Our Vision of Knowledge Management II

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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.
The Tetradic Schema

\[ P_1 \rightarrow TS \rightarrow EE \rightarrow P_2 \]

- \( P_1 \): Problem
- \( TS \): Tentative Solution
- \( EE \): Error Elimination
- \( P_2 \): New Problem
The Tetradic Schema

\[ P_1 \rightarrow TS_1 \rightarrow TS_2 \rightarrow EE \rightarrow P_{k+1} \]
\[ P_2 \]
\[ P_3 \]
\[ \cdots \]
\[ P_k \rightarrow TS_n \rightarrow P_{k+2} \rightarrow P_{k+3} \rightarrow P_n \]
Knowledge Integration

- Broadcasting: Electronic or Personal
- Searching/Retrieving: Electronic or Personal
- Teaching: Face-To-Face and Computer-based
- Knowledge Sharing: Face-To-Face, Document, Computer-based

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

- Individuals
- Communities of Practice
- Teams
- Groups
- Other Agents

Other Cultural Artifacts

Information Systems

Documents
Business Process Behavior and CoKs

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 \( j, k, \ldots, n \), including Social Ecology and Goal-Directed Agents \( j, k, \ldots, n \).

To KPE

To DOKB

Business Transaction Space
Nested KLCs
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.
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.
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.
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
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.