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Working Knowledge Research  
Program Babson, April 28,  
2004 Dorothy Leonard and  
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*Deep Smarts: How to  
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*Deep smarts are acquired through experience rather than formal teaching, and in any complex field it can take as long as 10 years to develop an expert. The challenge for both managers and teachers of business is how to accelerate this process. Many try to do so by using simulations to compress both space and time and to allow safe experimentation.*

*Deep Smarts: How to  
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*EIGHT Recreating Deep Smarts*



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*Through Guided Experience. Deep SMARTS, we have argued, are not just nice to have. They are essential to your organization, and managers who consciously cultivate them in current and future employees are investing in a competitive advantage.*

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*knowledge, know-how, and intuition gained through extensive experience.*

## *EIGHT: Recreating Deep Smarts Through Guided Experience ...*

*Deep smarts are the engine of any organization as well as the essential value that individuals build throughout their careers. Distinct from IQ, this type of expertise consists of practical wisdom: accumulated knowledge, know-how, and intuition gained through extensive experience. How do such smarts develop? And what happens when people with deep smarts leave a particular job or the*

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can be obtained using instruction manuals. These user guides are clearly built to give step-by-step information about how

*Deep Smarts How To Cultivate "Deep Smarts" is a very special book. In it, authors Dorothy Leonard and Walter Swap show the importance of 'deep smarts' to life and creativity, how to build 'deep smarts' personally and organizationally, how to assemble deep smarts for creating value, how beliefs and social influences shape 'deep smarts,' and how individuals (coaches) and organizations can transfer,*

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or cultivate 'deep smarts.'

## *DEEP SMARTS HOW TO CULTIVATE AND TRANSFER ENDURING ...*

*What sets deep smarts apart and makes them so valuable is that they are built on first-hand life experiences, resulting in tacit knowledge that is hard for other firms to copy. But, as Leonard and Swap explain, this transfer barrier is precisely what makes deep smarts such a challenge to manage inside organizations.*

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*Deep Smarts, the book, stands out among its peers in the rapidly growing field of knowledge management books on the strength of several virtues that are expressed in the subtitle. The authors show the reader how to cultivate and transfer enduring business wisdom, with 'how to' being one of the key elements.*

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