

KNOWLEDGE MANAGEMENT LIFECYCLE

NONAKA'S MODEL OF KNOWLEDGE CREATION

Nonaka's model of knowledge creation involves in process of socialization, externalization, combination and internalization.

This process of knowledge creation involves in the transformation of two knowledge forms such as tacit and explicit.

Organizational knowledge requirements

For the survival of the organization, the organization needs to have a better understanding of

1. Competitor knowledge
2. Supplier knowledge
3. Customer knowledge
4. Product knowledge
5. Technology knowledge
6. Process knowledge

All the above knowledge that resides in the minds of different individuals is termed as tacit knowledge. Now, it is important to tap that knowledge and convert it into tacit form first and then to explicit form.

When explicit knowledge about the technology used for reducing material for production is known, the next level of the thinking process of the tacit form of knowledge occurs.

Example: Consider the technology knowledge

Step 1: Technology knowledge residing in the minds of individuals as tacit form.

Method: Using discussion at the production level meeting, the technology is shared with the other members.

Now tacit to tacit conversion has happened.

Step 2: Technology knowledge is now recorded in the minutes of the meeting.

Method: The minutes of the meeting where technical knowledge is shared with others.

Now the tacit form of k knowledge is converted to explicit form.

Step 3: Technology knowledge from different sources are collected and collaborated.

Method: Technology knowledge available in varied sources such as in articles, books, best practices manuals etc are collated and an overall consolidated report on technology knowledge is prepared.

Now explicit knowledge is converted to explicit knowledge.

Step 4: Consolidated technology knowledge available in reports is read by others and the thinking process begins.

Method: The circulated reports on technology knowledge now gets into the mind of the individual's. The individuals start to reflect, analyse, criticize with the experience, knowledge level and other characteristics.

Now the explicit knowledge is converted to tacit knowledge and remains in individuals' minds.