



## MENTAL MODELS

# KNOWLEDGE MANAGEMENT

*AN INTEGRATED PRACTICE-THEORY ON HOW TO CREATE ORGANISATIONAL LEARNING AND BUILD CAPACITY IN TEAMS*

### **DESCRIPTION AND CORE PRINCIPLES:**

In order to create organizational learning we need to anchor learning in individuals, in groups and in the systems and tool in the organization

#### **Working with Personalised knowledge:**

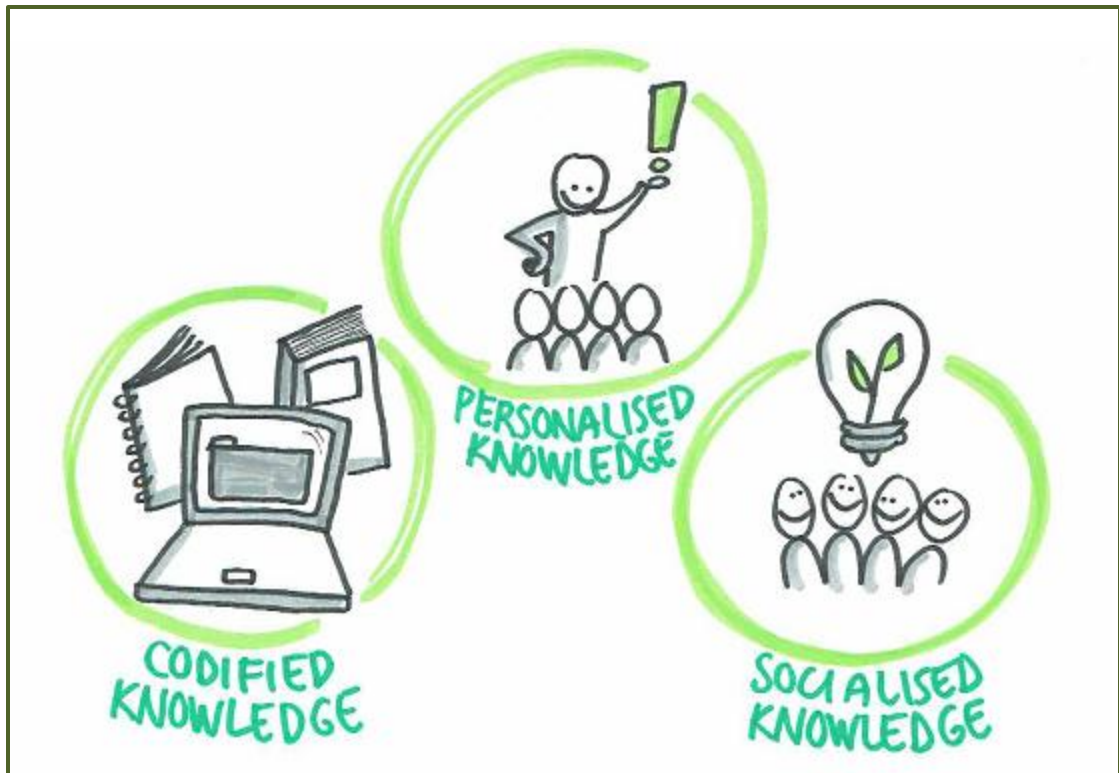
- Super-user roles
- Mentors/buddies/supervisors
- Hiring people with specific knowledge and competencies to facilitate a certain development.
- Individualised development of competencies (e.g. LEAN education to acquire a local expert on process optimisation)
- In relation to organisational learning: individual acquisition of knowledge.

#### **Working with Socialised knowledge:**

- Knowledge embedded in collaboration that members can acquire through participation and observation
- Routines of exchange of experiences and knowledge in relation to the primary problem solving
- Common evaluation
- Introductory schemes and "job shadowing"
- Routines for job rotation
- Mentor-schemes, supervisions schemes, on-the-job-training
- Joint seminars, morning conferences etc.

#### **Codified knowledge:**

- Turning knowledge into written documentation through collection of experiences and procedures. E.g. formal evaluation reports, handbooks, intranet, articles etc.
- In relation to organisational learning, codified knowledge is in particular organisational memory. This is the form of learning that knowledge management is addresses. The idea is to be able to maintain organisational knowledge.



## Pros and cons for using the different strategies:

### Personalisation strategies

**Positive:** when the organisation to build tacit knowledge and new core competencies. Easy to use.

**Negative:** difficult to transfer, spread slowly, person dependence high.

### Socialisation strategies

**Positive:** suitable for transfer and maintenance of the organisation's tacit knowledge. Suitable as cultural management tool.

**Negative:** difficult to control.

### Codification strategies

**Positive:** supports the reuse of knowledge, efficiency and standardisation, high degree of control. Codification strategies are best when the purpose is to support the organisation's current skills.

**Negative:** does not contain tacit knowledge.