

Index

- After Action Review (AAR)
 - US Army 6, 40
- Age of Enlightenment 24
- Akkadians 14
- appreciation
 - elements of 36, 49
 - and grand narratives 26
 - hermeneutics circle of 35
 - systems thinking 36
 - what is 32, 33
- appreciative inquiry
 - socio-rationalist point of view 45
 - sociology of knowledge 45
- appreciative intelligence 47–8
- appreciative interviews 56, 57, 94, 123, 124, 154
- appreciative knowledge sharing
 - paradigm 8, 51–3, 93–4, 119, 154
- appreciative processes
 - Maslow's hierarchy of needs 37–40
- appreciative system
 - general structure of 36–7
- Arabic scholars 22
- Argyris, C. 42, 65
- Aristotle 16–18, 22, 23
 - Greek 'explosion' 16
- Assyrians 14

- Babylonians 14
- believing game 46
- Bell, D. 27
- Benedictine monasteries 22
- best practices 77–8, 85–9, 122, 128, 148, 152
- Bieler, L. 19–20
- Bitel, L. 21
- Buckman Laboratories 29

- Capability Maturity Model 134
- Case Western Reserve University 29, 44
- Cashinahua Indians 25

- Cheal, D. 27
- Checkland, P. 35–9
- Chief Knowledge Officer (CKO) 9, 74, 81
- Chowdhry, D. x
 - coffee talk 87
- collaborative software
 - Blackboard 150
 - Lotus Notes 2
- commodification 24, 26
- Communities of Practice (CoP) 14, 29, 53, 61, 62, 65, 69, 86, 106, 148, 153, 154
- community involvement 82, 84
- Comte, A. 27
- Cooperrider, D. 6, 32, 44–7
- Csikszentmihalyi, M. 44

- Denning, S. 30–31
- doubting game 46

- Ehin, C. 4, 13
- Elbow, P. 46
- emancipation, meta-narrative of 25
- enlightened leadership 80

- flow 42, 44
- Future-present scenarios
 - commitment 66–8
 - consensual validation 8, 51, 71, 106, 107, 125, 154
 - constructing 8, 64, 65, 66, 69, 103, 113, 124, 125, 154
 - generating 2, 42, 43
 - groundedness 66, 107, 113
 - inspiration 66, 107, 113
 - matrix for constructing 69

- Galatea effect 5, 33, 34, 59
- Gergen, K.T. 6
- Graham, H. 21
- grand narratives 25, 26

- Gurukul
 Guru–pupil relationship 15
 Hinduism 14
- Habermas, J. 26
 Herzberg, F. 66
 Hoof, B. 153
 Hughes, K. 20
 hunter-gatherers 4, 12–14
- Irish monasteries
 early medieval 19–21
- Javidian, M. 153
- Kierein, N. 5
- Knowledge
 combination 20, 29, 30, 90, 100, 130, 142
 externalization 29, 30
 internalization 29, 30
 socialization 29, 30
 tacit 27–30, 99, 111, 116, 121–2, 120–32
 knowledge ambassadors 93, 96, 98, 100, 101, 104, 107, 108, 110, 112, 113
 knowledge concierge 80, 84, 85, 86
 knowledge conversion process 29, 30
 knowledge enablers
 belief in mission 140–42, 145, 148
 building relationships 65, 69, 98, 99, 100, 102, 105–6, 140–41, 149–50
 collaboration 140–43, 147, 148
 collegiality 56–60
 compassion 120, 122–3
 effective communication 135
 empowerment 98, 99, 100, 102, 105, 106, 140, 142, 145–7, 150
 informal interactions 82, 87
 internal entrepreneurship 82
 knowledge infrastructure analysis 8, 51, 59, 101, 124, 125, 154
 opportunity for personal growth 56
 participation 56, 60, 70
 partnering 120–22
 respect 42, 65, 69, 99, 100, 102, 105, 106, 120–21, 130–32
 responsiveness 140–42
 team philosophy 82
 teamwork 56–8, 65, 69, 99, 100
 trust 97, 120, 132
 valuing autonomy 56
 knowledge-hoarding, climate 3
 knowledge management
 practices 14
 storytelling 29, 30, 54
 knowledge poster 86
 Knowledge sharing
 9/11 Commission Report 1
 American Revolution 24
 appreciative 8, 13, 15, 16, 21, 23, 51–4, 82, 93, 94, 97, 118, 119, 154
 Arabic Scholars 22
 enlightenment 22, 24
 historical Evolution 3
 historical perspective 4, 12
 prospective approach 5, 40–43, 90
 retrospective approach 6, 40–43
 two approaches to 2
 knowledge vision 87, 131
- learned helplessness 41–3
 learned optimism 41–3
 Lewin, K. 53, 66
 lightning bolts 87
 Locke, J. 23–4
 Lyotard, J.-F. 24–6
- Mahoney, J.T. 152
 Marcel, G. 46
 Maritime Administration (MARAD) 9, 116–32
 Maslow, A. 38–40
 Mausner, B. 66
 McGrath, P. 19–21
 McGregor, D. 66, 107
 mentoring 15, 31, 85
 Mesopotamia 12, 14
 middle ages 19–21, 23
 modernity 24–7
 Moses 12
 Murphy, D. 5
My Fair Lady 34
- Nonaka, I. 29–30

- O'Croinin, D. 20
 O'Fiaich, T. 20
 organizational change 1, 7, 30, 32, 50,
 54, 131
 overcoming resistance 88, 131
 performance appraisal 49, 84–5
 performativity 26
 Pfeffer, J. 46
 phoenicians 12
 Plato 12, 16, 17
 Plato's dialogues 17–18
 Polanyi, M. 27
 possibility propositions 73, 77, 79, 80,
 83, 87, 88, 105, 118, 124, 125, 127,
 131, 136, 137, 142, 143–5
 postmodernism 24–5, 43
 power (author) 14
 process engineering 133–4
 progress, meta-narratives of 25
 protestant reformation 23–5
 Pygmalion 5, 33–5, 59
 Quinn, J.B. 152
 reality judgments 36
 reciprocity 14
 Reynolds, D. 5
 Rogers, C. 66
 Rosenthal, R. 5, 34, 35, 59
 Rowe, G.J. 5
 Ryan, Rev. J. 20
 Saint Thomas Aquinas 23
 Schiff, M. 100
 scholasticism 22, 23
 Schutz, A. 36
 self actualization 26, 38
 self-esteem 38, 40, 41
 self-fulfilling prophecy 5, 33, 35
 Seligman, M. 38, 41, 43, 44
 Senge, P. 45
 Socrates 12, 16, 17
 'soft systems' methodology 36
 springboard, the 30–31
 Srivastava, S. 6
 Sumerians 14
 Snyderman, B.B. 66
 team facilitation 87
 Thatchenkery, T. x, 6, 28, 47, 48,
 60–62, 64, 65, 67, 115, 146, 153
 Theory Y 107
 University of Lancaster 35
 Upward Mobility Programs 130–32
 value judgments 36
 Van Doren, C. 14–18, 23
Veda 14
 Vickers, G. 35–7
 Walker, A. 32
 Weick, K. 46, 47
 World Bank 31

