

## CLIENTS

American College of Cardiology  
 American Nurses Credentialing Center  
 American Public Transportation Association  
 American Society of Association Executives  
 Association of Independent Corrugated Converters  
 Association Forum of Chicagoland  
 Atlanta Regional Commission  
 Braintrust International  
 Center for American Nurses  
 Center for Association Leadership  
 Congressman Christopher Shays  
 Empire State Society of Association Executives  
 Ernst & Young  
 Fulbright Association  
 Georgia Nurses Association  
 InnVentures  
 Institute for International Research  
 Institute of Management Accountants  
 International Bridge, Tunnel, and Turnpike Association  
 Johns Hopkins University Applied Physics Laboratory  
 Johns Hopkins Univ Bloomberg School of Communications  
 KM World  
 Marriott International, Inc.  
 MITRE Corporation  
 NASA: Goddard Space Flight Center  
 NASA IV & V  
 NASA Masters Forum  
 National Auctioneers Association  
 National Contract Management Association  
 National Institute on Aging  
 National Institutes of Health  
 National Oceanic & Atmospheric Administration  
 National School Board Association  
 National Society of Professional Engineers  
 North Carolina Dept of Crime Control & Public Safety  
 Oklahoma Nurses Association  
 Ontario Public Housing Association  
 Peace Corps  
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 Trillium Health Centre  
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 West Virginia Dept of Education  
 World Bank  
 World Bank Leadership Institute

## Building Knowledge Capacity in Secure Environments

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Secure environments represent significant challenges for building knowledge capacity. For example, experience, know-how, and intelligence can be problematic to identify and integrate across intentionally segregated intelligence units.

Based on my experience teaching and developing knowledge capacity in a wide variety of organizations, including some which include secure environments, I have developed four strategies, each of which operate effectively in tightly structured command-and-control environments, and which can be used in various combinations for targeted effects:

1. **Tidal Gates.** These are business processes that behave like tidal gates, enabling knowledge to flow between silos as emergent issues escalate in priority.
2. **Cross-weave Value.** A pre-selected intelligence “fabric” is generated by identifying and pursuing value both vertically (up and down the chain-of-command) and horizontally (peer-to-peer). The vertical may be multiple parallel efforts, while the horizontal loosely bunches the vertical to bind, linking discrete efforts.
3. **Holistic Aggregation.** By collectively representing divergent views, as on the floor of the NASDAQ where hundreds of independent indicators are displayed simultaneously side-by-side, it is often possible to identify crosscutting patterns.
4. **Hot-topic cross-silo SWAT teams.** These are teams of specialty professionals who train together using specific tools (weapons) and processes (tactics) to address unpredictable scenarios by breaking them down into reliable components and building expertise in hot-topic, cross-silo domains.

