

A Brief Introduction: How to Be an ICAP



Alex and David Bennet
Mountain Quest Institute
www.mountainquestinstitute.com

The “intelligent” part of organizations that are intelligent complex adaptive systems is the **Intelligent Complex Adaptive Professional**

The Intelligent Complex Adaptive Professional (ICAP)

Professional: one who is competent, knowledgeable, productive, reliable, ethical and provides value added.

Adaptive: open to internal change, learns, flexible, self-driven and autonomous.

Complex: possesses a broad range of cognitive approaches, accepts paradoxes, ambiguities and equivocations. Recognizes that knowledge may be fallible.

Intelligence: the ability to analyze, discriminate and apply knowledge to achieve goals and objectives in a variety of environments.

Some ICAP Key Words

- Knowledge
- Health
- Multidimensionality
- Relationships
- Empowerment
- Collaboration
- Intent
- Entanglement
- Integrative competencies

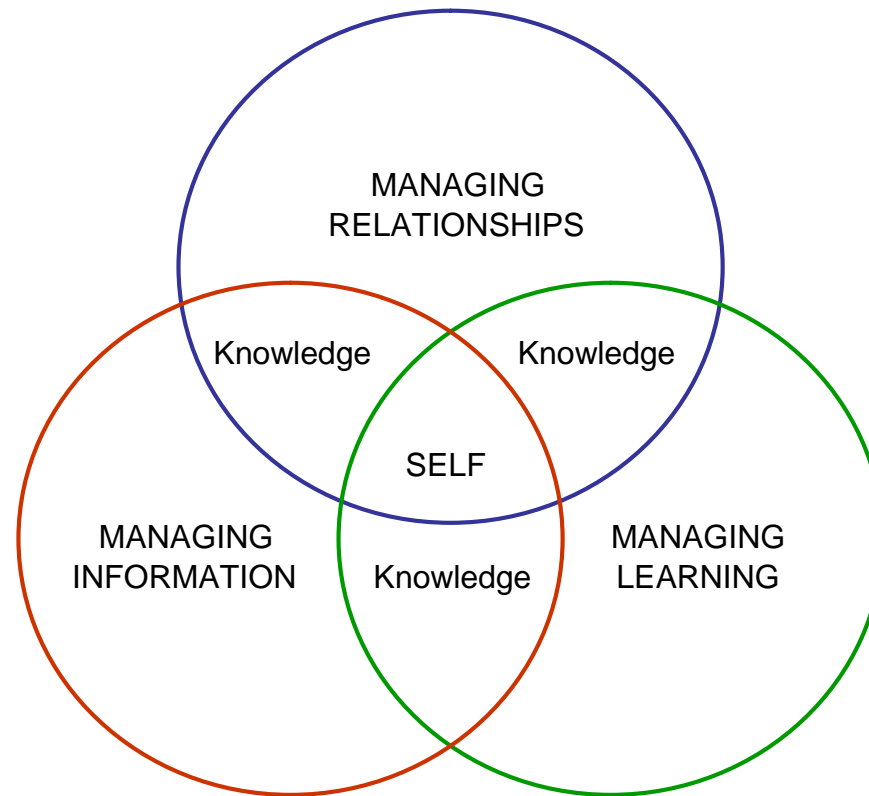
Knowledge Worker's Contribution

Improving the effectiveness, quality and coherence of every daily action taken by knowledge workers bootstraps organizational performance

Every knowledge worker's action should have a line of sight to their individual goal and to their organization's mission.

The sum of all actions *is* the organization's performance.

Personal Knowledge Management



Releasing the power of Self

- Remove the tyranny of rationality
- Empowerment with responsibility
- Open communication
- A tolerance for mistakes
- Employability vs employment
- Leverage knowledge through teams, networks, sharing
- Collaborate
- A mission & purpose worth getting excited about
- Let meaning, spirit, trust, caring and values into the workplace
- Remove the roadblocks
- Ignite passion

Let a supportive organization emerge!!

“Be the change you want to be”

How can we as professionals
sustain professional health and
growth in this CUCA
environment?

The Intelligent Complex Adaptive Professional (Health Factors)

Continuous learning = having a mindset and a self-directed program to continuously learn, create and apply knowledge.

Quick response = capable of reacting/responding quickly when needed.

Robustness = the ability to respond to a broad range of tasks or problems.

Resiliency = the ability to recover from setbacks and to resume high performance.

Flexibility = keeping an open mind and attitude, willing to change positions and direction, adopt new perspectives and try new things.

Adaptability = can change habits, beliefs, and values as necessary to maintain performance in a changing environment.

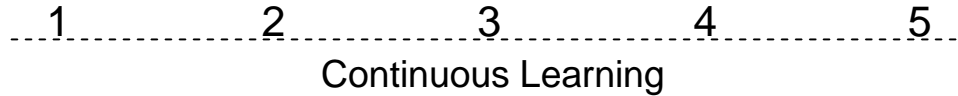
Stakeholder satisfaction = providing value that satisfies stakeholders.

Alignment = the capacity to maintain internal and personal consistency and cohesion while simultaneously staying flexible and adaptable to a changing environment..

How sustainable is your professional competency?

I ...

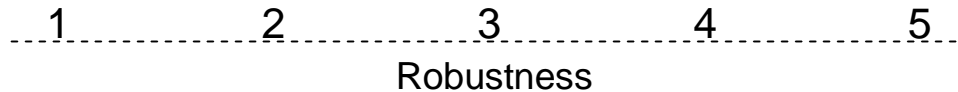
do not learn or change.



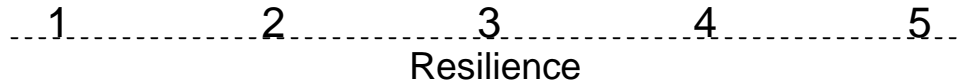
am slow to respond to changes.



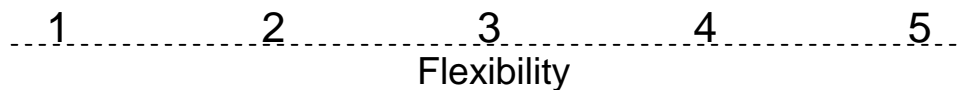
respond only to immediate requirements.



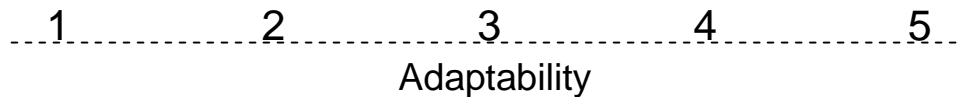
always change if perturbed by outside forces.



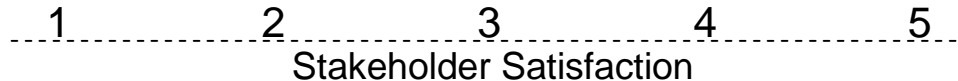
am unwilling to change my thinking or direction once set.



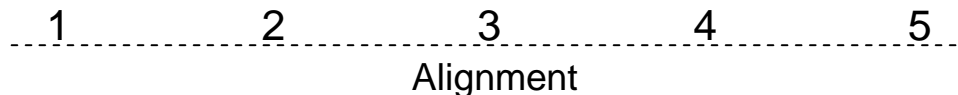
do not feel I can change my habits, beliefs and values.



am non-responsive to stakeholders.



I do not consistently work toward my goals and find it difficult to respond to external change.



I ...

am always learning and trying new things.

am always quick to respond to all outside forces.

can respond to a broad range of current requirements and future opportunities.

can always resume my performance if perturbed by outside forces.

am very flexible.

Am willing to change my habits beliefs and values as my understanding grows.

satisfy all stakeholders.

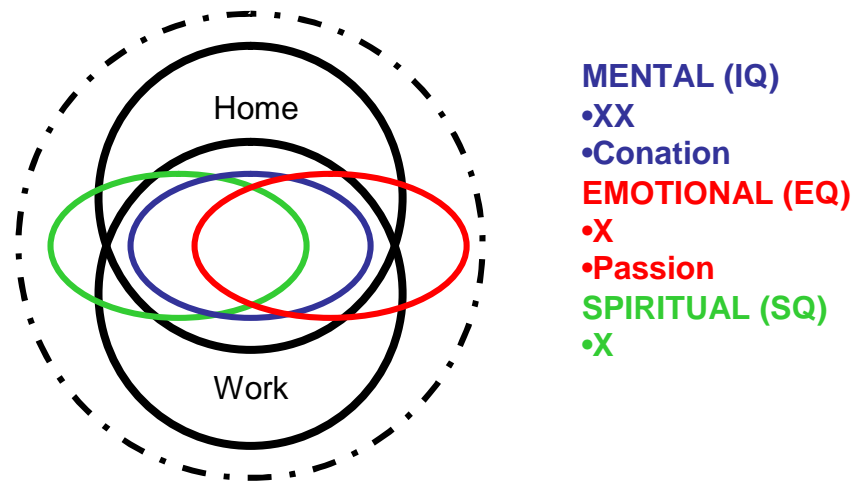
I consistently work toward my goals while remaining flexible to a changing world.

In summary ...

- Knowledge is the only thing that can effectively respond to accelerating change, increasing uncertainty and higher complexity
- ICAS is one model of the new knowledge organization designed to support continuous learning and provide effective knowledge
- Organizational learning provides competitive advantage, core competencies and long-term performance.
- Team learning provides improved problem solving, better decisions, and better implementation
- Individual learning leads to personal growth, professional development and organizational excellence

Re-Thinking

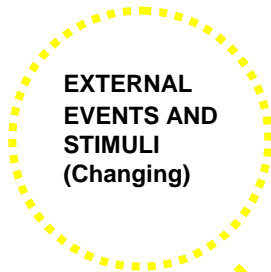
- How do we integrate living, working and learning?
- How do we understand this new workforce that is emerging?
- How do we move from the mindset of scarcity (and competition) to abundance (and collaboration)?





New Research on the KM Field

- Resonance of the field with our fundamental nature as human beings.
- Becoming a global field of inquiry and practice.
- Field is inclusive, open-minded, and encourages diversity and new ideas.
- KM is self-referential, with reinforcing feedback loops.
- Field encourages autotelic work or flow.
- Field is a complex adaptive system with many possibilities and opportunities.



**EXTERNAL
EVENTS AND
STIMULI
(Changing)**

THE FIELD:

- Advancing the field
- Defining the field
- Understanding the ideas behind knowledge intensive work
- The nature of knowledge

THE BREADTH OF THE FIELD:

- Richness of multidimensionality of experience
- Crosses traditional boundaries
- Fair amount of meat

**CHANGING NATURE OF
FIELD**

NEW THINKING:

- Intellectually exciting.
- The creation of new ideas.
- New way of looking at things. New ways to do things.
- Innovation.
- Having the new and generating practice at same time. Value of questions. Something a little bit out of conventional wisdom.
- A new view of reality.
- Learning.
- Shift in perspective.

**CHALLENGES AND
OPPORTUNITIES:**

- Incredible challenges
- Incredible opportunities
- Confronting moral and political dilemmas very openly.
- Tensions in the field.

KNOWING:

- Knowing who to ask questions to. It's about what you know that you know.
- The capacity collectively to move forward and deeper in our knowing together around key issues that make a difference to our lives.
- Harnessing the collective know-how, experience and intellect of a group of people.
- It's related to the knowing dimension ... you have a sense that it's right.

VALUE/RESULTS:

- The growing competitive advantage of knowledge in world.
- Improved performance of organizations.
- Results you can achieve.
- Accelerated learning translating into more effective operation.
- Ability to use resources at hand to solve problems.
- Win-win solutions.

TRANSFER AND REUSE OF KNOWLEDGE:

- Transferring knowledge without making it explicit.
- Preventing knowledge from being lost to next generation.
- Not repeating mistakes.

ASPECTS THOUGHT BITE:

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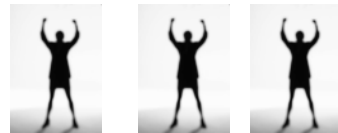
“The Wonder of It All”

- Thinking is evolving
- Ah ha’s!
- Learning
- Grows on itself
- Helps me make better decisions
- Builds individual capabilities
- Ability to create incredible results
- Intrigue of hidden knowledge

K

nowledge

- Way of looking at the world
 - New view of reality
 - Grinding new lenses
- Changes the way people think about the world
 - Whole new set of dispositions on the world
 - Taps into new understanding and awareness



- Living networks
- Value of connectedness
- Enabling conversations
- People continuously grow and learn from each other
- Ideas start to clash in interesting ways
- Power of knowledge sharing
- Empathize with different points of view
- Energy moves in groups
- Innovation



- Put peddles in the pond
- Co-create innovative and actionable knowledge about things we care about
- Nourishment and cultivation of the future
- Challenging the establishment
- Toward a more hopeful future for the planet



- Connectedness with myself
- Defines me
- Empowers our own identity
- Changes aspects of who we are
- Helps people be all they can be
- Philosophical bases in values of human beings
- Enthusiasm around possibilities

“Human and humane agenda”

ASPECTS THOUGHT BITE:

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•SHIFT IN PERSPECTIVE

- Not only thinking differently but seeing from a different perspective
- Democratization of organizations
- Changing structure of organizations
- Realization that organizations are not organizable
- Organizations moving toward complex adaptive systems (more dynamic and emergent)
- Changing nature of business
- Changing the way we work

•ORGANIZATIONS ARE COLLECTIONS OF HUMAN KNOWLEDGE

- Organizational survival dependent on improved understanding and shared experience
- Understanding opens the door to values, meaning, purpose
- Way to realize one's basic nature
- Defined sense of purpose
- Defined how I do things and how I work with others
- Company of one



Bringing spirit into
the organization

KNOWLEDGE BECOMING A COMMODITY IN ORGANIZATIONS AT THE FOREFRONT

- Stakeholders take part in value creation
- Increases capacity to create future
- Recognizes importance of knowledge handling problems
- Seeks to understand complex social fabric where knowledge lives
- Looks at flows

ASPECTS THOUGHT BITE:

W
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- Paradoxical moment
- We as a human species are reinventing ourselves
- Most dangerous times in our history
- The best of times and worst of times at the same time
- Moment in evolution of potential extreme importance
- Power darkening planet ... forces at war around us

Characteristics of knowledge management from a world view:

- Honors humanity.
- Has a human and humane agenda.
- Reaffirms faith in people.
- Enriches awareness of livingness.
- Honors value of human judgment.
- Uses tools of meaning from belonging to human society.
- Multiplies brain power.
- Is reducing ignorance.
- Helps us recognize we are a part of the world in a very deep way.

To help transform the world we need to:

- Honor the world
- Generate a further level of consciousness.
- Get across this idea of understanding other people's perspectives.
- Find better ways of embracing the KM movement and beyond.

KM is Significant Because It Fits Right Upon This Historical Opportunity.

THE WORLD IS CHANGING ...

- Collective world change
- World as living network
- Moving into new global governance ... dynamic relationship between civil societies, nation states and businesses
- Knowledge will be global discriminator

***Be the change you want to
be ...*** -Mahatma Ghandi

Knowledge and knowledge management ...

- Offer the promise of a difference in human experience.
- Predecessors to higher-level understanding and meaning.

Knowledge management is ...

- Bringing questions onto the planet. Certain questions have the power to change the world.
- Providing a systems perspective for raising the level of consciousness for man.
- Part of the new consciousness.
- A new way of looking at the world.
- Helping us move as a world towards responsibility and peace.
- Ushering in advances for humanity.
- Providing the possibility to overcome fundamental contradiction between biological constitution and civilization.
- A quest to have more wisdom about the world.
- A vehicle for co-evolution as a species.

Knowledge management offers ...

- An opportunity for evolution into a qualitatively different reality.
- Nourishment and cultivation of the future.
- The potential to create a platform for world peace.

***Embedded in KM is some kind of spiritual
wonder of what this world is about.***