

## ***A three-day intensive, hands-on program for leading the transformation of your organization through a continuous cycle of rapid innovation, collaboration, and learning\****

- Program designed and developed by [Applied Knowledge Sciences, Inc.](#) – a leading pioneer in Knowledge Management education, training and research – and its partner, [Explanation Age LLC](#)
- Built upon over three decades of university-level research and field experience in leading the transformation of traditional organizations around the world into knowledge-based enterprises of the future
- Previous clients include the World Health Organization (WHO); Abu Dhabi government; US Air Force; US Financial Industry Regulatory Authority (FINRA); companies in the energy, financial, aerospace, and education sectors
- Intended for senior- and mid-level executives and managers of medium-to-large-size businesses, government entities, NGOs, and non-profit organizations
- Also for MBA students and graduates with at least five years' professional experience
- Dedicated program offered onsite at your location
- Uses a combination of physical presence, teleconferencing, and online, self-paced training modules.

### ***Creating sustained success in a complex, rapidly changing world***

The world is changing faster and growing more complex every day, as companies and organizations struggle to keep pace.

***If the speed at which your organization innovates and learns is slower than the speed of change in your market, then you are continually falling behind. Eventually, you'll be out of business.***

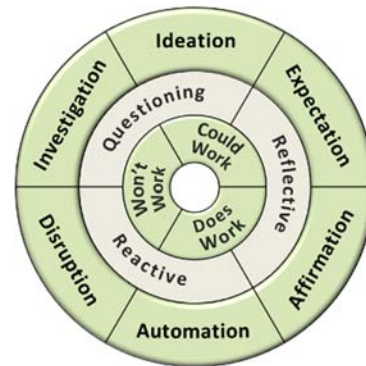
The problem with most innovation approaches is they were designed for the industrial era, when product life cycles and development cycles were much simpler and slower. They also tend to focus almost entirely on creativity, with very little attention given to the entire learning cycle, including capturing and tracking all ideas, whether those ideas were successful or not.

***This intensive, hands-on program gives you a comprehensive framework for creating and leading a culture of continuous innovation and learning, including strategies for overcoming fear, breaking down barriers, encouraging knowledge-sharing, and accelerating the transformation of your organization into a high-performance, knowledge-based enterprise.***

*\*also available in one- and two-day formats*

## Creating the high-performance enterprise

In the new high-performance, knowledge-based enterprise, knowledge workers and leaders operate from the Innovation and Learning Cycle (see figure at right), instead of the linear models of the past. Such an enterprise is led from a shared understanding and shared language of learning. Instead of simple cooperation (“getting along”), this leads to increased *collaboration*, which leads to faster cycle times for innovation, learning, and productivity improvement, which in turn leads to increased organizational performance overall.



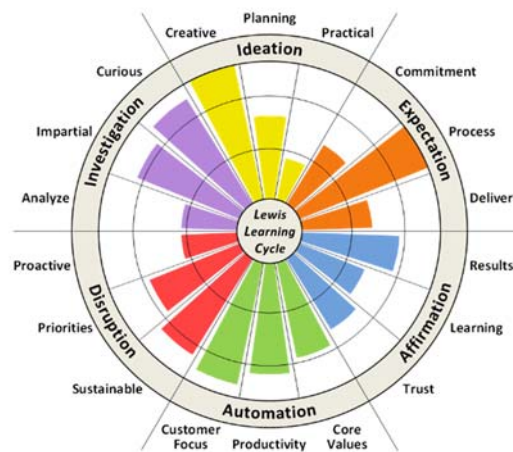
## Program benefits

Benefits of this program include increased organizational performance and improved competitiveness through:

- Faster and better decisions (both transformational and transactional)
- More transparency within the decision-making process
- Less time and resources wasted from repeated mistakes, redundant effort and missed opportunities
- Reduction/elimination of bottlenecks and single points-of-failure
- Better collaboration via a shared model of the innovation and learning cycle
- Increased capacity to prepare for and respond to “pop-up” problems and opportunities
- Improved ability to attract and retain talent
- Capacity to keep pace with, and even lead, the changes in your market on a sustained basis
- Learning materials include an interactive e-book which serves as a reference both during and after the program, supporting your ongoing growth and success beyond the classroom

## You will come away with:

- Course content library (including interactive e-book, videos, handouts, case studies, and workbooks)
- Tools to assess your team’s current state, desired future state, and the planning, metrics, and adjustments you’ll need to make along the way (see figure at right)
- An initial outline for a strategic initiative to start transforming your organization into a high-performance, knowledge-based enterprise
- **Certificate in Innovation and Knowledge Management:** awarded upon successful completion of the 3-day program.



## Agenda:

### *Moving from “won’t work” to “could work” to “does work”*

Note: each day will have a short, self-study assignment to be completed ahead of time.

### Day 1: Breaking through “Won’t Work”

- Why the traditional approach to innovation no longer works
- Leading the transformation to a high-performance, knowledge-based enterprise
  - Explore the six phases of the innovation and learning cycle, the first unified, strategic business model encompassing all major aspects of innovation and learning in a unified environment of continuous, rapid change
  - Increase your effectiveness as a leader by gaining a deeper understanding of underlying mindsets and how to avoid collaboration breakdowns at each phase
- Embedding knowledge management within and across the six phases
  - Increase the speed of the innovation and learning cycle through improved knowledge sharing and collaboration
  - Prevent knowledge loss due to mismatch and miscommunication
- **Phase 1: Disruption**
  - The *20 Disruption Archetypes* Tool: Recognizing the common types of problems and opportunities
- **Phase 2: Investigation**
  - The *Framework Question Theory* Tool: Finding root conditions (as opposed to root causes) using improved questioning skills

#### **Direct business relevance/impact:**

- Determine your starting point
- Identify key problems and opportunities impacting organizational performance

### Day 2: Driving into “Could Work”

- **Phase 3: Ideation**
  - The *CLICK* tool: Creating new ideas with the Fundamental Idea Construction Set
- **Phase 4: Expectation**
  - The *Option Outline* Tool: Tracking key organizational decisions and outcomes

#### **Direct business relevance/impact**

- Practice *Innovation Thinking* with repeatable strategies and tools
- Increase organizational memory of decisions and options considered

### Day 3: Getting to “Does Work”

- **Phase 5: Affirmation**
  - Lessons Learned and the *Trust Mapping* Tool: Determining the source and veracity of organizational knowledge
- **Phase 6: Automation**
  - The *Proficiency Waterfall* Tool: Designing proficiency into operational routines

#### **Direct business relevance/impact**

- Maximize productivity and trust; ensure alignment with your organization’s strategy

## Program facilitators



**Dr. John Lewis** is a leadership coach, consultant, and speaker on the topics of organizational learning, innovation, and knowledge management. John has worked for several leading global organizations and his career highlights include launching GPS satellites and being recognized by Gartner with an industry Best Practice paper for a knowledge management implementation. John is an associate editor for the *Journal of Innovation Management*, the co-author of the eBook: *Leading with the Future in Mind: Knowledge and Emergent Leadership*, and is the author of the book: *The Explanation Age*, which Kirkus Reviews described as “An iconoclast’s blueprint for a new era of innovation.” John is a scholar-practitioner, who has pioneered new business models for the knowledge economy, and invented the Option Outline user interface to support critical thinking skills and decision transparency. His unified model of change represents the fundamental structure of storytelling and innovation, and encompasses a majority of earlier models, including Kahneman, Kolb, Kotter, and Kubler-Ross. John is also a co-founder of The CoHero Institute, creating collaborative change leadership in learning organizations. He earned his doctorate degree in educational psychology from the University of Southern California, with a dissertation focus on mental models and decision making. He can be reached at [john@explanationage.com](mailto:john@explanationage.com).



For over twenty-five years, **Dr. Art Murray** and his team have helped organizations transform themselves into knowledge enterprises. His lifelong passion is building the *Enterprise of the Future*, a new business model for today’s global economy. He is CEO of Applied Knowledge Sciences, Inc., a past recipient of KMWorld Magazine’s list of “100 Companies that Matter in Knowledge Management.” He also holds the position of Lecturer in the Managing Artificial Intelligence Certificate Program at Georgetown University. A knowledge engineer by trade, he has the unique ability to capture and grow deeply embedded institutional knowledge. His many clients include government agencies, non-profit organizations, and companies of all sizes. He serves on the advisory boards of numerous international corporations and non-profit organizations in the fields of science, integrative medicine and organizational learning. His current research focus is on deep learning methodologies for knowledge transfer in education, in work, and in life. He is a member of the National Speakers Association, a keynote speaker, an editorial board member and reviewer for several scientific journals, and writes KMWorld’s widely read column, *The Future of the Future*. He holds the D.Sc. and M.E.A. degrees in Engineering Administration from The George Washington University, and a B.S. in Electrical Engineering from Lehigh University. He can be reached at [amurray@aksciences.com](mailto:amurray@aksciences.com).