A further shift going forward in health and care improvement will be an increasing focus on tacit knowledge rather than explicit knowledge for change. It is tacit knowledge, or know-how, created by learning in action and experience that is the most valuable knowledge for improvement and is most likely to lead to breakthroughs in thinking and performance. The people holding the tacit knowledge, often in their heads, include front line staff, patient leaders and senior leaders. Tacit knowledge is critical for large scale change, but the only way tacit knowledge can be broadly shared is to turn it into explicit knowledge. Knowledge is explicit when it has been reviewed, codified and presented in a more formal way to meets the needs of a bigger audience. In health and care improvement, explicit knowledge includes best practice databases, guidelines, recommended models, methodologies and improvement toolkits.

Converting tacit knowledge into spreadable, effective explicit knowledge is a very challenging task and as a result, most organisations don't achieve their goals for performance improvement through knowledge spread. The reality is that what works in one context may not work in another. There are issues about people having access to the knowledge they need at the time they need it, the way the knowledge is stored and the extent to which it is reviewed, updated and ultimately discarded.

Whilst it might be easy to find an organisation's change methodology or policy on a specific topic, it's not so simple to work out how someone else put it into practice or overcame barriers to implementation. Sharing knowledge is a human process. Tacit knowledge is best developed and shared through dialogue, conversations and social relationships.

A model of curation for the digital era that is being used in health and care is Harold Jarche's 'Personal Knowledge Mastery' (PKM). This is about individuals making the best use of their networks and other sources of knowledge so that they can keep up to date with the most effective thinking in their area and practice new ways of doing things. Leaders who take responsibility for their own effectiveness through PKM create leverage and value for their organisations. The underpinning framework for curation within PKM is 'seek, sense, share'. 'Seeking' is about finding things out and keeping up to date; pulling' information, but also having it 'pushed' to us by trusted sources. 'Sensing' is about making sense and meaning of information, reflecting and putting into practice what we have learned and plugging information into our own mental models and turning it into knowledge. 'Sharing' is about connecting and collaborating; sharing complex knowledge with our own work teams, testing new ideas with our own networks and increasing connections through social networks.

This White Paper is a 'seek, sense, share' curation effort. We have sought ideas, evidence and opinions from across the globe on the future of change and transformation. More than 90% of the sources we have used are not health and care specific. We have tried to make sense of and frame this knowledge for our specialised health and care audience. We are sharing the explicit knowledge we have captured through this White Paper, through films and virtual lectures. We will also link it with the tacit knowledge of our core audience of change leaders through interactive means; web seminars, blogs, Twitter discussions and live video discussions. Our aspiration is that this community of improvement leaders will then 'seek, sense and share' this knowledge with their own networks and communities.

What are the opportunities to move the ratio of your improvement activities from creation to curation? How can you encourage more tacit knowledge sharing for better improvement outcomes? To what extent do you practice Personal Knowledge Mastery, staying connected and sharing with your networks and building your own capability as a change leader for a new era?

The film above shows **Harold Jarche** describing Personal Knowledge Mastery and 'seek, sense, share':