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Nota di contenuto	Contents; Preface; Acknowledgements; Part One: Foundations; Chapter One: Introduction; Paradoxical professionals; New context, new issues; What is in this book; Chapter Two: Knowledge at Work; How we learn; What makes an expert; Varieties of knowledge; Putting the pieces together; Chapter Three: Strategic Frameworks; Starting points; Frameworks for thinking; Finding conviction; Chapter Four: The Challenges of Change; Why initiatives fail; Difficulty is normal; Chapter Five: Leadership and Other Roles; Action starts where the buck stops; Practical leadership; Other roles Knowledge-conscious managementChapter Six: Knowledge Audit and Beyond; Finding square one; Audit techniques; From audit to action

plan; Putting plans into practice; Part Two: Tools and Techniques; Chapter Seven: The Knowledge-Friendly Office; Environments matter; Designing the knowledge-friendly office; Workplaces for teams; Chapter Eight: Expanding Networks; It's not what you know . . .; Help from IT; Designing networking tools; Chapter Nine: Learning from Peers; See one, do one, teach one; Mentoring in different contexts; Chapter Ten: Learning from Practice
Practice: the invisible lab and unsung teacher
Windows of opportunity; Foresight: learning from invention; Hindsight: learning from mistakes - and success; Choosing cases; Chapter Eleven: Communities of Practice; Encouraging enthusiasts; Creating communities; Chapter Twelve: Organisational Memory; The indispensability of the written word; Deciding what to record, and how; Capturing knowledge; Documenting knowledge; Software frameworks; Chapter Thirteen: Personal Knowledge Management; Equipment for the mind gym; Developing personal expertise; Building a bionic memory
Chapter Fourteen: Synergies
IT-enabled synergies: networking directories, knowledge bases and business systems; Creating and sharing knowledge: foresight, hindsight and knowledge bases; Multiple synergies: communities of practice, knowledge bases and mentoring; Part Three: Knowledge Management in Practice; Chapter Fifteen: Introduction to the Case Studies; The case studies; Recurring patterns; Chapter Sixteen: Case Study: Aedas; Starting points; MIS; Aedas Studio; Knowledge audit; Emerging knowledge systems; Commentary; Chapter Seventeen: Case Study: Arup; Starting points; Projects; Future Commentary
Chapter Eighteen: Case Study: Broadway Malyan; Starting points; Business Process; Who's Who; Contact database; Induction process; Commentary; Chapter Nineteen: Case Study: Buro Happold; Starting points; The prototype; The final design; Assessing the results; Commentary; Chapter Twenty: Case Study: Edward Cullinan Architects; Starting points; Knowledge strategy; Commentary; Chapter Twenty-One: Case Study: Feilden Clegg Bradley; Starting points; Hindsight reviews; Yellow Pages; Knowledge base; Commentary; Chapter Twenty-Two: Case Study: Penoyre & Prasad; Starting points
The R&D database

Sommario/riassunto

This guide shows design practices and other construction professionals how to manage knowledge successfully. It explains how to develop and implement a knowledge management strategy, and how to avoid the pitfalls, focusing on the techniques of learning and knowledge sharing that are most relevant in professional practice. Expensive IT-based 'solutions' bought off-the-shelf rarely succeed in a practice context, so the emphasis here is on people-centred techniques, which recognise and meet real business knowledge needs and fit in with the organisational culture. Knowledge is supplanting p
