The "Knowledge Management Football" as a holistic approach to organisational Knowledge Management

Dr. Rolf Blumentritt

Abstract— **This Paper will present an adapted model to explain the management of knowledge in organisations, which will incorporate earlier developments.**

I. The Knowledge Management Football

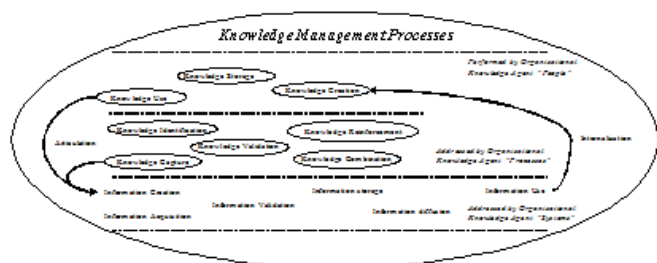The Knowledge Management Football consists of the Knowledge Management Processes.

Fig. 1. Strategic Knowledge Management Football

II. The Knowledge Management Processes

The Knowledge Management Processes are defined as a series of actions, which are carried out in order to achieve the set knowledge management target. They are divided into two main groups the knowledge processes and the information processes. In the framework, they can be distinguished through circles around the knowledge processes. Together the two groups provide a list of ongoing knowledge management processes in an organisation. These are influencing the knowledge and information in an organisation and the following descriptions of each process. However, the intent of the explanations is not to give detailed instructions of how to solve the problems arising from the processes. Rather more to enhance the focus of the organisation on these processes and acknowledge them as integral part of knowledge management.
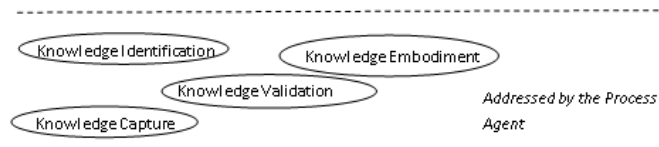
A. Personal *Knowledge Processes*
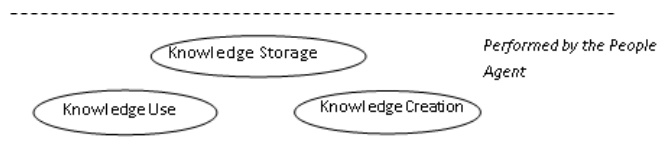
Personal knowledge processes are cognitive processes that appear within an intelligent system. The processes will be explained in respect to knowledge management and possible implications from that will be highlighted. Before explaining the process it has to be emphasised, that the explanations given are in no way an attempt to explain the complex processes which occurs in a human brain. It is rather thought to bring these processes to the attention of the organisation to be able to understand their impact of a holistic knowledge management approach. The main impact on knowledge management imposed by the cognitive processes is that they cannot be influenced easily and are not easily controllable. An example might be given in a case of a master and his apprentice. The master shows his apprentice a certain skill of the trade. After he has shown him what, and how to do it, he cannot be sure that the apprentice has taken up the information and knows now how to perform the same task. Time will tell if this has happened or not. Even in the ideal case of a master-apprentice relationship, the master does not know instantly if the apprentice has create the knowledge that the master intended him to create. Organisational settings today are often far away from a master-apprentice relationship, and it becomes even harder to assess these cognitive processes.

- *Knowledge creation* – The act of bringing new knowledge into existence.
- *Knowledge storage* – The process of storing knowledge until it is needed.
- *Knowledge Use* – The process of deliberately using knowledge to initiate certain actions.

B. Organisational *Knowledge Processes*

Organisational Knowledge Processes signify the activities an organisation has to initiate and perform in order to manage the knowledge in an organisation. These processes are explained and examples for possible activities within the organisation will lbe given.

- *Knowledge Identification* – The process of recognising respective knowledge because of particular features.

- *Knowledge Validation* – The assessment of realised knowledge based on its usability within the organisation.
- *Knowledge Embodiment* – The process of strengthening the common understanding and knowledge in an organisation with the target of broadening the knowledge base.
- *Knowledge Capture* – The process of targeted codification, which enables the organisation to gain control over the created information.

C. Organisational *Information Processes*

Information Creation	Information storage	Information Use
Information		
Information Acquisition	Information diffusion	Addresses by the
		Systems Agent

These processes are widely described in the literature as information management processes. Hence, the definitions and explanations given are short and mainly along the lines of McGee & Prusak (1993), Davenport (1997) and Choo (1998). McGee and Prusak in their description of information management processes present a more practical, advice-based explanations were as Davenport is more explicit and distinguish between four main process steps. The first step "determine requirements" is targeted on the introduction of an information management system. Steps 2 to 4, capture, distribute and use, together with their subsets are relevant. Choo has developed six processes, which are along the lines of Davenports. The reason to select these three authors to align the information management processes to, is based on their link to the field of knowledge management, as well as to the field of information management. The explanations given here are designed to present the highlights of the processes and give additional information in relation to knowledge management efforts and may not be in total overlapping with the three authors.

1. *Information Acquisition* – The process of targeted acquirement of new information.
2. *Information Creation* – The process of bringing new information into existence.
3. *Information alidation* – The assessment of information based on its usability within the organisation.
4. *Informatin Packaging*– The process of organising, indexing, and storing of information for later use by the organisation.
5. *Information distribution* – The process disseminating of information to enable easier use and access.
6. *Information Use* – The process of using information to create knowledge.

III. Conclusion

The in this chapter introduced frameworks are not seperated. Both frameworks are itegrated and work best with each other. The link of the Organisational Knowledge Agents to the Strategic Knowledge Management Framework is to be found in the inner circle. The knowledge management processes are sorted in accordance to the agent that either addresses or influences these processes the most. For the People Agent the processes are Knowledge Creation, Knowledge Storage, and Knowledge Use. The Process Agent addresses the processes of Knowledge Identification, Knowledge Validation, Knowledge Embodiment, and Knowledge Capture and the System Agent covers the information management processes. The advantage to link the two frameworks in this way is that the effect of activities in one-framework on other areas can be estimated. For example, if an organisation starts to work in the area of knowledge embodiment they work within the process agent. The process agent is connected to the two knowledge categories of common and social knowledge. The company changes with their activity in the area of knowledge embodiment effectively the common and social knowledge in the organisation. These links to other frameworks strengthen the strategic knowledge management framework as a holistic approach to knowledge management.

Several conclusions can be drawn:

- The personal knowledge processes knowledge creation, knowledge storage, and knowledge are performed by the organisational knowledge agent "People" and are difficult to control and influence by the organisation. This has to be acknowledge by the organisation and reflected in the knowledge management approach.
- The main challenge for an organisation is the processes that are addressed by the organisational knowledge agent "Processes". These processes influence the culture of an organisation and might have far-reaching impact.
- The information management processes contribute to the overall efforts to establish a holistic knowledge management approach, but have to be aligned with the knowledge management strategy. The significant issue is that information can support knowledge creation only if it is in the right form and respects the need of the user. This insight has to be implemented in all information creation activities.

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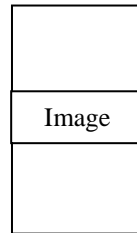
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