

## Deep Smarts How To Cultivate And Transfer Enduring Business Wisdom

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

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Recreating Deep Smarts Through Guided Experience. DEEP SMARTS, we have argued, are not just nice to have. They are essential to your organization, and managers who consciously cultivate them in current and future employees are investing in a competitive advantage.

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Deep Smarts: How to Cultivate and Transfer Business Wisdom. Boston, MA: Harvard Business School Press, 2005.

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Leonard and Swap describe the origins and limits of deep smarts and outline processes for cultivating and leveraging them across the organization. Developing an experience repertoire and receiving...

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Deep Smarts - Harvard Business Review

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Amazon.com: Deep Smarts: How to Cultivate and Transfer ...

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

Amazon.com: Customer reviews: Deep Smarts: How to ...

Her 2005 book Deep Smarts: How to 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 Barton published in 2015 Critical Knowledge Transfer: Tools for Managing Your Company's Deep Smarts .

Deep Smarts and Core Capabilities — Knowledge Architecture

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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 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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