

**Knowledge Management**  
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**Lecture 15**  
**Knowledge Transfer and**  
**Knowledge Sharing**

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**knowledge transfer and knowledge  
sharing**

Ok, so next in the last part, we are going to talk about knowledge transfer and knowledge sharing. Here we will see that how knowledge sharing helps and knowledge transfer and it is very, very important to understand the dynamics that how with the help of knowledge sharing we can transform tacit knowledge into explicit form.

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## Factors In Knowledge Transfer

- Where knowledge is transferred from
- Media used in knowledge transfer
- Where knowledge is transferred to

### **Remember:**

- Only a limited amount of expertise can be captured as explicit knowledge
- Knowledge transfer facilitates knowledge sharing

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Now there are lots of factors that which are responsible for this we have to identify those factors which either facilitate knowledge transfer or innovate knowledge transfer. We also need to understand certain other factors like what are the different factors? Which help them? And where is the source ok, how you are going to transfer it ok, where it is to be transferred.

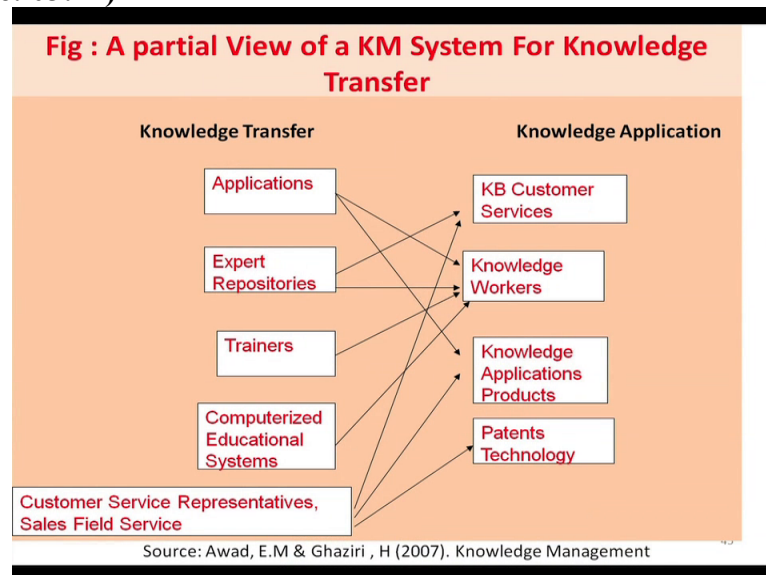
So there are lot of questions that should be asked like where knowledge is transferred and transferred from whether it is from tacit to explicit whether it is been captured from the experts ok in transit form or whether it is explicit to explicit or explicit to tacit because if you look at knowledge transfer it could be tacit to tacit if it is more personalized ok from person to person.

It could be explicit to explicit right document to document or it could be explicit to tacit also. So, we have to see that how where the knowledge is being transferred from and then what is the medium ok. Whether it is at the personal level that nobody has involved and if it is used based on technology then you are going to use internet it would be we also social media, it could be local area network, it would be other form of media.

Through which you can transfer the knowledge and then where the knowledge is going to. So, you need to see that whether the knowledge is being transferred to individual or to a system or to a technology. See when you are talking about knowledge transfer there are few things that is very, very important to understand. One of them is that it is not possible to capture the entire tacit knowledge which is there with the experts ok.

So, the knowledge developer has to understand that how to capture the tacit knowledge which is available with the experts and he needs to develop expertise to understand that how he can capture tacit knowledge to make it explicit from the experts ok. And then how knowledge is being transferred because unless and knowledge is transformed or knowledge is transferred from one person to another person it is not possible to do anything ok.

So, we have to see that how knowledge can be transformed it is very, very important.  
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If you look at how the KM system for the knowledge transfer being used you can see both sides like knowledge transfer and knowledge application. Now if you look at knowledge transfer and knowledge application what are the things that is required like where it is to be applied whether it is used by knowledge workers or whether it will be used for producing something that is new in terms of products or services.

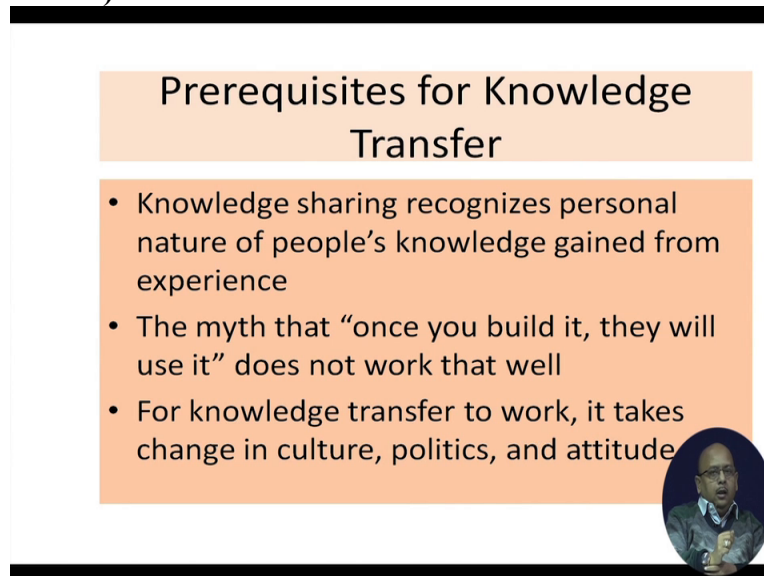
Similarly if you look at repositories and the knowledge that is there with the experts ok whether it will be used for knowledge based customer services, whether it would be used by the knowledge workers or not. Similarly look at the trainers, trainers transfer knowledge through the people or the employee or the workers it is very understand that from where the knowledge is coming and where it would be applied.

So it, if you look at this picture here it shows that knowledge management system is can be used for knowledge transfer and as well as knowledge application. For example you have a computerization in a system, who is going to benefit out of it ok. Like you have a computer

based system ok, training say for example. So, you can see that this computerised education system is going to help you to improve your knowledge and skill base.


Similarly if you look at how computer sorry customer service representatives or sales field services are being used. It could be used the knowledge transferred to knowledge based customer service. It could be all also apply to coming out with new product and services and it could also be used or utilized for developing new patterns ok whenever a new technology or related to products and services is established.

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**Prerequisites for Knowledge Transfer**

- Knowledge sharing recognizes personal nature of people's knowledge gained from experience
- The myth that "once you build it, they will use it" does not work that well
- For knowledge transfer to work, it takes change in culture, politics, and attitude



Now let us understand the prerequisites for knowledge transfer right. When I am talking about prerequisites of knowledge transfer we have to see that the knowledge sharing which happens from individual to individual ok their one thing that is very, very important is whose knowledge is being shared, what is the nature of knowledge that is to be shared because the nature of knowledge that is gained from experienced learning of the people ok.

It is very, very important and if people are going to share their knowledge based on their experience through people who does not have that knowledge or experience this is also called knowledge sharing. So, it is very, very important to see that people are ready to share their knowledge more specifically those who are experts and those who are fairly in very senior positions, who have a lot of knowledge experience and insight.

And if they are ready to share the knowledge then it is possible to transfer them into explicit form ok. The idea is that once you have been able to transform this tacit knowledge into explicit

form ok, other people can use it. But if you are going to share it only at a personal basis say you are an expert in that field and you are going to share it with one person.

And you tell them certain process at that how is it to be done. The knowledge being transformed from an expert to a person then it is only what tacit to tacit knowledge transfer. It does not involve tacit to explicit and that is where the role of knowledge developer is very, very important.

The role of knowledge developer here is used to identify the tacit knowledge with the experts and see what kind of mechanism and can be used including technology to transform the tacit knowledge into explicit form ok. And similarly you also need to create a support system for example, bring about a culture in the place that is very, very entrepreneurial.

People are ready to share and elaborate their knowledge ok, you have political support from the top bosses and also you have attitude of sharing because you know that today most people are holding their knowledge which may not be good for the organisation. So if you get commitment and support from the top management.

Employees have a very positive attitude towards sharing knowledge ok and is of created a culture where people are ready to share their knowledge which each other. The knowledge transfer becomes much more easy right. Similarly you also need to create an atmosphere of trust in the organisation.

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### Prerequisites for Transfer (cont'd)

- Instill an atmosphere of **trust** in the organization
- Fix **culture** to accommodate change
- Push **reasoning** before process
- **Doing** is far better than talking
- **Know how** the firm handles mistakes



Because unless you create a trust the person would not be ready to share their knowledge because person or even the knowledge developer have to develop this trust with experts because they do not have developed this trust with the experts probably experts would not come out and share the details related to the knowledge.

You also need to understand another important point that is related to culture of the organisation. What kind of norms and values are there in the organisation which is going to facilitate knowledge sharing ok. If your organisation does not have a supportive culture where will people be willing to share the knowledge.

Where then it would be very difficult transfer it. Similarly if you have a holding attitude then you do not share the knowledge with; your knowledge with other person ok. Also similarly you also need to understand and examine the processes how things are being done ok instead of talking about that ok, you should share knowledge.

Ideally you should go for it and see and create a role model as an expert to see that how the knowledge can be transferred how the knowledge can be shared, how tacit knowledge can be made explicit for people to make use of make use it ok. And that is where it is very, very important to understand or how to assess.

That how things are done in the organisation because as a senior expert you are familiar with the processes, so it is your responsibility to document this processes with the help of knowledge developer who is going to make more explicit so that it can be used by other person, but if you are not going to do and if you are certain mistakes then it would create lot of problem and knowledge may not be transferred to other person.

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## Dimensions of Values and Beliefs

- |                       |                   |
|-----------------------|-------------------|
| • Authority           | Fairness          |
| • Collaboration       | Motivation        |
| • Commitment          | Mistake tolerance |
| • Compensation        | Participation     |
| • Competence          | Partnering        |
| • Conflict resolution | Teams             |
| • Consistency         | Truth, openness   |
| • Cooperation         | Self-management   |
| • Creativity          | Risk tolerance    |
| • Empowerment         | Change            |
| • Innovation          | Focus             |



Now if you look at the soft tissues it is basically related to culture, values and beliefs the organisation. There is lot of factors which are very, very important ok. How you create a culture of trust, values, sharing, motivation, attitudes and beliefs which is going to be very, very supportive for example you need to see that whether the authority relationship is there or not ok.

Whether it is more decentralized or centralized ok where people are ready to collaborate with each, where there is a commitment among people down the line or not ok. Whether it is been linked with the reward or not that is also important ok, whether people have this competence because unless you have competence or knowledge how you are going to share it ok.

Similarly you also need to see that any issue where the conflict of interest is created by the people is not there because the conflict of interest is there people may not be ready to share their knowledge ok, it is done more reliably so that you get more consistent result because consistency is not there tomorrow if he is saying something, today is saying something else tomorrow is he saying something else.

So, what happen with it means that reliability of information is not there. So, you need to ensure that the information that is going to be provided by the expert is much more consistent ok otherwise it may not help. Similarly you also need to see that how the knowledge is being used whatever knowledge is being used is creatively utilised by the knowledge workers to develop new products, processes and systems.

And for that it is very, very important that top management empower the people so that they can go about it. So, if empowerment is there they are creative then you can expect them to be very, very creative and innovative in the system. Similarly you also need to deal with people with justice and fairness ok.

Whether it is allocation of resources, whether it is a location of rewards so you need to follow this principle of fairness in allocating reward, resources and other things so that people understand and they are able to justify this kind of this kind of things. Similarly you also need to encourage people through compensation and reward systems and other things.

To motivate people not only to share the knowledge but also use documented knowledge that is available with the KM system. The people should also be ready to tolerate if there are any mistake and when you are going to do something new. It is always possible to make certain mistakes ok. You make mistake only when you do certain things right.

If you are making mistake make sure that you are going to learn from that experiences. You should be also to ready to participate in all activities related to knowledge dissemination, creation and these kind of things. You should partner with different kind of say unit systems ok and people for that that matter and work as a team.

If you are going to work as a team probably the possibility of knowledge sharing increases. This relationship in the team is based on what truth, openness and you have to have to see that you are able to create a climate of openness and trust within the group. So, that people are ready to share their knowledge with each other.

Similarly it is very, very important to organise yourself also ok and that is related to self management whether you are able to realise yourself, whether you are able to control and organise self in a better way than is always matters ok. And then you should be able to open and flexible to that is happening.

Because if you are not able to make yourself adaptable and flexible to the changes that is happening then what will happen you not able to cope up with the challenges that is going on. And these knowledge management systems make you ready to cope up with the challenges of the environment and that is why it is important that should be ready to embrace, accept change as it comes. Similarly you should be focused very much focused so that nothing happens.



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**Leadership**

- Understanding company mission
- Culturally internalized management practices
- Culturally internalized operational practices
- Culturally driven forces



Another important point that comes out here is leadership. When I am talking about leadership the idea is that everything depends upon the top management. How they are going to look at the organisation and what is the vision of the organisation. That is where the company wants to go down the line maybe next 5 years or 10 years.

So, it is very, very important that the leadership understands what the company is doing right now and where they want to take it down the line maybe 5 years or 10 years. So, they need to develop a vision for the organisation and ensure that they also need to develop a culture which is going to be followed by the people.

So, that they are ready to internalize those systems and practices in the organisation to fulfil and realise the vision of the organisation ok. If they are not able to internalize those practices norms and values of the organisation probably it would not help ok and that is why it is very, very important to drive people based on culture.

And that is why it is culturally driven forces are or at work it means you have to make them understand norms and values of the organisation there is support and commitment from the leadership then it is very much possible that you will be able to take it forward.

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## Factors That Retard Cultural Values

- Culturally driven forces
- Understanding company priorities
- Questionable values
- Questionable beliefs
- Lack of trust in the approach or process

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Next we are going to discuss about how we are going to look at those cultural values which are important and what kind of things can be done ok. So, you have to see that what are the forces which can be culturally driven. For that what you need to understand the national culture, the culture of the organisation and also culture of the people, social culture values. So, you need to go for the blending of these three cultures to better understand.

How this cultural forces can be used to drive people to share their knowledge that is very, very important. Well I am talking about the national culture, so, you have to see what kind of culture is developed in the nation level ok. What kind of roles and value system are created. Similarly the kind of norms and values that exist in the organisation what kind of climate is there in the organisation.

Similarly talking about people values and culture ok what kind of norms and values develop by the people at the individual level. Because bending of all these values really help people to share their knowledge. Similarly you also need to understand what the organisation wants. Do they really interested to see that knowledge is created, developed and people ready to use it to realise the vision or not.

So, if the organisation is working in a competitive way in environment it is very, very important for them to understand that what are the clarities of the companies or organizations the kind of vision and mission they should have and what are the goals and strategies which they should work for say next 5 years and 10 years.

And where the people are ready for it or not ok. When it comes to competence, knowledge and skill based it is very, very important to ensure that people are able to cope up with the challenges and take the organisation forward and that is where this is very, very important to see that how the knowledge management system is going to work.

How a knowledge management system is going to facilitate this process to ensure that people ready to share the knowledge, tacit knowledge is documented into explicit form. It is put to use having a IT enable system. So, that people are going to make use of the knowledge to be more creative and innovative ok.

In the process you should also ensure that if there are any questions or any issue that is raised related to the values and beliefs of the people in the organisation it is resolved by the top management ok. And you also need to develop trust and how this trust is developed. You need to provide feedback to the people how well they are doing ok.

Not only provide feedback but you also you also need to create an atmosphere of trust. Make sure that people are open people are collaborating with each other, people are sharing this knowledge and that helps you to create environment of trust. So, if you are able to create environment of trust in the process it would facilitate knowledge sharing people will readily collaborate people come out with answers of these question.

But if there is lack of trust there is nothing is going to happen probably people will moving more move towards holding knowledge attitude then sharing knowledge.

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### Employee Job Satisfaction and Stability of Workplace

- Job satisfaction determined by the match between an employee's vocational needs and job requirements
- Success of knowledge transfer and sharing depends on how satisfied employees are on the job

Moving to the next part which is very, very important that whether employees are going to be satisfied or not. It is very, very important to ensure that people who are doing their job are satisfied and why we are discussing about job satisfaction here is because if people are not satisfied with that kind of leadership, commitment, culture that you have created ok and it is not ready to fulfil the expectations the need and expectation of the employees ok.

And if there are requirements are not met by the organisation on the one hand. Similarly if there is a misfit between job, requirement and the knowledge of the people. Even in that case person may not be satisfied. So, you need to ensure job satisfaction by creating an environment of trust you need to understand the people, follow those cultural values and practices which has been developed by the organisation and its leadership.

Similarly you also need to create jobs in such a way which fit with their knowledge requirements ok. So, there has to be a better job person fit to ensure job satisfaction. So, if people are satisfied then we can expect them to share their knowledge with each other because knowledge sharing and transfer depends upon the job satisfaction, happy and satisfied employee would be more ready to share and transfer their knowledge compare to one who are happy and satisfied.

So, you need to create an environment by enabling certain systems, cultural values, leadership and also ensure that there is a better fit between the person on the job ok.

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**Major Known Vocational Needs**

• Ability utilization	Recognition
• Achievement	Responsibility
• Activity	Security
• Advancement	Status
• Authority	Supervision—human relations
• Compensation	Supervision--technical
• Creativity	Variety
• Independence	Working conditions
• Moral values	

What are the various vocational needs that are not that are looking into when it comes to satisfaction of the employees ok whether there able to utilise knowledge and skill base ok or they

able to make significant achievements. What kind of things they are doing? What are the scopes of activity in which they are involved?

Whether advancement opportunities are there or not, how much authority they are given ok in terms of delegating authority down the line. So, if you have a decentralized environment it is always better ok, then whether that the work that they are doing ok is worth its compensation that provided by the organisation. So, you need to link and see that the job is valuable it is the sense that the worth is recognized by the organisation and accordingly people are compensated ok.

You also need to see that people are getting enough autonomy they are creative ok. They develop such values which help them to be satisfied. They are being recognized for the work that they are doing ok. They chair responsibilities, they take responsibilities, they feel secure about their status in the organisation ok.

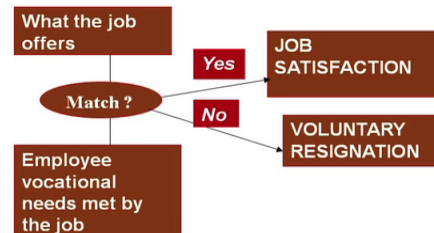
And also need to ensure that another important factor that is provided people do not leave their jobs; people leave their supervisors or the bosses. Because supervisor is the most important factor for the job satisfaction, so if you have a good supervisor who develop and maintain good human relations then it is always good.

Similarly issued also need to ensure that supervisor are ready to provide all kind of technical help that is required for the smooth work. Similarly you also need to create a good working environment not only physically but psychologically, so that his needs are satisfied. So if his basic needs in terms of job, his expectation, his advancement in the career ok, his compensation ok and his work everything is taken care which you can relate with vocational needs probably.

People will be more satisfied and people are more satisfied probably they would more contribute to these things right.

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## A Conceptual Job Adjustment Model



Source: Awad, E.M & Ghaziri , H (2007). Knowledge Management

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Now if you look at job satisfaction model you can see, you have basically every employee say that what job is going to offer to them whether they are going to offer good working condition, good status, good recognition ok. So, what you look forward to in a job ok both kind of factors not only money, status but also recognition ok.

Now if you look at this, what the job offers if you are satisfied with this factors ok. If it is there then you are satisfied, if it is not there then you may not be satisfied right. So, if you dissatisfied means you do not like the job ok. But it does not mean that you are not satisfied. The satisfaction comes from intrinsic motivational factors, his basic needs no.

His advance needs related to relationship, status, recognition, teams and these things are met. If there is a better match then the person would be satisfied otherwise they will try to leave the organisation or they would like to find another job. So, you need to ensure that the job offers what the people expect from the job in terms of external and internal motivation that helps them to satisfy them with the job.

If it is not there then people may not be ready to work with organisation and any opportunity that available to them they will like to leave the organisation right.

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## Transfer Methods

- A team sets out to perform a specific task
- Team outcome captured and fed back to same team or another team
- New knowledge reinforces or improves performance of the team next time round
- New knowledge also transferred to a knowledge base for others to follow



Now when it comes to transferring knowledge they have to see that how it is going to be transferred ok. And that is where teams play a very important role ok because teams have supposed to perform specific job ok. Suppose there is a team who is going to write program for organisation client then it is a specific task that has been given to them then what is the role of the team.

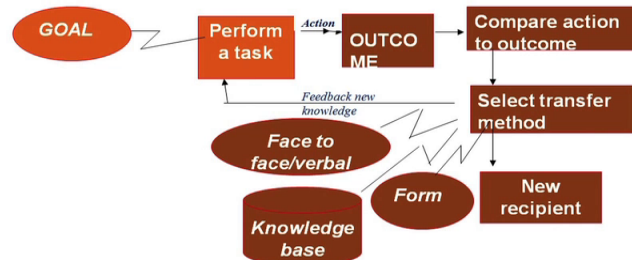
The team is going to see that how the how they are going to write the code, how they are going to satisfy the requirement of the client in terms of programs, its writing, its execution, its implementation and see to it that program works for the client and client is able to make use of that ok. Now in order to do all these activities you have to see that team is able to capture ok everything.

So, whether there is a process of sharing knowledge with each other or not ok, so if the team members are ready to share their knowledge with each other then it reinforce performance of the team ok and the same thing is going to work again, then you will find that yes it is really helping team to work in a better way.

And then whatever new knowledge that has been created if it is documented then it becomes a knowledge base for not only that team but also for the other team also to see that it is going to be utilized.

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## Converting Experience Into Knowledge



Source: Awad, E.M & Ghaziri , H (2007). Knowledge Management

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So, when the teams are going to work together and they are going to generate new knowledge based on the expertise that they have with each other. We have to see that how this experience is being converted into knowledge ok. The same thing that I have been talking about see you have certain rules that is to be achieved and for that for that you are going to perform certain tasks with certain outcomes ok.

And then you see whether you have action and outcome is matching or not. So, you get feedback ok, now when you compare your action with the outcome you see that how it is going to be transferred ok whether it is going to be phase to phase. It is going to be the knowledge base of the repository into system. In what form it is going to be there and who are the recipients ok.

So, when you are going to convert the experience into the knowledge ok, you have to see that in what form this new knowledge is going to be fed back into the system or fed back to the people in the organisation. And in what that is going to be use by the people. It could be a personal level; it could be used in the technology system where you are going to be knowledge into the repositories.

So, new knowledge is created in different form in the explicit form. So, it could be either tacit or explicit, it could be in the repositories or it could be from one person to another person or it could be new recipient or another team same team in a different form ok. So, that is how the experience is being converted into knowledge ok

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## Transfer Strategies

- Devoting specialized focus on on-site learning
- Absorbing the heuristics as they occur
- Adopting the organization's culture to facilitate knowledge transfer and knowledge sharing

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Now how it could be done, what is the strategy right. We have to see that whatever it is being learnt by the people during the team conversation. How it is going to be captured ok, so there could be different process that could be adopted. How you are going to look at different processes that is known as heuristics ok.

Because you do not have a set rule to do it is being observed by the people and also whether you have developed the culture in the organisation which is going to facilitate this process or not. So, any new learning experience that is coming out ok you need to capture it and also if you need to develop knowledge sharing culture.

So, that in a team people is ready to share their knowledge share the knowledge with each other which will help you to transfer that knowledge ok transfer from tacit to explicit and also share the knowledge once it is being explicit.

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## Inhibitors of Knowledge Transfer

- Lack of trust
- Lack of time and conference places
- Status of the knower
- Quality and speed of transfer

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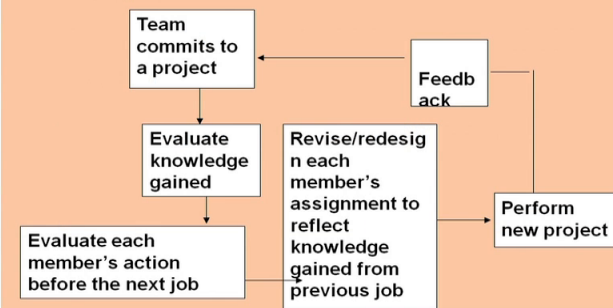
So, what are the inhibitors of the knowledge that I have already talked about it. There is a lack of trust people will not be ready to share the knowledge ok. If there is no time for doing that, and if you do not want it, so it will not happen because there no places which is possible to have a; if you have any doubt about the status of the knower, if experts are not good, competent enough then there is no question arises.

Similarly you also need to look at the quality and speed of the transfer because it matters because if the quality and speed is not good or effective ok. Because the quality of knowledge that is transferred is not that good that the speed at which it is transferred as and when it is required if the speed is not been transferred and but it is not very responsive to this questions probably knowledge may not be transferred.

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## How Knowledge Is Transferred

- Collective sequential transfer—specialized team performs same function in other sites



Source: Awad, E.M & Ghaziri, H (2007): Knowledge Management



For example if you look at whether you go for sequential transfer, one by one ok one because one team is performing the job. Whatever knowledge is created it goes to another team or it goes to other project right. You see that what kind of knowledge is being generated ok and then you revise and redesign and accordingly whatever new knowledge is created you make use of that ok get feedback which can be used in another project right.

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## How Knowledge Is Transferred (cont'd)

Unique features of collaborate sequential knowledge transfer:

- Team meetings are usually brief, but held regularly as time permits
- Meetings held with all participants being equal
- What takes place in meetings kept within the team
- Focus on the project, not the person or personality

Then you have to see that in a collaborative sequential knowledge transfer what happens ok. Teammates on a regular basis ok then participants share the knowledge with each other ok. Then they focus on the project and not on individual. Based on the project whatever new knowledge is being created ok that is actually transformed into explicit form.

Documented somehow or process are observed and captured by the knowledge developer and then this knowledge that has been developed is being utilised right.  
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## Meetings in Collective Sequential Transfer

- Set agenda
- Keep it small
- Invite the right people
- Facilitate the process
- Take breaks
- Socialize
- Show accomplishments



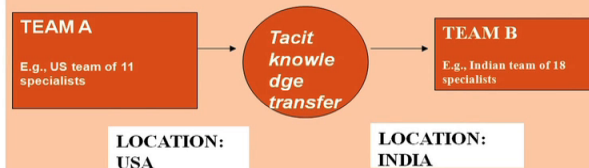
So, in a collective sequential transfer what will happens. You set the agenda, keep it small 2 or 3 agenda only. Get the right kind of people who can really participant in the process, who are really experts in the field. Who can really provide some input ok and then you need to facilitate the process by creating an environment of culture of trust and this kind of things ok.

And then allow them to go for it, allow them to take certain breaks. Let them socialize; share the knowledge with each other. And ultimately see what comes out in terms of the accomplishment ok or the knowledge that has been generated in the process.

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## How Knowledge Is Transferred (cont'd)

Tacit knowledge transfer—unique in complex, nonalgorithmic projects, where knowledge is mentally stored



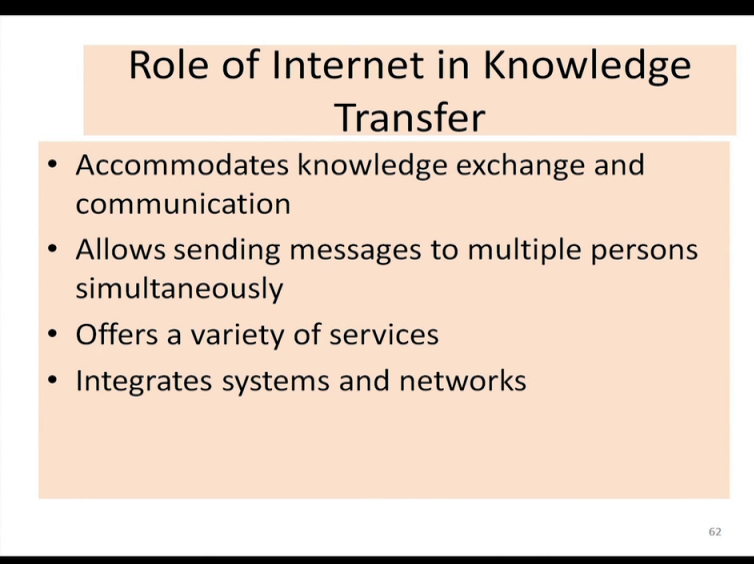
Source: Awad, E.M & Ghaziri, H (2007). Knowledge Management

Now if you see what happens there is a team which is working at one particular location ok, they are generated certain knowledge and that knowledge is been transferred to another team. One team is been working in different I mean cross border situation like. One team working in US and another team is working in India.

So, team A suppose is working in US and generated certain knowledge that has to be transferred to the team that is going to be useful for another team in India so, this knowledge to be transferred ok. The knowledge transfers especially the tacit knowledge transfer that is more important because it is unique.

Because you are going to use knowledge algorithm projects ok, where there is no fixed certain things fix things to which you go about it ok. But the knowledge is stored in the people, so we have to find out a media recommended case network through which this kind of tacit knowledge is being shared by the people.

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### Role of Internet in Knowledge Transfer

- Accommodates knowledge exchange and communication
- Allows sending messages to multiple persons simultaneously
- Offers a variety of services
- Integrates systems and networks


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Now another important development that has been taken place is internet that how internet is really helping the knowledge transfer ok. Because then internet is ready to help you to see that the knowledge; you have the knowledge base; you have a knowledge archived ok and then it helps you to not only to accommodate lot of knowledge in the knowledge repositories but also exchange and communication of knowledge with each other ok.

So, it helps you to send knowledge across people, across the globe, boundaries and these kinds of things. At the same time you know that internet offers lot of services to the people today and if you have developed this kind of systems and network really facilitates transfer of the knowledge. (Refer Slide Time: 32:27)

### Benefits of the Internet


- Doing business fast
- Gathering opinions and trying out new ideas
- Creating a level playing field
- Providing a superior customer service and support resource
- Supporting managerial functions, spreading ideas



And there are lot of benefits you can see that in terms of response, speed, quality, accuracy this kind of; they are ok and at the same time lot of people can work together and it can provide better thing in terms of customer service and better resources to the all the people ok only think that you have to provide some kind of commitment and support in the process. (Refer Slide Time: 32:48)

### Limitations of the Internet

- Security and privacy vulnerability
- Exposure to fakes and forgeries
- Hackers threatening the integrity of files and transactions



And there are certain limitations and the issues related to security and privacy. You know that internet may be hacked, similarly there could be a virus attack and all kind of things may happen

ok. And sometimes you can get fake things over there because tenacity and validity of the knowledge can be questioned.

So, exposes to fake and forgery that is always there, similarly hackers threat in the integrity of the files and transactions that is there ok. So, if your system is robust enough then you can make use of internet part knowledge transfer, thank you very much.