

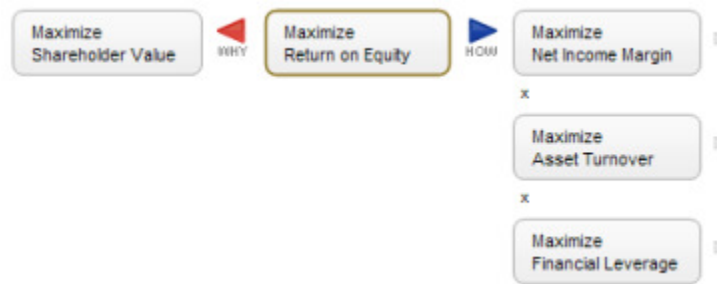
**Business Strategy & Organization Alignment**  
**The Knowledge Genome™ of your whole organization**

As a leader, you will almost certainly be focused on the critical need to fully understand and align the organization around the fundamental questions – **WHY** does the organization exist? **WHAT** exactly needs to be done and **HOW**? The result of any misalignment will always be underperformance, increased cost and increasing organizational challenges. But such alignment has not been easy to achieve. Until now...



Peter Drucker

Knowledge Genes® is a simple but powerful way to ensure that everybody in the organization understands and acts on the three fundamental questions - **WHAT** do we need to do, **HOW** and **WHY**?



"The first question in increasing productivity in knowledge and service work has to be: What is the task? What do we try to accomplish? **WHY** do it all?"

**Vision & Communication**

New technology enables faster and increased volume of communication. But the result is often a loss of focus and information overload. Knowledge Genes® resolves this problem by ensuring all communication is orchestrated and aligned to the organization's purpose - the three fundamental questions **WHAT, HOW, WHY**.

**Organization Learning**

In today's world, the knowledge of an organization and its people is the only real source of competitive advantage. To survive, organizations need to adapt quickly - to quickly learn and share new knowledge. Knowledge Genes® is the ideal solution, built around the fundamental learning questions **WHAT, HOW, WHY**.

**Better Control & Governance**

Because Knowledge Genes® maps **HOW** versus **WHY**, cause-and-effect, from top to bottom of the business – it gives the ideal management architecture - an enterprise-wide metrics framework for governance and control that everyone understands.

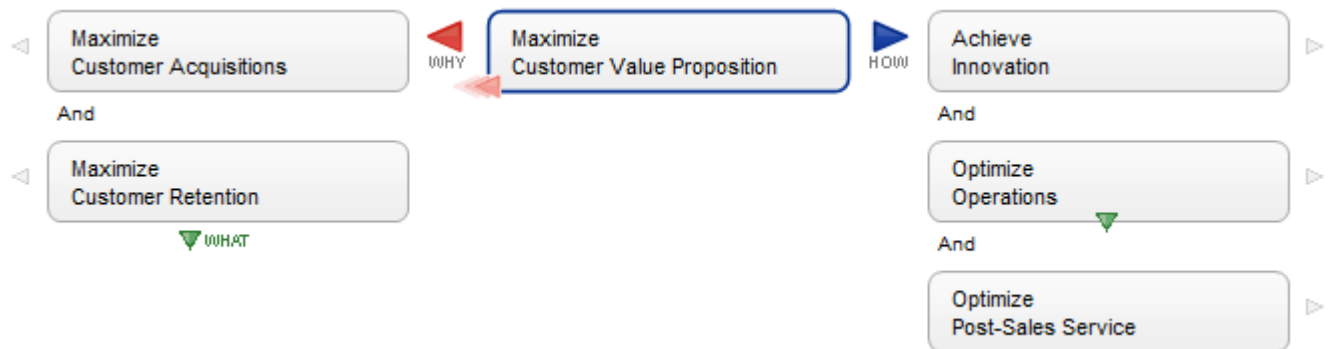
## Getting Started

### 1 Create the strategic Knowledge Gene®

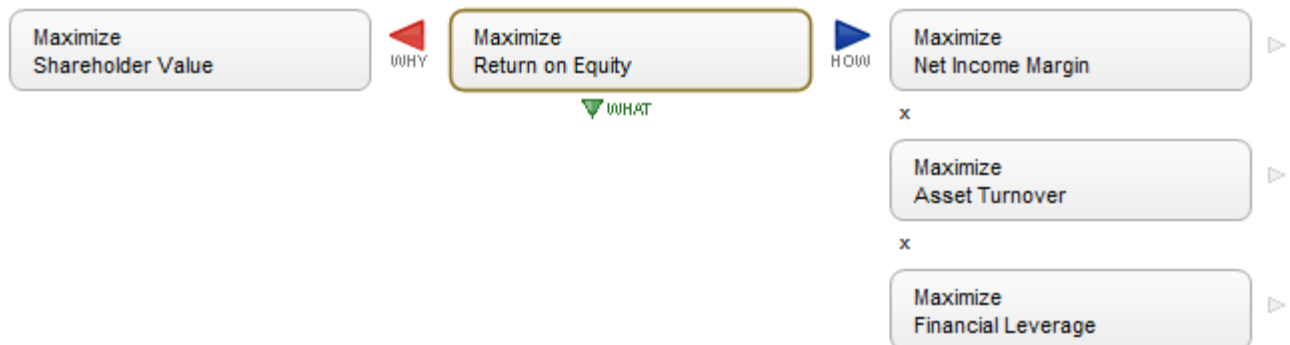
Create a strategic Knowledge Gene® covering the high level strategy of your organization - **WHY** does the organization exist? **WHAT** are the key things that needs to be done and **HOW?** You can start from scratch or use an existing template as a guide. Useful templates to consider are:



To view the Balanced Scorecard, visit <http://www.knowgenes.com/home.aspx?kgid=6580>



To view Maximize Return on Equity, visit <http://www.knowgenes.com/home.aspx?kgid=6843>



### Workshops and/or Facilitation

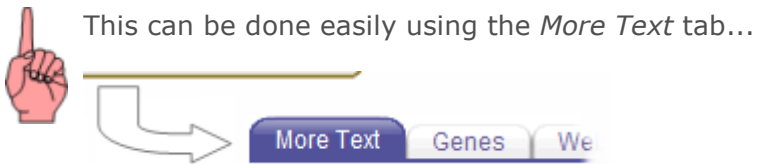
The approach works well for individuals thinking on their own but also works very well in workshops. Consider bringing together the various stakeholders and build a Knowledge Gene® together. Knowledge Genes® is ideal for big screen projection. The simple but powerful **WHAT-HOW-WHY** structure quickly enables a consensus view to appear, even in situations where

opposing views at first seem irreconcilable. The process is an enjoyable but penetrating therapy that ends up uniting people behind a common purpose.

As an alternative or in addition, we can provide facilitators who can build Knowledge Genes® on your behalf or run the whole project for you. To contact us about facilitation options, please visit <http://www.knowgenes.com/ContactUsFacilitationOptions.aspx>

## 2 Add text

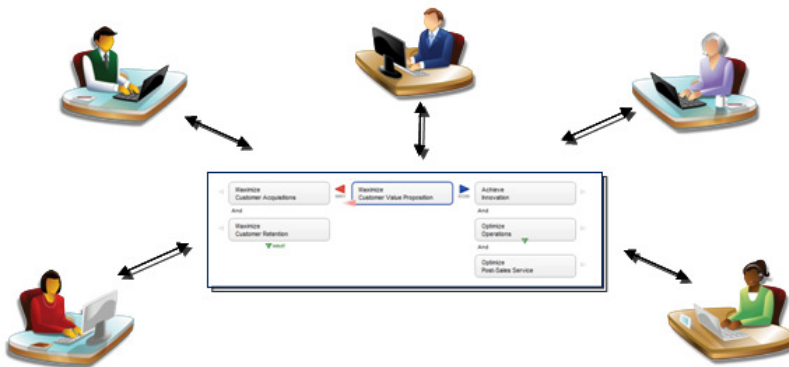
As a Knowledge Gene® is being created, it's often convenient to capture some information in the form of conventional text.



The percentage split between Knowledge Gene® and text is entirely at the discretion of the author. But of course, conventional text can't be **WHY** tested and is harder to assimilate than a Knowledge Gene®. For this reason, most people capture the key components of the mind map in Knowledge Genes® and use text to add description, examples, notes for later attention, useful attachments and so on.

## 3 Vision & Communication

A Knowledge Gene® is an ideal way to communicate vision and strategy to staff and other stakeholders – it's built around the fundamental questions that a reader needs to understand – **WHAT, HOW, WHY**. And because of this, the communication has a perfect structure, leaving no questions unanswered but guiding you to avoid unnecessary words.



And once the vision and strategy is communicated within Knowledge Genes® it provides the idea framework for interactive communication across the organization. All communication is orchestrated and aligned to the organization's purpose thereby avoiding misunderstandings,

unfocused information overload, and the significant time and cost inefficiencies that result from poorly orchestrated communication.

### **Publishing a Knowledge Gene<sup>®</sup>**

When you are ready to share your organization's Knowledge Genome™ (your collection of Knowledge Genes<sup>®</sup>), you can set up a multi-user Private Space for your enterprise. Ongoing use can be as low as \$1 per user per month and if you want you can have Knowledge Genes<sup>®</sup> as an in-house installation

...for more information visit, <http://www.knowgenes.com/Option3TellMeMore.aspx>

A Private Space for your enterprise is a totally secure environment where all the Knowledge Genes<sup>®</sup> you build will be private. It also includes comprehensive, hierarchical category management, user permission control by category or by individual Knowledge Gene<sup>®</sup>, and collaborative authoring.



Publish to a Private Space by clicking on the  button against any Knowledge Gene<sup>®</sup> in your My Profile page.

### **Export to PDF and Word**



By selecting *PDF* and then selecting *Text Only* from the drop list, the Knowledge Gene<sup>®</sup> is produced as a conventional text document with each box in the **WHAT-HOW-WHY** map created as a paragraph header. Any text within *More Text* is copied to the body of the appropriate paragraph. Options are also available to include the Knowledge Gene<sup>®</sup> map with text or to PDF/Print the Knowledge Gene<sup>®</sup> on its own.



Sign Out



Enterprise Space



Web Coach



Partnership Program

[Create a new Knowledge Gene](#)

[Remove from My Knowledge Genes](#)

[Reset](#)

[PDF](#)

[Print](#)

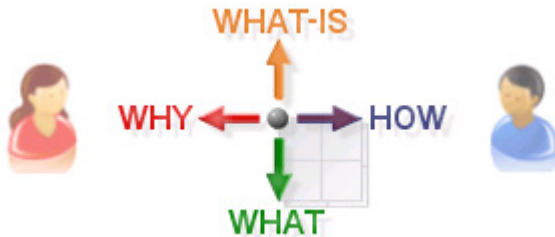
Knowledge Gene<sup>®</sup> & Text  
Text Only  
Knowledge Gene<sup>®</sup> Only

Note – because of certain copyright constraints, our site does not currently automatically generate editable Word versions of a Knowledge Gene<sup>®</sup>. This feature will become available in 2010. BUT a number of free software products are available for generating Word documents from PDFs. So if you want to edit your document outside Knowledge Genes<sup>®</sup>, consider going to PDF and then to Word as necessary.

#### 4 Organizational Learning

Using Knowledge Genes® to communicate and learn within the organization has a number of important benefits versus alternative approaches:

- It's simple but powerful structure helps focus communication on the fundamental learning questions – the fundamental knowledge to be shared – **WHAT, HOW, WHY**. Unnecessary noise in the organization is filtered out. The whole communication process becomes more efficient.



- The organization learns and adapts more quickly because goals are more quickly and more accurately understood, organizational confusion is reduced, and errors are eliminated before they become problems.
- Because people understand **WHY**, they can more easily generate new ideas that would not otherwise be considered – "Ah...if that's **why** we're doing this, I can think of a much better way of achieving that goal" - The approach drives agility and organizational learning.

#### The first question Peter Drucker

*"There is surely nothing quite so useless as doing with great efficiency what should not be done at all."*

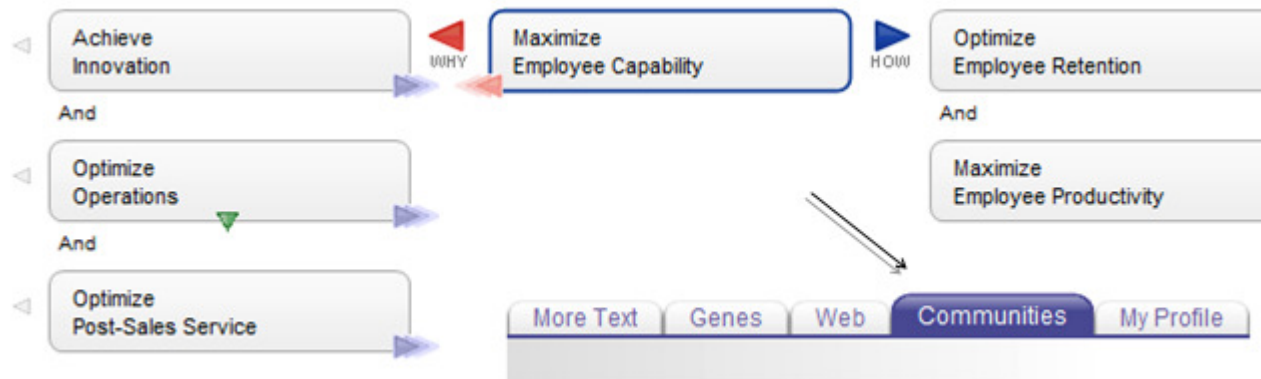


*"The first question in increasing productivity in knowledge and service work has to be: What is the task? What do we try to accomplish? **WHY** do it at all?"*

Communities of users can be created around any Knowledge Gene® or any specific box within a Knowledge Gene®.



Click the Communities tab to set up communities using your preferred discussion or social networking tools. Links to specific users, subject matter experts, discussions and ideas can all be linked in using this tab...



## 5 Align Supporting Knowledge Genes®

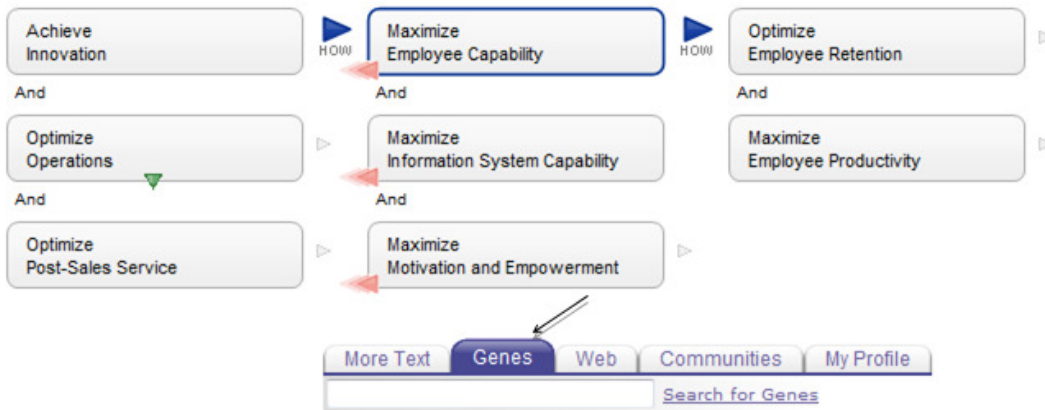
Once your strategic Knowledge Gene® is created, supporting Knowledge Genes® can be separately created to focus in on specific functions. For example, Knowledge Genes® may be created for Marketing, Sales, and Operational Areas. Many Knowledge Genes® may be accumulated in large organizations as all as, increasingly, all operational areas are covered.

Don't necessarily limit Knowledge Genes® to defining best practice ways of working. Sometimes, it's just useful to create simple Knowledge Genes® to capture ideas and stimulate discussion on specific topics that need to be thought through.

Knowledge Genes® related to any specific topic will automatically be listed in the *Genes* tab.



Click on the Genes tab to see associated Knowledge Genes®.



Knowledge Genes by Category - [Public Categories](#) [KGL Knowledgebase](#) [Matthew's Categories](#) [Test Version](#) [My Category](#)

### Genes List Maximize Employee Capability



[Adopy Scrum Principles & best practices](#)

[Click here to view the Knowledge gene®](#)



[Winning Employee Relations](#)

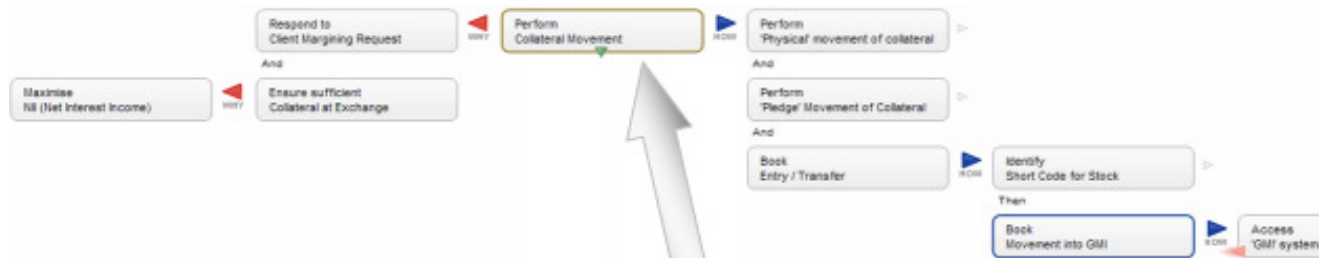
[How to build and maintain productive working relationships...](#)

[Click here to view the Knowledge gene®](#)

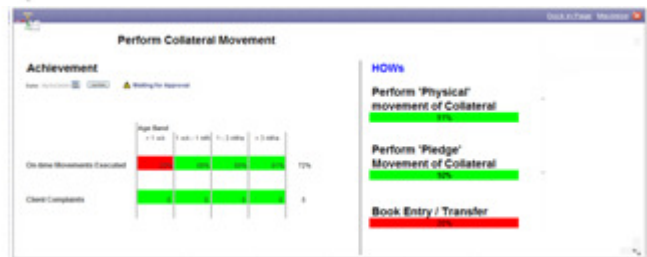
Additionally, you can specifically link one Knowledge Gene® to another. For example, a *Maximize Employee Productivity* Gene can be specifically linked into an overall Strategic Knowledge Gene®.

## 6 Improve Control & Governance

Because Knowledge Genes® map **HOW** versus **WHY**, cause-and-effect, from top to bottom of the business - they give you the ideal Business-Intelligence and Performance-Management architecture - an *enterprise-wide metrics framework* that everyone understands...



... and which you can immediately bring to life, immediately implement, via dashboards & alerts - a 'thin layer' that acquires information from multiple sources to give **performance management transparency from root-causes & operational processes all the way up to enterprise goals.**



And Knowledge Genes® offer **fast return on investment** - critical Performance Management solutions are typically implemented in less than a month.

Oversee, test and certify what people are doing. Use Knowledge Genes® to define compliant ways of working and then use the integrated Governance, Risk & Compliance Management plug-in to enable risks, regulations, controls, certifications, assessments and other key information to be managed and indexed into these Knowledge Genes®

... For more information, please visit [http://www.knowgenes.com/GRC\\_plugin.aspx](http://www.knowgenes.com/GRC_plugin.aspx)

And **all information is presented in the context of WHAT's being done, HOW, and WHY it's important.**

## 7 Better Information

There's a lot of information on the Web, and on corporate Webs. But because Knowledge Genes<sup>®</sup> know **WHAT** you are trying to understand, **WHY** and **HOW** they can more intelligently find the most relevant information.

Information from the Web or corporate web is automatically indexed into each Knowledge Gene<sup>®</sup> so that your information map (schema) is automatically 100% aligned with your mind map, giving you faster and more effective information access.

### **View a list of relevant documents**



When viewing or building a Knowledge Gene<sup>®</sup>, click the *Web* tab to show a list of relevant documents:

- These documents will help fill the gaps in your knowledge as you build your mind map.
- And when your map is finished, they will still be there - helping you with further background information.



Similarly, click the *Genes* tab to show a list of Knowledge Genes<sup>®</sup> other people have published on this subject.

**Refine the context to get even more relevant documents**

As you navigate around the Knowledge Gene<sup>®</sup> (by clicking on **WHATs**, **WHYs** and **HOWs**) the documents change because the specific context you are interested in changes. In the example below, the documents are listed for *Review Financials* in the context of *Review Investment Opportunity* (i.e. the **WHY**).

The diagram shows a navigation path starting with a box labeled "Review Investment Opportunity". A blue arrow labeled "HOW" points to a box labeled "Review Financials". Below this, the text "And" is followed by a partially visible box "Consider". Below this is a box titled "Indexed Documents" containing three search results:

- Investment Opportunities**  
Investment Opportunities Reviewed: Learn about Stock, Options, and ... Stock Trading Prog...  
<http://www.reviewopedia.com/investment-opportunities.htm>
- Insurance and Financial Reviews**  
You deserve to know exactly what you're getting with your insurance coverage and investme...  
<http://www.countryfinancial.com/SiteController?Url=/whyChooseCountry/reasonsToChooseCountry/insuranceAr>
- Portfolio & Investment Strategy Review - Financial Advice**  
Find information on whether your portfolio and investment strategy is still suitable in the vol ...  
<http://www.2020directinvest.com.au/investment-opportunities/investment-strategy.aspx>



Select a **WHAT** into a Knowde to further refine the context of the documents listed for a Knowde. In the example below, the documents are refined to be in the context of *IBM*.

The diagram shows a navigation path starting with a box labeled "Review Investment Opportunity". A green box labeled "IBM" is positioned below it, with a green arrow pointing up to the "Review Investment Opportunity" box. A blue arrow labeled "HOW" points to a box labeled "Review Financials". Below this, the text "And" is followed by a partially visible box "Consider". Below this is a box titled "Indexed Documents" containing three search results:

- IBM - Business Intelligence & Financial Performance Management**  
Business Intelligence & Financial Performance Management. IBM Cognos Professional ... sol...  
<http://www.ibm.com/cognos/services/>
- IBM Press room - 2008-10-10 Socially Responsible Investing: Investment ...**  
IBM Press Room - IBM (NYSE: IBM) is providing consulting services to help Boston-area fina...  
<http://www-03.ibm.com/press/us/en/pressrelease/25408.wss>
- financial and ibm corp. and investment Resources | ZDNet**  
... articles, and blog posts relating to financial and ibm corp. and investment ... Desktop Lin...  
<http://updates.zdnet.com/tags/financial+and+ibm+corp.+and+investment.html>

Knowledge Genes is committed to the support of open standards and the promotion of hyperknowledge (the Code of Knowledge) as an open standard

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