



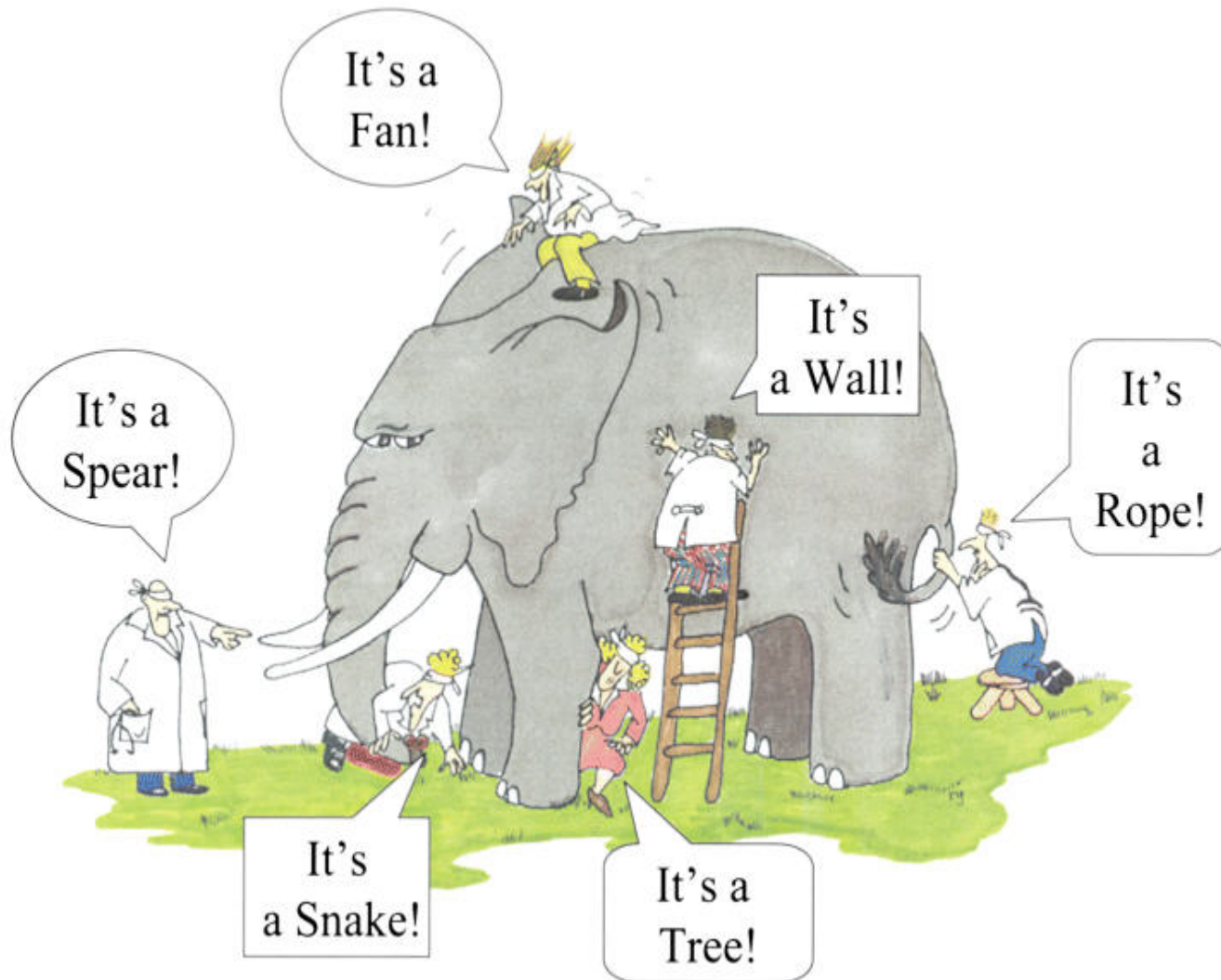
Knowledge Management

Brightlands Business Club

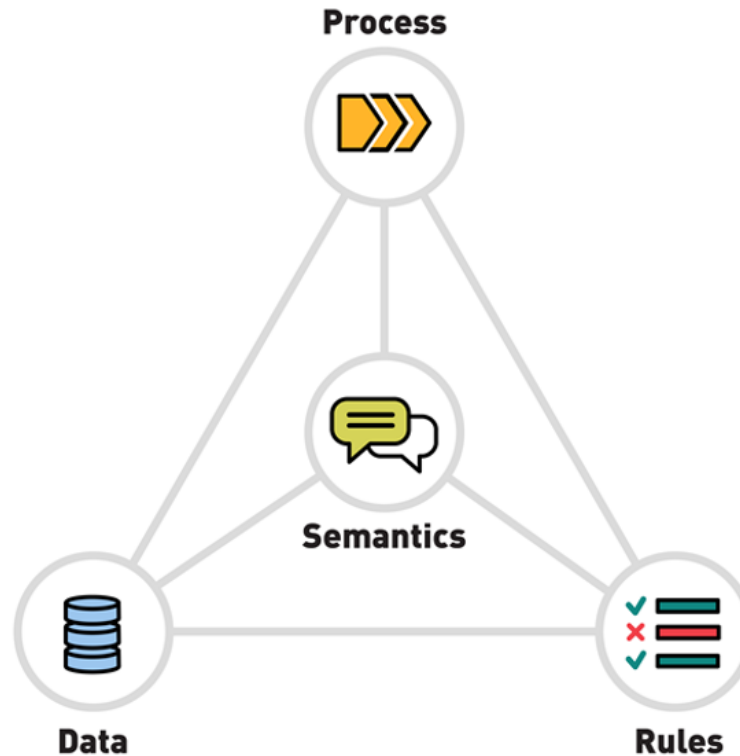
Frank Harmsen

Maastricht University / PNA

The many perspectives of Knowledge Management



What's Knowledge?




- Codified knowledge (explicit)
- Tacit knowledge (implicit)

(Polanyi)

Spiral Model

<i>From /To</i>	Tacit	Explicit
Tacit	<p><i>Socialisation</i></p> <p>Creates <i>sympathised</i> knowledge through the sharing of experiences, and the development of mental models and technical skills. Language unnecessary.</p>	<p><i>Externalisation</i></p> <p>Creates <i>conceptual</i> knowledge through knowledge articulation using language. Dialogue and collective reflection needed.</p>
Explicit	<p><i>Internalisation</i></p> <p>Creates <i>operational</i> knowledge through learning by doing. Explicit knowledge like manuals or verbal stories helpful.</p>	<p><i>Combination</i></p> <p>Creates systemic knowledge through the systemising of ideas. May involve many media, and can lead to new knowledge through adding, combining & categorising.</p>



Inukshuk Model

