



Straits Knowledge
Redefining corporate knowledge

The Three Tribes: Knowledge Management, Learning and Intellectual Capital - Towards a Common Agenda

Patrick Lambe



Marathon Woman

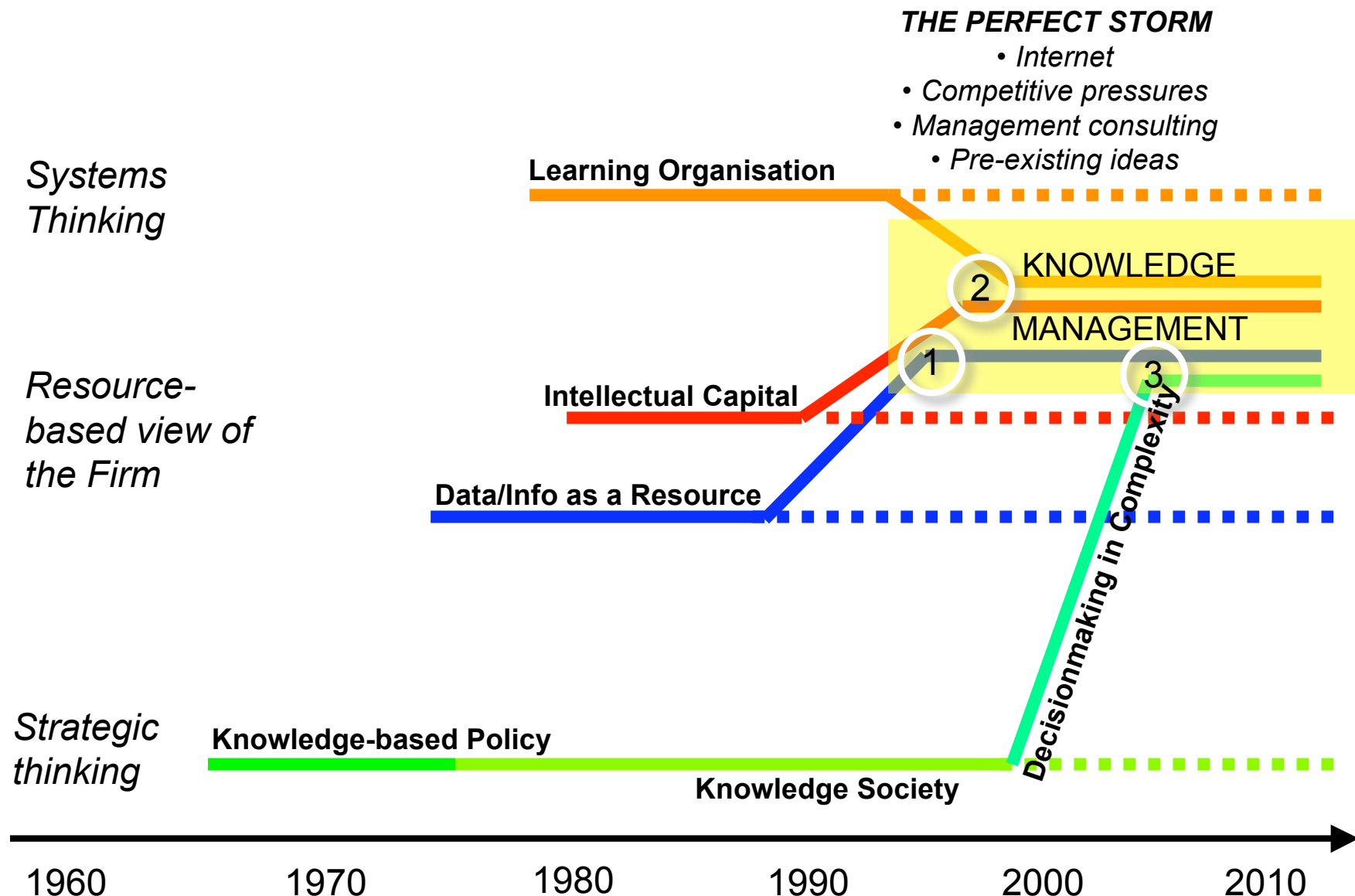
Marathon Woman is in KM for the long haul. Quick wins are nice to have, but not what she's in the game for. Her target is set on the long term strategic gains that KM can bring. She doesn't expect the KM journey to be an easy one, so her most important qualities are perseverance, persistence, patience and consistency. Despite the obstacles that get in her way, she never takes anything personally. Her focus on the end-goal helps her stay objective and impartial. As a colleague, she's a hard driver, but firm, fair and realistic as well. Because she has a very clear idea of what she wants, the arduous journey she brings you on is easier to bear. Not everyone is as patient or as clear sighted as her however, so she needs to be fairly thick skinned to withstand the objections, criticisms and doubts that are thrown her way.



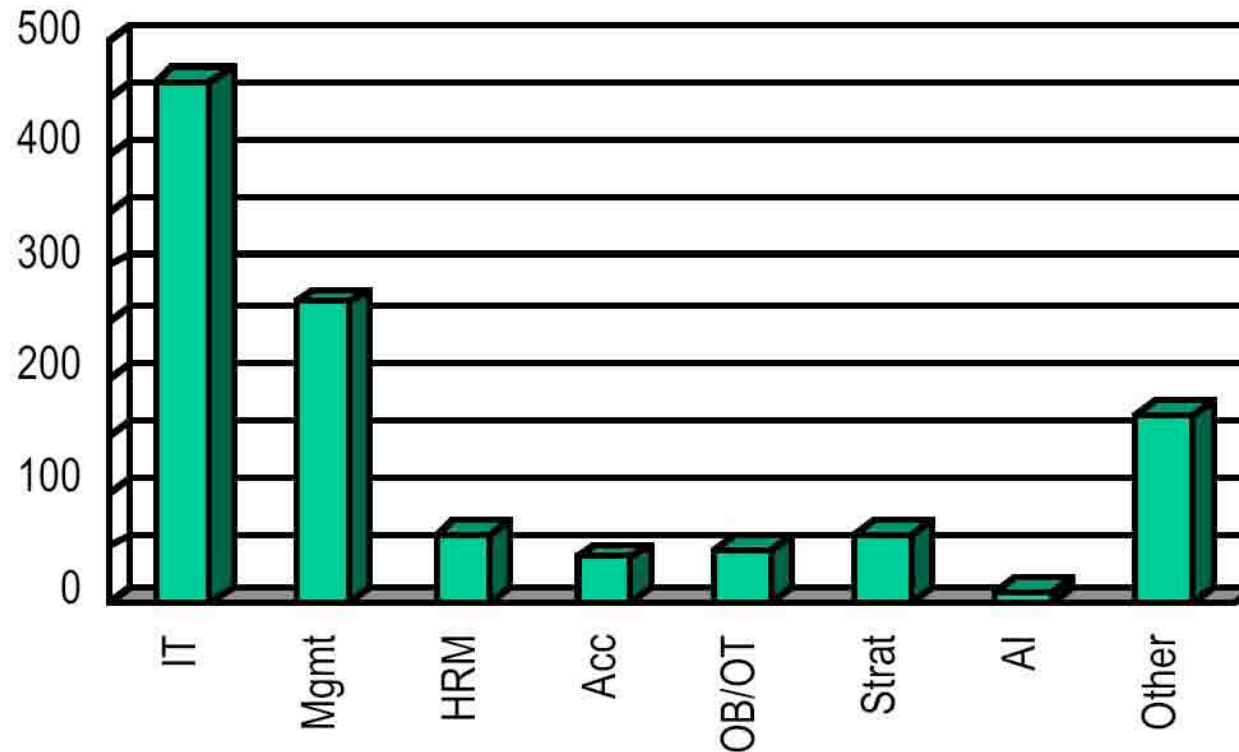
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Symptoms

The origins of KM



Colonisation of KM



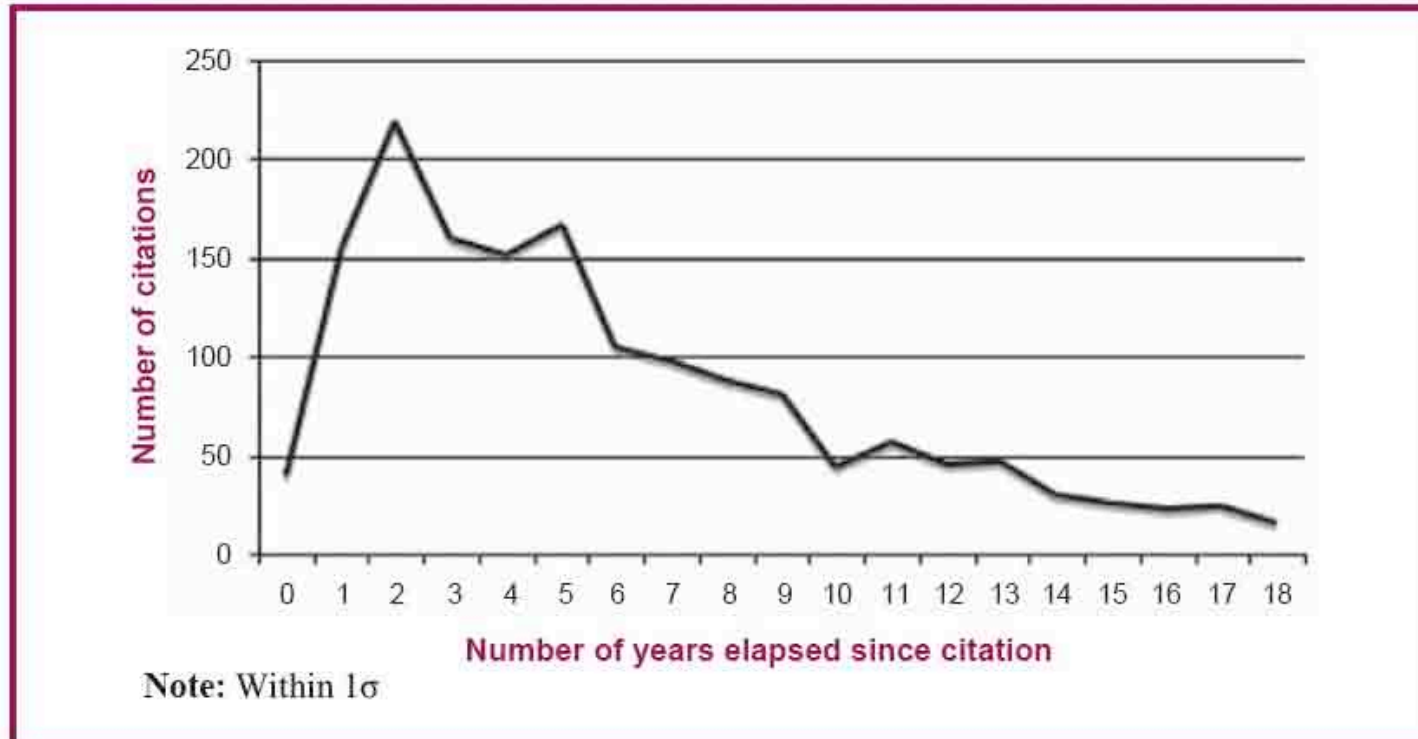
KM articles by profession 1990-2000

“... a consequence of the stylizing of KM by different professional groups is that, when applied in organizations, it could become an example of the very problems that it seeks to address. These concern problems of developing, sharing, integrating and re-cycling knowledge that is increasingly distributed across organizational, occupational and professional boundaries.”

Swan and Scarborough ‘The paradox of “Knowledge Management”’ *Informatik 1* 2002

Forgetfulness

Figure 1 Memory patterns for KM journal citations 1994-2007



“... earlier traditions of work were ignored, not fully investigated, or quickly overlaid with a new and historically shallow canonical literature.”

P. Lambe ‘The unacknowledged parentage of knowledge management’ *JKM* 15.2 2011

Theory vs practice



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Journal of Information and Knowledge Management

Volume: 9, Issue: 1 (March 2010)

•Structuring Innovation in the Knowledge Management Platform: Perceptions and Practices by Jeffrey W. Alstete and John P. Meyer

•Unstructured Knowledge Transfer in ICT Teams by Raija Halonen, Elisa Laukkanen, Thomas Acton and Kieran Conboy

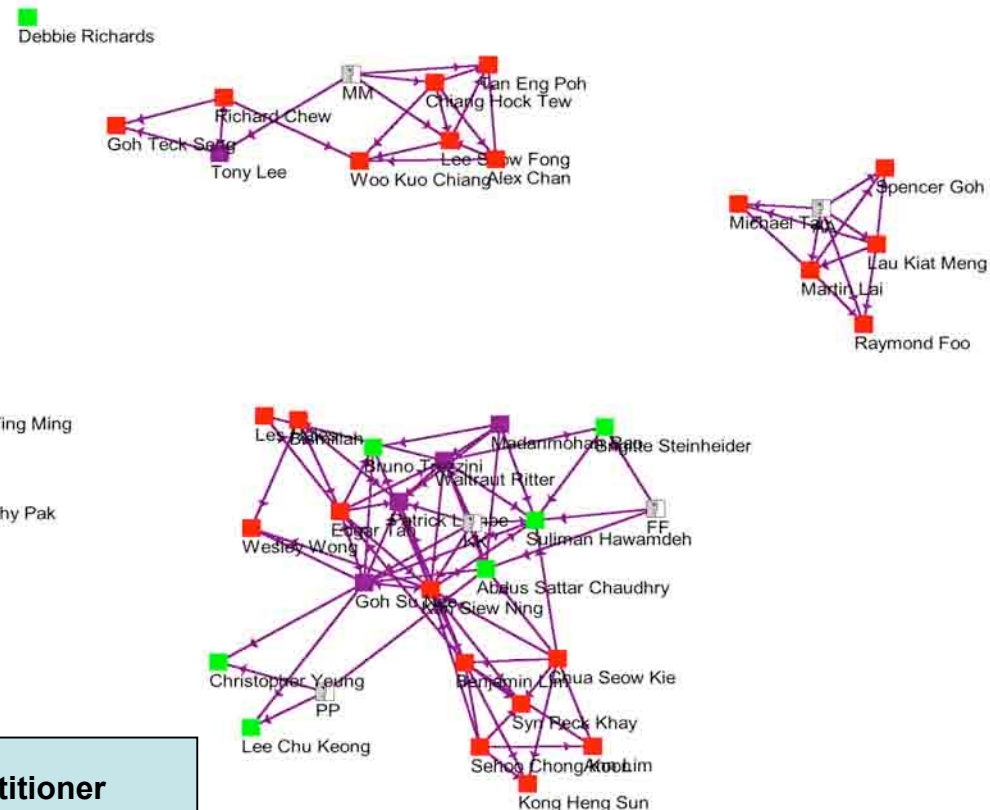
•The Role of Risk Related Knowledge in the Diffusion of Internet Innovations by Zakaria I. Saleh and Emad Abushanab

•The Impact of KM on Small and Medium Sized Organisations in Sudan by Nour-Eldin Mohamed Elshaiekh, Peter Charles Woods and Murali Raman

•A New Classification Based on Association Algorithm by Fadi Thabtah, Qazafi Mahmood, Lee McCluskey and Hussein Abdel-Jaber

•Technology Adoption by Subsidiaries of a Multinational Corporation: An Actor–Network Perspective by Janis R. Hilaricus

•Comparison of Matrix Dimensionality Reduction Methods in Uncovering Latent Structures in the Data by Ch. Aswani Kumar and Ramaraj Palanisamy



Social network analysis: International Conference on Knowledge Management 2004



“A proliferation of situated models”

Ray Sims: 62 KM Definitions

<http://blog.simslearningconnections.com/?p=279> (2008)

Peter Heisig: 160 KM Frameworks

*‘Harmonisation of knowledge management’ Journal of Knowledge Management, vol13 no4
2009*

Griffiths & Morse: 75 KM Models and Frameworks

*‘Knowledge Management: Towards overcoming dissatisfaction in the field’ World
Academy of Science Engineering and Technology Vol 54 June 2009*

*Griffiths & Evans: ‘Scaling the fractal plain: A general view of Knowledge Management’
International Journal of Knowledge System Science 2010*

My Theory



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From “Monty Python's Previous Record” 1972

A: The Theory, by A. Elk [Miss]. My theory is along the following lines...

C: [under breath]God!

A: ...All brontosauruses are thin at one end; much, much thicker in the middle and then thin again at the far end. That is the theory that I have and which is mine and what it is, too.

C: That's it, is it?

A: Right, Chris!
C: Well, Anne, this theory of yours seems to have hit the nail right on the head.

A: ... and it's mine.

.....

A: I have another theory.

C: Not today, thank you.

A: My theory #2, which is the second theory that I have. [clears throat].

This theory...

The fragmentation continues...



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“talking in the wrong language, or in too many languages rather incoherently, or in not enough languages... One way or another, there’s a re-examination needed here, and I’d suggest we cast a harsher critical eye over our sloppinesses, assumptions, half-baked metaphors and undigested analogies.”

(Victoria Ward ‘Digging up the metaphors’ *Inside Knowledge* 13.8 2010)

KM Groups on LinkedIn Jan 2011

Jan 2011

Oct 2011

422 groups

427 groups

- 26 Alumni groups
- 32 Corporate groups
- 20 Conference groups
- 132 Networking groups
- 16 Nonprofit groups
- 196 Professional groups.

Memberships
have doubled
since Jan in
several cases

Ian Wooler <http://ianwooler.wordpress.com/2011/10/18/knowledge-management-groups-on-linkedin-an-update/>

We are not alone:



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JT Dillon 'The multidisciplinary study of questioning' *JEdPsych* 74.2
1982

- 15 disconnected disciplines studying questioning ranging from logic, linguistics, psychology, education, investigation, library science, research methods - with common issues and complementarities

S Hyon 'Genre in three traditions: implications for ESL' *TESOL Qtly* 30.4
1996

- 3 independent disciplines studying genre: English for Special Purposes, Rhetoric and Writing, Linguistics

Umpleby & Dent 'The origins and purposes of several traditions in systems theory and cybernetics' *Cybernetics & Systems* 30 1999

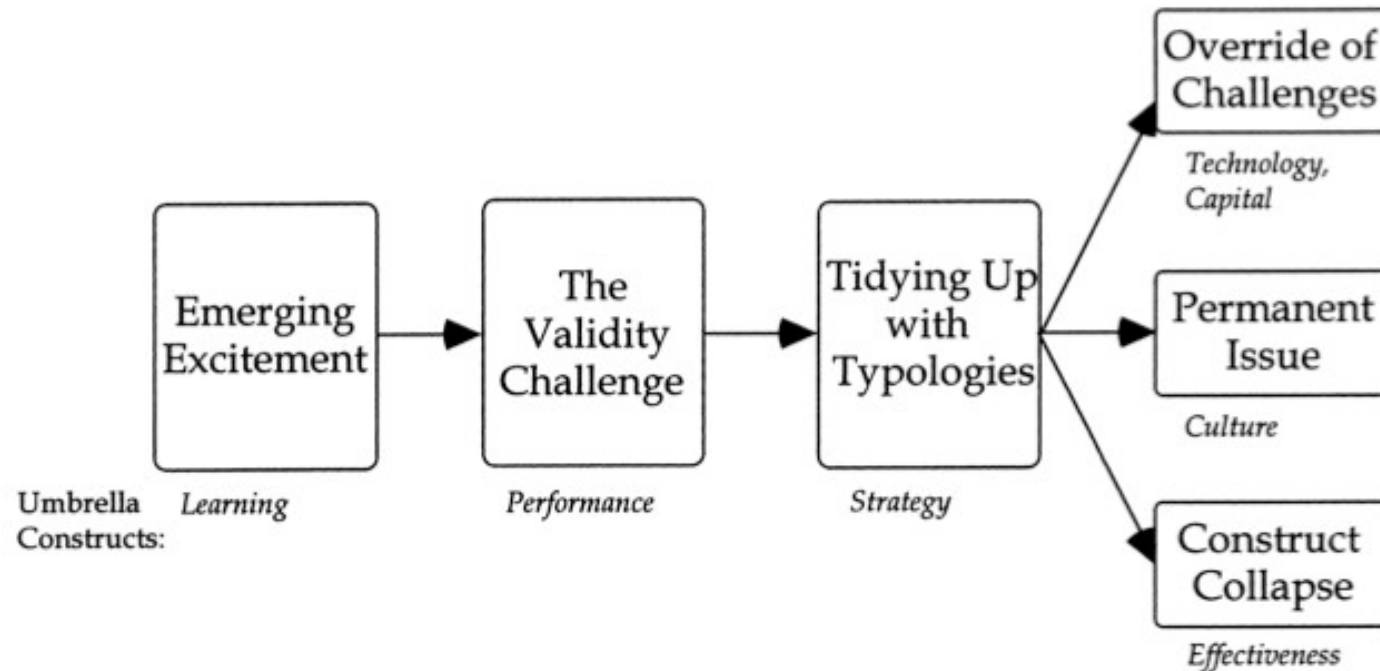
- Systems thinking emerged in 7 distinct traditions for different purposes: general systems theory, systems approach, operational research, system dynamics, learning organisation, total quality management, cybernetics - different traditions have different understandings of the same language

Berry et al 'Three traditions of network research' *Public Administration Review* 64.5 2004

- Social network analysis, policy change networks, public management networks - parallel disciplines investigating similar issues, leads to confusion about network studies - scope for cross fertilisation identifying issues and using methodologies

Acknowledgement: Diarmuid Piggott for references

Umbrella Constructs



1. Sensemaking - things *seem* to belong together
2. Strategic ambiguity - to generate dialogue between disciplines where there is no unifying paradigm - eg organisational studies

Hirsch & Levin 'Umbrella advocates versus validity police: a life-cycle model' *Organization Science* 10.2 1999



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Three Tribes

Journal of KM



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10 randomly selected articles from 2010 + citations = 518 author citations in
KM&IC&L

Learning Organization Journal



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KM Learning and KM Learning

10 randomly selected articles from 2010 + citations = 295 author citations in
KM&IC&L

Journal of Intellectual Capital



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KM

LearningandIC

Learning

KMandLearningandIC

KMandIC

IC

10 randomly selected articles from 2010 + citations = 608 author citations in
KM&IC&L

JKM & LO & JIC



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Learning

KM

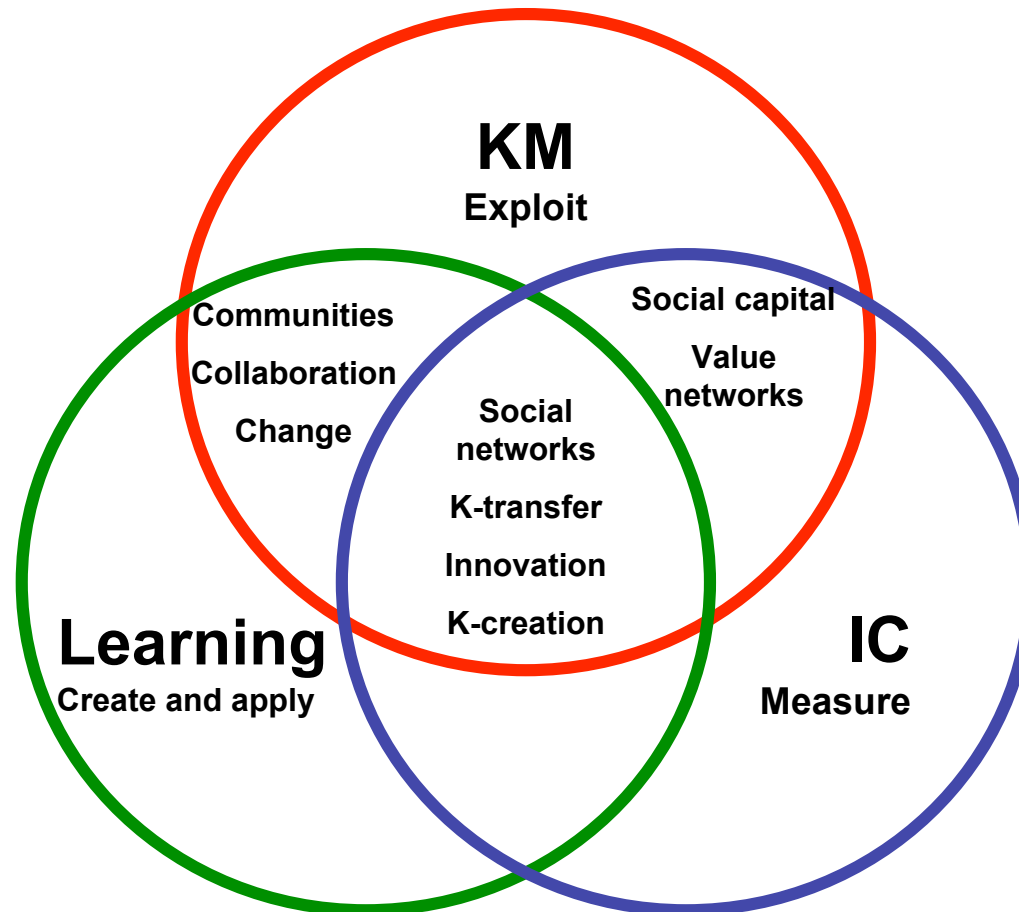
LearningandIC
KMandIC
LearningandKM

KMandLearningandIC

IC

30 randomly selected articles from 2010 + citations = 1421 author citations in
KM&IC&L

Opportunities

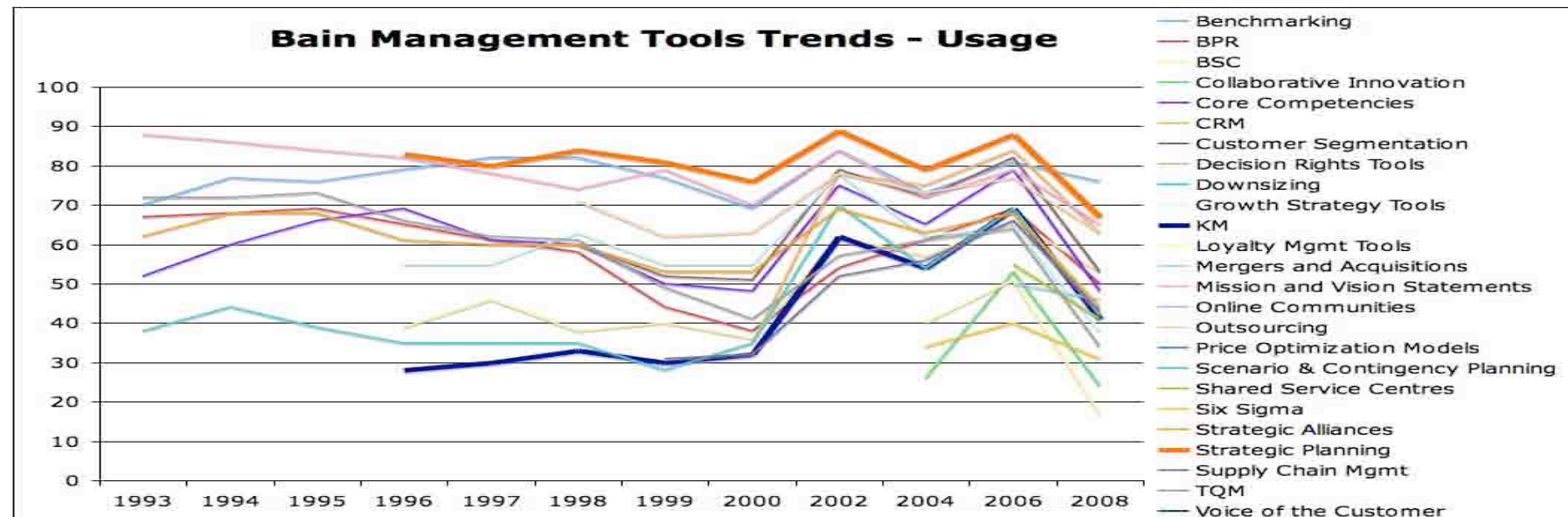
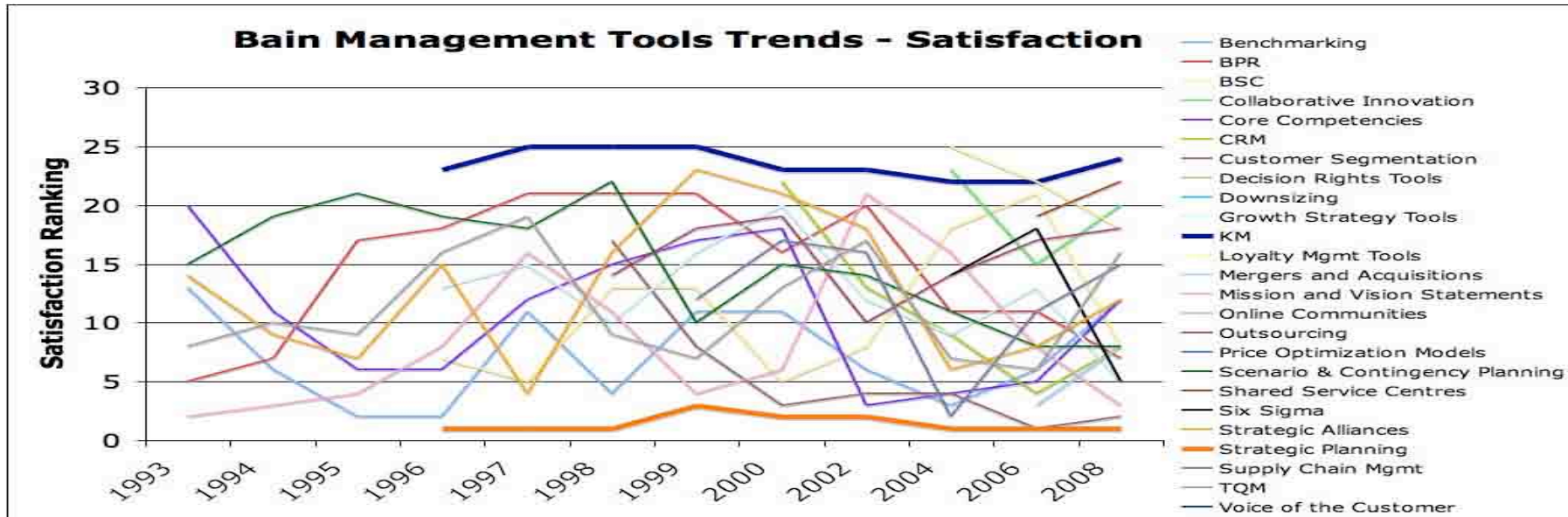




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Consequences

"Its dead but it won't lay down"



Rigby & Bilodeau Management tools and trends (Bain, 2007, 2009)

Neighbours or competitors?

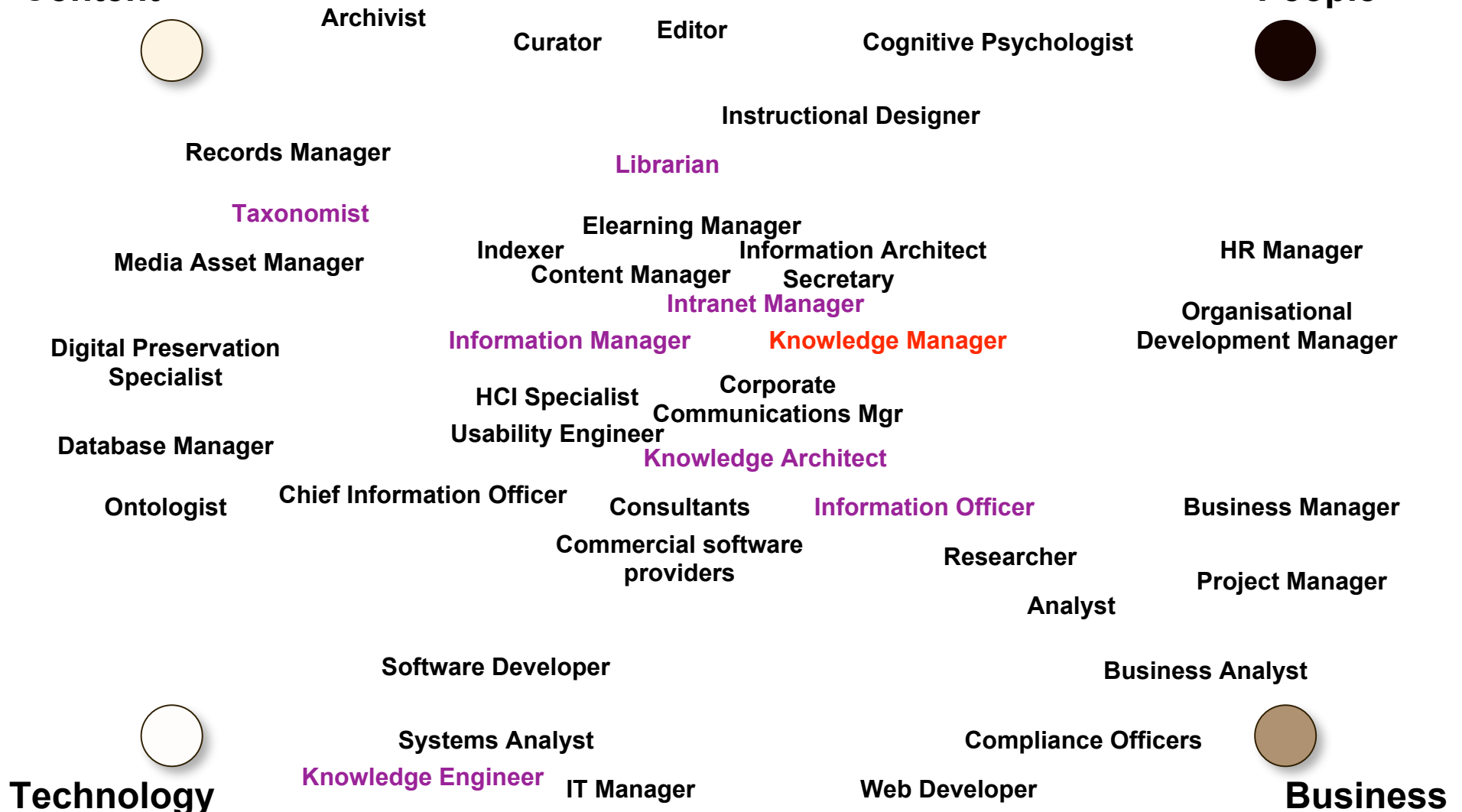


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Content



People





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Remembering the Issues



Why the need for KM?

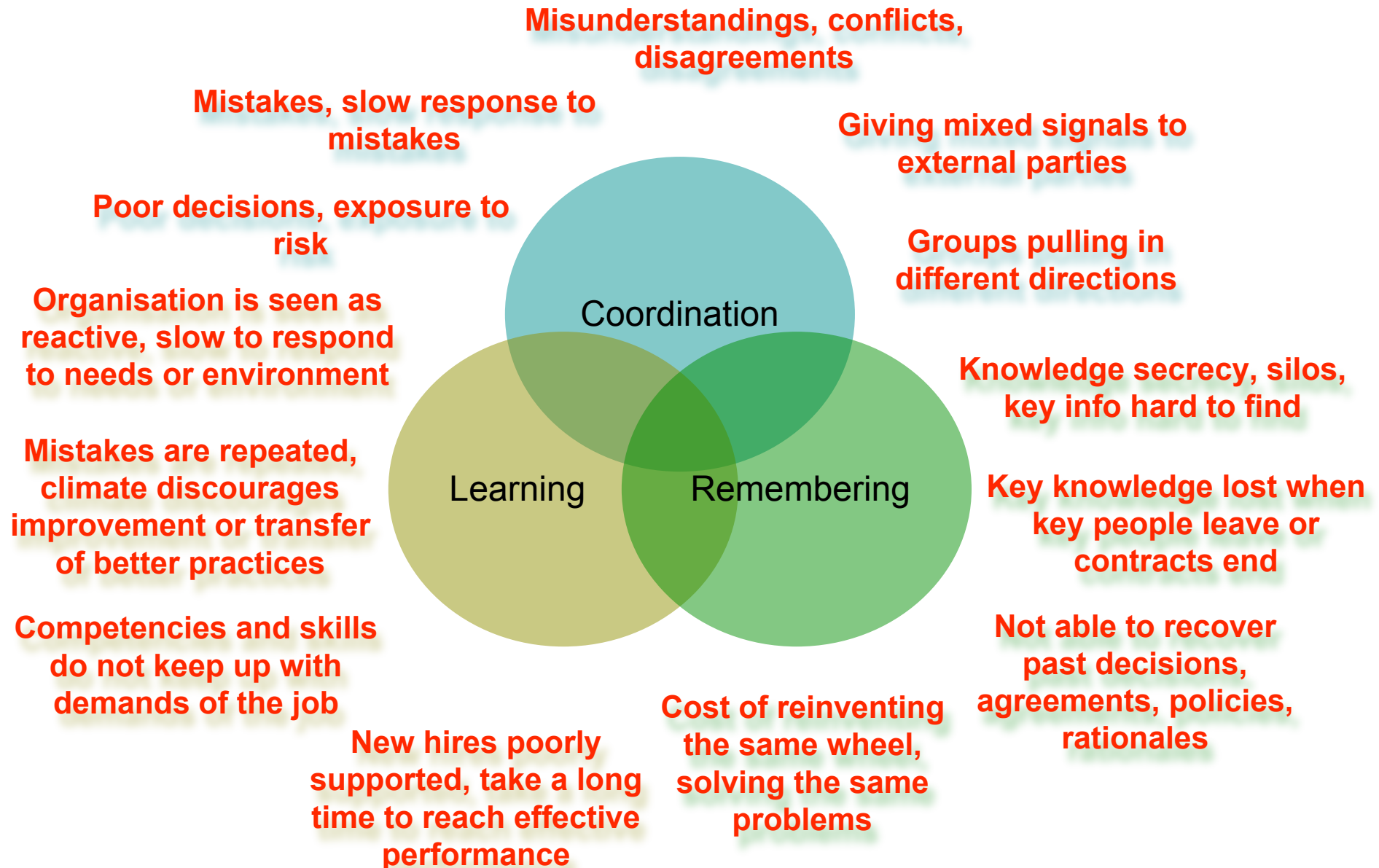
1. The law of numbers: human brains are optimised for working in small groups: *12/15 - 120/150*
2. Increasing *scale and speed of operation* enabled by ICT exceeds “natural” human scale of working
3. Complexity and unpredictability in the environment demand *organisational capability* building (agile, responsive, learning organisations), they cannot solely rely on *individual competencies* (eg in leaders or experts)
4. Organisations have to get better at *collective* learning, memory and coordination, independently of the individuals who work for them.



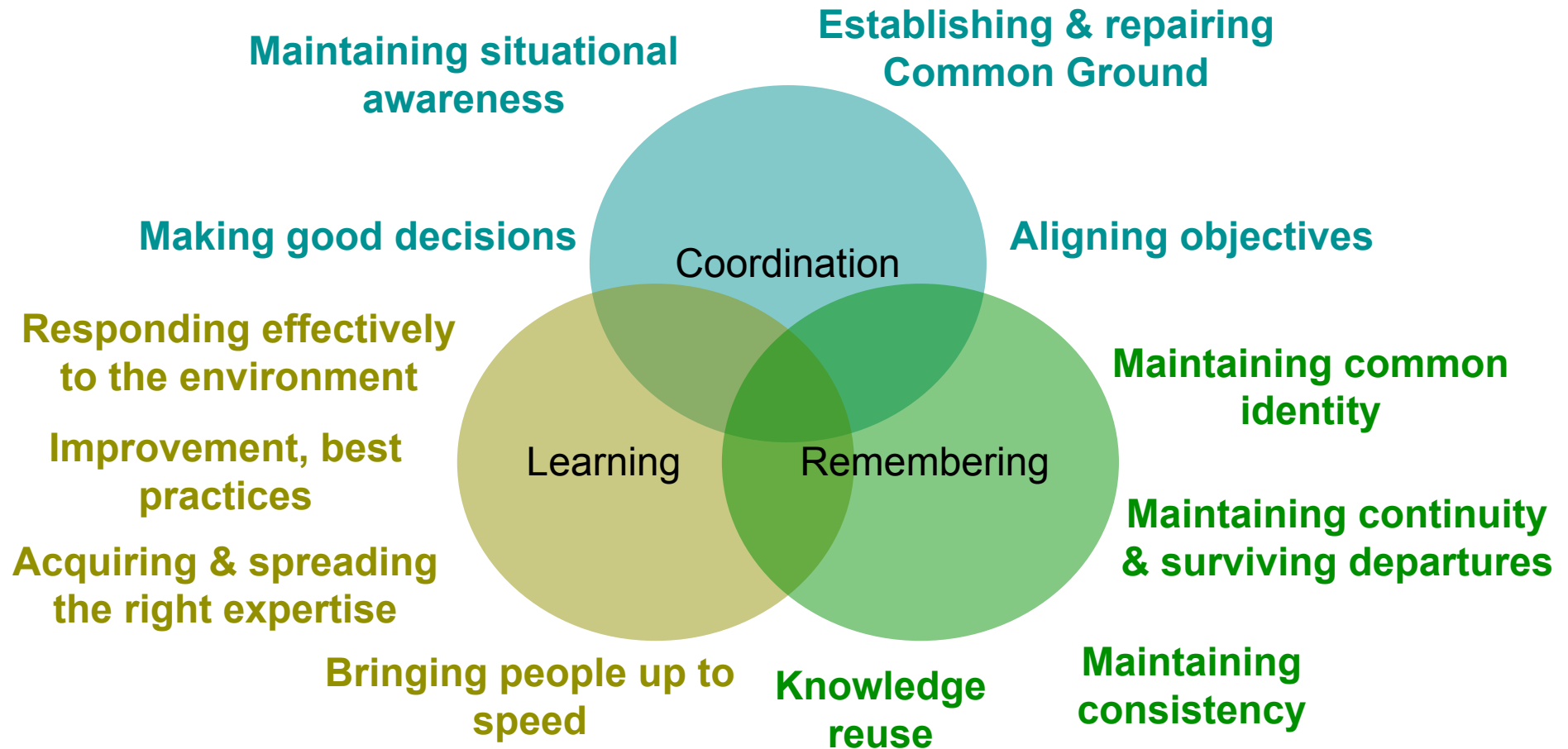
When you know you need KM



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Organisational cognition





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Thank you!

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