

**GARY KLEIN** is a research psychologist famous for his work in pioneering the field of naturalistic decision making. By studying experts such as firefighters in their natural environment, he discovered that laboratory models of decision making couldn't describe decision-making under uncertainty. His recognition primed decision (RPD) model has influenced changes in the ways the Marines and Army train their officers to make decisions.

His company, Klein Associates, also developed a story-based variant of cognitive task analysis to gather data in complex domains. He was one of the leaders of a team that redesigned the White House Situation Room. Klein sold his company in 2005. He is now Senior Scientist at MacroCognition LLC.

He is the author of *Sources of Power: How People Make Decisions*; *The Power of Intuition: How to Use Your Gut Feelings to Make Better Decisions at Work*; *Working Minds: A Practitioner's Guide to Cognitive Task Analysis* (Crandall, Klein and Hoffman); and *Streetlights and Shadows: Searching for the Keys to Adaptive Decision Making*.

**SHAWN CALLAHAN** is the founder of Anecdote, a management consulting firm that uses its expertise in story to inspire enduring change. He has more than 15 years' experience as a consultant and researcher, and has undertaken a wide variety of projects – including community-of-practice development, knowledge-mapping and knowledge strategy.

Shawn has helped a number of large organizations apply story techniques to improving their organization's effectiveness, including IBM, Shell, KPMG, the Australian Treasury, Fuji Xerox, NAB, Cadbury, Schweppes and Rio Tinto.

Shawn is co-author of one of the leading blogs on organizational story work ([www.anecdote.com.au](http://www.anecdote.com.au)), and co-developer of *Story Method Cards*. He was co-founder of the Origins Asia Pacific Business Narrative Conference, which started in 2010.

**PATRICK LAMBE** is one of Asia Pacific's leading knowledge management experts. He co-founded knowledge management firm Straits Knowledge in 2002, is two-term past President of the Information and Knowledge Management Society, Adjunct Professor at the Hong Kong Polytechnic University, and a member of the Editorial Board of the Journal of Knowledge Management.

Patrick has worked on using narrative to influence culture, in communities of practice, managing change and understanding customers. Patrick has done story-work in support of organisational effectiveness with the British Council, the Islamic Development Bank, the European Commission, the World Bank, and numerous public sector agencies in Singapore.

Patrick is author of *Organising Knowledge: Taxonomies, Knowledge and Organisation Effectiveness*; co-author of *KM Approaches Methods and Tools – A Guidebook*; and co-developer of *KM Method Cards*, *Organisation Culture Cards*, *KM Diagnostic Cards*, and *Story Method Cards*. He was co-founder of the Origins Asia Pacific Business Narrative Conference, which started in 2010.

## REGISTRATION

*Yes! Please register me for this programme!*

- Early Bird (Register by 31st July 2011) - **S\$695**
- Normal Rate (Register from 1st August 2011) - **S\$795**
- Please contact me for group registration (3 or more from the same organisation get a discount of 10%)*
- I am a member of iKMS (eligible for 10% discount)*

### PAYMENT

- Please invoice me*
- I enclose payment by cheque*



*This Masterclass is supported by the Information and Knowledge Management Society ([www.ikms.org](http://www.ikms.org)).*

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Business registration no: 52959850K

## Masterclass

### Releasing Insight in Your Organisation Through the Power of Story

Monday 5 September, 2011

### A Unique Opportunity

*Is your organization suppressing the insights and job smarts of your people through habits and culture that prioritise error reduction and mistake avoidance?*

*In this unique collaboration, we bring together cognitive psychologist and acclaimed author Dr Gary Klein, organizational storytelling expert Shawn Callahan, and knowledge management author and consultant Patrick Lambe, to help you explore:*

- *the way that insight works in real life situations*
- *the tensions between insight and error reduction in organisations*
- *the factors that suppress insights*
- *the role of story in developing personal insight skills*
- *the role of story in building an insight-friendly organizational culture*



**Date: 5 September 2011**

**Time: 9.00am - 5.30pm**

**Place: M Hotel, 81 Anson Rd, Singapore 079908**

## Madoff - No One Would Listen

In 1999 Harry Markopolos was an obscure financial industry analyst working for an investment company in Boston. A colleague challenged him to match the performance of an investment firm run by a man called Bernie Madoff. Markopolos was sceptical that any firm could achieve such consistent results, so he dug deeper. In 2000 he warned the SEC that Madoff must be cooking the numbers. Nobody seemed to be interested in following up, but for almost a decade Markopolos tracked the firm. When the scandal finally broke, he had amassed a body of evidence that proved invaluable in the ensuing investigation and prosecution.

## Nokia - Stifling Innovation

Years before Apple introduced the iPhone, engineers at Nokia had demonstrated an internet ready touchscreen smartphone with a large display. Senior executives killed the project because they were afraid that it was too risky and costly to develop. According to several former employees of Nokia, this was characteristic of Nokia's "stifling bureaucratic culture" resulting in Nokia losing its position in several key business areas, including touch screens, software and 3D interfaces. In some cases, teams within Nokia were 3-4 years ahead of the industry, but politics and bureaucracy prevented their ideas from seeing the light of day.

# Early Warnings *Missed Opportunities*

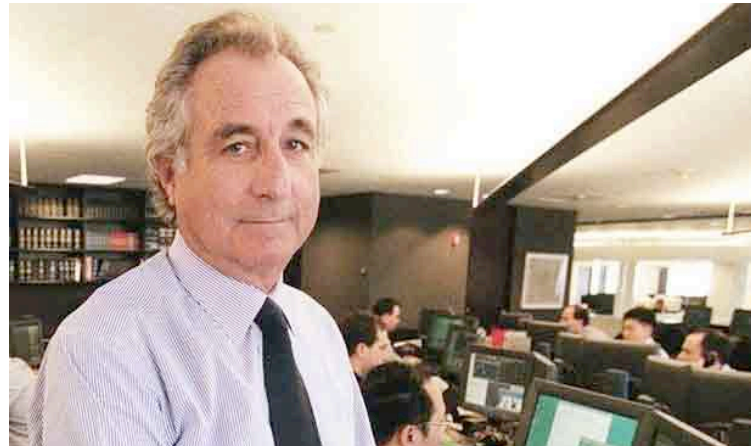
**This Masterclass** builds on groundbreaking research by Dr Gary Klein into naturalistic approaches to insight, and applies practical techniques for using narrative approaches to enhance organisational performance.

## Learning Objectives

- understand the main types of insight
- understand the role of story and storytelling in achieving insights
- identify organizational barriers to exploiting insight
- apply a range of story-based approaches to improve insight

## Who Should Attend

CEOs and general managers interested in transforming the effectiveness of their organizational cultures; directors and managers in organisational development, learning, human resources, communications, knowledge management and change management will also find valuable input to build their diagnostic and intervention capabilities.



## PART ONE - UNDERSTANDING INSIGHT IN ORGANISATIONS

1. Traditional approaches to insight and why they don't work
2. What naturalistic analysis tells us about the different types of insight, and about the levers that drive them
3. The tension between increasing insight and reducing errors
4. Understanding the role of story in developing insights

Over-concern with risk avoidance or error reduction can unintentionally create a culture that suppresses insights

## PART TWO - DIAGNOSING BLOCKAGES TO INSIGHT

5. The main factors that block the exploitation of insight in organizations
6. Using a simple diagnostic tool to identify your organisation's main blockages to insight
7. Discussing a range of ways to balance insights with error reduction

## PART THREE - USING STORY-BASED INTERVENTIONS TO BUILD AND EXPLOIT INSIGHT

8. The Story Spine: A basic story-telling technique to build insight
9. In Their Shoes: A group-based story technique to cause perspective shifts
10. Story Listening and Sensemaking: an organisation-based sensemaking approach to identify cultural patterns and surface new insights