## Index

A1	
Absorptive capacity, 125	Collective knowledge, 90
Acoustic articulation of knowledge,	Collective/team skills, 49
70–71	Communicating knowledge, 14, 50
Acquisition of knowledge, 125	Communication, 3–4, 36, 38
Aggregation, 90	changing communication protocols,
Appreciative inquiry (AI), 181	17–18
in facilitation, 170–172	clear and transparent, 191–193
Appreciative listening, 160–161, 163	competencies and skills for
Apprenticeship models, 102	twenty-first century
Articulation of cultural knowledge, 114	managers, 48–51
Artificial intelligence (AI), 28	increase clarity of communication
in workplace in knowledge economy,	style, 158–159
28–29	and messaging for tactical decisions,
Assimilation of knowledge, 125	183
Attitudes and behaviors, 41, 81	and messaging strategic and tactical
designing communications for, 85–86	decisions, 183
universal competencies for top	rudimentary model, 4
management, 82	skills and competencies, 7
Authoritative decision-making style,	speed of, 17
181–182	Communications capacity, 213
	capacity building, 213–215
Behavioral competencies, 15, 48, 81	culture in building communications
Behavioral skills, 23	capacity, 216
Boredom, 160	organizational capacity, 215–216
Bureaucracy, 75	Compensation models, 23
Business value of knowledge, 35–36	Competencies, 201
Business-aligned roles and	business-aligned roles and, 207
competencies, 207	levels and alignments of roles and
	responsibilities, 202
Capacity building, 213	models, 23
for knowledge communications,	people and work competence, 202
214–215	specialized roles and, 206-207
for short and long term, 216	strategic roles and, 202–206
Character encoding, 70	universal roles and competencies, 208
Coaching & facilitation practices,	Comprehension skills, 49
167–169	Comprehensive listening, 160
Cognitive diversity, 194	Consultative decision-making style, 180
Cognitive Load Theory, 157–158	Controlling, 30
Cognitive overload, 144	Conversational intelligence, 141, 147
Collaboration, 102–103	discernment, 141–143
Collaborative problem-solving, 104	Coordination, 102–103

Corporate personality, 128	Directing, 30
Corporate reputation, 128	Discernment, 139, 141
Cortisol, 156	applying decision-making using,
Creative capacity, 141	183–185
Critical listening, 160	communicating data for relevance
Cultural assessment, 112	and meaning, 143–144
Cultural awareness, 111	conversational and narrative
Cultural capital, 107	intelligence, 141–143
Cultural competence, 109–111	decision-making process, 178
Cultural desire, 112	definition and characterization,
Cultural encounter, 112	139–141
Cultural imposition, 111	discerning process and skills, 146-148
Cultural intelligence, 110	as management competency, 139
Cultural knowledge, 43, 59, 107 (see also	narratives and stories, 144-146
Explicit knowledge)	narratives in knowledge transfer, 143
communicating, 110	organizational communication
designing cultural knowledge	discernment, 146
communication, 113-114	Discourse, 74
Cultural skills, 111–112	innovation, 75
development, 112	Discriminative listening, 160
Culture, 109	Distractions, 160
in building communications capacity,	Dominance, Influence, Steadiness, and
216	Conscientiousness (DISC),
	159
Decision-making, 175	
delegative decision-making style,	Echoic encoding, 70
179–182	Effective knowledge communication,
using discernment, 183–185	37–39
knowledge to support decision-	designing for, 51–55
making and clear	Empathic listening, 160
communication, 175–178	Encoding, 70
as management competency, 175	Ethical communication, 153–154
type and style, 178–179	E : 4: 11 : 102 104
Decisions, 182	Experiential learning, 103–104
communicating, 185	Explicit knowledge, 37–38, 67, 73,
communication and messaging for	Explicit knowledge, 37–38, 67, 73, 91 ( <i>see also</i> Procedural knowledge)
communication and messaging for tactical decisions, 183	Explicit knowledge, 37–38, 67, 73, 91 (see also Procedural knowledge) using and sharing information, 95
communication and messaging for	Explicit knowledge, 37–38, 67, 73, 91 ( <i>see also</i> Procedural knowledge)
communication and messaging for tactical decisions, 183 communication and messaging strategic and tactical	Explicit knowledge, 37–38, 67, 73, 91 (see also Procedural knowledge) using and sharing information, 95 communicating explicit information, 92–96
communication and messaging for tactical decisions, 183 communication and messaging	Explicit knowledge, 37–38, 67, 73, 91 (see also Procedural knowledge) using and sharing information, 95 communicating explicit information, 92–96 definition and characterization, 91–92
communication and messaging for tactical decisions, 183 communication and messaging strategic and tactical decisions, 183 strategic decisions, 182–183	Explicit knowledge, 37–38, 67, 73, 91 (see also Procedural knowledge) using and sharing information, 95 communicating explicit information, 92–96 definition and characterization, 91–92 designing explicit knowledge
communication and messaging for tactical decisions, 183 communication and messaging strategic and tactical decisions, 183 strategic decisions, 182–183 Delegative decision-making style, 179	Explicit knowledge, 37–38, 67, 73, 91 (see also Procedural knowledge) using and sharing information, 95 communicating explicit information, 92–96 definition and characterization, 91–92 designing explicit knowledge communication, 96–98
communication and messaging for tactical decisions, 183 communication and messaging strategic and tactical decisions, 183 strategic decisions, 182–183	Explicit knowledge, 37–38, 67, 73, 91 (see also Procedural knowledge) using and sharing information, 95 communicating explicit information, 92–96 definition and characterization, 91–92 designing explicit knowledge communication, 96–98 finding and discovery, 95
communication and messaging for tactical decisions, 183 communication and messaging strategic and tactical decisions, 183 strategic decisions, 182–183 Delegative decision-making style, 179 authoritative decision-making style, 181–182	Explicit knowledge, 37–38, 67, 73, 91 (see also Procedural knowledge) using and sharing information, 95 communicating explicit information, 92–96 definition and characterization, 91–92 designing explicit knowledge communication, 96–98 finding and discovery, 95 idea generation, 93–94
communication and messaging for tactical decisions, 183 communication and messaging strategic and tactical decisions, 183 strategic decisions, 182–183 Delegative decision-making style, 179 authoritative decision-making style,	Explicit knowledge, 37–38, 67, 73, 91 (see also Procedural knowledge) using and sharing information, 95 communicating explicit information, 92–96 definition and characterization, 91–92 designing explicit knowledge communication, 96–98 finding and discovery, 95 idea generation, 93–94 information creation and capture, 94
communication and messaging for tactical decisions, 183 communication and messaging strategic and tactical decisions, 183 strategic decisions, 182–183  Delegative decision-making style, 179 authoritative decision-making style, 181–182 consultative decision-making style, 180	Explicit knowledge, 37–38, 67, 73, 91 (see also Procedural knowledge) using and sharing information, 95 communicating explicit information, 92–96 definition and characterization, 91–92 designing explicit knowledge communication, 96–98 finding and discovery, 95 idea generation, 93–94 information creation and capture, 94 information destruction, 95–96
communication and messaging for tactical decisions, 183 communication and messaging strategic and tactical decisions, 183 strategic decisions, 182–183 Delegative decision-making style, 179 authoritative decision-making style, 181–182 consultative decision-making style,	Explicit knowledge, 37–38, 67, 73, 91 (see also Procedural knowledge) using and sharing information, 95 communicating explicit information, 92–96 definition and characterization, 91–92 designing explicit knowledge communication, 96–98 finding and discovery, 95 idea generation, 93–94 information creation and capture, 94

preserving and disposing of	skills and competencies, 77–81
information, 95	tacit knowledge, 66-77
security and classifying information,	Human resource manager, 45
95	Human resource professional
Extrinsic motivation, 173	associations, 48
Facilitation	Impatience, 160
appreciative inquiry in, 170–172	Implicit knowledge, 37–38
coaching & facilitation practices,	Informal know-how trading, 104
167–169	Integrated model, 93
communicating different knowledge	Integrity, 127–128
activities through, 170	Intellectual capital, 40
feedback, 172-173	Intellectual humility, 170
knowledge, 169-170	Intention, 168–169
as management competency, 167	Interaction, 38
trust through, 194–196	Internal communications (IC), 7, 11–14
Facilitative/collaborative decision-	alignment of knowledge transfer
making style, 180–181	and, 15
Favorability, 128	facets of, 12
Feedback, 172–173	increased prominence of IC, 18–19
Free DISC assessment, 159	strategy, 13
Free MBTI assessment, 159	Interpersonal communication
Tree Wibit assessment, 139	competencies for human capital
Can between minds 27, 20	•
Gap between minds, 37–39	mobilization, 86
Generalization, 68	with types of knowledge, 55–59
	Interpersonal competencies, 56
Hard competencies (see Technical	Interpersonal skills, 49
competencies)	Intrinsic motivation, 173
Hard skills, 78	Introspection, 154
Hearing, 160	
Hierarchy, 75	Job classes, 22
High-performance teams	
characteristics, 190–191	Kinesthetic articulation of knowledge,
clear and transparent	71–75
communication, 191–193	Kinesthetic representation, 71
common purpose and clear roles,	Know-how, 78–79
193–194	trading, 104
and communication and feedback, 194	Knower, 38
definition and characterization,	Knowledge, 39, 169–170
189–190	asymmetry, 38
as management competency, 189	diffusion, 39
trust through facilitation, 194–196	dissemination, 39
Human capital, 41, 65 (see also	distribution, 3
Structural capital)	exchange, 3, 39, 124–125
attitudes and behaviors, 81–86	human capital, 41
interpersonal communication	implementation, 39
competencies for human	increasing organizational awareness
capital mobilization, 86	of knowledge capital, 40

levels of knowledge abstraction, 37 management literature, 3 mobility, 3	Kolb's Experiential Learning Theory, 103
relational capital, 43–45	Language, 73–74
sharing, 3	Leaders, 47
of specific corporate behaviors, 128	Leadership skills, 48–49
structural capital, 42–43	Learner, 38
to support decision-making and clear	Levels and alignments of roles and
communication, 175–178	responsibilities, 202
transfer, 3, 39	Life cycle model, 93
translation, 3, 38–39	Linguistic articulation of knowledge, 70
uptake or utilization, 39	Listening, 146–147
Knowledge capital, 3	ethical communication, 153–154
alignment and dependencies of types	importance, 160–163
of, 59	importance of trust, 152–153
increasing organizational awareness	increase clarity of communication
of, 40	style, 158–159
Knowledge communications, 21, 47–49	as management competency, 151–152 neuroscience of storytelling in
capacity building for, 214–215 changing nature of work and	communication, 156–158
workforce, 22–29	self-reflection tool, 155–156
investing in managers'	self-reflective skills, 154–155
new interpersonal	Low-trust cultures, 152
communications, 31–32	now trust cultures, 132
knowledge transformation	Management, 29-30, 125
competencies, 31–32	Management communications (see
managers' communication and	also Organizational
knowledge transformation,	communication)
21–22	communication competencies and
managers' new knowledge capital	skills for twenty-first century
and competencies, 30-31	managers, 48–51
new roles and responsibilities of	designing for effective knowledge
managers in knowledge	communications, 51–55
economy, 29–30	interpersonal communication with
Knowledge economy, 24	types of knowledge, 55–59
artificial intelligence in workplace in,	knowledge communications, 47–48
28–29	Managers, 16, 47, 113
new roles and responsibilities of	communication, 21–22
managers in, 29–30	investing in managers'
new work cultures of, 27–28	new interpersonal
work for in, 26 work within, 26–27	communications
Knowledge mobilization, 14–16, 35	new knowledge capital and competencies, 30–31
definition and characterization,	new roles and responsibilities of
36–37	managers in knowledge
Knowledge transformation, 18–19,	economy, 29–30
21–22	Memory encoding, 70
competencies, 31–32	Methodological competencies, 78
-	5 r

Mnemonic encoding, 70	People competence, 202
Mobilization, 3	People's work, 22
Myers Briggs Type Indicator (MBTI),	Perception, 73
159	Personality communication styles, 147
Myers-Briggs tests, 84	Planning, 30
	Positive constructive and motivational
Narration, 74	feedback, 172-173
Narrative intelligence, 141, 147	Problem-solving, 104
discernment, 142-143	Procedural knowledge, 43, 98, 101
Narratives, 144–146	apprenticeship models, 102
in knowledge transfer, 143	collaboration and coordination,
transportation, 156	102–103
Networks	designing procedural knowledge
capital, 119–123	communication, 106–107
and network relationships, 120-121	experiential and situational learning,
Neuro coupling, 156	103–104
Neuroscience of storytelling in	of high-performing teams, 192–193
communication, 156–158	know-how trading, 104
"Not invented here" syndrome, 73	problem-solving, 104
	taxonomy, 100
Open communications, 14	team learning, 104–105
Operational decisions, 183	work experience, 105–106
Oral stories, 74	Process skills, 49
Organization's reputation, 130	Professional communication
Organizational capacity, 215–216	responsibilities, 4
Organizational communication, 3–4	Proficiency, 208–209
in 2020 and beyond, 8–16	Psychological safety, 147
changing communication protocols,	Public awareness, 128
17–18	Public relations, 10–11
changing workplace, 17	Purnell Model of Cultural competence,
characterizations, 4–6	110
discernment, 146	
era of identification and	Relational capital, 43–45, 119, 141, 192
consolidation, 7	communications, 119
era of knowledge, 8	designing relational capital
era of maturity and innovation, 8	communications, 125–126
era of preparation, 6–7	interpersonal communication
future of, 16–19	competencies essential to
increased prominence of IC and	relational and reputational
knowledge transformation,	knowledge exchange, 131
18–19	network and, 119–123
origins and evolution, 6–8	Relational knowledge, 59, 122–126, 176
rapid proliferation and diversity of	Relational learning, 176
broadcast channels, 17	Relationship learning, 123–124
speed of communications, 17	Reputational capital 44, 126, 128
Organizing, 30 Overlying intentions, 168	Reputational capital, 44, 126–128
•	designing reputational capital
Oxytocin, 156	communications, 130–131

in high-performing teams, 192	Tacit knowledge, 41, 59, 66–68 (see also
and role in communication,	Procedural knowledge)
190–191	acoustic articulation of knowledge,
Reputational knowledge, 59, 129–130	70–71
-	communications, 75–77
Scarcity, 25	exchange, 71–72
10-second rule, 195	kinesthetic articulation of
Self-reflection, 112, 146–147,	knowledge, 71–75
154–155	linguistic articulation of knowledge,
self-reflective skills, 154–155	70
tool, 155–156	semantic articulation of knowledge,
Semantic articulation of knowledge, 70	70
Semantic encoding, 70	sharing, 72
Situational learning, 103–104	visual articulation of knowledge, 70
Skills and competencies, 41, 59, 77, 79	Tactical decisions, 183
designing communications for,	Team learning, 104–105
80–81	Technical competencies, 48, 78
Society for Human Resource Managers	Thinking listening, 160
(SHRM), 208	Traditional skills, 78
Soft competencies (see Behavioral	Transformation of knowledge, 125
competencies)	Trust, 74
Soft skills, 15, 24, 78	through facilitation, 194–196
Specialization, 68	importance of, 152–153
Specialized communication	Twenty-first century managers,
responsibilities, 4	communication competencies
Specialized roles and competencies,	and skills for, 48–51
206–207	
Staffing, 30	Underlying intention, 168
Stories, 144–146	Universal roles and competencies, 208
Story listening, 146	
Strategic communications, 8–10	Value, 73
Strategic decisions, 182–183	Visual articulation of knowledge, 70
Strategic reputation management, 129	
Strategic roles and competencies,	Work
202–206	changing nature of, 22–29
Structural capital, 42–43, 89–90 (see	competence, 202
also Relational capital)	experience, 105–106
cultural knowledge, 107–114	future foundation, 24
explicit knowledge, 91–98	for in knowledge economy, 26
interpersonal communication	industrial foundation, 23
competencies essential	within knowledge economy, 26–27
to structural knowledge	Workers, 22
mobilization, 114	Workforce
procedural knowledge, 98–107	changing nature of, 22–29
Structural knowledge, 90	changing perspective of work by,
Superior corporate reputation, 128	25–26