

Knowledge Creation and Knowledge Management

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The Knowledge-Creating Company from Nonakay Takeuchi and their following papers became a essential reference for practitioners and academics interested in understanding how knowledge is shaped and how can this knowledge be applied to the firm. Time has told us that the capability to create and apply new knowledge successfully constitutes the true source of competitive advantage of the firm. In our study about the knowledge creation process we must pursue three main issues-

- a. the nature and typology of knowledge based on relevant and generally accepted criteria.
- b. the determination of the different entities, levels, systems or agents that are able to create knowledge and
- c. how this entities can develop knowledge within them and capture and transfer knowledge related to lower to higher levels.

Firstly, the issues of classifying knowledge by means of a relevant and generally accepted criterion must be addressed. We can consider this issue as already solved through the consideration of the named knowledge epistemological dimension. The extensive use of Polany's (1996) distinction between tacit or implicit knowledge and explicit knowledge has proved that knowledge tacitness can establish a two-extreme continuous typology for knowledge, by which one extreme shows characteristics quite different from the opposite.

Distinction between tacit knowledge and explicit can be considered generally accepted if we examine the knowledge creation and knowledge management literature.

'Knowledge creation is a spiraling process of interactions between explicit and tacit knowledge.' The interactions between these kinds of knowledge lead to the creation of new knowledge. The SECI model serves only as an outline for 'knowledge creation and the idea of self-transcendence is quite abstract.

S- Socialization

E- Externalization

C- Combination

D- Internalization.

a. **Socialization-**

Socialization involves the sharing of tacit knowledge between individuals here, Nishida's concept of "pure experience" which is related to zen learning, is important.

b. **Externalization-**

Externalization requires the expression of tacit knowledge and its translation into comprehensible forms that can be understood by others.

c. **Combination-**

Combination involves the conversion of explicit knowledge into more complex sets of explicit knowledge.

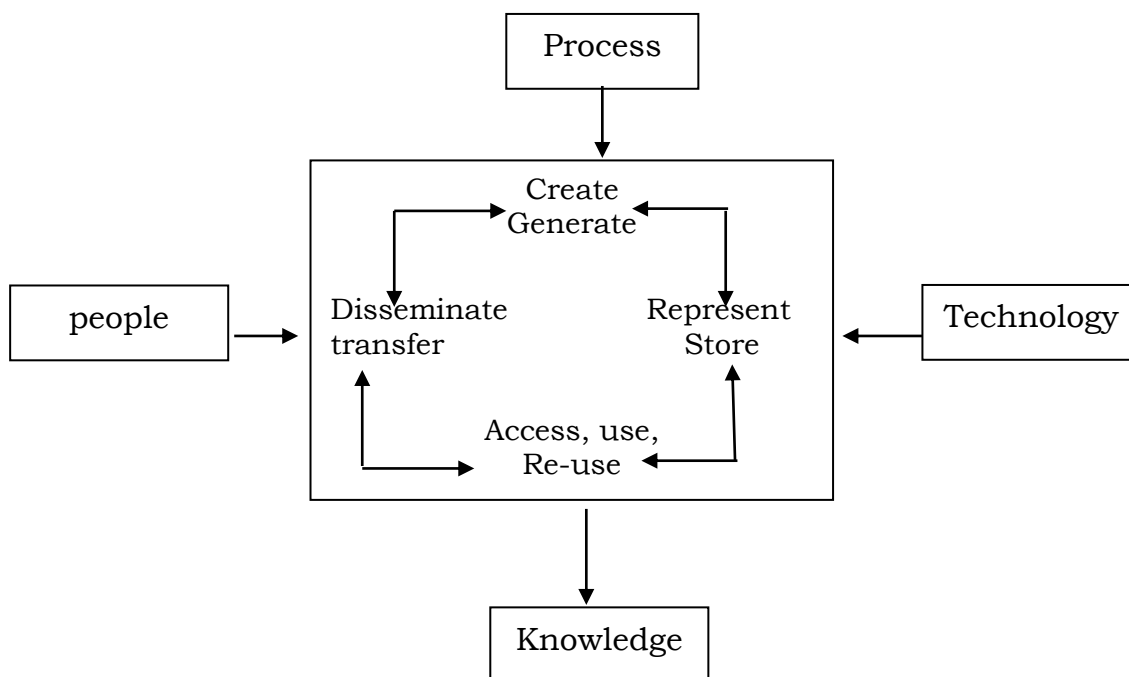
d. **Internalization-**

The Internalization of newly created knowledge is the conversion of explicit knowledge into the organization's tacit knowledge. In summary, the SECI model describes a dynamic process in which explicit and tacit knowledge are exchanged and transformed. Ba offers an integrating conceptual metaphor for the SECI model of dynamic knowledge conversions. Within ba, real time knowledge creation is achieved through self transcendence.

Knowledge creation according to Nonaka's SECI model is about continuous transfer, combination and conversion of the different types of knowledge, as users practice, interact and learn.

Cook and Brown (1999) distinguish between knowledge and knowing and suggest that knowledge creation is a product of the interplay between them. The shift in condition between the possession of knowledge and the act of knowing something that comes about through practice, action and interaction is the driving force in the creation of knowledge, knowledge sharing and knowledge creation thus go hand in hand.

Knowledge creation generally as the first step for any knowledge management endeavor (as depicted in following figure) requires an understanding of the knowledge construct as well as its people and technology dimensions:



Given that knowledge creation is the first step in any knowledge management initiative, it naturally has a significant impact on the other consequent KM step (depicted in figure1), thus making knowledge creation a key focal point of many theories currently in the literature. These tend to approach the area of knowledge creation from either a people- perspective-including Nonaka's knowledge Spiral, as well as spender's and Blacker's respective frame works-or from a technology perspective namely, the KDD process and data mining.

Knowledge management is essentially about getting the right knowledge to the right person at the right time. This in itself may not seem so complex, but it implies a strong tie to corporate strategy,

understanding of where and what forms knowledge exists, creating processes that span organizational functions and ensuring that initiatives are accepted and supported by organizational members. Knowledge management may also include new knowledge creation, or it may solely focus on knowledge sharing, storage and refinement for a more comprehensive discussion and definition see knowledge management definition-

Knowledge management (KM) is the process of creating, sharing, using and managing the knowledge and information of an organisation. It refers to achieving organisational objectives by making the best use of knowledge.

It is important to remember that knowledge management is not about managing knowledge for knowledge's sake. The overall objective is to create value and leverage and refine the firm's knowledge assets to meet organizational goals. Implementing knowledge management thus has several dimensions including-

- **Strategy**-Knowledge management strategy must be dependent on corporate strategy.
- **Organizational Process**- The right processes, environments, and systems that enable KM to be implemented in the organization.
- **Organization Culture**-The organizational culture influence the way people interact the context within which knowledge is created and the ultimate way they share.
- **Management & leadership**- Knowledge management requires competent and experienced leadership at all levels.
- **Technology**-the systems, tools and technologies that fit the organization's requirements- properly designed and
- **Politics**- The long term support to implement and sustain initiatives that involved virtually all organizational function which may be costly to implement and which often do not have a directly visible return to investment.

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