

# **Knowledge Management & Principled Intelligence Skills**

*Competencies and Proven Tools for Managers and Knowledge-Intensive Workers*

*Available for Delivery in Your Organization or in PDI Campus in 1-, 2-, and 3-Day Versions*

## **WORKSHOP OBJECTIVES**

This practical workshop helps you acquire knowledge-management (KM) and principled-intelligence (PI) skills and tools in order to innovate, anticipate and manage change, address high-complexity problems and mitigate risk. The specific goals of the course are:

1. Master the linkages between decision value, knowledge-intensive work and intelligence
2. Validate PI goals, the problem and the questions
3. Gain practical insights into the instruments and methods for PI and knowledge collection, analysis, interpretation and communication
4. Learn to scan for emerging events, including weak signals that could flag or incubate major changes
5. Learn to harness open-source intelligence in the visible and invisible Webs on the Internet
6. Explore and brainstorm critical success factors to predict, track and manage change and innovation
7. Clarify each participant's role in knowledge management and PI to maximize effectiveness, synergy and prevent governance and role conflicts
8. Apply the skills learned in a practical case study.

## **WORKSHOP LEADER: Alan Breakspear**

Mr. Breakspear is a leading authority in knowledge management, competitive intelligence, strategic early warning and risk management. He is adjunct professor in the University of Ottawa's School of Management where he has taught competitive intelligence in the Executive MBA program. For PDI clients, he provides research, analysis, interpretation and due diligence expertise in support of strategic decisions, innovation, and change-management projects in the public and private sectors including aerospace, mining, energy, communications, manufacturing, health and defence.

Alan has been a featured speaker and workshop leader at conferences throughout North America. He served as Chair of the Science, Technology & Environment Program Advisory Board of Royal Roads University, where he participated in developing ground-breaking graduate programs in knowledge management.

After graduating from the University of Western Ontario, Alan joined the intelligence community as an analyst and went on to reach senior-management positions (up to Assistant Deputy Minister level) in the Communications Security Establishment, Canadian Security Intelligence Service, Treasury Board and Privy Council Office. He is an alumnus of Canada's National Defence College and the founding Chair of the National Capital Chapter of the Society for Competitive Intelligence Professionals (SCIP).

### **Tuition Fees**

Visit [www.executive.org/inhouse](http://www.executive.org/inhouse)

Conference room rental: [www.executive.org/rental](http://www.executive.org/rental)

## **DETAILED OUTLINE - 3 DAYS - 2.25 CEU**

### **1. Knowledge Management Framework**

- Knowledge management and principled intelligence
- Mapping information and knowledge; access and use
- How to validate KM and PI requirements and goals
- PI Toolkit for sustained competitive advantage

### **2. Principled-Intelligence Value Chain**

- Purpose: Forecasting change in time to take action
- The PI cycle: Essential steps for effective PI
  - Understanding decisions and decision-makers; collection planning; analysis and interpretation; communicating and evaluating results and process

### **3. Benefits and Challenges of Strategic Intelligence**

- Framework for effective corporate intelligence
- Managers and team leaders as strategic thinkers
- Human bias; genetic hardwiring and thinking traps

### **4. Actionable Intelligence Collection Plans**

- Key intelligence targets and issues: a 360° approach
- The requirements dialogue
- Boxing the target
- Four collection plans
- Knowing when to stop collecting: proven tips

### **5. How to Identify and Exploit Relevant Sources of Information and Knowledge**

- Internal information: databases, libraries; wikis, blogs, diaries, correspondence and notes
- External info: the visible and invisible Webs
- Research and mining tips and techniques
  - The deep Web: how to find it, and gain insights
- Capturing explicit knowledge
  - Interviewing skills and techniques
  - Interviewing: role play exercise
- Capturing tacit knowledge: networking & narrative, Social Network Analysis, Communities of Practice

### **6. Analysis and Interpretation**

- Mapping strengths, weaknesses, threats, opportunities
- The target's issues and their implications
- The target's strategic agenda
- Determining the critical mass and tipping point

### **7. Scenario Development: Theory and Practice**

- Identifying key drivers
- Formulating the scenarios; telling the stories
- What does this mean for us?
- Intelligence watch for the incubation of key events
- Scenario development exercise

### **8. Major Case Study and Practical Exercises**

### **9. How to Improve Knowledge-Worker Productivity**

- Road map to grow and nurture your vibrant, engaged and adaptive workers and community of practice

### **10. Synthesis & Conclusion: Practical Lessons**