Some thoughts on knowledge management

Hilda Tellioğlu

Institute of Design and Assessment of Technology
Vienna University of Technology
Multidisciplinary Design Group
hilda.tellioglu@tuwien.ac.at
Research Setting

- Organisations

Artifacts — Processes — Control
People — Structure
Knowledge in work processes

- experiences & approaches in processes
- copy from other companies
- implement approaches published
- learn by doing
- adapt if possible
- use of specialized artifacts & coordination mechanisms
People & their knowledge

• persistent activities by conventions & procedures or artifacts
• definition of pre-computations & options in coordinative actions
• invention & use of formal constructs
• use of ordering systems
• sometimes difficult to articulate what one knows
• especially in changing organisations
Role of artifacts

- atomic/composed
- multilayered
- persistent, used as organizational memory
- access mechanisms
- multi-context systems
Knowledge Life Cycle Model

Knowledge

Organisation

Volatility

Knowledge Management

t=0

t=1

t=2

t=3

t=n

t=4
Knowledge Management

Knowledge

Volatility

Organisation

time-based?

product-based?

service-based?

business processes?

artefacts?

coordination protocols?
Knowledge Management

Organisation

Knowledge

Volatility

individual?

implicit / explicit?

internal / externalised?

formal / informal?

individual content knowledge

organisational collective knowledge = schema knowledge

Knowledge Management
Knowledge Management

Organisation

Volatility

culture?
infrastructure?
purpose & strategy?
information for risk analysis?
information for contingency plans?
where to change?
to which degree to change?
Organisation

Knowledge

Volatility

KM practice?

socialisation?

externalisation?

internalisation?

combination?

Knowledge Management

socialisation?
Knowledge Management

Organisation

Knowledge

Volatility

KM established?
efficient KM?
accepted KM?
successful KM?
change KM?
what to change?
impact on business processes?
consequences?

t=0
t=1
t=2
t=3
t=4
t=n
Knowledge Life Cycle Model

Organisation

Knowledge

t=0

t=1

individual
content
knowledge

t=2

organisational
collective
knowledge

= schema
knowledge

t=3

t=n

Socialisation

Externalisation

Internalisation

Combination

Knowledge Management

Volatility
Knowledge Life Cycle Model

Organisation

Artifacts — Processes — Control
People — Structure

Combination

Internalisation

Externalisation

Socialisation

Knowledge

organisational collective knowledge = schema knowledge

Volatility

KNOWLEDGE MANAGEMENT

PROCESS MANAGEMENT

IT MANAGEMENT

CONFIGURATION MANAGEMENT

DOCUMENT MANAGEMENT

Change Management

Artifacts — Processes — Control
People — Structure

Combination

Internalisation

Externalisation

Socialisation
Process Management

- about operational processes
- based on knowledge available
- to improve processes
- keen on accessing people’s knowledge and skills
- initiate changes on all operational levels
IT Management

- needed for all areas of an organization
- context- and people-aware design and introduction needed
- contains other areas like configuration management or document management
Conclusions

• Knowledge management is more than just socialization, externalization, internalization, and combination.

• It is connected to all other management approaches like process, IT, configuration, document, and change management.