helpful. Five Stars By christopher d. lejedal Excellent Seller, excellent product! 0 of 0 people found the following review helpful. Five Stars By Sonnyta One of the best books about knowledge continuity I have read.

How to transfer your organization's most important knowledge—before it walks out the door When highly skilled subject matter experts, engineers, and managers leave their organizations, they take with them years of hard-earned, experience-based knowledge—much of it undocumented and irreplaceable. Organizations can thereby lose a good part of their competitive advantage. The tsunami of "boomer" retirements has created the most visible, urgent need to transfer such knowledge to the next generation. But there is also an ongoing torrent of acquisitions, layoffs, and successions—not to mention commonplace promotions and transfers—all of which involve the loss of essential expertise. Dorothy Leonard and Walter Swap first addressed this acute loss of knowledge in their groundbreaking book *Deep Smarts* (2005). Since then, managers have repeatedly asked them for practical, proven techniques that will help transfer those deep smarts—the organization's critical, experience-based knowledge—before it's too late. Now, with coauthor Gavin Barton, the authors share a comprehensive approach to doing just that. Based on original research, numerous interviews with top managers, and a wide range of corporate examples, *Critical Knowledge Transfer* provides a variety of practical options for identifying your firm's deep smarts and transferring that intelligence from experts to successors. *Critical Knowledge Transfer* will enable managers to:

- Determine the seriousness of their knowledge loss
- Identify the deep smarts essential to their business
- Utilize proven techniques for transferring knowledge when its loss is imminent
- Identify and implement long-term transfer program apprenticeships
- Set up individual learning plans for successors
- Assess the success of their knowledge transfer initiatives

This book is essential reading for anyone managing talent in today's volatile environment.

In today's workplace, knowledge is power but only if you can capture, preserve, share, and use it. That's where *Critical Knowledge Transfer: Tools for Managing Your Company's Deep Smarts* comes in. This book is highly useful for anyone concerned with the loss of organizational knowledge and the costs associated with it.

TD magazine (Association for Talent Development) ADVANCE PRAISE for *Critical Knowledge Transfer*: Teresa Roche, Vice President and Chief Learning Officer, Agilent Technologies An outstanding and comprehensive field guide for anyone who really cares about talent in his or her organization. Leonard, Swap, and Barton outline the foundations of knowledge transfer and provide practical applications to help you reflect thoughtfully and act effectively on critical knowledge transfer issues. A pragmatic and compelling book.

T.J. Elliott, Vice President and Chief Learning Officer, ETS When those in our organizations with deep smarts leave, taking their knowledge with them, what do we do? The techniques in this book, with their insightful specificity and proven practicality, will benefit the leader who wishes to solve this critical dilemma.

Richard Gross, Vice President, Learning and Development, Cargill, Inc. *Critical Knowledge Transfer* provides a thought-provoking, comprehensive, and practical guide for transferring critical, experience-based knowledge. I highly recommend it for business and HR leaders alike.

Steve Phillips, Chief Information Officer, Avnet, Inc. With the speed of business today, companies can't afford to lose the deep, experience-based knowledge of departing employees and leaders. *Critical Knowledge Transfer* provides profound insight into this challenge, along with concrete tools, techniques, and examples that businesses can apply immediately to prevent this hard-won knowledge from walking out the door forever.