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in an organization

requires serious

commitment from a

manager. The manager

must study it enough to

understand its nature. It

also requires a big

investment in other

people in order to give

them the opportunity to

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develop deep smarts, which is to say, to move beyond ordinary levels of competence.

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organization as well as
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essential to your
organization, and
managers who
consciously cultivate
them in current and
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Wisdom. Boston, MA:
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The most valuable part of deep smarts is the tacit know-how (and often, know-who) that a person has built up over years of experience.

This knowledge cannot be easily documented and handed over in...

Deep Smarts - Harvard Business Review
Cultivating deep smarts in an organization

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commitment from a
manager. The manager
must study it enough to
understand its nature. It
also requires a big
investment in other
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beyond ordinary levels
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Leonard Walter Swap

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Dorothy

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commitment from a manager. The manager must study it enough to understand its nature. It also requires a big investment in other people in order to give them the opportunity to develop deep smarts, which is to say, to move beyond ordinary levels of competence.

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Smarts: How To
Cultivate and Transfer

Cultivate And

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"Deep Smarts" is a very
special book. In it,

authors Dorothy

Leonard and Walter

Swap show the

importance of `deep

smarts' to life and

creativity, how to build

`deep smarts' personally

and organizationally,

how to assemble deep

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smarts for creating To
value, how beliefs and
social influences shape
'deep smarts,' and how
individuals (coaches)
and organizations can
transfer, or cultivate
'deep smarts.'

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reviews: Deep Smarts:
How to ...

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Cultivate and Transfer

Enduring Business

Wisdom (co-authored
with Walter Swap)

explores the importance

and nature of

experience-based

knowledge. Responding

to requests for practice-

based tools and

techniques for

transferring knowledge,

she and co-authors

Walter Swap and Gavin

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Tools for Managing
Your Company's Deep
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the engine of any
organization as well as
the essential value that
individuals build
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Smarts How To

An interview with Dorothy Leonard and Walter Swap: The first issue that any organization has to face is the identification of the deep smarts.

Dorothy Leonard and Walter Swap are co-authors of the new book 'Deep Smarts: How to Cultivate and Transfer Enduring Business

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Wisdom.' Leonard is a professor emerita at the Harvard Business School and Swap is a professor of psychology emeritus at Tufts ...

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