



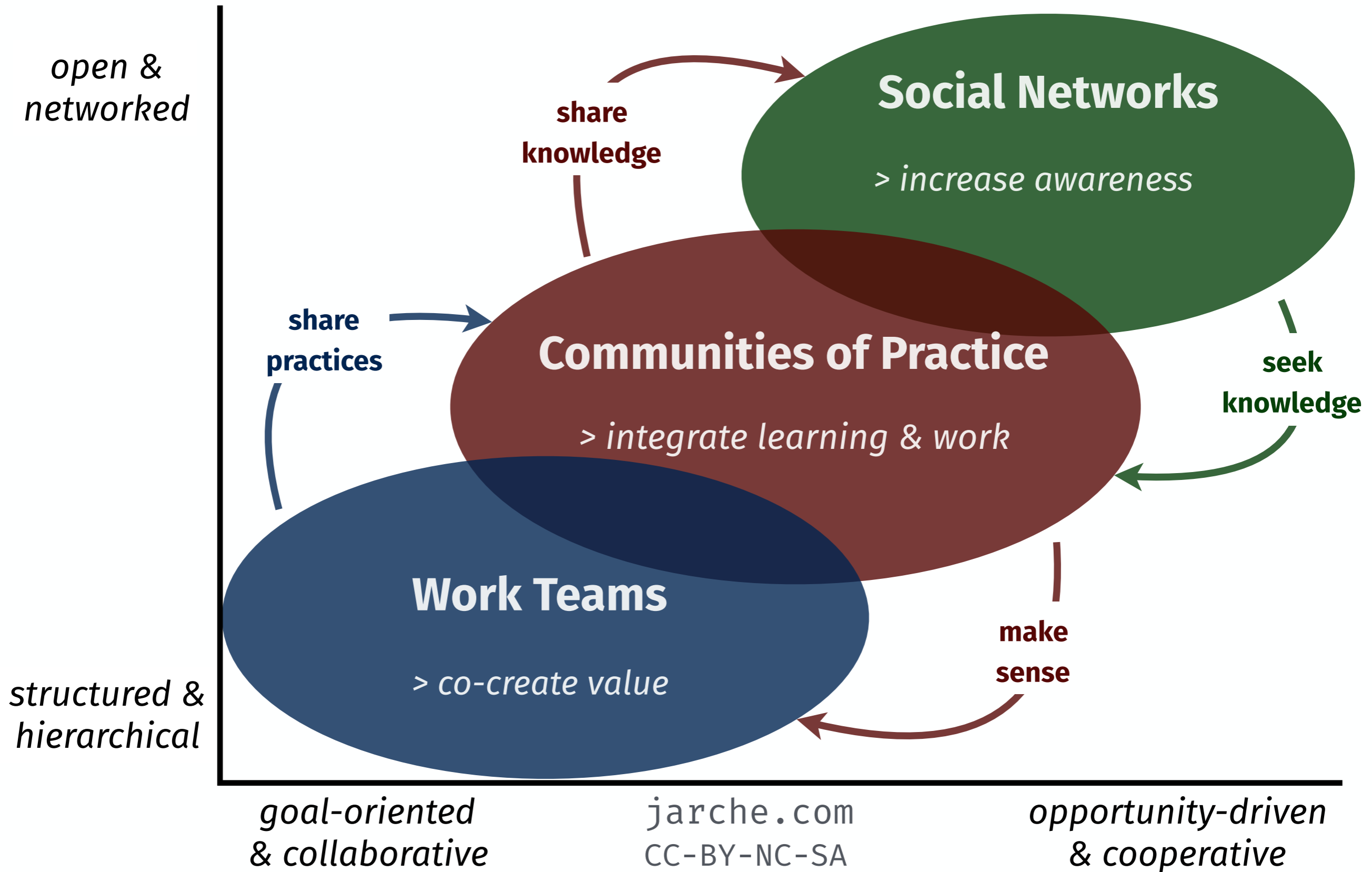
On 2018-10-11 Harold Jarche was interviewed in Helsinki to discuss networks, communities of practice, knowledge-sharing, and sense-making, in the context of the Finnish civil service. The resulting video is available online for free access. The accompanying images are on the following slides.

Understanding professional networks and communities of practice for civil servants & citizens

1. Civil servants using networks
2. Seek > Sense > Share model
3. Differences in working and learning in networks
4. Efficient networking
5. Civil servants in external networks

SEEK > SENSE > SHARE

in perpetual beta



Personal Knowledge Mastery



seek

**Develop & refine networks of expertise
to filter signal from noise**

Machine — Algorithmic, Heuristic

Human — Expert, Network

sense

Make sense by doing & creating

Do: experiment — initiate

Create: customize — synthesize —
question — compare — validate

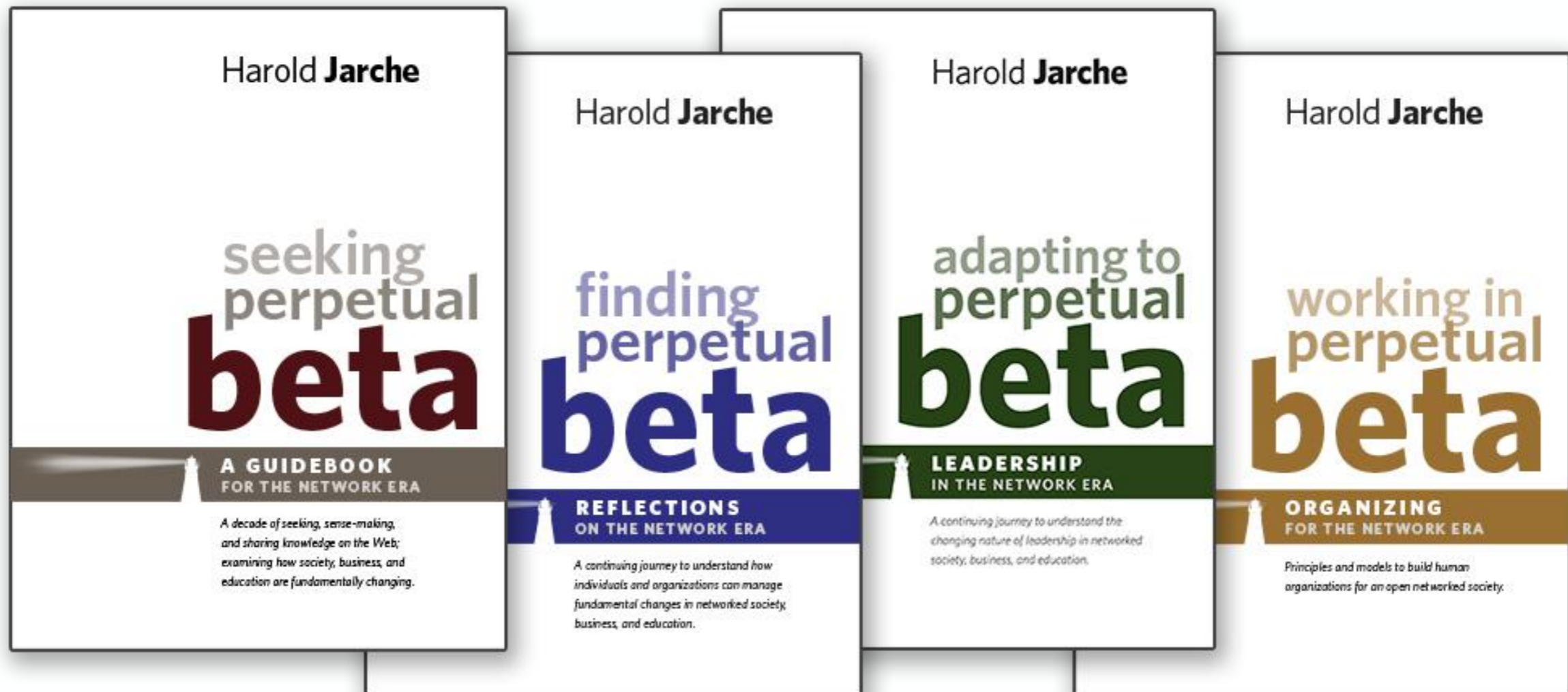
} **Add value**



share

**Discern when, where, & how to share
in a spirit of openness & transparency**

life in perpetual beta



<https://jarche.com/services/books-in-beta/>

SEEK > SENSE > SHARE

in perpetual beta

informal &
networked

social capital

Social Networks

weaker social ties

Communities of Practice

mixed social ties

ideas &
information

reputation

Work Teams

stronger social ties

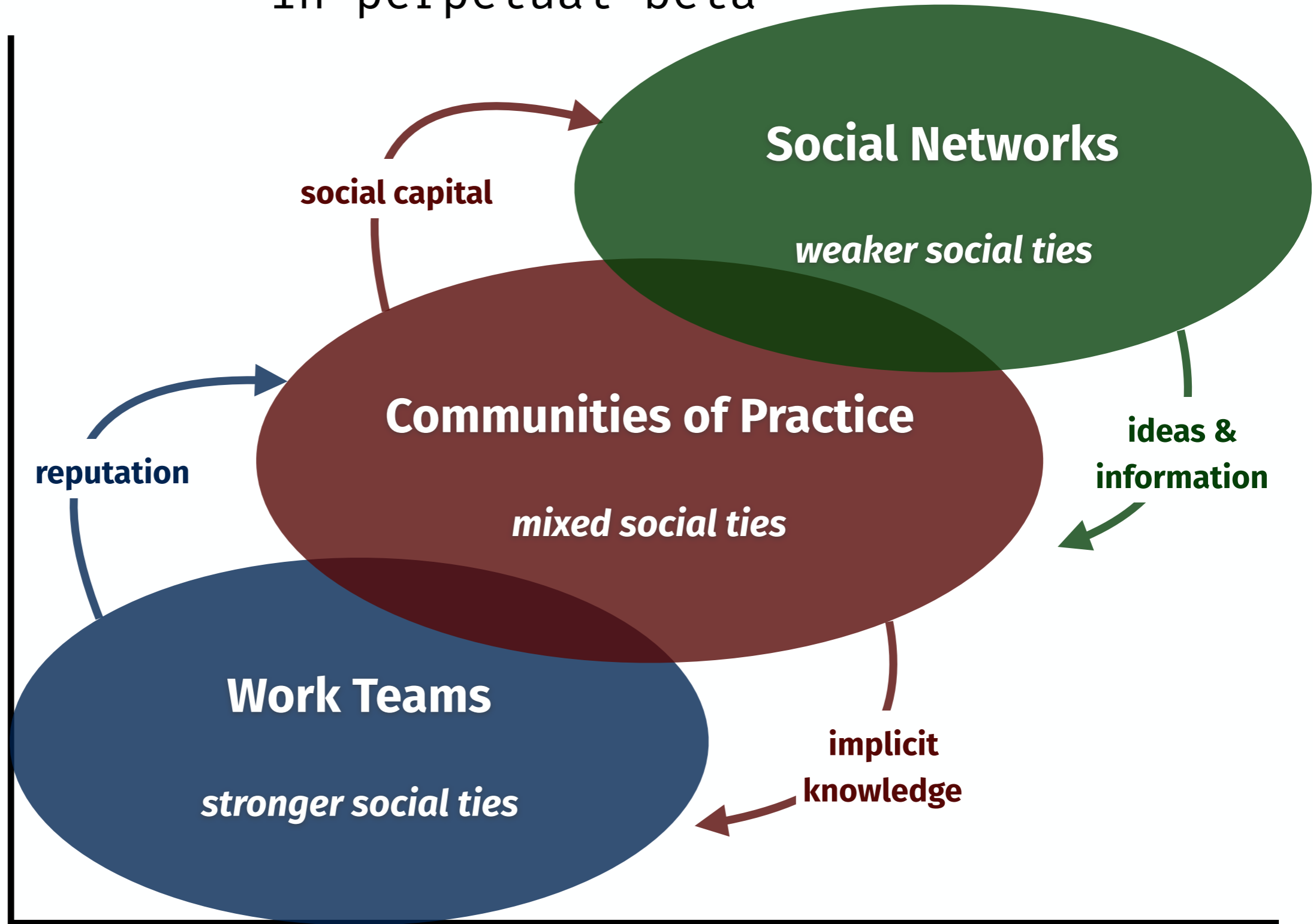
implicit
knowledge

structured &
hierarchical

goal-oriented
& collaborative

jarche.com
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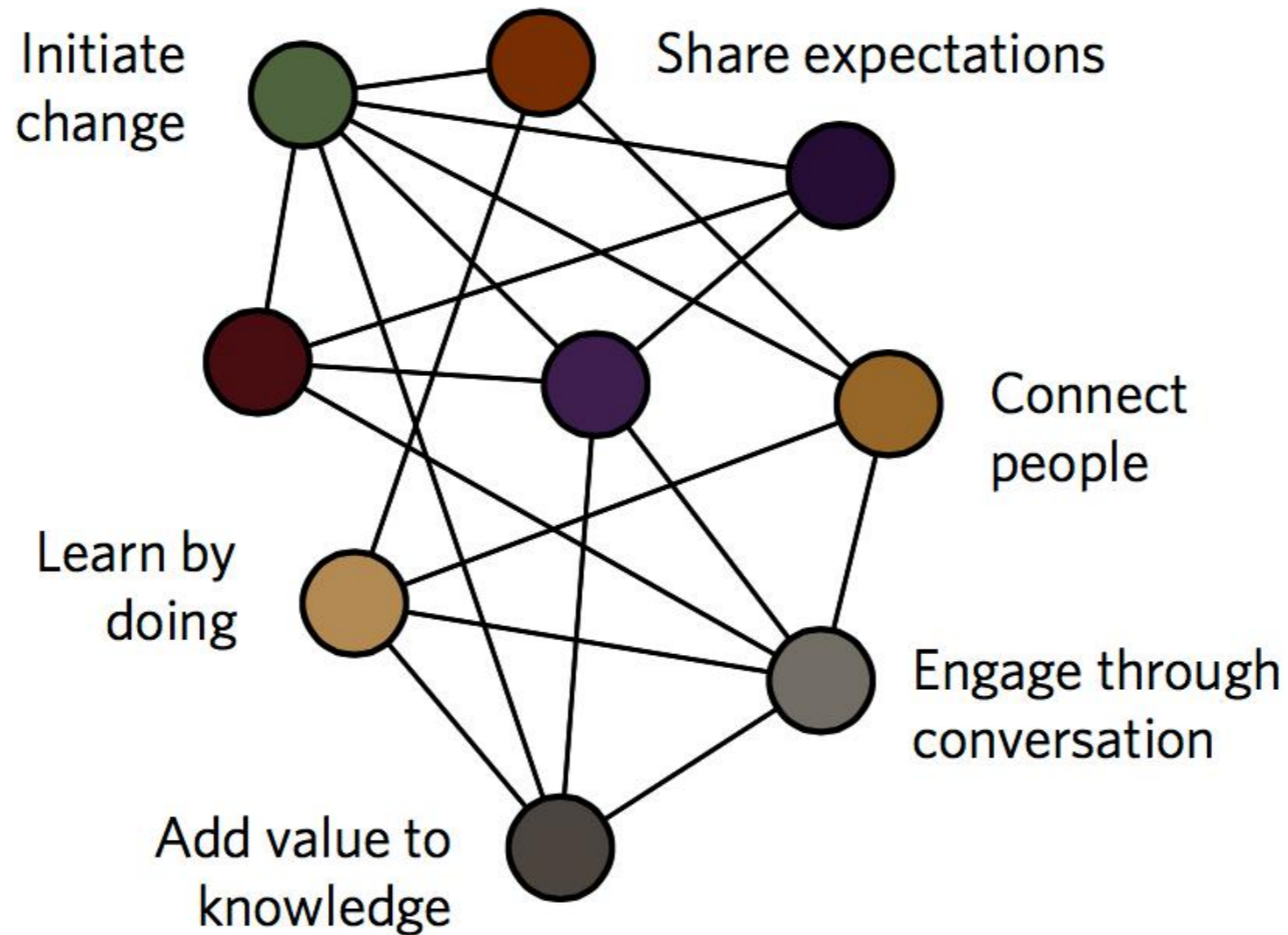
opportunity-driven
& cooperative



leadership is making the network smarter

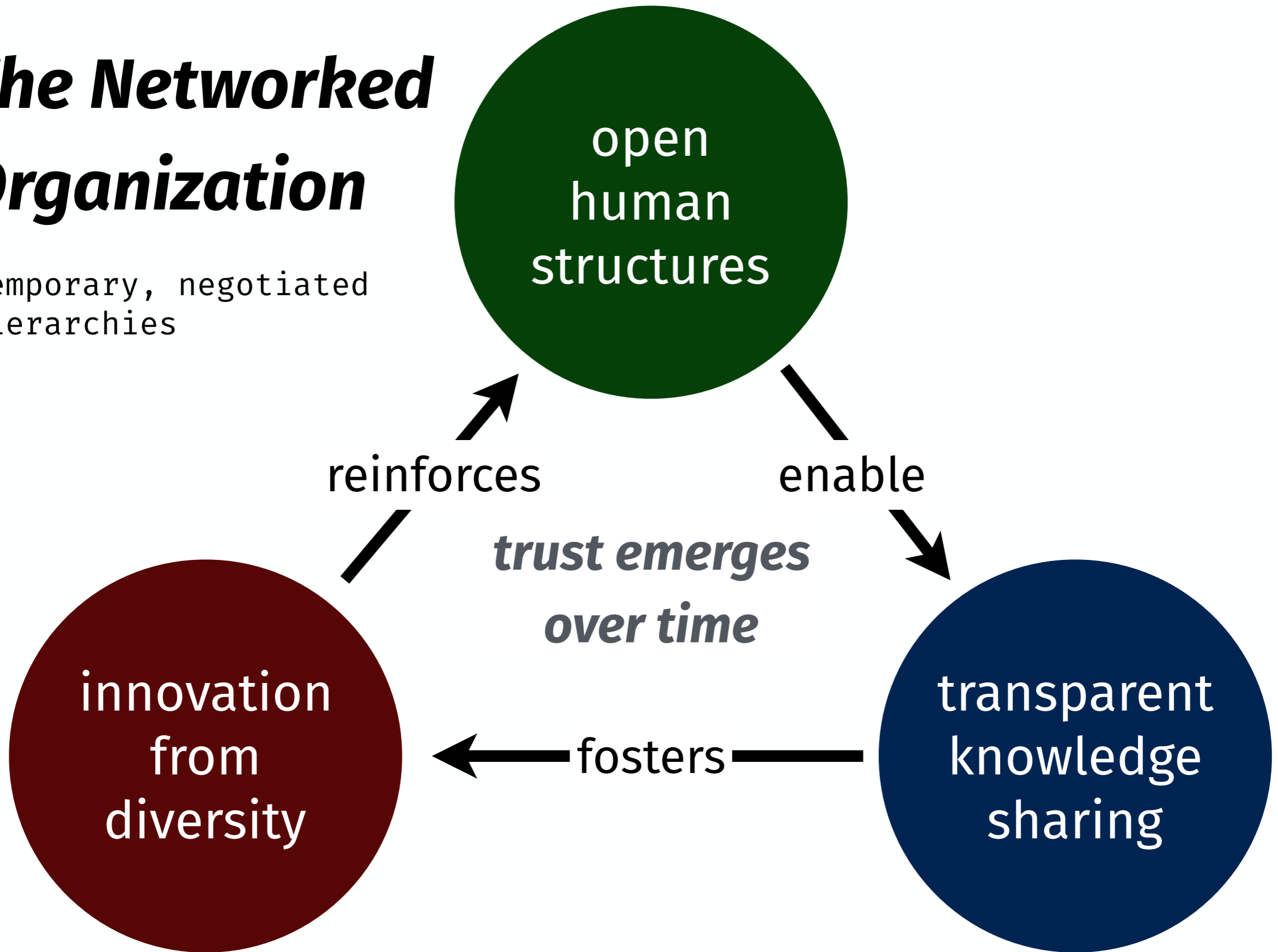
Harold Jarche > *adapting to perpetual beta*

Figure 13 **Help the Network Make Better Decisions**



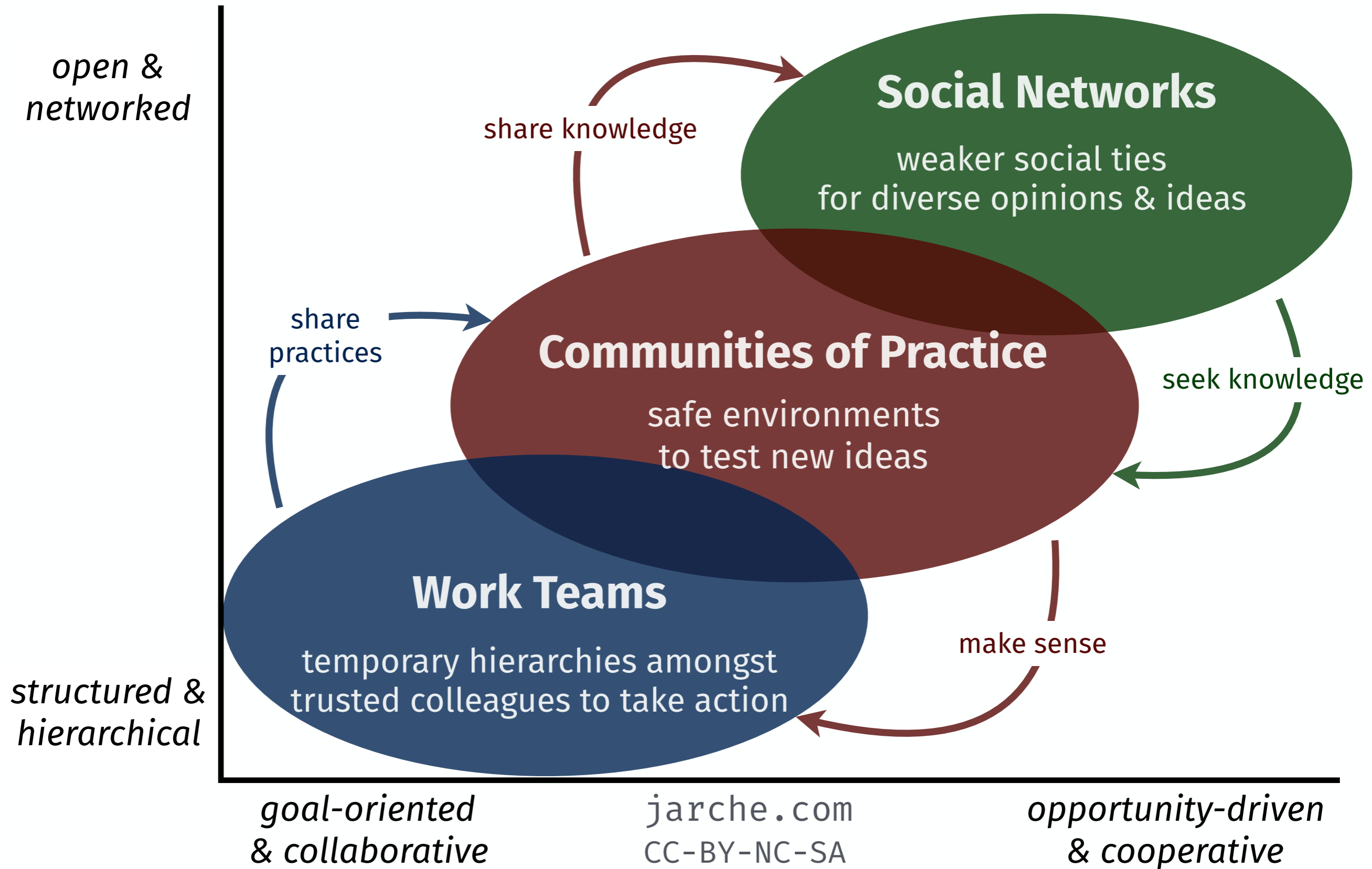
The Networked Organization

temporary, negotiated hierarchies



SEEK > SENSE > SHARE

in perpetual beta



Robert Kelley, CMU
asked knowledge workers:

“What percentage of the knowledge you need to do your job is stored in your own mind?”

1986

75%

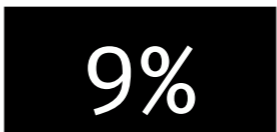
1997

18%

2006

9%

today?

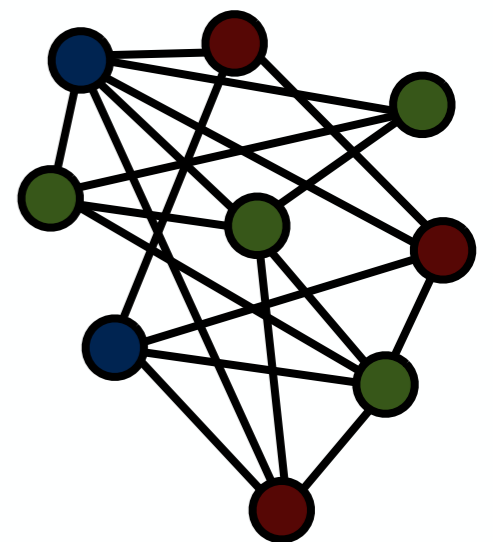


Connections

“We learned that individual expertise did not distinguish people as high performers. What distinguished high performers were larger and more diversified personal networks.”

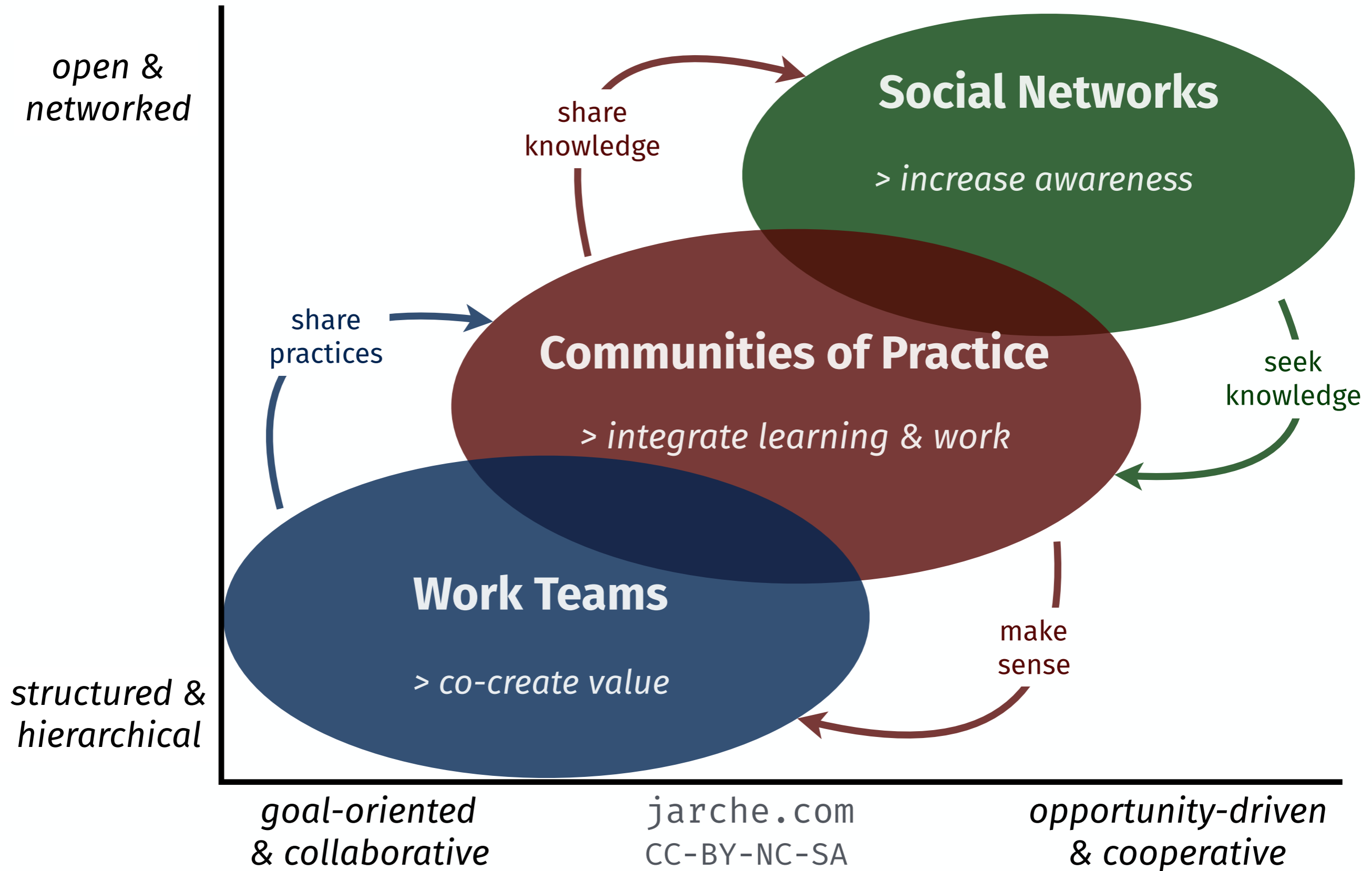
—Rob Cross, et al (2004)

The Hidden Power of Social Networks, HBS



SEEK > SENSE > SHARE

in perpetual beta





Harold Jarcho

“Harold has the rare talent of being both a thought leader and a pragmatic communicator. He is a pioneer in personal knowledge mastery — a skill just beginning to be recognized as critical in our digital age.”

—Jane McConnell

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