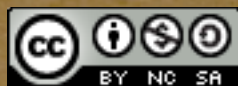


4. Knowledge Management Models

Knowledge Management Introduction
♻️ 2008 Lecture Slides



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<http://stiivi.com>

 Stiivi

Nonaka and Takeuchi

socialization

externalization



tacit



explicit

internalization

combination

Socialization



Socialization

- sharing face-to-face
 - *observation, immitation, practice*
- very effective means of creation and sharing
 - *however very limited*
- knowledge remains tacit
 - *drawback*



Externalization

- gives visible form to tacit knowledge
 - *converts it to explicit*
- makes knowledge shareable



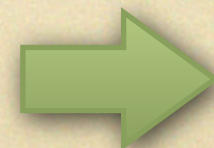
Combination

- recombining to a new form
 - *synthesis, trend analysis, summary, linking and cross-referencing*
- categorization, tagging
- creating training material



Internalization

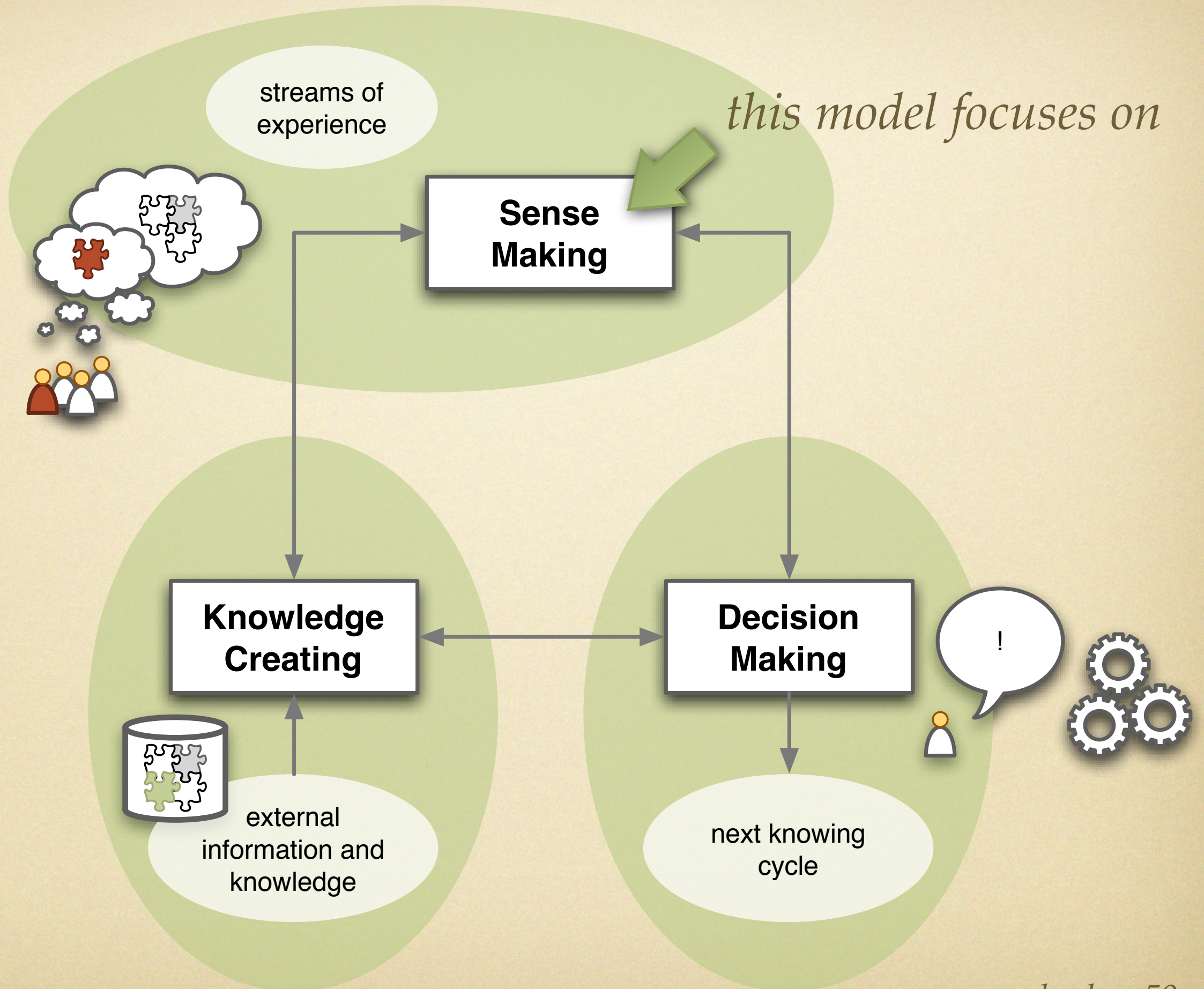
- embedding new mental models
- **learning by doing**
- employees know how to do their jobs and tasks differently



Knowledge Spiral

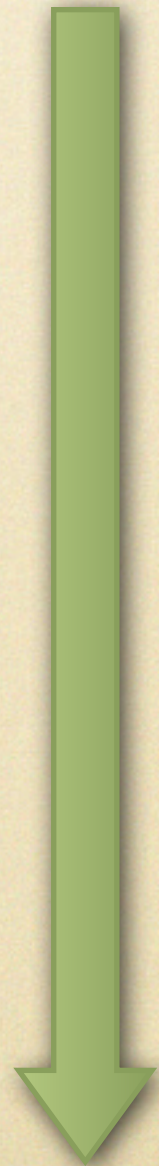


Choo



Sense Making

- ecological change
 - *external trigger of internal change*
- enactment
 - *construction, rearrangement or removal of content*
- selection and retention
 - *interpretation of observed and enacted changes*



Bounded Rationality

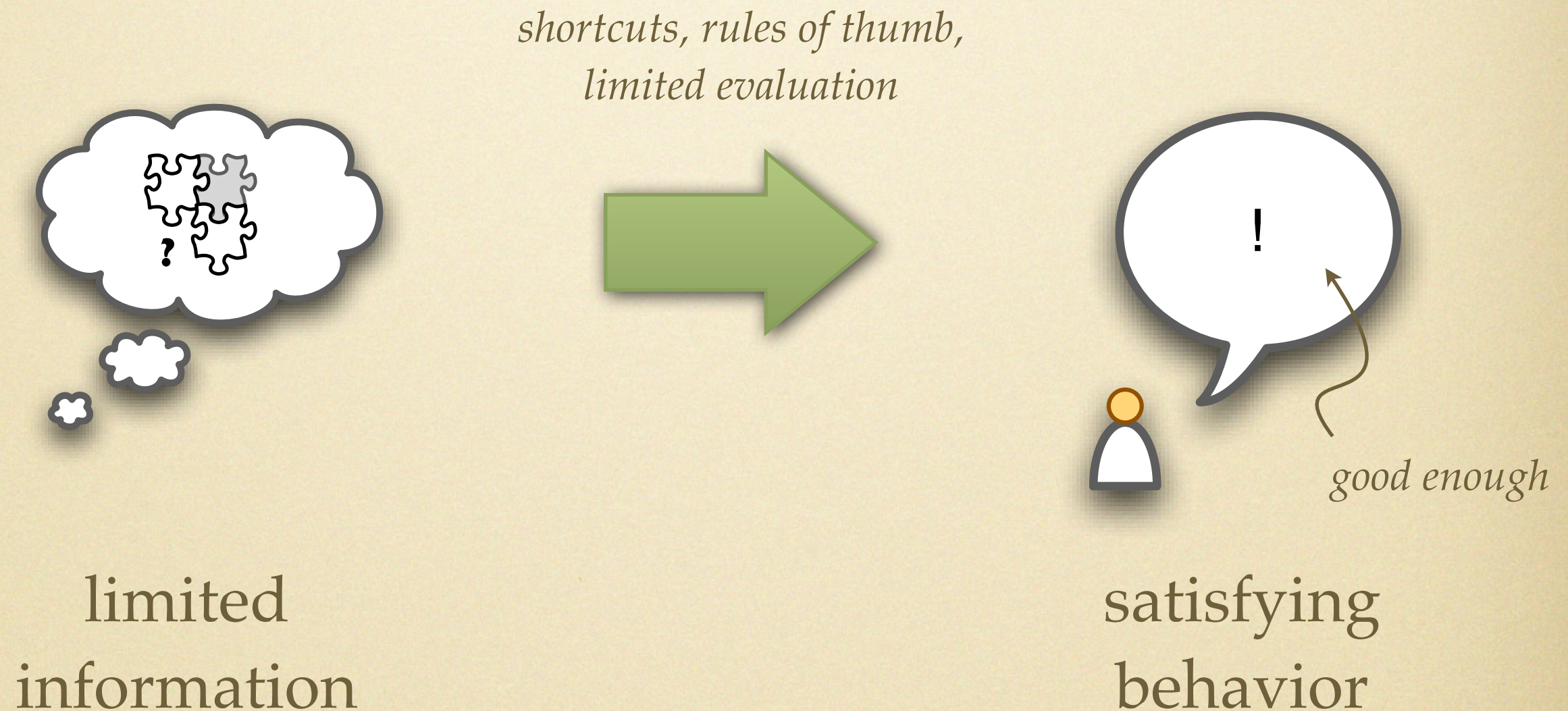
Rationality is bounded when it falls short of omniscience.

Failures of omniscience are largely **failures of knowing all the alternatives**, uncertainty about relevant exogenous events and **inability to calculate consequences**.

Simon, 1978

Bounded Rationality

Explained

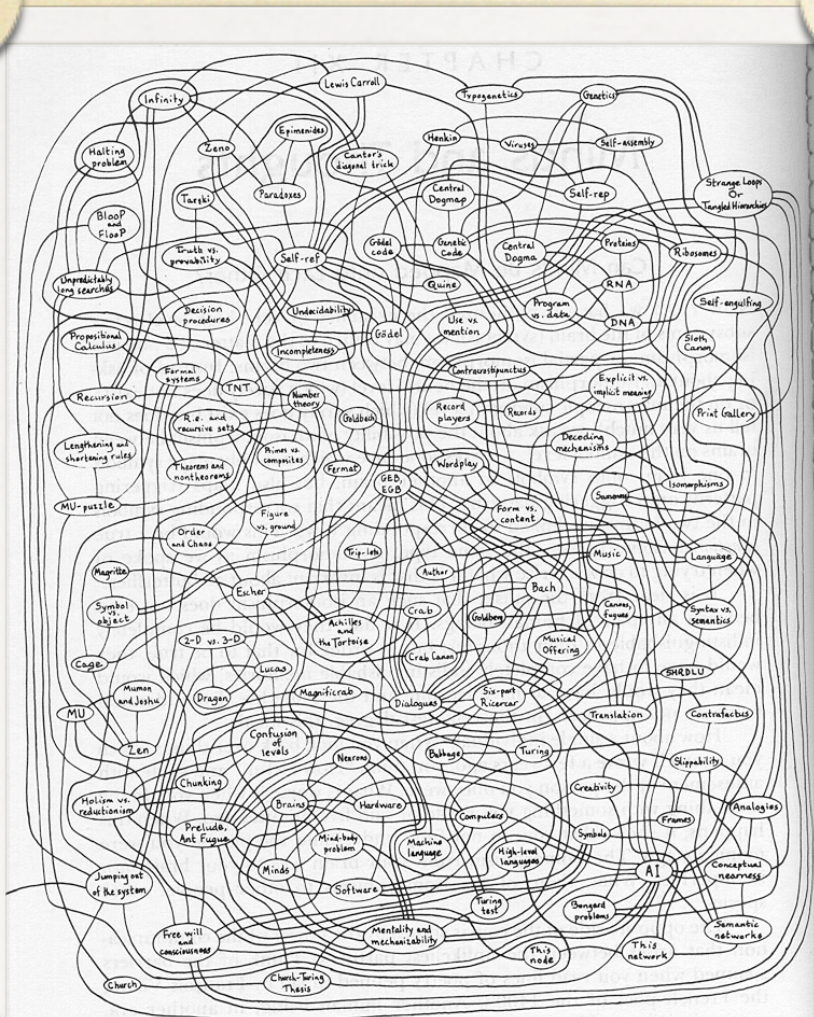


Wiig

Wiig Model

- completeness
 - *how much relevant knowledge is available*
- connectedness
 - *well understood relations between knowledge objects*
- congruency
 - *all facts and links are consistent*
- perspective and purpose

Semantic Network



represents semantic (meaning)
relations between the concepts

try following to get the idea:

👉 *Word Net* wordnet.princeton.edu

➡ *VisuWords* www.visuwords.com

Three Forms of Knowledge

- public knowledge
 - *explicit, taught and routinely shared, available in public domain*
- shared expertise
 - *proprietary held by knowledge workers, shared in their work*
- personal knowledge

Types of Knowledge

- factual
 - *deals with data, measurements and readings*
- conceptual
 - *systems, concepts and perspectives*
- expectational
 - *judgements, hypotheses*
- methodological
 - *reasoning, strategies*

Wiig KM Matrix

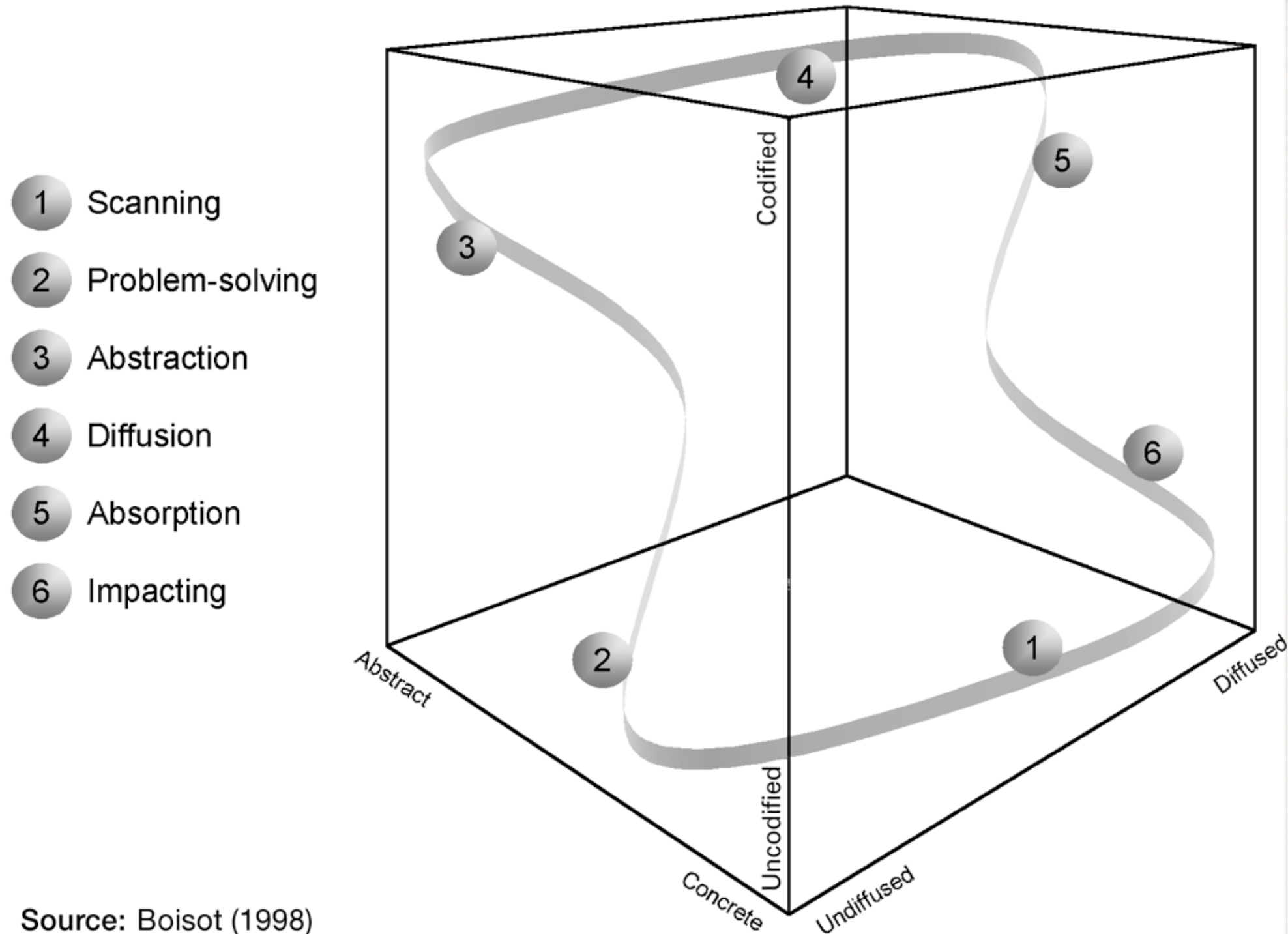
Type

Form	Type			
	factual	conceptual	expectational	methodological
public				
shared				
personal				

**intentionally left blank for a thought exercise*

Boisot

I-Space



Source: Boisot (1998)