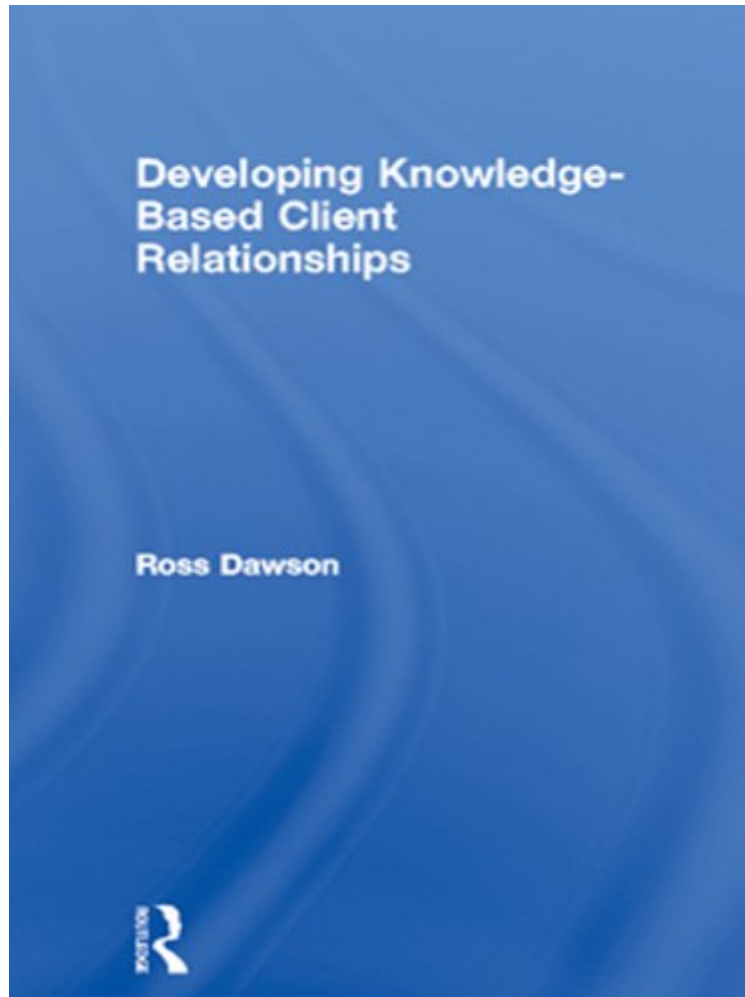


(Download pdf) Developing Knowledge-Based Client Relationships (Knowledge Reader)

Developing Knowledge-Based Client Relationships (Knowledge Reader)

Ross Dawson

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Ross Dawson : Developing Knowledge-Based Client Relationships (Knowledge Reader) before purchasing it in order to gauge whether or not it would be worth my time, and all praised Developing Knowledge-Based Client Relationships (Knowledge Reader):

43 of 47 people found the following review helpful. Deceptively Simply, Seriously Valuable By Robert David STEELE Vivas A great deal of work went into conceptualizing and crafting this book, and I give very high marks to the author, who does a really superb job of integrating insights from knowledge management, information technology, cognitive modeling, and client relationship or account management. This book makes the jump from airplane reading, to "hold and read several times more." At the heart of the book, and many appear to miss this on the first reading, is the author's distinction between commoditized information services and differentiated information services. The first, aided by automation, is on a downward spiral in terms of both value and pricing, and competition is fierce. The

second, partially aided by automation but ultimately being unique for rising to a higher level of knowledge service delivery that can only be done by expert humans, is where value pricing and differentiation can be found, and where professional services need to go if they are to remain profitable. The second urgent and valuable insight the author shares with us is the co-evolutionary nature of a service that evolves through constant knowledge transfer to the client and constant co-creation of new knowledge as the competitive advantage; and a very deep and broad relationship with the client at all levels of both organizations. One leads to the other, the other leads to finding new business with the same client, and the cycle repeats itself. This insight is especially relevant to all those who are using information technology to force single human account managers to handle more and more accounts remotely, all the while "losing touch" with their clients for lack of time to make the personal visit or personal telephone call. This is also explicitly contrary to the prevailing "black box" model where knowledge is withheld as proprietary--the author makes it clear that in this new era, withheld knowledge is much less valuable and much less survivable--this is a dying model. Among the sections of the book that I found especially worthwhile, partly for their elegance of expression and partly because they represent a considerable professionalism in distilling vast arrays of writing by others, were those that itemized the seven processes for adding value to the client relationship by adding converting information into knowledge (filtering, validation, analysis, synthesis, presentation, ease of access and use, customization); the rare simplicity of the distinction between implicit and explicit knowledge and how to communicate both kinds of knowledge; the brief but sufficient discussion of four key humans in the loop: the senior representative, the relationship coordinator, the knowledge specialist, and the knowledge customer; and the more general discussion of the various means for communicating knowledge value to the client, both in terms of channels and in terms of events including scenarios and wargaming. Contrary to the publicity, this is not a case study book, although the several "gray block" inserts are both helpful and credible. This book is an executive primer for managing value in the 21st Century, and it merits several readings, not one. Where the book falls short, and it may be that this is deliberate and better left for another book, is in the section on pricing knowledge services. Despite a fine summary of the kinds of pricing that are used, from time and materials (both the predominant means and the least profitable) to retainer to contingency to commissions and tenders, one is left feeling that neither the author nor his otherwise excellent sources have really come to grips with the fact that clients are still mired in an industrial-age financial mindset that values fixed goods and is not yet ready to pay for intangible knowledge goods. My own research suggests that fully half of the competition for knowledge professionals comes from client middle managers and senior sales or production experts who believe that they know everything they need to know to make good decisions--the other half comes from niche providers of very fragmented services, from the aggregators of online information (Factiva, Lexis-Nexis, DIALOG) to the market research firms (FIND/SVP, Fuld, SIS) to private investigative groups (Arkin, Kroll, IGI) to academic consultants (Harvard, UT) to localized information brokers listed in the Burwell Directory...and many many other sources including commercial imagery and Russian military maps of third world regions that most knowledge specialists--as well as their clients--overlook completely. Somewhere in all this mix, the big accounting and legal firms are trying to leverage their access to clients by becoming portals to global knowledge, and they are *not* delivering the integrated value they should--a value that can only come when the author's wisdom becomes conventional, and every professional services person knows how to define the question, discover and validate the sources, discriminate and distill the many sources into a value-added compelling presentation, and do so in timely easy to use fashion. Some will be deceived by the very easy to read and well-organized sections into thinking this book is slightly superficial. That is not the case. This is a very well researched book that represents enormous value-added because the author has creatively distilled and organized at least four separate literatures, and done so in a fashion that will repay multiple readings of the book by the new standard: at least twice the value of your time taken for each reading. 14 of 14 people found the following review helpful. Finally a book that blasts past all the buzz words! By Michael Ross Dawson hits it right on the head. His no nonsense approach allows the reader to dig into the subject of managing client relationships in the new economy better than anyone else I've read. I found the beginning a bit slow, but only because it explains the context for readers of all experience. I highly recommend pushing through the introductory chapters as quickly as possible because the meat of the book is excellent and exciting, particularly the discussion on linguistics. (And, I'm not a big fan of linguistics!) Michael Ross EVP Capital Markets Thomson Financial Boston, MA 6 of 6 people found the following review helpful. Great perspective on the forces of the New Economy By Customer Because of their vanguard position as information builders and providers, professional services firms are even more vulnerable than most organizations to the rapid changes caused by the New Economy. Ross Dawson's book offers a great prescription for any company, large or small, whose business depends on developing and leveraging information to build lasting customer relationships. As the forces of the network economy transform "bricks-and-mortar" industries like retail and distribution, it's easy to overlook professional services as a focus for change. Those who do, though -- especially those in the industry itself -- do so at their peril. If they don't use Ross Dawson's excellent blueprint for the future of their business, their competitors certainly will.

The publication of this book heralds a new field of management, thought and practice. The advocates of the

'knowledge economy' have to date focused almost exclusively on how managers can increase the internal productivity of their knowledge assets and intellectual capital. The important next step is understanding that a large and rapidly increasing proportion of the value of business transactions is in knowledge itself. Once this is recognized, managers must devote their attention to how to maximize the value of that knowledge to customers, and tie that directly to developing enduring and profitable relationships. *Developing Knowledge-Based Client Relationships* guides the reader to understanding the increasing importance of information and knowledge in business transactions and client relationships. It then goes on to present in an extremely practical fashion what knowledge organizations can do to enhance the value of the knowledge they deliver to clients and use that to develop profitable relationships. This is done by presenting underlying theoretical framework, a variety of tools for structuring relationships and presenting knowledge to clients, and numerous case studies and examples of firms which have implemented these concepts successfully. Fills a gap in present knowledge literature in the customer knowledge area Practical tools and effective case studies with world-recognized companies Shows how knowledge organizations of all kinds can increase their competitive edge by adding value to their clients

From the Publisher "Ross Dawson has done a brilliant job of examining how all businesses (not just professional services, though that is where he focuses) can build knowledge-based relationships to create new, immensely lucrative ways of doing business." - Thomas A. Stewart, Author of *Intellectual Capital* "At last! A book that talks about the practical challenges and difficulties we all face in applying knowledge management principles in a professional services environment. This book should be required reading, not only for professional services knowledge workers, but also for aspiring content dot-com entrepreneurs." - John G. Peetz, Chief Knowledge Officer, Ernst Young LLP "A much-needed guidebook for all who seek to add value through knowledge, and get paid for doing it." - Keith Reinhard, Chairman/CEO, DDB Worldwide Communications Group "Ross Dawson's book offers a meticulous analysis of all key drivers which define successful business relationships. Highly topical, *Developing Knowledge-Based Client Relationships* is a must read for all whose survival hinges on their ability to successfully convert transaction-based interactions into comprehensive long-term partnerships with their clients." - Marcel Kreis, Managing Director, UBS Singapore "It is an essential read for managers in all organizations, and I'd particularly recommend managers of internal service departments to study its ideas carefully." - Dr. Karl-Erik Sveiby, Author of *The New Organizational Wealth* About the Author B.Sc. (Hons.) in Physics, Bristol University, U.K., Managing Director of Advanced Human Technologies: a consulting firm specialising in developing the information and knowledge skills and capabilities of investment banks and knowledge organizations