

Working Knowledge How Organizations Manage What They Know

First Published in 1997. Routledge is an imprint of Taylor & Francis, an informa company.

Corporate consultants examine the ways in which companies can best assess and utilize the intellectual value of their employees

This is the first book to focus on the people side of knowledge management--what it takes to get employees to contribute to a knowledge system. Robert Buckman explains how to orchestrate this culture change, drawing from the lessons learned by Buckman Laboratories--the leader and pioneer in knowledge management--in implementing award-winning knowledge systems. His book is a practical primer on how organizations can move from "hoarding" knowledge to "sharing" it, building a global strategy that allows them to respond faster than the competition to any customer's need on a global basis. Buckman reveals how to: Combat the biggest problem with implementing knowledge management--creating the culture that supports it Increase the speed of innovation globally across an organization Resolve technical problems quickly Make immediate, informed decisions to help solve customer issues Create new products based on

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customer input and demand

In a world facing economic recession, more and more professionals, teams, organizations, and inter-organizational networks are facing the need to restructure and renew themselves with the primary purpose of profitably to add even higher value to their bottom line. Knowledge management has become a key strategic asset for the twenty-first-century economy and for every organization that values knowledge it must invest in developing the best strategy for identifying, developing, and applying the knowledge assets it needs to succeed; it must strive to become a learning organization. This book demonstrates how the effective capture, dissemination, and management of knowledge throughout an organization can make it more competitive. In the book, the author discusses the importance of transforming traditional organizations into learning organizations—entities that foster a culture of continuous learning so that external change in all its facets can be recognized when it happens and internal change can be effected and managed when necessary. This book includes cases and lessons from leading world organizations that invested in knowledge management in order to remain competitive, and it offers strategies and guidance to organizational leaders who endeavor to deliver heightened value to all their stakeholders while eliminating the learning “disabilities” that

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threaten corporate productivity and success. To remain competitive every organization must invest in creating and implementing the best knowledge networks, processes, methods, tools, and technologies. This will enable them to learn, create new knowledge, and apply the best knowledge much faster.

Promoting organizational knowledge is an important consideration for any business looking toward the future. Understanding the dynamics of knowledge-intensive organizations is a crucial first step in establishing a strong knowledge base for any organization. *Organizational Knowledge Dynamics: Managing Knowledge Creation, Acquisition, Sharing, and Transformation* introduces the idea that organizational knowledge is composed of three knowledge fields: cognitive knowledge, emotional knowledge, and spiritual knowledge. This book is useful for graduate students, researchers, and practitioners in knowledge management, intellectual capital, human resources management, change management, and strategic management.

In order to strive for a competitive advantage in their industry, organizations have begun achieving innovation through knowledge-driven learning models to ensure that organizational activities are efficient and effective. *Learning Models for Innovation in Organizations: Examining Roles of Knowledge Transfer and Human Resources*

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Management provides relevant theoretical frameworks and empirical research findings to enhance knowledge management and learning competencies for organizational activities. This book offers assistance and guidance to managers and professionals of innovation firms, learning organizations, and other work communities through tools, techniques, and strategic suggestions for improvement.

This book explores organizational knowledge and how it can be pragmatically exploited within many of today's socio-technical-economic contexts. It provides both conceptual and empirical findings across different organizational contexts, addressing areas which have either been under-developed, such as power in relationship to knowledge, or require further examination, such as the role a more holistic, action-oriented view can contribute towards identifying and retaining expert knowledge within an organization, especially within digital environments. Further, it looks at how different perceptions, mental models, beliefs, and emotions (or lack of), as well as differing actions and behaviors, affect our abilities to detect hidden risks. This book will guide researchers in rendering the relationship between the managing of knowledge and the presence of risk more visible. This introductory level textbook critically reviews and analyses the key themes underpinning knowledge management in organisations. It presents the key

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debates in this area, including coverage of epistemologies of knowledge, managing and sharing knowledge, and learning and innovation.

Knowledge is increasingly regarded as central, both to the successful functioning of organizations and to their strategic direction. *Managing Information and Knowledge in Organizations* explores the nature and place of knowledge in contemporary organizations, paying particular attention to the management of information and data and to the crucial enabling role played by information and communication technology. Alistair Mutch draws on a wide range of literature spanning the disciplines of business, management, information management, and information systems. This material is located in a framework based on critical realism but covering the full range of contemporary debates.

Managing Information and Knowledge in Organizations distinguishes itself by: taking a process-based approach centered around the notion of information literacy giving more attention to issues of data and information than other texts emphasizing the importance of technology while continuing to stress the centrality of social and organizational factors placing issues of organizational and national culture in a broader politico-economic context. Featuring such useful features as chapter objectives, mini-cases, chapter summaries, and suggestions for further reading, this text is ideal for advanced undergraduate and graduate students in knowledge management, information management, and management of information systems courses and modules. *Knowledge Management and Information Systems Strategy for Growing Organizations* examines the role that information systems play in helping SMEs use knowledge to achieve strategic organizational goals. Adopting a business perspective, it is ideal for students studying strategic

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information systems and knowledge management. Knowledge management can be a powerful tool if successfully implemented into an organizational structure. Uncovering the latest methods, tools, trends, and strategies in organizational knowledge management should be a priority for individuals working in a variety of industries. Knowledge Management Practice in Organizations: The View from Inside brings together industry experts to discuss the realities of knowledge management work in organizations. Examining the challenges associated with operational knowledge management, this work provides insight into the day-to-day practice of knowledge management in real-life settings. Organizational leaders and professionals, librarians, students, and researchers will find this publication to be an essential tool in understanding knowledge management implementation.

An introduction to the field of knowledgemanagement. Knowledge workers create the innovations and strategies that keep their firms competitive and the economy healthy. Yet, companies continue to manage this new breed of employee with techniques designed for the Industrial Age. As this critical sector of the workforce continues to increase in size and importance, that's a mistake that could cost companies their future. Thomas Davenport argues that knowledge workers are vastly different from other types of workers in their motivations, attitudes, and need for autonomy--and, so, they require different management techniques to improve their performance and productivity. Based on extensive research involving over 100 companies and more than 600 knowledge workers, Thinking for a Living provides rich insights into how knowledge workers think, how they accomplish tasks, and what motivates them to excel. Davenport identifies four major categories of knowledge workers and presents a unique framework for matching specific types of workers with the

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management strategies that yield the greatest performance. Written by the field's premier thought leader, *Thinking for a Living* reveals how to maximize the brain power that fuels organizational success. Thomas Davenport holds the President's Chair in Information Technology and Management at Babson College. He is director of research for Babson Executive Education; an Accenture Fellow; and author, co-author, or editor of nine books, including *Working Knowledge: How Organizations Manage What They Know* (HBS Press, 1997).

Working Knowledge: How Organizations Manage What They Know
Harvard Business Press

New breakthrough thinking in organizational learning, leadership, and change Continuous improvement, understanding complex systems, and promoting innovation are all part of the landscape of learning challenges today's companies face. Amy Edmondson shows that organizations thrive, or fail to thrive, based on how well the small groups within those organizations work. In most organizations, the work that produces value for customers is carried out by teams, and increasingly, by flexible team-like entities. The pace of change and the fluidity of most work structures means that it's not really about creating effective teams anymore, but instead about leading effective teaming. Teaming shows that organizations learn when the flexible, fluid collaborations they encompass are able to learn. The problem is teams, and other dynamic groups, don't learn naturally. Edmondson outlines the factors that prevent them from doing so, such as interpersonal fear, irrational beliefs about failure, groupthink, problematic power dynamics, and information hoarding. With Teaming, leaders can shape these factors by encouraging reflection, creating psychological safety, and overcoming defensive interpersonal dynamics that inhibit the sharing of ideas. Further, they can use practical

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management strategies to help organizations realize the benefits inherent in both success and failure. Presents a clear explanation of practical management concepts for increasing learning capability for business results Introduces a framework that clarifies how learning processes must be altered for different kinds of work Explains how Collaborative Learning works, and gives tips for how to do it well Includes case-study research on Intermountain healthcare, Prudential, GM, Toyota, IDEO, the IRS, and both Cincinnati and Minneapolis Children's Hospitals, among others Based on years of research, this book shows how leaders can make organizational learning happen by building teams that learn. This book focuses on knowledge management and learning organizations, showing how they realise entrepreneurship and innovation. Understanding knowledge management as the process of creating, sharing and managing an organization's information and knowledge, and focusing learning organizations in their collaborations to promote continuous learning are two issues that are critical to the organizational success. As such, this book offers insights into the topic and the appropriate use of the tools and strategies that drive competitive organizations operating on an international or transnational scale.

In the digital age, numerous technological tools are available to enhance business processes. When used effectively, knowledge sharing and organizational success are significantly increased.

Social Media for Knowledge Management

Applications in Modern Organizations is a pivotal reference source for the latest research findings on the role of social media, information technology, and knowledge management in business today.

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Featuring extensive coverage on relevant areas such as digital business, resource management, and consumer behavior, this publication is an ideal resource for managers, corporate trainers, researchers, academics, and students interested in emerging perspectives on social media for knowledge management applications.

This book is the story of how four busy executives, from different backgrounds and different perspectives, were surprised to find themselves converging on the idea of narrative as an extraordinarily valuable lens for understanding and managing organizations in the twenty-first century. The idea that narrative and storytelling could be so powerful a tool in the world of organizations was initially counter-intuitive. But in their own words, John Seely Brown, Steve Denning, Katalina Groh, and Larry Prusak describe how they came to see the power of narrative and storytelling in their own experience working on knowledge management, change management, and innovation strategies in organizations such as Xerox, the World Bank, and IBM. *Storytelling in Organizations* lays out for the first time why narrative and storytelling should be part of the mainstream of organizational and management thinking. This case has not been made before. The tone of the book is also unique. The engagingly personal and idiosyncratic tone comes from a set of presentations made at a Smithsonian

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symposium on storytelling in April 2001. Reading it is as stimulating as spending an evening with Larry Prusak or John Seely Brown. The prose is probing, playful, provocative, insightful and sometime profound. It combines the liveliness and freshness of spoken English with the legibility of a ready-friendly text. Interviews with all the authors done in 2004 add a new dimension to the material, allowing the authors to reflect on their ideas and clarify points or highlight ideas that may have changed or deepened over time.

Written for those interested in the topic of "shared knowledge" in organizations, this edited volume brings together a variety of themes and perspectives that emerge when multidisciplinary scholars examine this important subject. The papers were presented at a conference designed to bring together behavioral scientists who were interested in the creation, conversation, distribution, and protection of knowledge in organizations. The editors bring together a distinguished group of social psychologists who have made important contributions to social cognition and group processes. They cast a wide net in terms of the topics covered and challenged the authors to think about how their research applies to the management or mismanagement of knowledge in organizations. The volume is divided into three sections: knowledge systems, emotional-motivational systems, and

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communication and behavioral systems. A final conclusion chapter discusses and integrates the various contributions.

A year's worth of management wisdom, all in one place. We've reviewed the ideas, insights, and best practices from the past year of Harvard Business Review to keep you up-to-date on the most cutting-edge, influential thinking driving business today. With authors from Michael E. Porter to Katrina Lake and company examples from Alibaba to 3M, this volume brings the most current and important management conversations right to your fingertips. This book will inspire you to: Ask better questions to boost your learning, persuade others, and negotiate more effectively Create workplace conditions where gender equity can thrive Boost results by allowing humans and AI to enhance one another's strengths Make better connections with your customers by giving them a glimpse inside your company Scale your agile processes from a few teams to hundreds Build a commitment to both economic and social values in your organization Prepare your company for a rapidly aging workforce and society This collection of articles includes "The Surprising Power of Questions," by Alison Wood Brooks and Leslie K. John; "Strategy Needs Creativity," by Adam Brandenburger; "What Most People Get Wrong about Men and Women," by Catherine H. Tinsley and Robin J. Ely; "Collaborative Intelligence:

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Humans and AI Are Joining Forces," by H. James Wilson and Paul R. Daugherty; "Stitch Fix's CEO on Selling Personal Style to the Mass Market," by Katrina Lake; "Strategy for Start-Ups," by Joshua Gans, Erin L. Scott, and Scott Stern; "Agile at Scale," by Darrell K. Rigby, Jeff Sutherland, and Andy Noble; "Operational Transparency," by Ryan W. Buell; "The Dual-Purpose Playbook," by Julie Battilana, Anne-Claire Pache, Metin Sengul, and Marissa Kimsey; "How CEOs Manage Time," by Michael E. Porter and Nitin Nohria; and "When No One Retires," by Paul Irving.

This book contains the refereed proceedings of the 14th International Conference on Knowledge Management in Organizations, KMO 2019, held in Zamora, Spain, in July 2019. The 46 papers accepted for KMO 2018 were selected from 109 submissions and are organized in topical sections on: knowledge management models and analysis; knowledge transfer and learning; knowledge and service innovation; knowledge creation; knowledge and organization; information systems and information science; data mining and intelligent science; social networks and social aspects of KM; big data and IoT; and new trends in IT.

Knowledge Management: A Practical Guide for Librarians will help information professionals recognize, organize, communicate, and leverage both the tacit and explicit knowledge already in the

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organization for the benefit of themselves and their users

Annotation Twenty essays present current research on knowledge management as related to effective design of new organization forms. The first section of the book covers frameworks, models, analyses, case studies and research on the integration of knowledge management within virtual organizations, virtual teams and virtual communities of practice. Themes covered in this section include business model innovation; design of virtual organization forms; net-based models; techniques for enabling knowledge capture, sharing and transfer; and collaboration and competition at intra- and inter-organizational levels. The focus of the second half is on key success factors that are important for realizing virtual models of business transformation. Topics include the role of organizational control systems, the role of internal and external employees and customers in creation of organizational knowledge, and information quality issues. Annotation c. Book News, Inc., Portland, OR (booknews.com).

Philippe Baumard has observed that strategic success seems to lie more in top managers' ability to use tacit knowledge than in their gaining or updating explicit knowledge' - William H Starbuck, New York University`This important new book effectively illustrates how, in conditions of ambiguity, managers`over-manage', i.e. rely too much on explicit plans

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and interpretations. Here, Philippe Baumard develops an alternative analysis and with it a new approach to management' - Frank Blackler, Lancaster University This landmark book delves below the surface of organizations in order to understand the complex processes of top managers' decision making. Philippe

Provides relevant theoretical frameworks, latest empirical research findings, and practitioners' best practices in the area of organizational memory.

Featuring key readings on knowledge management for graduate students and MBAs, this volume focuses on what is happening in practice. It includes seminal contributions from leading authorities and practitioners, providing a compelling picture of how knowledge and learning work in practice by including detailed examples from organizations such as Chevron, Nucor Steel, Partners Healthcare, and Xerox.

Provides an international collection of studies on knowledge-intensive organizations with insight into organizational realities as varied as universities, consulting agencies, corporations, and high-tech start-ups.

This work aims at tying trust to knowledge management (KM). It highlights the complexity of the invisible phenomenon of trust challenged by the global economy, and explores the multidisciplinary nature of the concepts of trust and KM.

"This book presents a comprehensive set of investigations of a wide range of environmental factors, both internal and external, that contribute to the key challenge of complexity in KM. These factors include culture, technology, communications, infrastructure, and learning and leadership structures"--Provided by publisher.

Knowledge management has been growing in importance

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and popularity as a research topic and business initiative. This book documents the key issues of knowledge management and serves as an useful resource for academicians, practitioners, researchers, and students. This book contains the refereed proceedings of the 13th International Conference on Knowledge Management in Organizations, KMO 2018, held in Žilina, Slovakia, in August 2018. The theme of the conference was "Emerging Research for Knowledge Management in Organizations." The 59 papers accepted for KMO 2018 were selected from 141 submissions and are organized in topical sections on: Knowledge management models and analysis; knowledge sharing; knowledge transfer and learning; knowledge and service innovation; knowledge creation; knowledge and organization; information systems and information science; knowledge and technology management; data mining and intelligent science; business and customer relationship management; big data and IoT; and new trends in IT.

This volume offers a simple, systematic guide to creating a knowledge sharing practice in your organization. It shows how to build the enabling environment and develop the skills needed to capture and share knowledge gained from operational experiences to improve performance and scale-up successes. Its recommendations are grounded on the insights gained from the past seven years of collaboration between the World Bank and its clients around the world—ministries and national agencies operating in various sectors—who are working to strengthen their operations through robust knowledge sharing. While informed by the academic literature on knowledge management and organizational learning, this handbook's operational background and many real-world examples and tips provide a missing, practical foundation for public sector officials in developing countries and for development practitioners.

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However, though written with a public sector audience in mind, the overall concepts and approaches will also hold true for most organizations in the private sector and the developed world.

The management topic of the 1980s was leadership; the major theme here in the 1990s is the learning organization. The topics discussed are under three headings: conceptualizing leadership and organizational learning; leadership as learning; and developing learning organizations.

Knowledge management is a hot topic in the modern corporate world and this unique, practical book helps managers utilize corporate information to achieve real gains in productivity and profitability.

Overviews enterprise system (ES) opportunities and challenges and suggests the ESs are not the right choice for every company. Provides a set of guidelines to help managers evaluate the benefits and risks of ES implementation, stressing that an organization must make simultaneous changes in its information systems, business processes, and business strategy. Such changes are described in detail with extensive examples from real organizations, demonstrating that ESs should be viewed as business rather than technology projects. Davenport is director of a consulting institute and professor of information management at Boston University. Annotation copyrighted by Book News, Inc., Portland, OR

Today's marketplace is fueled by knowledge. Yet organizing systematically to leverage knowledge remains a challenge. Leading companies have discovered that technology is not enough, and that cultivating communities of practice is the keystone of an effective knowledge strategy. Communities of practice come together around common interests and expertise- whether they consist of first-line managers or

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customer service representatives, neurosurgeons or software programmers, city managers or home-improvement amateurs. They create, share, and apply knowledge within and across the boundaries of teams, business units, and even entire companies-providing a concrete path toward creating a true knowledge organization. In *Cultivating Communities of Practice*, Etienne Wenger, Richard McDermott, and William M. Snyder argue that while communities form naturally, organizations need to become more proactive and systematic about developing and integrating them into their strategy. This book provides practical models and methods for stewarding these communities to reach their full potential-without squelching the inner drive that makes them so valuable. Through in-depth cases from firms such as DaimlerChrysler, McKinsey & Company, Shell, and the World Bank, the authors demonstrate how communities of practice can be leveraged to drive overall company strategy, generate new business opportunities, tie personal development to corporate goals, transfer best practices, and recruit and retain top talent. They define the unique features of these communities and outline principles for nurturing their essential elements. They provide guidelines to support communities of practice through their major stages of development, address the potential downsides of communities, and discuss the specific challenges of distributed communities. And they show how to recognize the value created by communities of practice and how to build a corporate knowledge strategy around them. Essential reading for any leader in today's knowledge economy, this is the definitive guide to developing communities of practice for the benefit-and long-term success-of organizations and the individuals who work in them. Etienne Wenger is a renowned expert and consultant on knowledge management and communities of practice in San

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Juan, California. Richard McDermott is a leading expert of organization and community development in Boulder, Colorado. William M. Snyder is a founding partner of Social Capital Group, in Cambridge, Massachusetts.

"This book analyzes different types of virtual communities, proposing Knowledge Management as a solid theoretical ground for approaching their management"--Provided by publisher.

Creating Knowledge Based Organizations brings together high quality concepts and techniques closely related to organizational learning, knowledge workers, intellectual capital, and knowledge management. It includes the methodologies, systems and approaches that are needed to create and manage knowledge based organizations.

This influential book establishes the enduring vocabulary and concepts in the burgeoning field of knowledge management. It serves as the hands-on resource of choice for companies that recognize knowledge as the only sustainable source of competitive advantage going forward. Drawing from their work with more than thirty knowledge-rich firms, Davenport and Prusak--experienced consultants with a track record of success--examine how all types of companies can effectively understand, analyze, measure, and manage their intellectual assets, turning corporate wisdom into market value. They categorize knowledge work into four sequential activities--accessing, generating, embedding, and transferring--and look at the key skills, techniques, and processes of each. While they present a practical approach to cataloging and storing knowledge so that employees can easily leverage it throughout the firm, the authors caution readers on the limits of communications and information technology in managing intellectual capital.

For knowledge management to be successful, the corporate culture needs to be adapted to encourage the creation,

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sharing, and distribution of knowledge within the organization. Knowledge Organizations: What Every Manager Should Know provides insight into how organizations can best accomplish this goal. Liebowitz and Beckman provide the information companies need for evaluating and planning the steps and processes that will transform their existing organization infrastructure into a "knowledge-based" organization. This easy-to-read guide includes many vignettes, examples, and short cases of organizations involved in knowledge management.

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