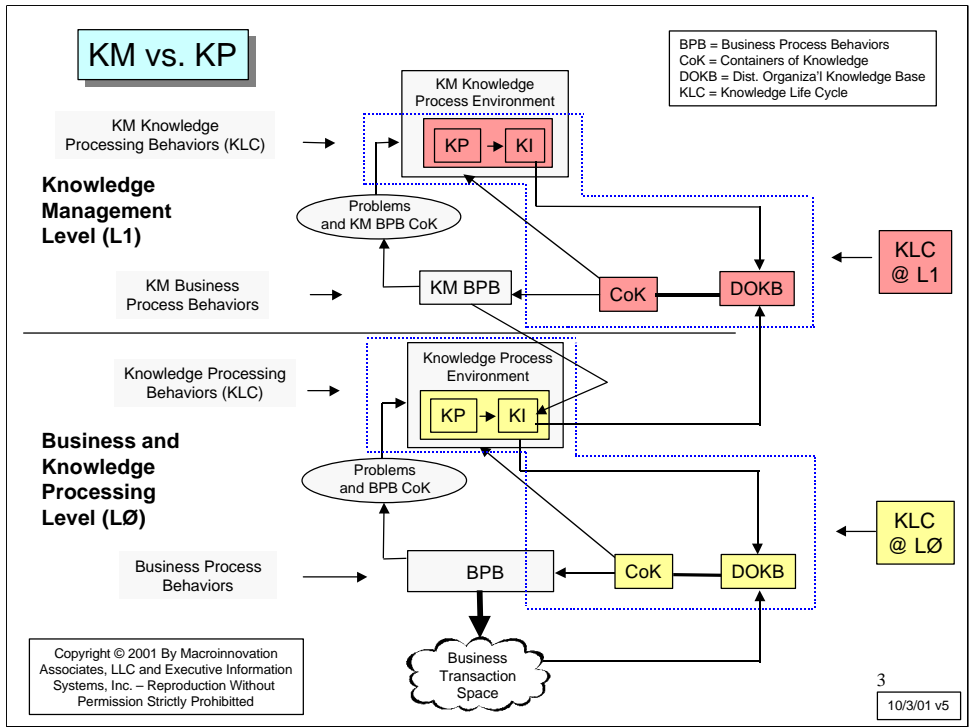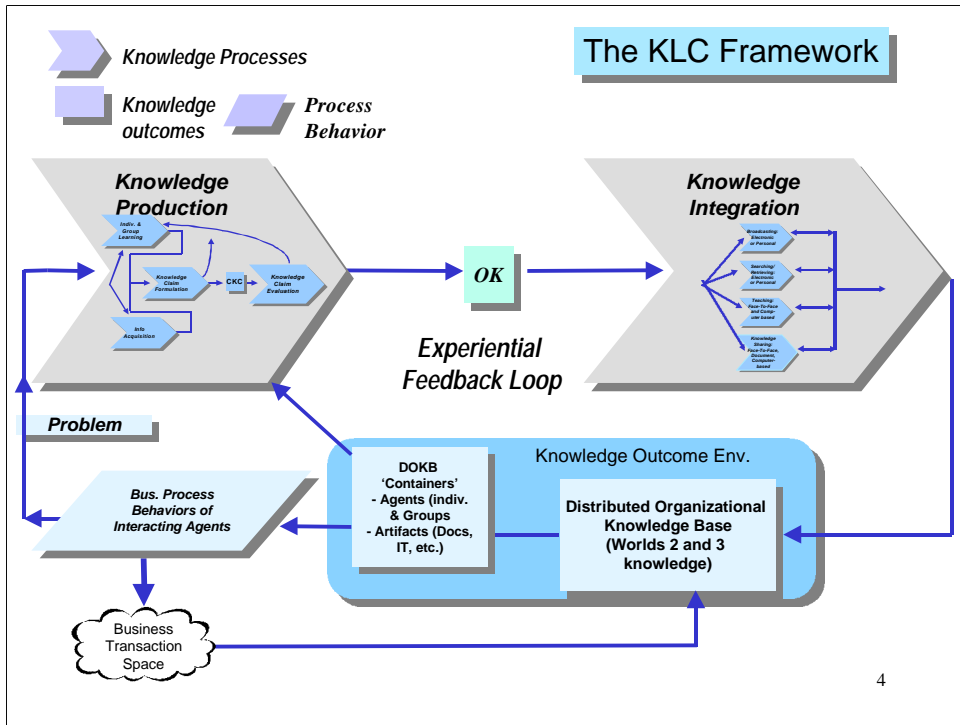# Our Vision of Knowledge Management II

Joseph M. Firestone Ph.D.
Executive Vice President
Education, Research, and Membership, KMCI
CKO, Executive Information Systems, Inc.
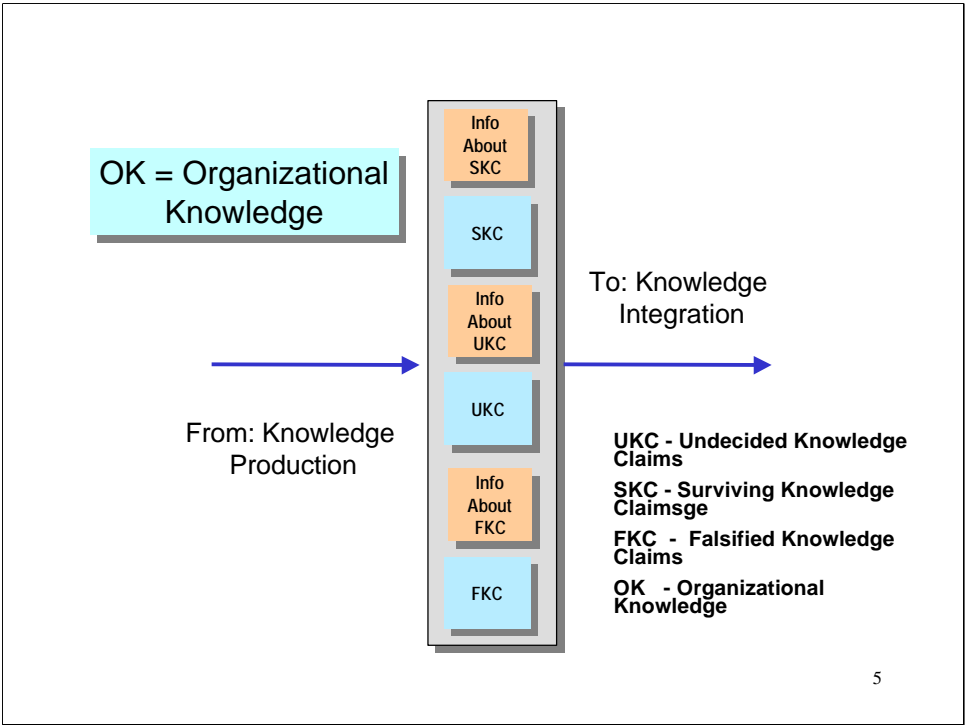Presented to KMCIGWA Chapter
October 8, 2001

1

KM and the Open Enterprise

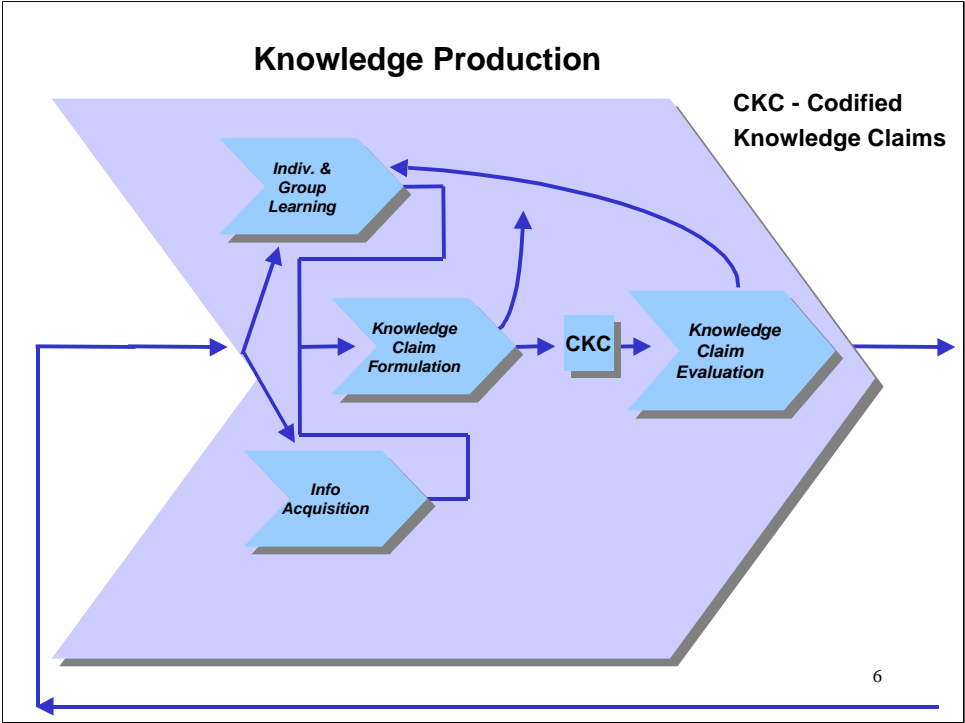- Last Month Mark Notturno presented the Open Enterprise as a visionary concept for Knowledge Management
- The two essential ideas of the Open Enterprise are:
  - openness to ideas that are new to us and
  - openness to criticism of our solutions, theories or knowledge claims.
- The pay-off of the Open Enterprise is the growth of knowledge
- I want to examine in more detail what these ideas mean in the context of KM.

2

KM vs. KP

BPB = Business Process Behaviors
CoK = Containers of Knowledge
DOKB = Dist. Organiza'l Knowledge Base
KLC = Knowledge Life Cycle

KM Knowledge
Process Environment

KM Knowledge
Processing Behaviors (KLC)

KP → KI

**Knowledge
Management
Level (L1)**

Problems
and KM BPB CoK

KM Business
Process Behaviors

KM BPB

CoK

DOKB

KLC
@ L1

Knowledge Process
Environment

Knowledge Processing
Behaviors (KLC)

KP → KI

**Business and
Knowledge
Processing
Level (LØ)**

Problems
and BPB CoK

Business Process
Behaviors

BPB

CoK

DOKB

KLC
@ LØ

Business
Transaction
Space

3

10/3/01 v5

The KLC Framework

OK = Organizational Knowledge

Info About SKC

SKC

Info About UKC

To: Knowledge Integration

UKC

From: Knowledge Production

Info About FKC

UKC - Undecided Knowledge Claims

SKC - Surviving Knowledge Claimsge

FKC - Falsified Knowledge Claims

OK - Organizational Knowledge

FKC

5

Knowledge Production

CKC - Codified Knowledge Claims

Indiv. & Group Learning

Knowledge Claim Formulation

CKC
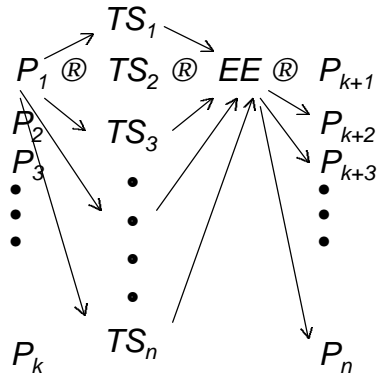
Knowledge Claim Evaluation
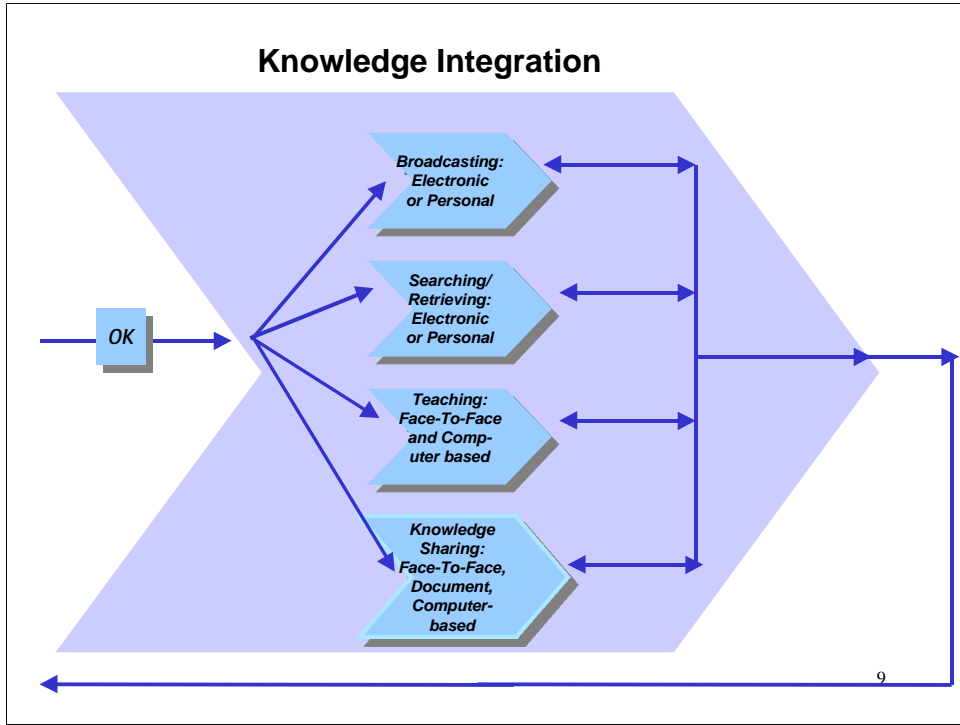
Info Acquisition

6

The Tetradic Schema

$$P_1 \circledR \ TS \circledR \ EE \circledR \ P_2$$

P_1 = Problem
TS = Tentative Solution
EE = Error Elimination
P_2 = New Problem

7

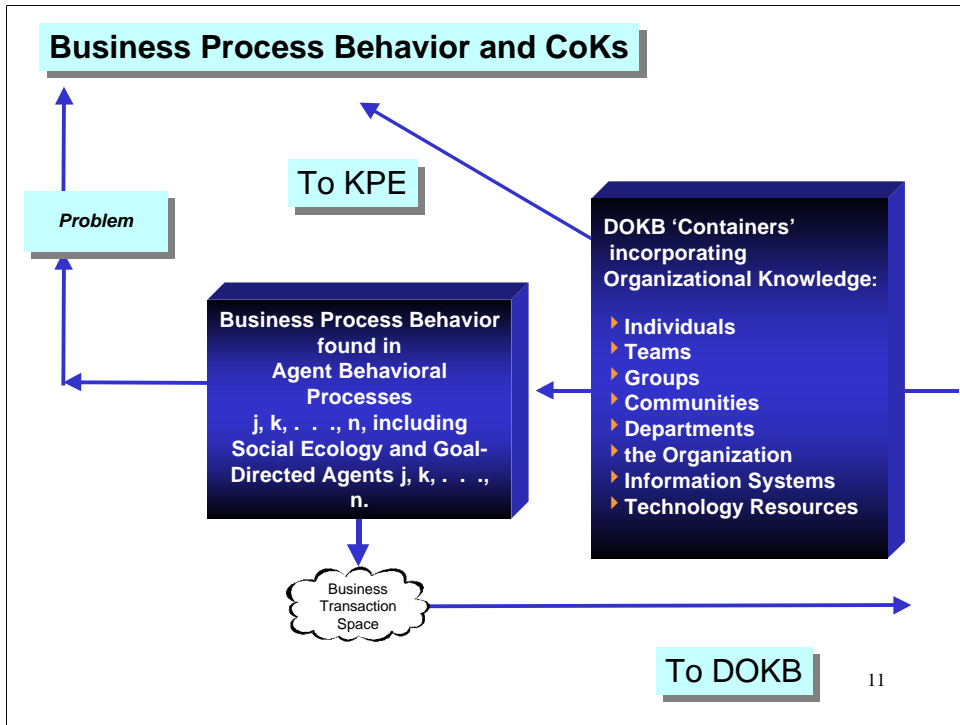# The Tetradic Schema

$$TS_1$$
$$P_1 \; \textregistered \; TS_2 \; \textregistered \; EE \; \textregistered \; P_{k+1}$$
$$P_2 \quad TS_3 \qquad\qquad P_{k+2}$$
$$P_3 \qquad\qquad\qquad\quad P_{k+3}$$

$$P_k \qquad TS_n \qquad\qquad P_n$$

8

Knowledge Integration

OK

Broadcasting:
Electronic
or Personal

Searching/
Retrieving:
Electronic
or Personal

Teaching:
Face-To-Face
and Comp-
uter based

Knowledge
Sharing:
Face-To-Face,
Document,
Computer-
based

9

Distributed Organizational Knowledge Base

World 2 and World 3
Knowledge Content Resulting
from Knowledge Integration, found in:

W3
Information Systems

W3
Documents

W3
Other Cultural Artifacts

W2
Individuals

W2
Communities of Practice

W2
Teams

W2
Groups

W2
Other Agents

10

Business Process Behavior and CoKs

To KPE

Problem

DOKB 'Containers'
incorporating
Organizational Knowledge:

- Individuals
- Teams
- Groups
- Communities
- Departments
- the Organization
- Information Systems
- Technology Resources

Business Process Behavior
found in
Agent Behavioral
Processes
j, k, . . ., n, including
Social Ecology and Goal-
Directed Agents j, k, . . .,
n.

Business
Transaction
Space

To DOKB

11

Nested KLCs

CoP   Team   Group

Individual

12

Knowledge Management

▶ Management is handling, directing, governing, controlling, coordinating, planning, and organizing processes and their outcomes.

▶ Knowledge Management is Management of
  – the KLC and its immediate products,
  – changes in Organizational Knowledge, and
  – changes in the DOKB.

13

The KLC, KM, the DOKB and the Open Enterprise

- All enterprises have KLCs and KM activities
- But Open Enterprises have KLCs and KM activities with particular characteristics.
- They also have Distributed Organizational Knowledge Bases (DOKB) with particular characteristics that support the Open Enterprise.

14

Example: Openness To New Ideas and the KLC

‣ Open Information Acquisition Sub-process
  – An infrastructure that delivers broad and relatively equal opportunity for knowledge workers to access information external to their organization that they need to support their own learning and problem solving
‣ Open Individual and Group Learning Sub-processes
  – Open KLCs at every level of nesting
‣ Open Knowledge Claim Formulation sub-process
  – Equality of access to previous knowledge claims
  – Equality of access to methods and sources supporting KCF

15

Example: Openness To New Ideas and the KLC (Two)

- ▶ Knowledge claim formulation (continued)
  - – Low intensity of conflict behavior in formulating KCs
  - – High intensity of collaborative activity in KCF

16

Example: Openness To Criticism and the KLC

▶ Open Individual and Group Learning sub-process
  – KLCs at every level of nesting with open knowledge claim evaluation sub-processes
▶ Open knowledge claim evaluation (KCE) sub-process
  – Competitive testing of knowledge claims against reality with reference to organizational criteria of evaluation to determine their value and veracity
  – Extent of inequality of access to previous knowledge claims
  – Extent of inequality of access to sources and methods supporting KCE
  – High frequency and low inequality of participation in KCE

The Next Step

▶ The next step is to work our way systematically through the KLC, KM activities/Metaprise, and DOKB frameworks and to specify the Open Enterprise in terms of these categories.

▶ But that is a task for another day.

18