

WEEK 7: KNOWLEDGE CAPTURE, CODIFICATION AND SYSTEM DEPLOYMENT

TACIT KNOWLEDGE CAPTURE

Tacit knowledge capture is a requirement for an organization to avoid knowledge leakage and also to make the best use of the expertise gained from the organizational setting. There are various steps to be taken when tacit knowledge is captured. The challenges involved in capturing the tacit knowledge making it more valuable. The tacit knowledge that remains in the minds of the individuals are the know-how's and know-why's that are needed to improve the existing systems and processes. It is acquired from individuals and groups and involves three phases of i) identification of knowledge to be captured, ii) conceptualization involving modeling the knowledge and iii) codification where the knowledge is organized and externalized.

There are various methods used for capturing tacit knowledge as the knowledge is shared to others through stories, interviewing experts, learning by being told and learning by observation.

1. **Stories:** Stories are the great way to transmit the knowledge and it also takes the listener into the situation and convinces the listener on the solution deployed. They remain in the memory of the listener and helps during similar problem situation for experimenting with the solution. For example, the success stories and the failure stories give the key lessons or the path leading to target achievement, hurdles to success achievement and the areas for correction.
2. **Interviewing experts:** The tacit knowledge capture in the service sector is more critical. There are at times to doubt the quality and quantity of the knowledge that is being captured when the experts' transparency level during knowledge capture is insufficient. Necessary steps have to be adopted to capture the knowledge in the complete form by carefully planning the questions to be asked to the experts.
3. **Learning by being told:** Some of the best practices followed in the organization are followed as they are being told by others and found to be successful in the present state. Such learnings take the form of tacit knowledge that needs to be captured. Here process tracing and protocol analysis becomes necessary to understand from the expert on how he/ she solves the problem.

4. ***Learning by observation:*** Certain skills are learned by others more by observation than through the step by procedure methodology. Observations enable to capture the tricks and nuances of the expert. The video of the expert's activities may be recorded for learning by others.

WEB LINK: THE ROLE OF TACIT KNOWLEDGE IN GROUP INNOVATION

https://www.researchgate.net/profile/Dorothy_Leonard/publication/230557658_The_Role_of_Tacit_Knowledge_in_Group_Innovation/links/5469fed90cf2f5eb180770de.pdf