



Knowledge & Knowledge Management

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Knowledge Management

*"...It's not about creating an encyclopaedia that captures everything that anybody ever knew. Rather, it's about **keeping track** of those **who know** the recipe, and **nuturing the culture** and the **technology** that will get them talking..."*

***Arian Ward of Work Frontiers
International***



Knowledge Management - People First

'Knowledge always involves a person who knows'

McDermott 1999

McDermott R. (1999). Why information technology inspired but cannot deliver KM. *California Management Review*; (41)4: 103-117



Knowledge Management

– focuses on

- Connections
- Collaborating
- Enabling
- But, more than anything...
sharing & learning

4 types of knowledge

	INDIVIDUAL	GROUP
EXPLICIT	<p>CONCEPTS</p> <p>The individual can learn, know & express Rules, processes</p>	<p>STORIES</p> <p>Successes, failures, phrases, common “language” and “habits” of the group</p>
TACIT	<p>SKILLS</p> <p>The feel for how something should be done, the use of a tool e.g Riding a bike more than being told how to or being given a manual</p>	<p>GENRES</p> <p>The way something is presented effects how we respond e.g. How communicate How decisions are made Organisational politics</p>