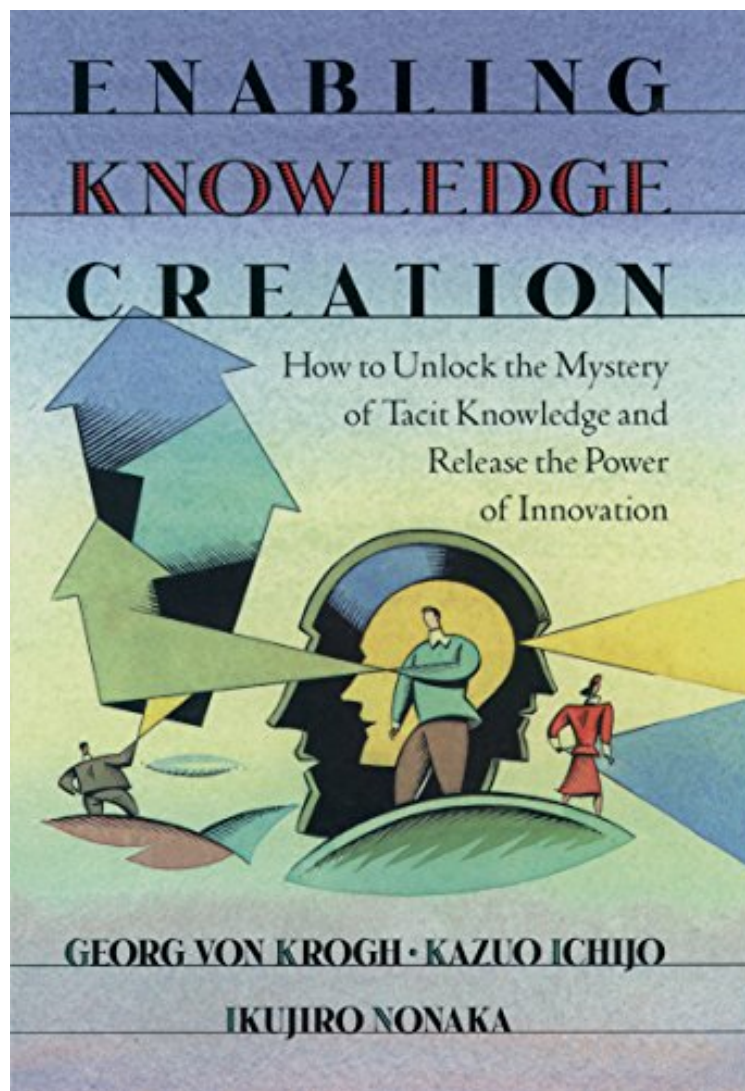


(Download ebook) Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation

Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation

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Georg von Krogh, Kazuo Ichijo, Ikujiro Nonaka : Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation before purchasing it in order to gage whether or not it would be worth my time, and all praised Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation:

79 of 87 people found the following review helpful. Focus on knowledge creation, but what about integration?By A. TiwanaThe author's of this book are leading thinkers in the KM field. Perhaps the best way to describe this book is as

a sequel to Nonaka's earlier 1995 book. But, we all remember what happened to Scarlett, again a much touted sequel. Although this book was a slight disappointment since Nonaka has set reader's expectations a little too high with his earlier groundbreaking title "The Knowledge Creating Company" that, for the most part, defined KM as we know it. An academic reader will appreciate the theoretical insights provided and extensive references to supporting literature. But there are some aspects that this book underplays: 1. Knowledge creation is fine, but knowledge integration is perhaps as important--an issue to which the authors pay little attention. 2. Excellent ideas aside, this book underplays the significance of empirical evidence and most cases tend to be descriptive qualitative analyses. 3. The role of technology is highly underplayed. 4. The book has "sufficient" overlap with the authors' research papers in the European Management Journal. For academic readers who have read those, this might be a little disappointing. 5. The concept of KM and its relationship with innovation at architectural and component levels is not described in much detail. On the positive side, you will find that: 1) Lots of issues that were barely touched upon in Nonaka's preceding book are described in further detail. 2) The book is very well written and the tone is accessible to both academic and non-academic readers. 3) The concept of BA is elucidated in further detail. Readers who do not follow academic research journals might find that an interesting extension. 4) A link between strategy and KM is well illustrated. For businesses, KM is of little value if there are no results. The authors describe how to look for those results (or in lay terms, ROI). Academic readers will also find Nonaka's recent paper in a recent issue of Organization Science (2000) to be of much interest. Academic readers must also realize that the approach here seems to be "post modern," and indeed quite qualitative in the European research tradition. To sum my opinion, this book is a worthy addition to the bookshelves; but, it is not to be read without reading Nonaka's preceding book "The Knowledge Creating Company." A word of warning is in order: Academic readers will enjoy this title however, managerial readers might find it a little heavy and abstract. Indeed, this book stands out of the crowd with three authors who are well respected in the American research circles--consequently, its high overall quality comes as no surprise. Recommended. 68 of 77 people found the following review helpful. Sustainable advantage through knowledge enabling. By Manfred Aben. In the many publications on Knowledge Management, the writings by Von Krogh and Nonaka (and, in this case, Ichijo) stand out in a number of aspects: 1) their emphasis of knowledge "management" as an essentially human and social process 2) their emphasis on linking knowledge management with strategic focus and business results 3) the inspiring examples and writing style. This book is a clear showcase of these elements. It provides a profound yet pragmatic guidance on the road to becoming a learning organisation. Where capturing, locating, and transferring/sharing knowledge are essential in achieving competitive advantage through knowledge, the real source of sustainable advantage is, as the authors claim, the continuous creation of new knowledge, as a result of developing a strategic vision and an enabling organisation and culture to realise that (evolving) vision. Being involved in implementing a number of the concepts in our organisation, I am convinced this book provides many ideas and tools that will help today's corporate world in reshaping our business for the knowledge economy. Highly recommended! 22 of 26 people found the following review helpful. "Knowledge cannot be managed, only enabled..." By Sharon VanderKaay. Knowledge written and stored in computers is effective only about 20 percent of the time," observes one CEO who is quoted in this excellent book. The authors focus on how organizations can encourage and exploit the remaining 80% - knowledge which is fundamentally created through human interaction. Such tacit knowledge is valuable because it is the key to innovation and nearly impossible to replicate. This book highlights the importance of knowledge activists, 360-degree visionaries, and cultivating a caring culture to support tacit knowledge creation and dissemination. Practical examples are provided from insight gained at well-established companies. In particular, there is a great 'knowledge story' about how Shiseido introduced its Ayura cosmetics brand. After losing market share in the early 1990s, Shiseido revived itself through high quality interaction with customers. Their strategy "...involves the mutual cooperation of producers and consumers, and entails two-way education to improve the products."

When *The Knowledge-Creating Company* (OUP; nearly 40,000 copies sold) appeared, it was hailed as a landmark work in the field of knowledge management. Now, *Enabling Knowledge Creation* ventures even further into this all-important territory, showing how firms can generate and nurture ideas by using the concepts introduced in the first book. Weaving together lessons from such international leaders as Siemens, Unilever, Skandia, and Sony, along with their own first-hand consulting experiences, the authors introduce knowledge enabling--the overall set of organizational activities that promote knowledge creation--and demonstrate its power to transform an organization's knowledge into value-creating actions. They describe the five key "knowledge enablers" and outline what it takes to instill a knowledge vision, manage conversations, mobilize knowledge activists, create the right context for knowledge creation, and globalize local knowledge. The authors stress that knowledge creation must be more than the exclusive purview of one individual--or designated "knowledge" officer. Indeed, it demands new roles and responsibilities for everyone in the organization--from the elite in the executive suite to the frontline workers on the shop floor. Whether an activist, a caring expert, or a corporate epistemologist who focuses on the theory of knowledge itself, everyone in an organization has a vital role to play in making "care" an integral part of the everyday experience; in supporting, nurturing, and encouraging microcommunities of innovation and fun; and in creating a shared space where knowledge

is created, exchanged, and used for sustained, competitive advantage. This much-anticipated sequel puts practical tools into the hands of managers and executives who are struggling to unleash the power of knowledge in their organization.