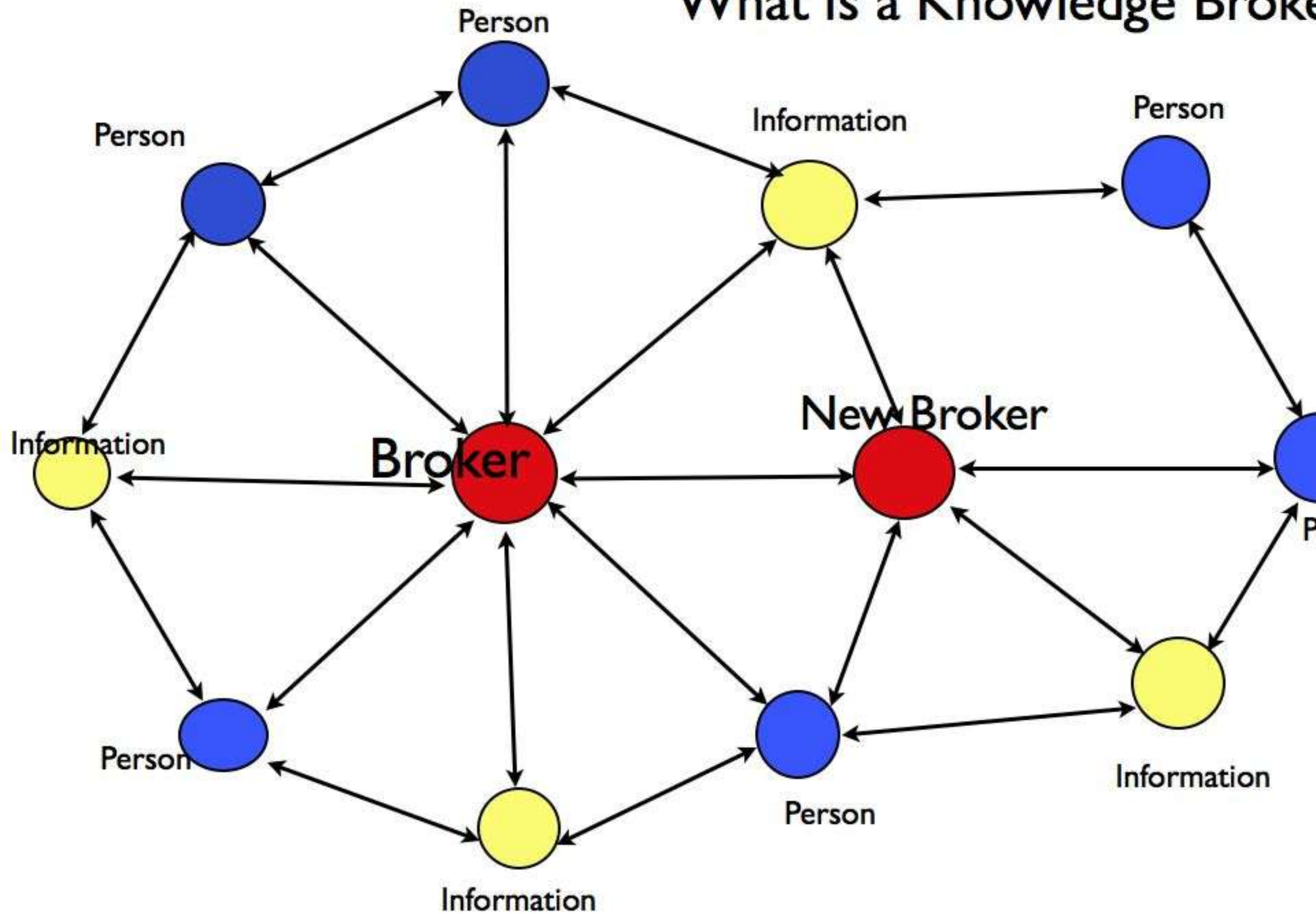


Knowledge Brokering

PKMK 14 Feb 2013

What is a Knowledge Broker



Utilized knowledge

Translate explicit knowledge to policy & practice

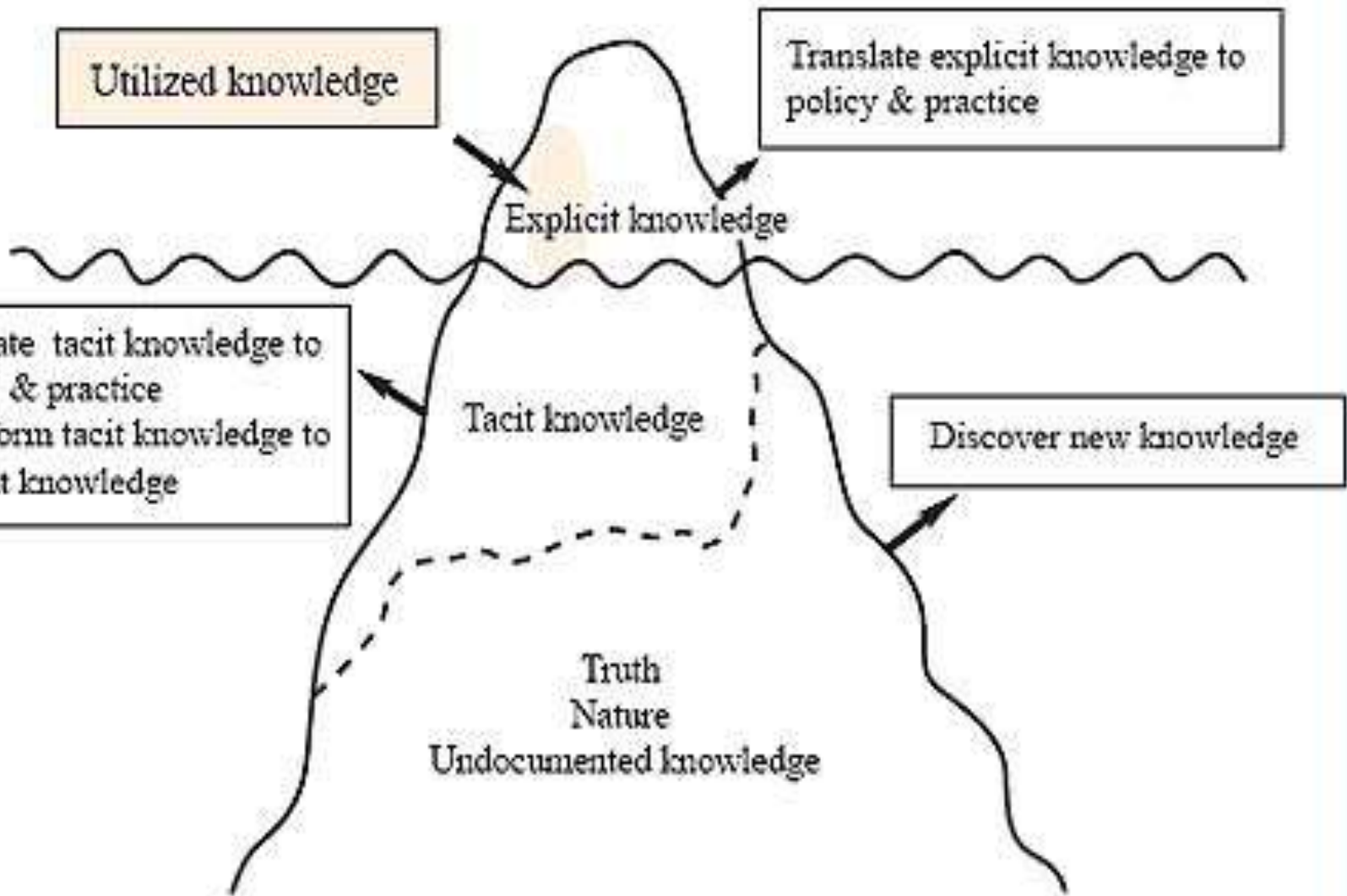
Explicit knowledge

Translate tacit knowledge to policy & practice
Transform tacit knowledge to explicit knowledge

Tacit knowledge

Discover new knowledge

Truth
Nature
Undocumented knowledge



TACIT KNOWLEDGE

EXPLICIT KNOWLEDGE

Definition

Undocumented knowledge

Documented or encoded knowledge

Examples

Experience of what works
Expertise
Indigenous knowledge
Informal business process

Manual
Source code of working program
Blueprint
Work template

Advantages

The highest stage of knowledge
"Sticky" and difficult to steal
Makes knowledge workers valuable
Source of all explicit knowledge
Grows/evolves with practice
Rich in nuances
Linked to personality of owner

Can be patented
Very easy to multiply and share
Can be owned by the company
More visible to others
Easy to manage
Often measurable
Easy to facilitate with IT

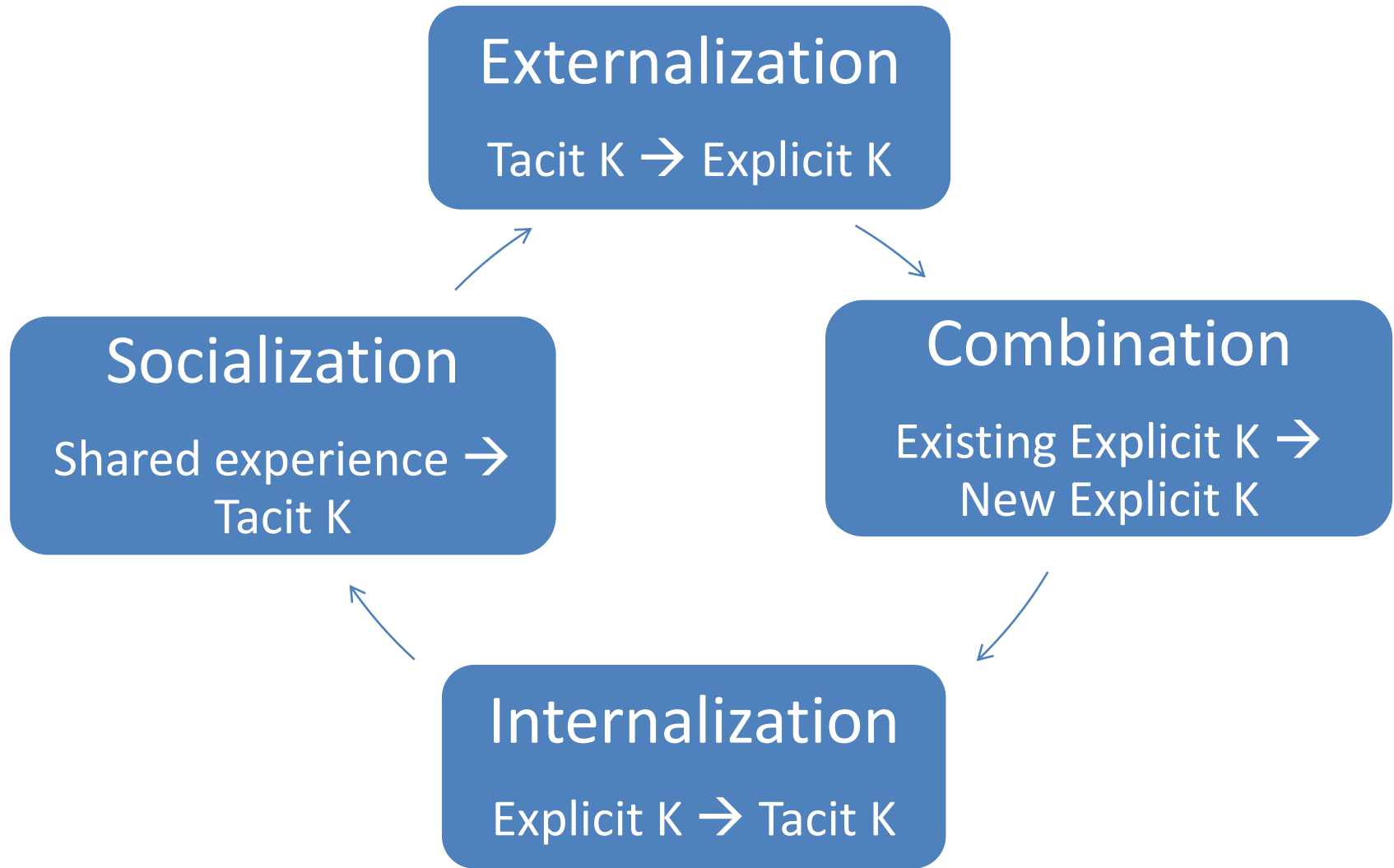
Disadvantages

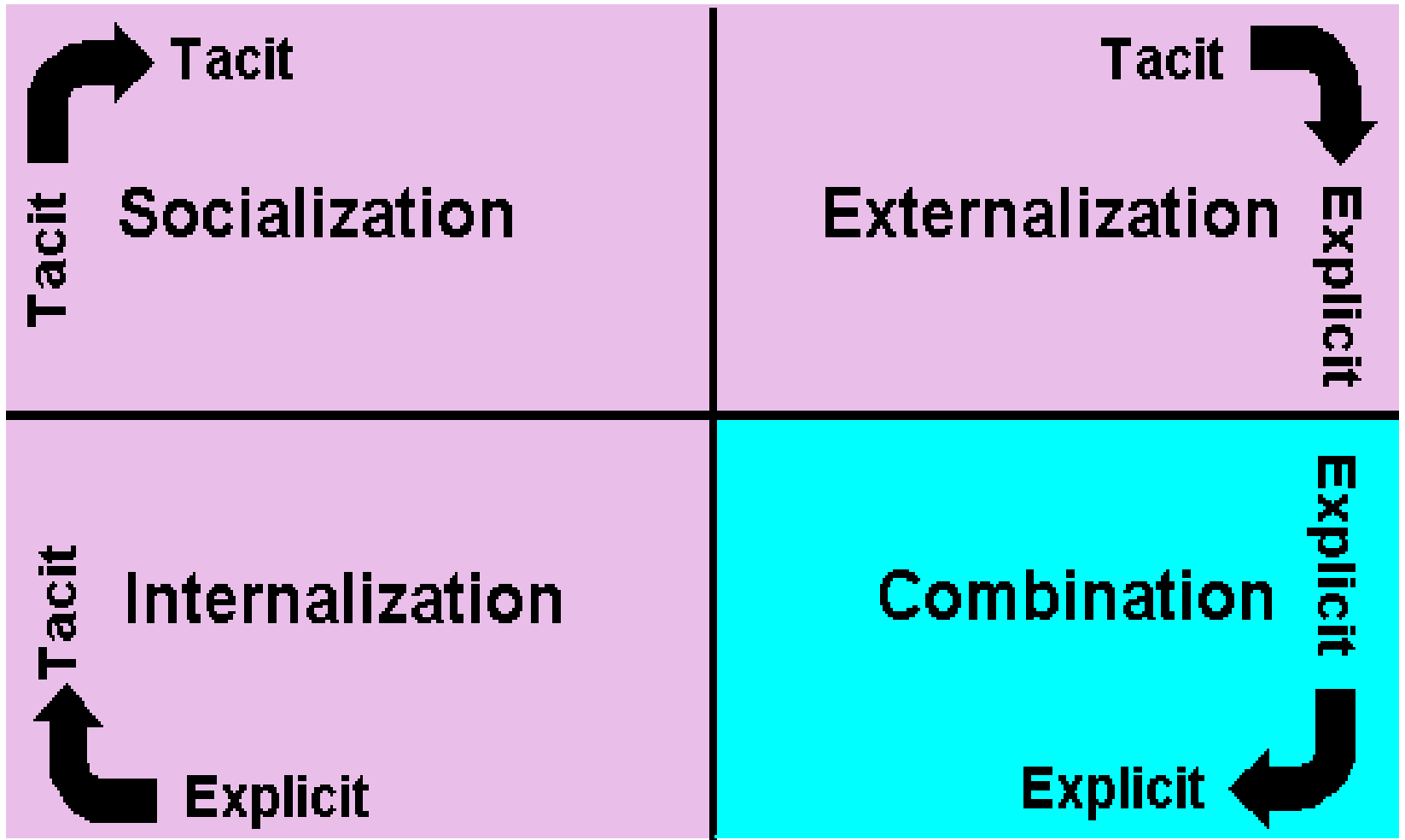
Cannot be patented
Sharing is personal & contextual
Not owned by the company
Less visible or recognizable
Difficult to "manage"
Transfer via mentoring takes time
Very difficult to facilitate with IT
Difficult to track or measure
Lost if the person leaves or dies

Must be adapted to new contexts
Does not capture all tacit knowledge
"Leaky" and easily stolen
Not completely independent of humans
Depreciates over time
Small fraction of totality of knowledge
Utility depends on skill of user
Utility changes if context changes
Must be practiced to be owned as tacit

Knowledge cycle model

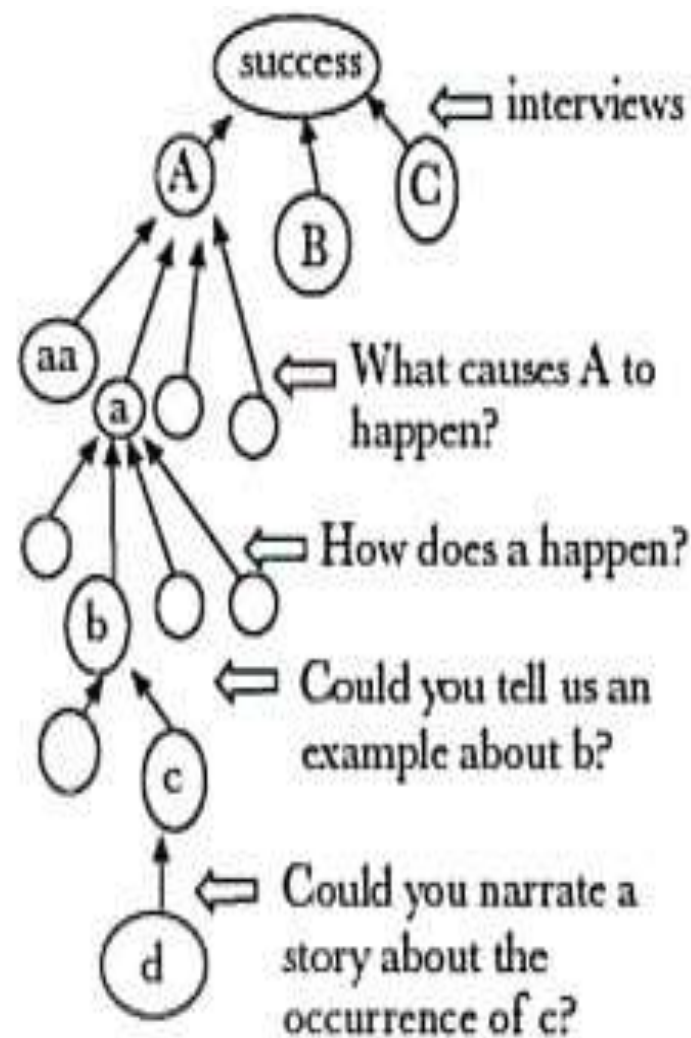
(Nonaka & Toyama, 2002)





Learning Organization Framework

1. Preliminary interviews about what causes success in the organization to elicit constructs to start the map (A, B and C)
2. Set up the map with the preliminary constructs as starting points
3. Begin the mapping process with questions such as:
What causes that?
How does it happen?
4. If the flow of constructs stops, ask questions such as:
Could you give us an example of how that happened?
Could you tell us a story?



- Tacit K. = skills, intuition, know-how, procedural knowledge, implicit knowledge, unarticulated knowledge, and practical or experiential knowledge
- Dichotomy or Continuum

McAdam, R. *et al.* (2007): Tacit K. = 'knowledge-in-practice developed from direct experience and action; highly pragmatic and situation specific; subconsciously understood and applied; difficult to articulate; usually shared through interactive conversation and shared experience.'