

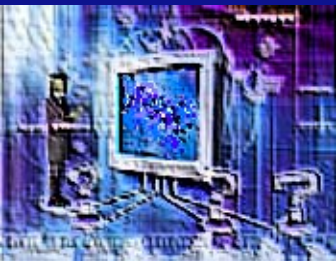
e-Improvisation

Groupware and eLeveraging
Knowledge

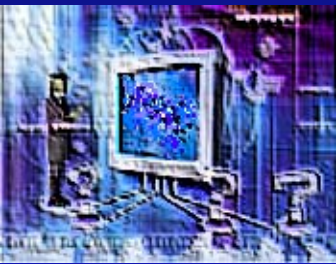
Brent McKnight, B.Eng & Mgmt

5th World Congress on Intellectual Capital

Time for Some Fun

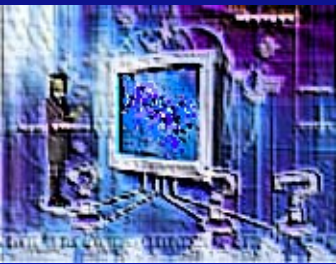


Improvisation defined



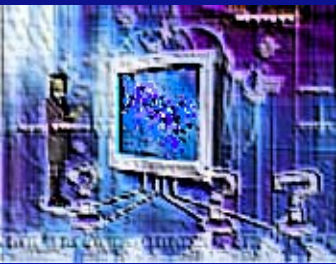
- Listen and accept...
- Emergent result
- Fast - planning and action converged
- Applied your knowledge
- Risky - out on a limb
- Creative and innovative results
- Team satisfaction

Why are we here?



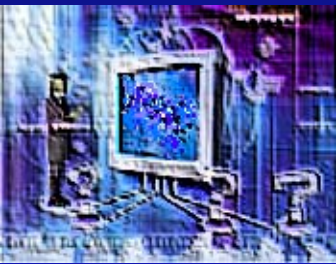
- Discuss the application of improvisation in business
- Investigate the skills and mindset required
- Explore how KM can help enable improvisation
- Look at Groove, an improvisational KM technology

Some Real-Life Examples



- Mann Gulch Firefighter
 - Individual
 - Broke out of familiar routines
- What happens when the sound goes out?
 - Bricolage
 - Business critical
- Riding lawn mowers – give them what they want
 - Collaborative solution
 - Yes-and the customer

Motivations for Improvisation



- The 21st century will be about velocity: The speed of business and the speed of change.”

-Bill Gates, Business at the Speed of Thought

- Increased use of cross-functional teams
- Greater diversity and specialization of team member's skills
- Accelerating need for innovation and creativity.
- Changing world requires changing strategies



**Knowledge at
the Edges**



Real Team



Empowerment

Organizational



Improvisation

Emergent Result



**Complements
Planning**

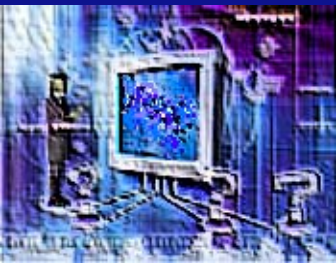
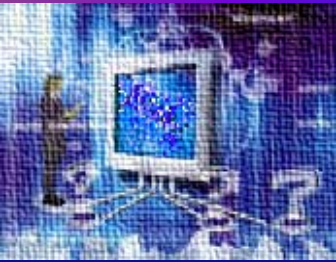
**Risk and
Learn**



Dusya's(2001) Model

- Highly Spontaneous and Creative
- Degrees of improvisation
- Moderating Variables
 - Real-time Communication – *speed, plan/action converge*
 - Organizational Memory – *Context, improvise on something*
 - Culture – *Risk taking, empowerment*
 - Environmental Turbulence – *Change, discomfort, ambiguity*
 - Teamwork Skills – *Improv skills, yes-anding*
 - Individual Expertise – *Knowledge and skill*

How can KM technology help



- Enables improvisational action
 - Chat, voice, discussion threads
 - Easy and spontaneous connections
 - Application sharing
 - Spanning boundaries – busy and geographical
- Create richer context upon which to improvise
 - Group file and knowledge storage
 - Access to external databases
 - Access to new sources of expertise
 - A shared space

Groove

- Peer-to-Peer
- Shared workspace with flexible tools
 - Notepad
 - Web browser
 - File repository
 - Application sharing
 - Text and voice chat, and discussion threads
- “Groove works like a jazz band. It’s intended for people who want to get together and jam - to interact and improvise with each other” Ray Ozzie

GoTo

Colleague - Improvisation

Discussion

Michael Herman (Parallelspace) (Manager)

Back

New Topic Response



Invite

Active

- # VIP - Brent McK...
- Michael Herman (P...

Online

Not Online

Suspended

Created	Subject	Author
10/29/2001 5:04 PM	Improvise - www.dictionary.com	Michael Herman (Parallelspace)
10/29/2001 5:06 PM	Extemporize - www.dictionary.com	Michael Herman (Parallelspace)
11/5/2001 2:49 PM	Mon PM -Military Applications of P2P - Network Centric Warfare	Michael Herman (Parallelspace)
11/22/2001 10:09 PM	T.P.E.D.: Some key concepts from my notes from the talk - to be researched more	Michael Herman (Parallelspace)
11/22/2001 10:12 PM	Key Joint Forces Contact	Michael Herman (Parallelspace)
11/24/2001 10:06 AM	Comedy Improv and Coworking	Michael Herman (Parallelspace)
12/14/2001 10:20 PM	The O'Reilly Network: P2P Goes To War	Michael Herman (Parallelspace)

Improvise - www.dictionary.com

by Michael Herman (Parallelspace) on Oct 29, 2001 5:04:53 PM

From <http://www.dictionary.com> ...

im-pro-vice (mpr-vz) v. **im-pro-vised**, **im-pro-vis-ing**, **im-pro-vis-es** v. *tr.* To invent, compose, or

Discussion (1) Files (1) Maps NCW Links Improv Links Add Tool

Conversation

Hold-to-Talk

Hide Chat (1)

Navigate Together

By the way, really like the enfish... cool software

Michael Herman (Parallelspace): 1/17/02 12:01 AM

I will definitely take the 5 minutes you offered Brent. I will be back in Hamilton .. likely for dinner or soon after.

Michael Herman (Parallelspace): 1/17/02 12:10 AM

Still there?

GoTo

Colleague - Improvisation

Files

Michael Herman (Parallelspace) (Manager)

Back Add Files...



Invite

Active

- # VIP - Brent McK...
- Michael Herman (P...

Online

Not Online

Suspended

Folders

- Files (Root Folder)
 - Brent
 - Improvisation
 - Accenture
 - Baker
 - Crossan
 - Cunha**
 - De Cagna
 - Kickul
 - Lewis
 - Luo
 - Moorman
 - Nick Bontis
 - Penn
 - Webber
 - Wenger
 - Wilcox King
 - Michael

Name	Size	Type
Contribution for a Grounded Theory of Organization Improvisation1	439KB	MHTML Doc
Cunha	94KB	Adobe Acrc
CV	29KB	Microsoft W
Double Dating	75KB	MHTML Doc
Dr_ Kenneth Kamoche	209KB	MHTML Doc
Improvisation and Learning Soulmates or Just Friends	79KB	MHTML Doc
IMPROVISATIONAL SCENARIO PLANNING ALIGNING THEORIES FOR ...	10KB	MHTML Doc

Chat with Michael Herman (Parallelspace), # VIP - Brent McKnight {Brent McK...}

Invite

Members:

Active

- # VIP - Bren...
- Michael Her...

Online

Hold-to-Talk

Save as Space

connection was a little slow there in installing the chat space.

Brent McKnight: 1/17/02 12:45 AM
Have you had a chance to look at the presentation?

Michael Herman (Parallelspace): 1/17/02 12:47 AM
yes

Michael Herman (Parallelspace): 1/17/02 12:47 AM
I've left comments in the deck

Michael Herman (Parallelspace): 1/17/02 12:48 AM
at the top level of the Files tool

Send Options

Conversation

Hold-to-Talk

Hide Chat (1)

Navigate Together

Folder: Files (Root Folder)

Discussion

By the way, ree

Michael Herman (Para
I will definitely t

Michael Herman (Parallelspace): 1/17/02 12:10 AM

Still there?

Add Tool

OR SOON

Send Options

GoTo

Colleague - Improvisation

Pictures

Michael Herman (Parallelspace) (Manager)

Back

Add Pictures...

groove

East Side Marios, Hamilton

Show Picture List

Picture 1 of 1

Invite

Active

- # VIP - Brent Mck...
- Michael Herman (P...

Online

Not Online

Suspended



Conversation

Hold-to-Talk

Show Chat

Navigate Together

Discussion | Files (1) | **Maps (1)** | NCW Links | Improv Links | Add Tool

GoTo

Back Forward Stop Refresh Home Add Favorite Up Down Browse Together



Invite

Active

- # VIP - Brent McK...
- Michael Herman (P...

Online

Not Online

Suspended

- network centric wa...
- Network Centric W...
- The Seven Deadly ...
- The Seven Deadly ...
- Network Centric W...
- WBR - Battlefield I...
- NAVAIR labs launc...
- AFCEA _ U.S. C4ISR
- What's New
- Joint Information f...
- The Third Annual N...
- NWC Review, Sprin...
- Network Centric W...
- Advanced Simulatio...
- Panel 5
- Tasking, Processin...
- JWID 2002_ Capst...

http://www.dodccrp.org/NCW/ncw.html

NETWORK CENTRIC WARFARE

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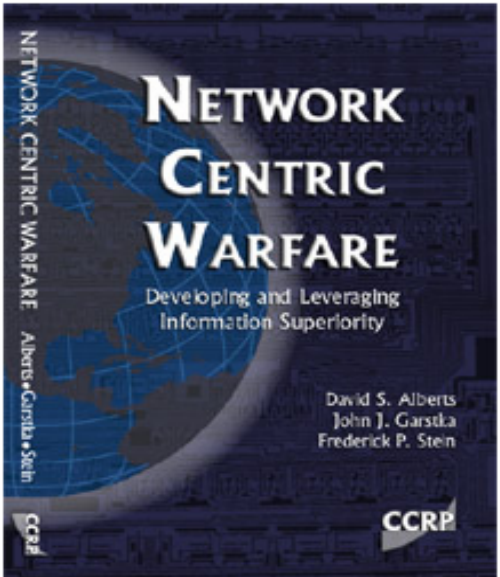
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[ry](#)

[ion Age](#)

[and Power](#)

[xity, Time, and Space](#)



Folder: NCW Links (Root Fc

Navigate Together

Discussion Files (1) Maps **NCW Links (1)** Improv Links Add Tool

What we've discussed

- Improvisation is about spontaneously recombining what we know to creatively solve problems
- An improviser must be quick, able to take risks, and be a good listener. They must build on the work of others.
- Improvisationalize your KM technology
 - Enable connections between people
 - Create and enhance the context

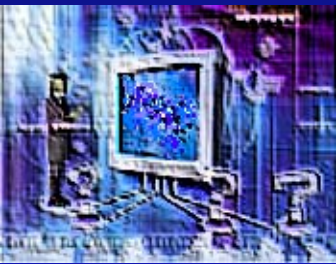


Let's start the conversation



Brent McKnight, B. Eng & Mgmt

mcbrentca@yahoo.ca



If you have:

- Ideas for improvisational technology
- Examples of improvisation from your experience
- Comments welcome

Send them in!!

