



MIT CCS/Dartmouth Center for Digital Strategies

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www.ickn.org



Contents

1. Are Collaborative Knowledge Networks (CKNs) the organization of the future?
2. How do CKNs lead to greater innovation and better learning organizations?
3. What is the leader's role in a CKN?
4. What are the crucial members' roles in CKNs?
5. How do you find the hidden CKNs in your organization?



Of course, the CKN project is a collaborative effort, too...





The first CKN...



JESUS AND THE CHILDREN



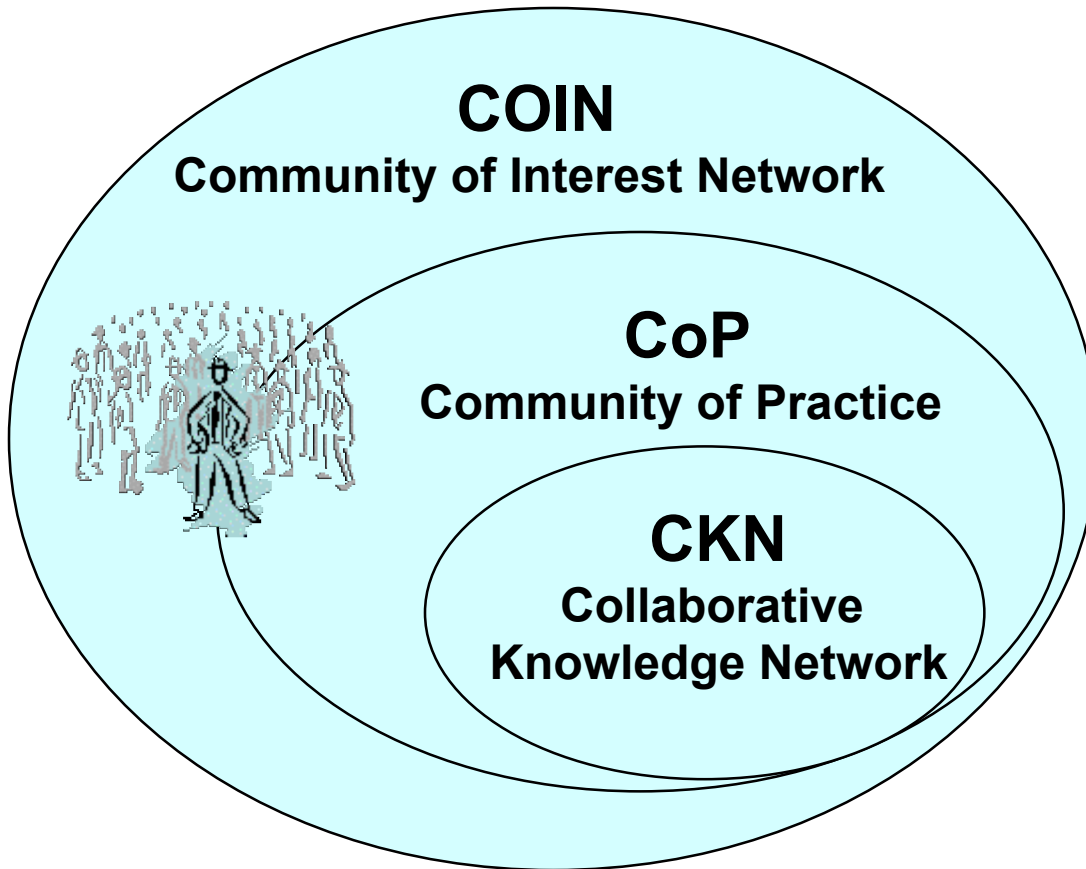
Example: Creation of the Web



The World's Online Marketplace™



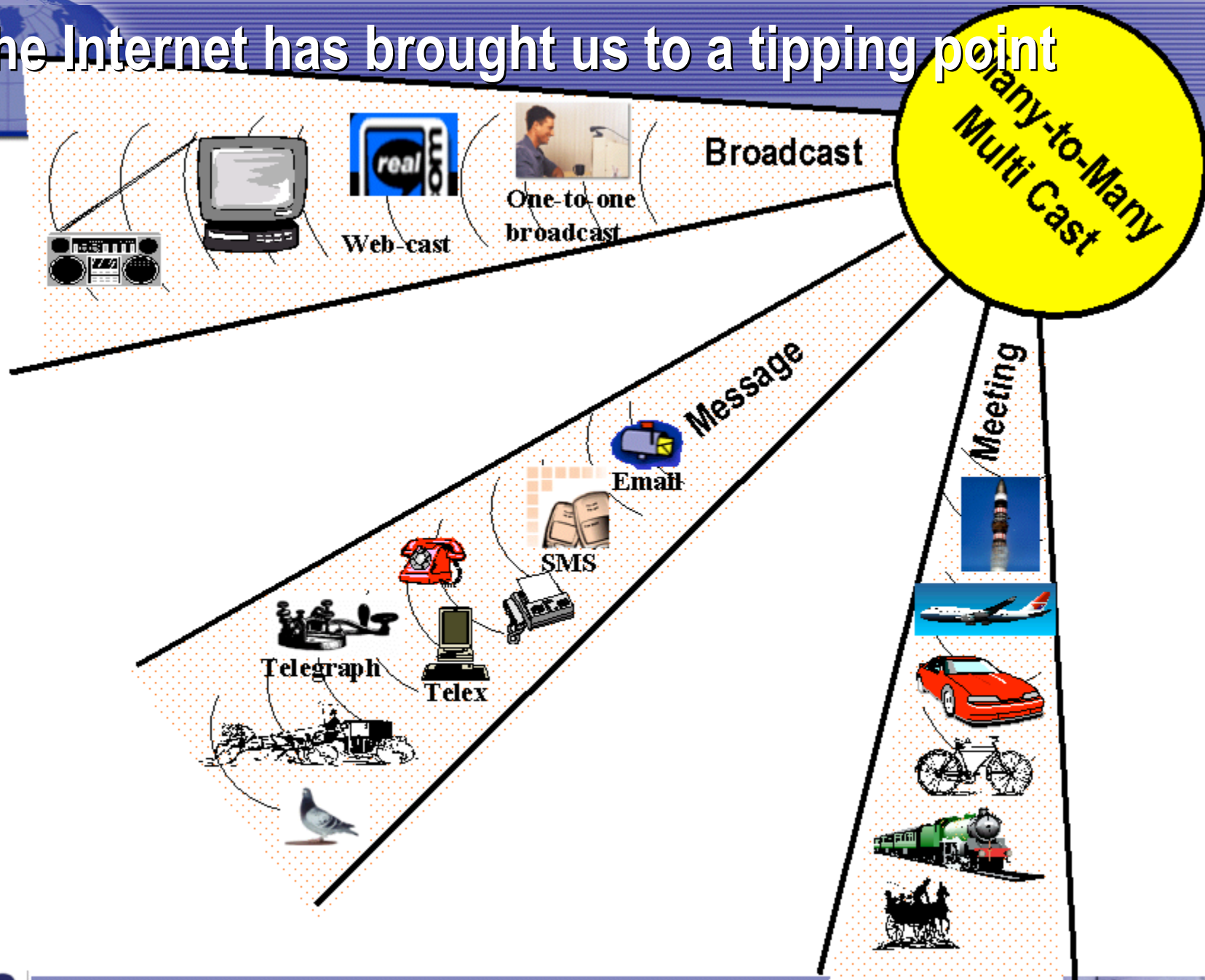
CKN Definition



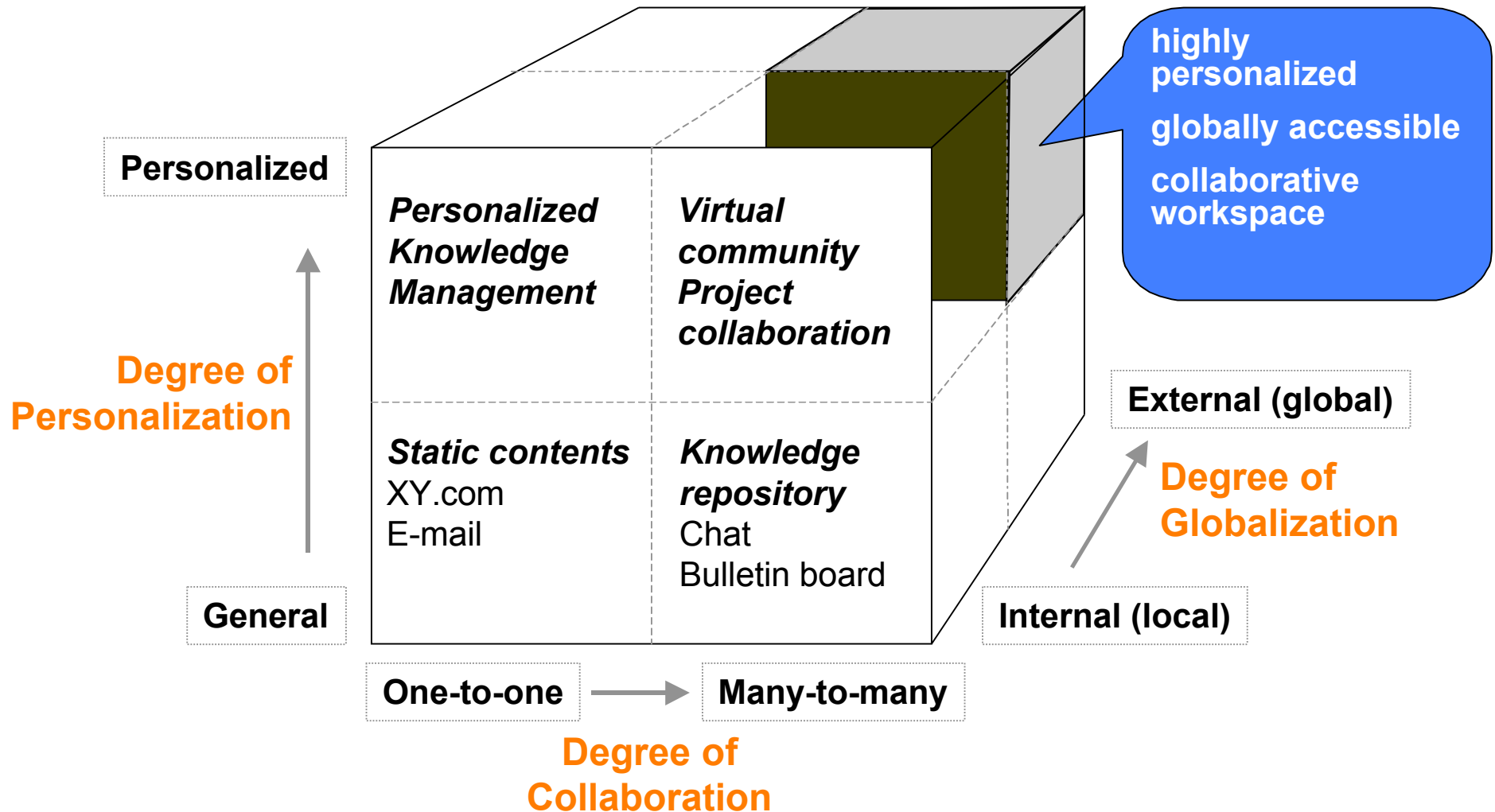
Shared Interest
+
Shared Practice
+
Shared Vision
=
Learning & Innovation



The Internet has brought us to a tipping point



3 Dimensions of Collaboration Technologies (CKN Cube)





CKN benefits - NEW Opportunities and Cost Reduction

- Learn about the **innovations** which are underway in your company
 - Find hidden business opportunities
 - Cut time to market for new inventions
- Become more **efficient in working together**
 - Identify knowledge sources
 - Streamline communication, locate inefficiencies
 - Re-engineer business processes based on communication flow
- **Reward key contributors**
 - Identify and reward subject matter experts
 - Establish trust by creating transparency
- Improve **Internet security**
 - Transparent communication flow exposes security risks





CKN Readiness - Organization & People

- Willingness to embrace change
- Collaborative work style
- Emphasis not on hierarchy, but on meritocracy
- Honesty, and ethically sound business principles
- Courage and openness
- Willingness to share
- Emphasis on reciprocity
- Learning culture



CKN Growth and Leadership



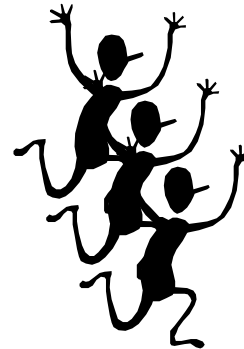
early genius



charismatic leader



motivated disciples



change forever

Internet/Web

Vannevar Bush

J.C.R. Licklider

Ted Nelson/Doug Engelbart

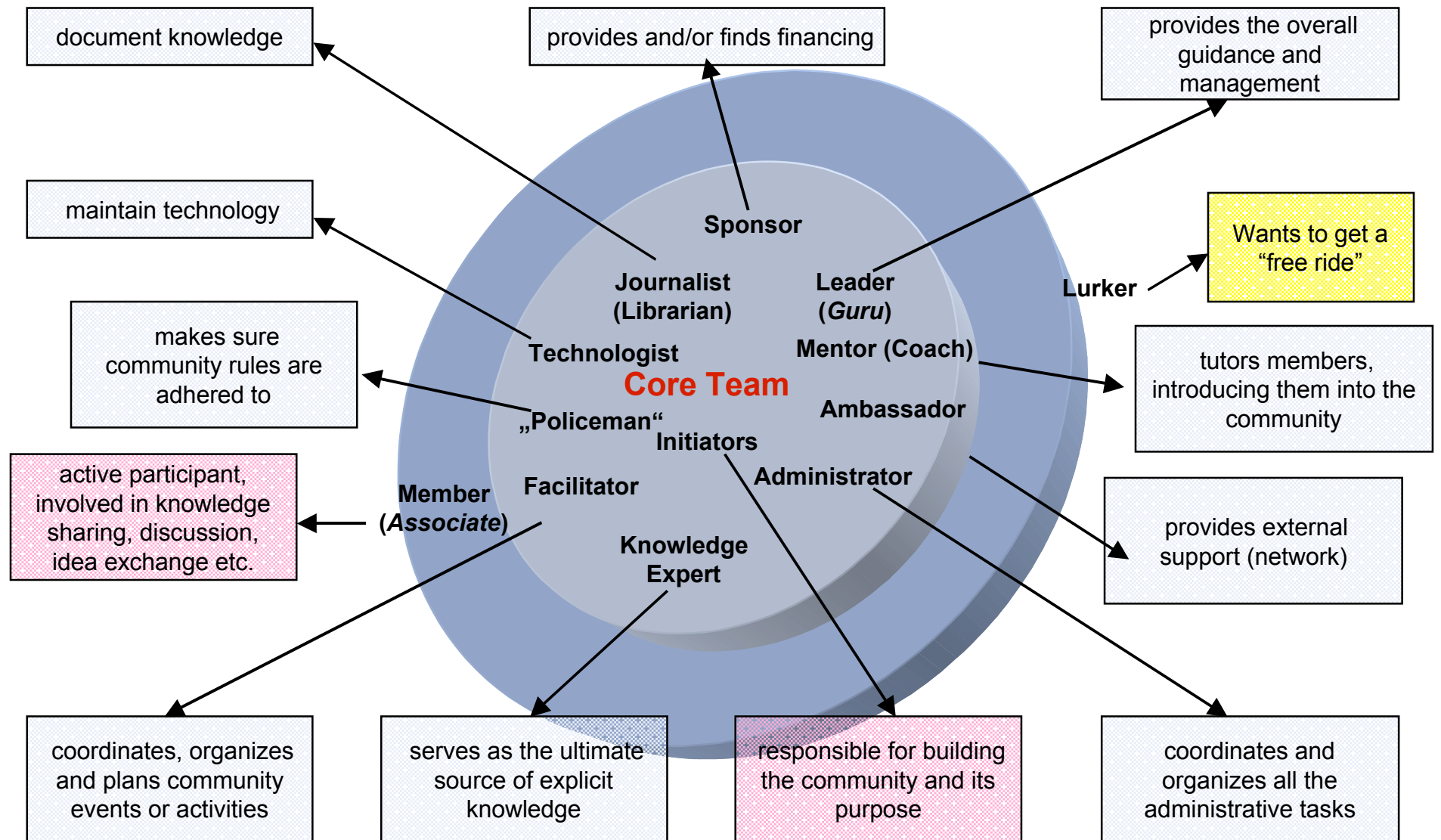
Tim Berners-Lee / Robert Cailleau

Marc Andreessen

Dot.com bubble



Roles In A Growing CKN



Find CKNs: CKN Diagnostics Research Project

(MIT/Sloan, Dartmouth/Tuck)



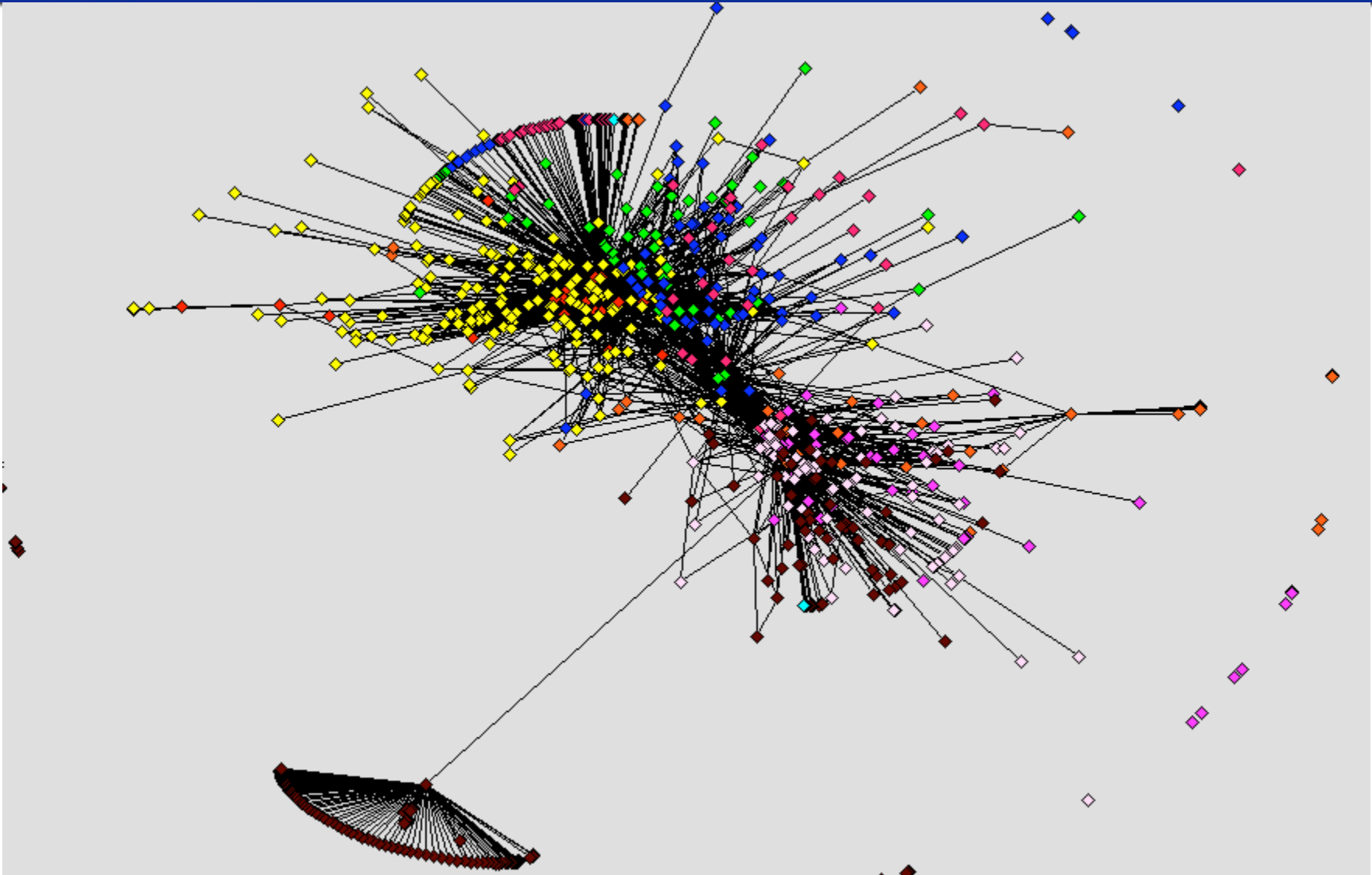
Tuck School of Business



1. Analyze electronic interaction logs such as email to find CKNs in organizations
2. Identify structural properties and parameters of successful CKNs
3. Find people that make a CKN successful: identify role profiles crucial for the success of CKNs
4. Define metric to measure success of CKNs
5. Develop framework and set of organizational guidelines that help nurture and foster CKNs
6. Develop Internet collaboration portal

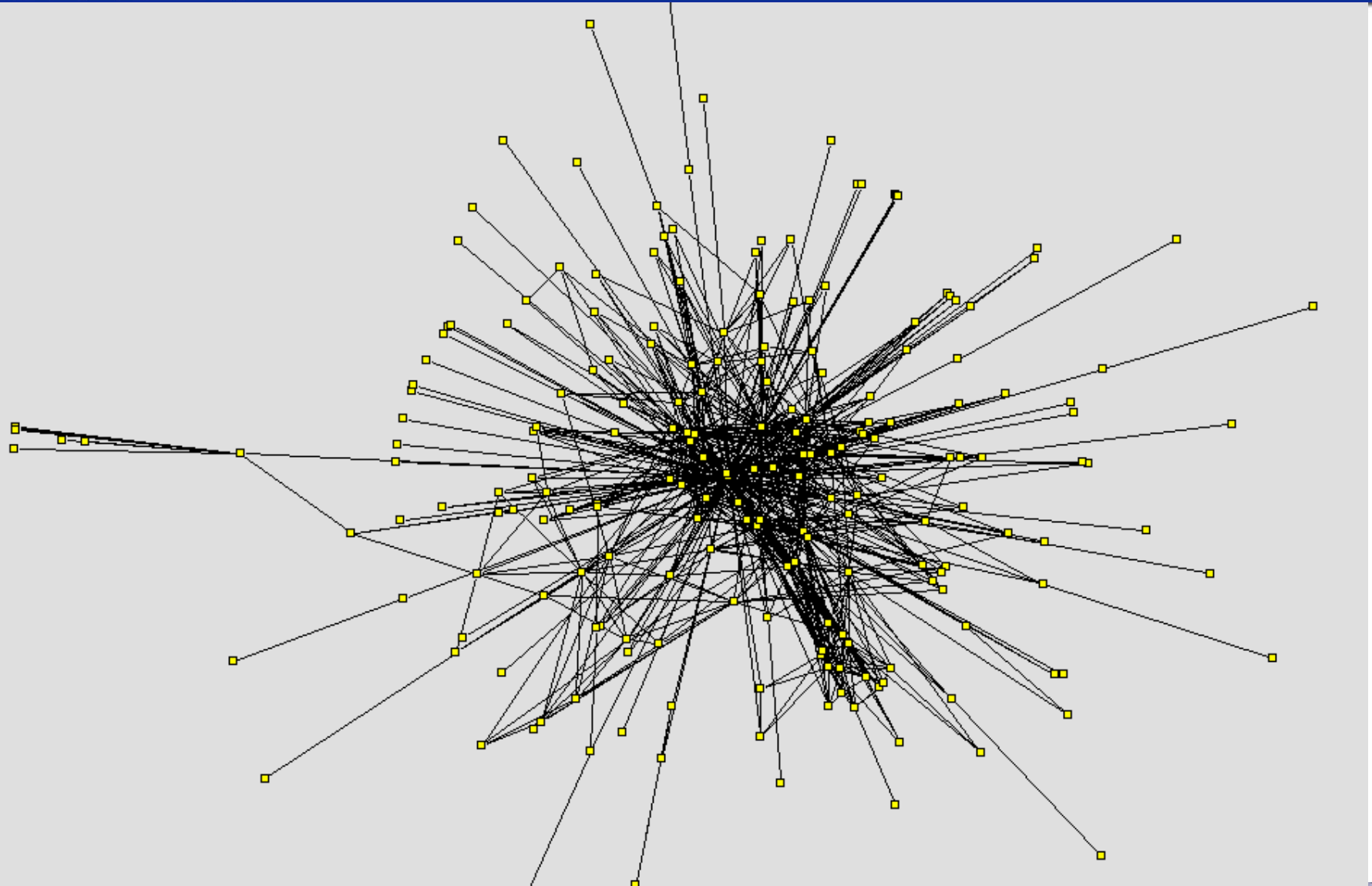


Visualization of communication flow of w3c mailing list "URI" over the period 1994 - 2003





Structure of communication flow of “URI” in 1995



Structure of communication flow of "URI" August 1995

