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Cultivating deep smarts in an organization requires serious commitment from a manager. The manager must study it enough to understand its nature. It also requires a big investment in other people in order to give them the opportunity to develop deep smarts, which is to say, to move beyond ordinary levels of competence.

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Deep Smarts: How to Cultivate and Transfer Business Wisdom. Boston, MA: Harvard Business School Press, 2005.

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Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom Dorothy Leonard Walter Swap Review of Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom, by Dorothy

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"Deep Smarts" is a very special book. In it, authors Dorothy

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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, or cultivate `deep smarts.'

Amazon.com: Customer reviews: Deep Smarts: How to ...
Her 2005 book *Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom* (co-authored with Walter Swap) explores the importance and nature of experience-based knowledge. Responding to requests for practice-based tools and techniques for transferring knowledge, she and co-authors Walter Swap and Gavin Barton published in 2015 *Critical Knowledge Transfer: Tools for Managing Your Company's Deep Smarts* .

Deep Smarts and Core Capabilities — Knowledge Architecture
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An interview with Dorothy Leonard and Walter Swap: The first issue that any organization has to face is the identification of the deep smarts. Dorothy Leonard and Walter Swap are co-authors of the new book 'Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom.' Leonard is a professor emerita at the Harvard Business School and Swap is a professor of psychology emeritus at Tufts ...

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