

Contents

Part I Strategy Development

1	Linking Research to Practice	3
2	Creating and Running Partnerships	7
3	Reading the Future	11
4	Auditing Knowledge	15
5	The Sustainable Livelihoods Approach	21
6	Outcome Mapping	27
7	Culture Theory	31
8	The Most Significant Change Technique	35
9	Social Network Analysis	39
10	Overcoming Roadblocks to Learning	45
11	Building a Learning Organization	57
12	Building Institutional Capacity for Development	69
13	Learning Lessons with Knowledge Audits	79
14	Enhancing Knowledge Management Strategies	91
15	From Strategy to Practice	107
16	Marketing in the Public Sector	111
17	The Future of Social Marketing	119
18	Design Thinking	129

19	Seeking Feedback on Learning for Change	135
20	A Primer on Intellectual Capital	197
21	Political Economy Analysis for Development Effectiveness	207
22	The Premortem Technique	223
23	Future Search Conferencing	229
24	Theories of Change	237
25	On Resilient Organizations	245
26	Past Visions of Rural Asia's Future	251
 Part II Management Techniques		
27	Output Accomplishment and the Design and Monitoring Framework	281
28	Managing Knowledge Workers	285
29	Focusing on Project Metrics	289
30	Notions of Knowledge Management	291
31	The Reframing Matrix	305
32	The Five Whys Technique	307
33	The SCAMPER Technique	311
34	Conducting Effective Meetings	315
35	Managing by Walking Around	321
36	Growing Managers, not Bosses	325
37	Understanding and Developing Emotional Intelligence	329
38	The Roots of an Emerging Discipline	341
39	Understanding Complexity	345
40	A Primer on Organizational Culture	355
41	A Primer on Organizational Learning	359
42	Fast and Effective Change Management	367
43	New-Age Branding and the Public Sector	375
44	A Primer on Talent Management	385
45	Sparking Innovations in Management	395
46	Crafting a Knowledge Management Results Framework	407

47	Seeding Knowledge Solutions Before, During, and After	419
48	The Perils of Performance Measurement	429
49	Engaging Staff in the Workplace	437
50	Leading Top Talent in the Workplace	447
51	Forestalling Change Fatigue.	455
52	A Primer on Corporate Governance.	463
53	The Travails of Micromanagement.	473
54	Managing Corporate Reputation	481
55	Moral Courage in Organizations	489
56	Business Model Innovation.	499
57	Managing Knowledge in Project Environments.	509
58	Knowledge as Culture	523
59	Innovation in the Public Sector	559
60	On Decision-Making	569

Part III Collaboration Mechanisms

61	Building Communities of Practice.	581
62	Action Learning	589
63	Appreciative Inquiry	595
64	Working in Teams.	599
65	Drawing Mind Maps	605
66	Collaborating with Wikis	609
67	Wearing Six Thinking Hats	615
68	Managing Virtual Teams	619
69	Building Trust in the Workplace	627
70	Leading in the Workplace	633
71	Learning in Strategic Alliances.	639
72	Exercising Servant Leadership	649
73	Distributing Leadership	657
74	Improving Sector and Thematic Reporting	667

75	Sparkling Social Innovations	691
76	A Primer on Corporate Values	701
77	Bridging Organizational Silos	711
78	A Primer on Social Neuroscience	717
79	Informal Authority in the Workplace	725
80	Enriching Knowledge Management Coordination	731
81	Delegating in the Workplace	737
82	Surveying Communities of Practice	745
83	Conflict in Organizations	765
84	On Organizational Configurations	775
85	On Networked Organizations	781
86	Fighting Corruption with ICT: Strengthening Civil Society's Role	797
 Part IV Knowledge Sharing and Learning		
87	Conducting Peer Assists	815
88	Conducting After-Action Reviews and Retrospects	823
89	Using Plain English	827
90	Posting Research Online	833
91	Storytelling	839
92	Identifying and Sharing Good Practices	843
93	Conducting Successful Retreats	847
94	Conducting Effective Presentations	853
95	Building Networks of Practice	859
96	Dimensions of the Learning Organization	865
97	Disseminating Knowledge Products	871
98	Learning from Evaluation	879
99	Learning and Development for Management	885
100	Asking Effective Questions	889
101	Coaching and Mentoring	897
102	Harnessing Creativity and Innovation in the Workplace	903

103	Drawing Learning Charters	911
104	Embracing Failure	917
105	Social Media and the Public Sector	925
106	Enriching Policy with Research	937
107	E-learning and the Workplace	945
108	Learning Histories	955
109	Learning in Conferences	961
110	On Internal Knowledge Markets	969
111	On Knowledge Behaviors	979
112	Communications for Development Outcomes	985
113	Learning in a Flash	995
114	Toward a Library Renaissance	1005
 Part V Knowledge Capture and Storage		
115	Conducting Exit Interviews	1023
116	Monthly Progress Notes	1029
117	Assessing the Effectiveness of Assistance in Capacity Development	1035
118	Staff Profile Pages	1045
119	Writing Weblogs	1049
120	Glossary of Knowledge Management	1055
121	Showcasing Knowledge	1063
122	Harvesting Knowledge	1069
123	The Critical Incident Technique	1077
124	Taxonomies for Development	1085
125	Critical Thinking	1095
126	On Second Thought	1101
 Appendix A: Cheat Sheet—A Competency-Based Approach to Managing		
		1115
 Appendix B: Cheat Sheet—Recurring Themes in Management		
		1125
 Index		
		1129