

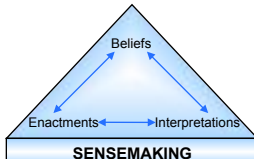
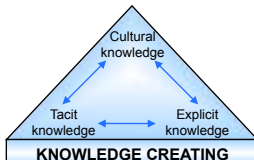
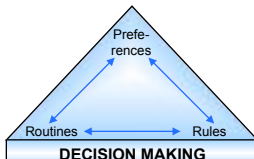
Putting the knowing organization to value



Prof. Chun Wei Choo
Wittenburg, 10 June 1998

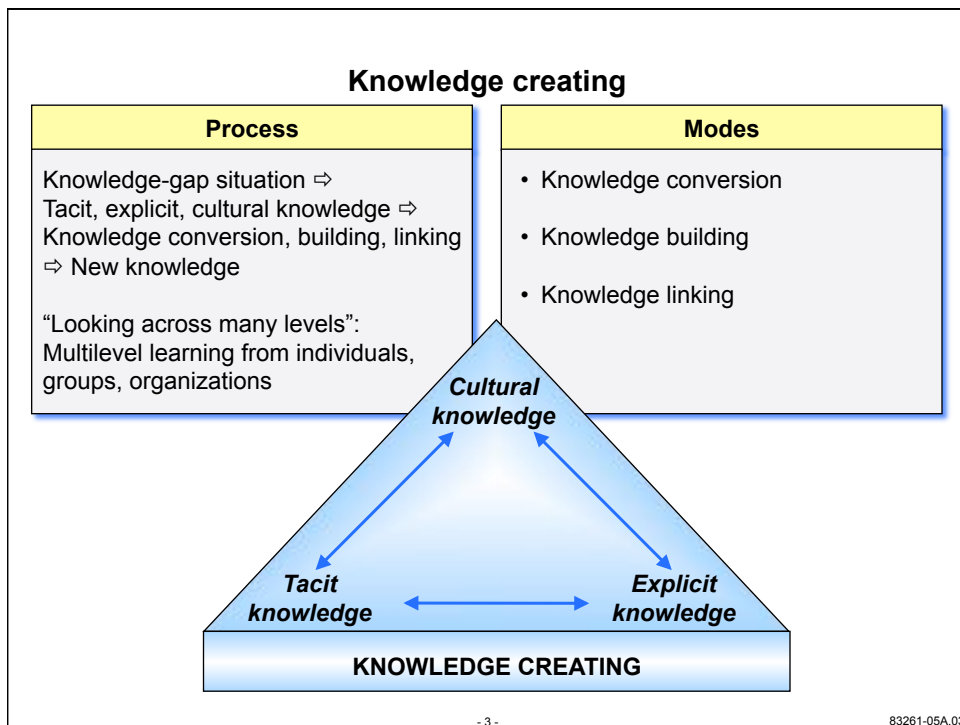
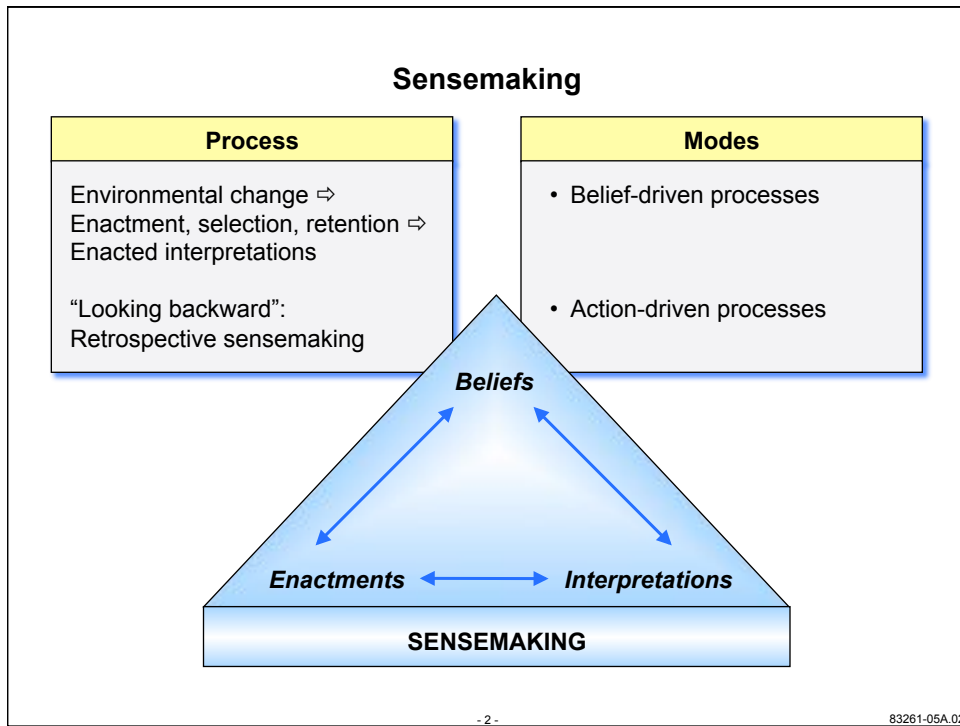
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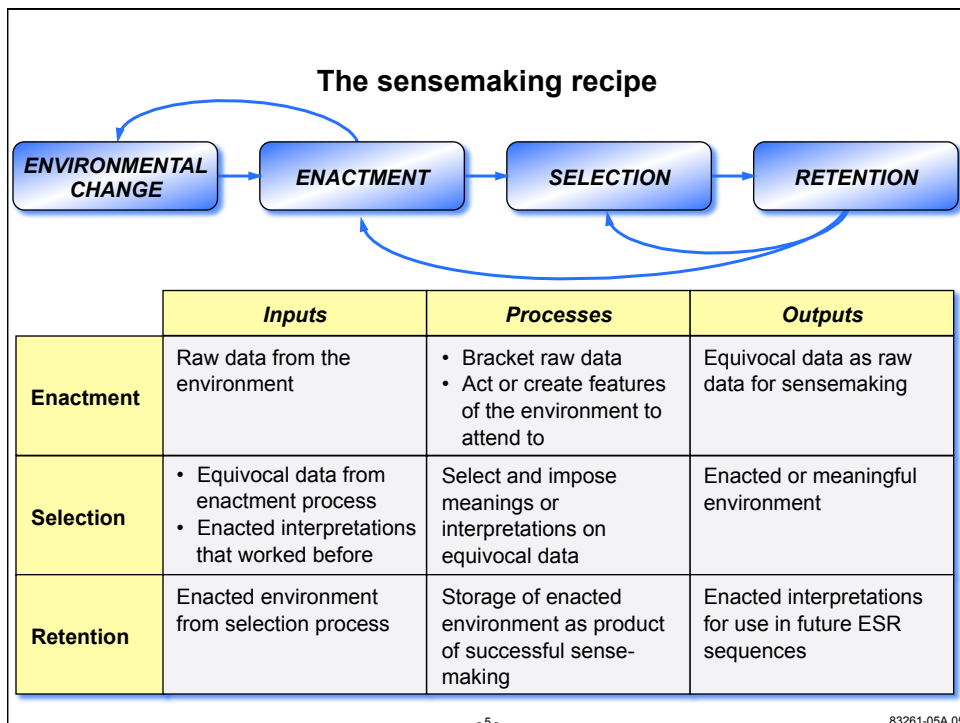
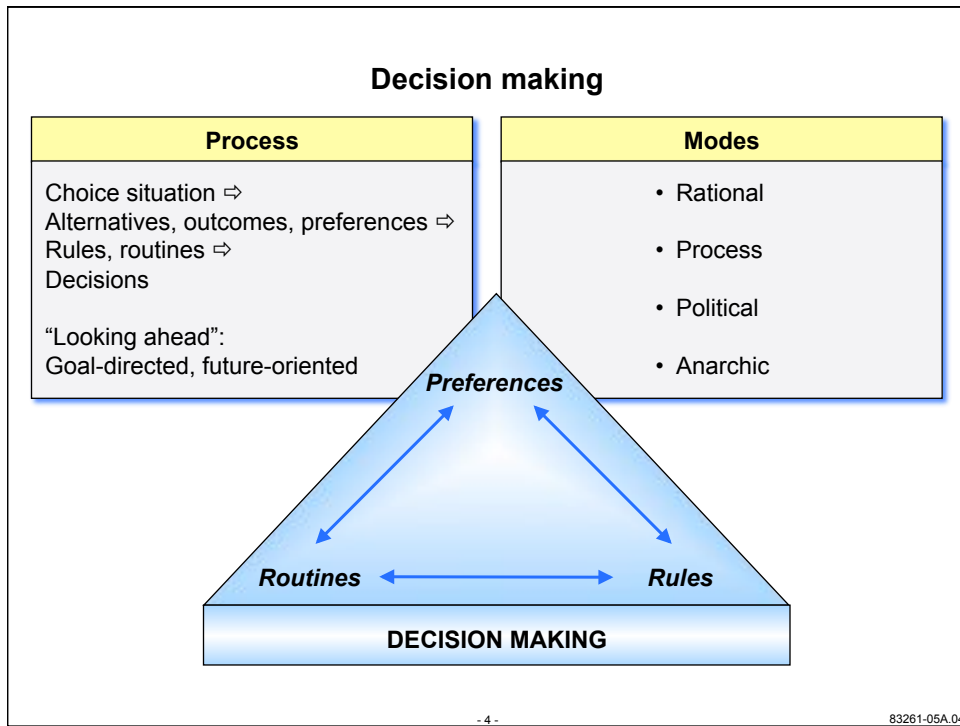
Three modes of information use in organizations

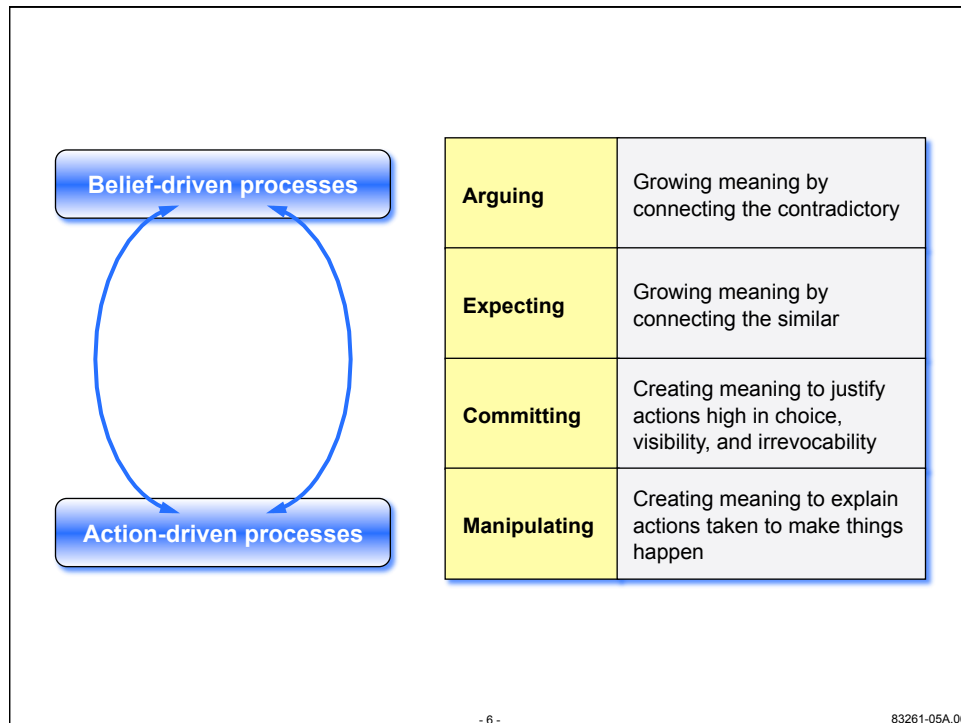
Model	Process	Modes	Interactions / Resources
SENSE-MAKING	Environmental change ⇨ Enactment, selection, retention ⇨ Enacted interpretations "Looking backward": Retrospective sensemaking	<ul style="list-style-type: none"> • Belief-driven processes • Action-driven processes 	
KNOWLEDGE CREATING	Knowledge-gap situation ⇨ Tacit, explicit, cultural knowledge ⇨ Knowledge conversion, building, linking ⇨ New knowledge "Looking across many levels": Multilevel learning from individuals, groups, organizations	<ul style="list-style-type: none"> • Knowledge conversion • Knowledge building • Knowledge linking 	
DECISION MAKING	Choice situation ⇨ Alternatives, outcomes, preferences ⇨ Rules, routines ⇨ Decisions "Looking ahead": Goal-directed, future-oriented	<ul style="list-style-type: none"> • Rational • Process • Political • Anarchic 	

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Types of organizational knowledge

Tacit knowledge	<p>The implicit knowledge used by organizational members to perform their work and to make sense of their worlds.</p> <p>Tacit knowledge is hard to verbalize because it is expressed through action-based skills and cannot be reduced to rules and recipes.</p>
Explicit knowledge	<p>Knowledge that can be expressed formally using a system of symbols, and can therefore be easily communicated or diffused.</p> <p>Explicit knowledge may be object-based or rule-based.</p>
Cultural knowledge	<p>The cognitive and affective structures that are habitually used to perceive, explain, evaluate, and construct reality.</p> <p>The assumptions and beliefs that are used to describe and explain reality, as well as the conventions and expectations that are used to assign value and significance to new information.</p>

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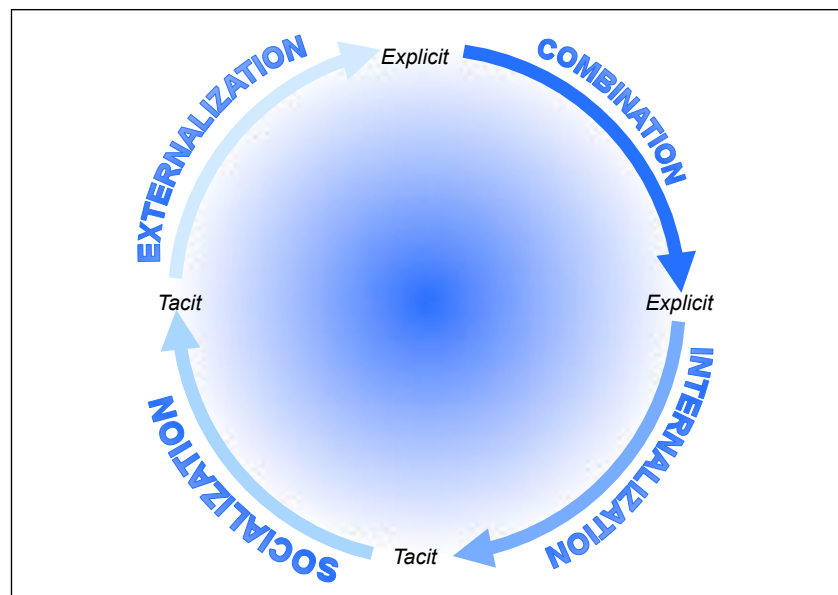
Issues

- The three types of organizational knowledge are interdependent and applied conjointly
- The more integrated the three types of knowledge, the more unique the organizational advantage
- To what extent does organizational knowledge need to be captured / represented in situ, in toto, and in vivo?

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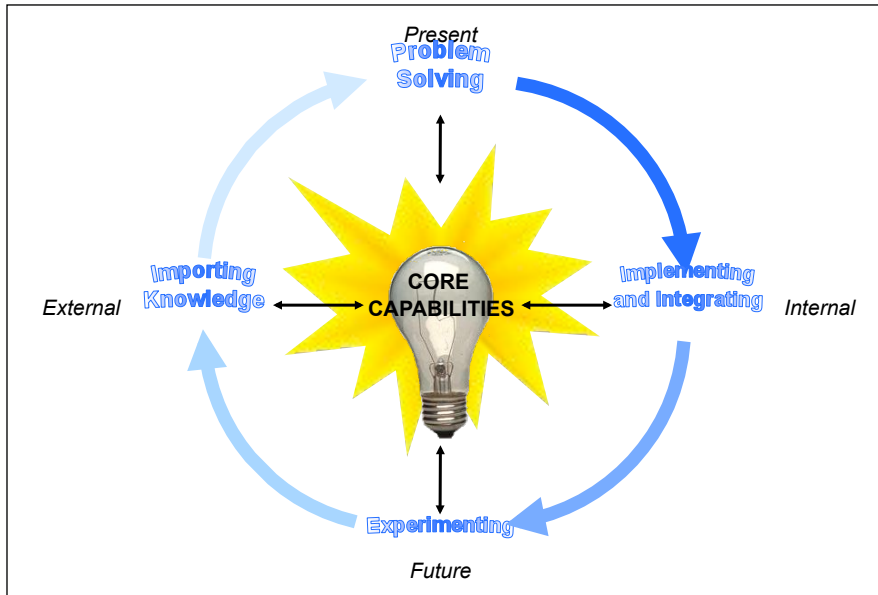
Organizational Knowledge Conversion Processes (Nonaka and Takeuchi 1995)



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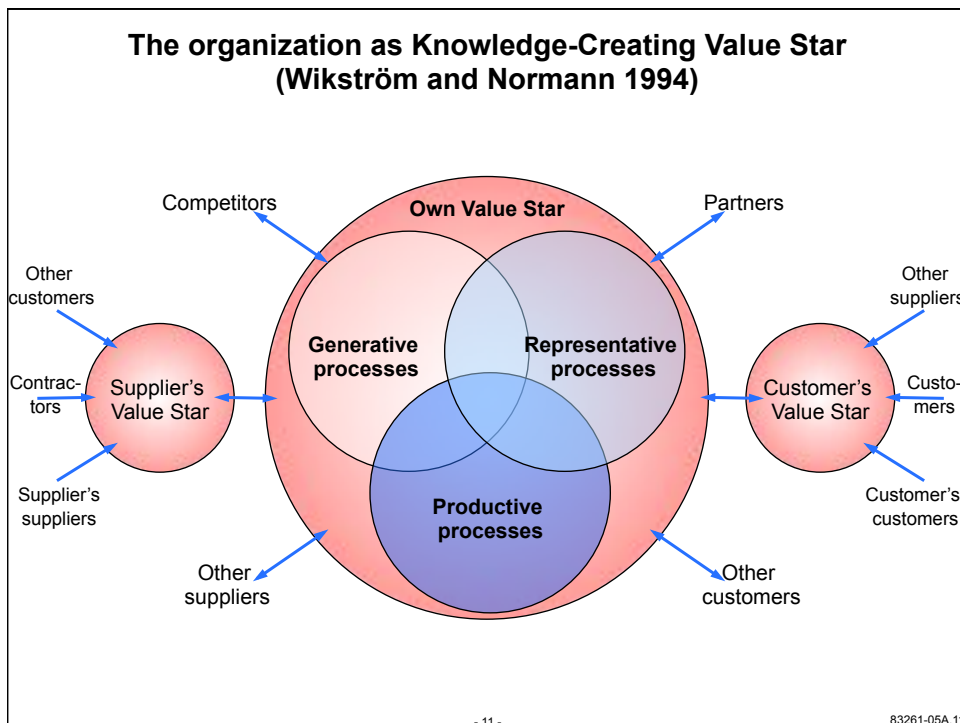
(The wellsprings of knowledge Dorothy Leonard-Barton 1995)



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The organization as Knowledge-Creating Value Star (Wikström and Normann 1994)



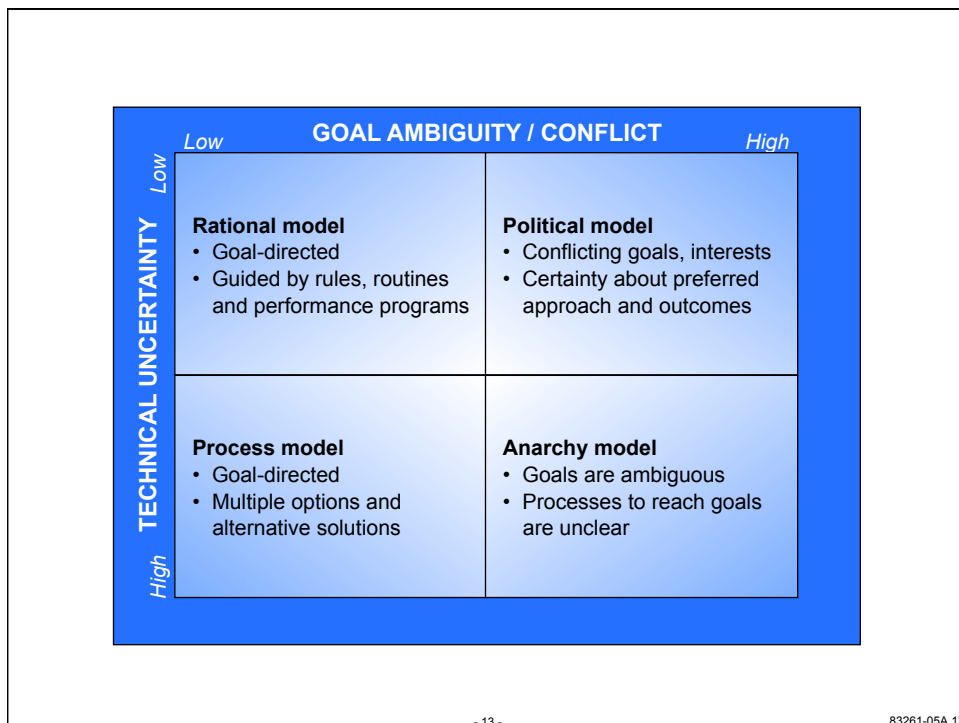
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Knowledge Processes <i>Wilkström, Normann (1994)</i>	Knowledge Conversion <i>Nonaka, Takeuchi (1995)</i>	Knowledge Building <i>Leonard-Barton (1995)</i>
Generative Processes • Generating new knowledge	1. Sharing tacit knowledge “Socialization” (Tacit ⇌ Tacit)	a. Shared problem solving
	2. Creating concepts “Externalization” (Tacit ⇌ Explicit)	b. Experimenting & prototyping
Productive Processes • Operationalizing new knowledge	3. Justifying concepts	c. Implementing & integrating new processes & tools
	4. Building archetypes “Combination” (Explicit ⇌ Explicit)	
Representative Processes • Diffusing, transferring new knowledge	5. Cross-leveling knowledge “Internationalization” (Explicit ⇌ Tacit)	d. Importing knowledge

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