

Knowledge Transfer and Technology



What is knowledge?

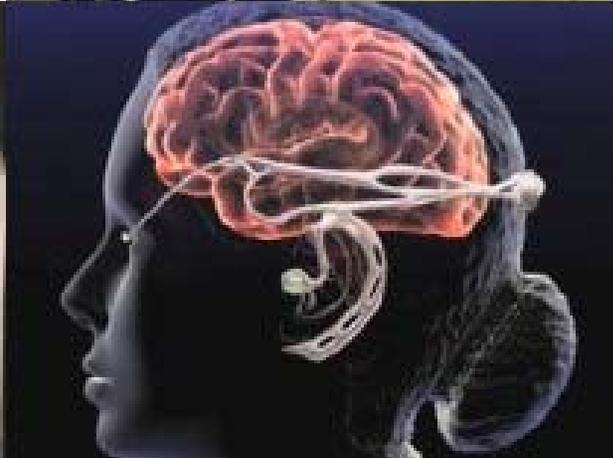
- **Knowledge** is defined ([Oxford English Dictionary](#)) variously as (i) expertise, and skills acquired by a person through experience or education; the theoretical or practical understanding of a subject, (ii) what is known in a particular field or in total; facts and information or (iii) awareness or familiarity gained by experience of a fact or situation.

Five types of “knowledge”

- **Embrained** – Conceptual Skills and Cognitive abilities
- **Embodied** – Contextual, social acquisition, “apprenticeship”, communities of practice
- **Encultured** – shared understanding through socialization
- **Embedded** – explicit within business routines and processes
- **Encoded** – Books, manuals, data (really “info” not knowledge)

Knowledge Transfer is an age old dilemma

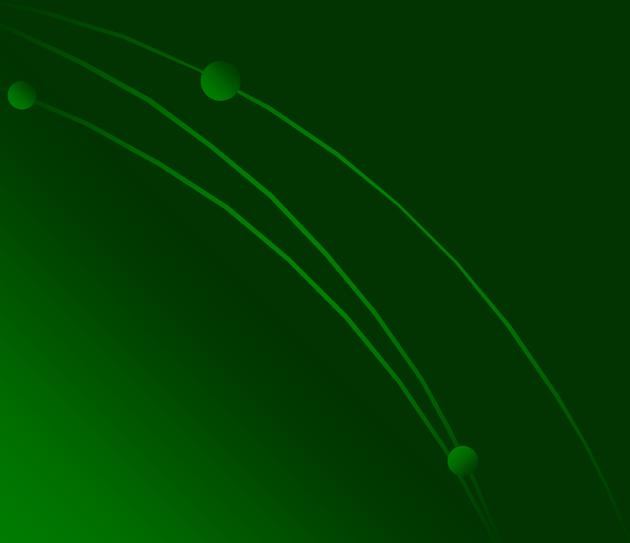
- How do you transfer types of knowledge that are not encoded processes or information?
- Tacit knowledge (embrained, embodied and encultured) is internal and difficult to transfer
- Explicit knowledge (embedded and encoded) are more easily transferred.



In the recent past . . .

- Mid 1990s
- Deputy Director concerned with Brain Drain due to regular and possible “early out” retirement or simply staff moves
- Saw technology as a solution
- New supporting technologies: PCs, Windows, multimedia, relational databases
- Needed a way to “milk the brains” of senior staff

So they started down the road . . .



. . . the road to failure

- Did not establish strategic objectives, goals and a plan
- Believed technology itself was the solution
 - It NEVER is
 - Technology is inert
- No dedicated resources
- Did not build buy-in for a technical solution
- The technology was too new to be assimilated into the agency culture, and . . .

They did not identify the most knowledgeable staff



They did not identify the most knowledgeable staff



Web 2.0 - a new road?

- Technology is dominant in society
- Later generations, “Millenials” in particular are comfortable with technology
- Millenials are connected – always
- Millenials multi-task – like crazy
- They DO technology – phones computers, social networking . . .

Social interaction and culture are the keys

- Three types of knowledge tied to social interaction and business culture
 - Embrained – Nuggets of wisdom
 - Embodied
 - Encultured
- These types are most promising types that may be affected by use of Web 2.0 tools
- Help enable the extraction and sharing of “embrained” knowledge

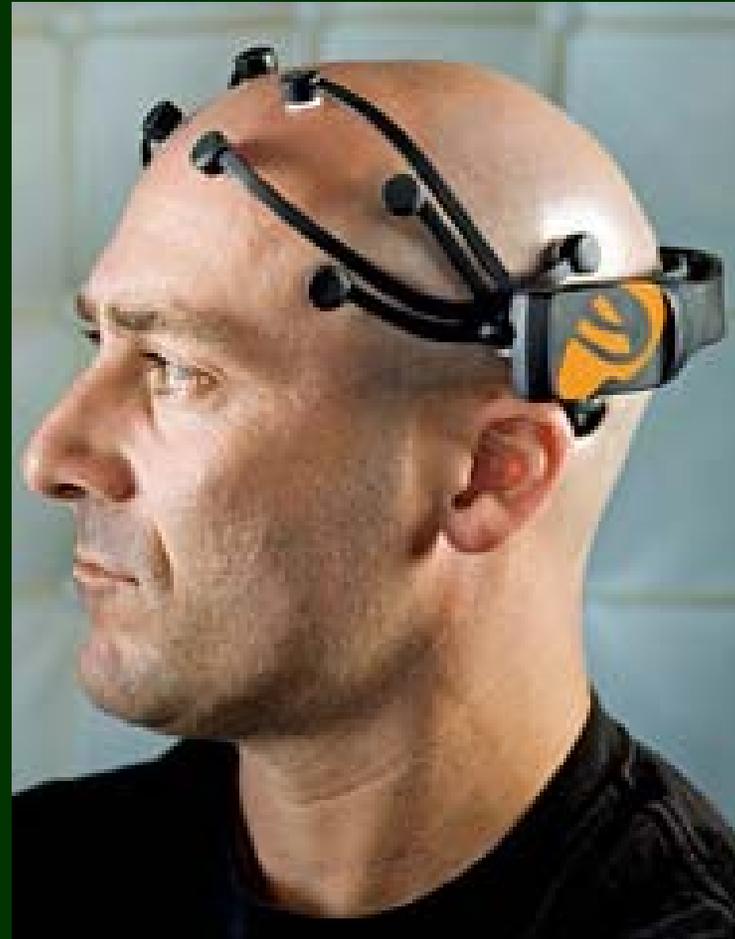
Social Networking Sites



Barrier to social and culture-based tools

- “Boomers” and older staff are less likely to embrace social networking tools
- Their internet and intranet usage is less
- How can concerned business areas begin to capture and use their knowledge and nuggets of wisdom?

- Not quite like this - yet



The Wonderful World of Wikis





Wikipedia

- **Wiki-wiki** is the Hawaiian word for quick.
- A **wiki** is a collection of web pages designed to enable anyone who accesses it to contribute or modify content, using a simplified markup language.
- **Wikipedia** is a free, open content online encyclopedia created through the collaborative effort of a community of users known as *Wikipedians*. Anyone registered on the site can create an article for publication; registration is not required to edit articles. Edit logs are maintained.



Wikipedia and Wikis

- Other software is available to develop Wiki sites “in-house”. Some agencies are trying.
- Valuable tool for Knowledge Transfer
 - Business experts can contribute openly to knowledge bases about their work and specialty
 - Multiple experts can contribute and correct existing entries
 - Reduces knowledge drain from early outs
 - Provide daily resources for all workers and management
 - Can link and make available unlimited relevant content



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Anarchy

From Wikipedia, the free encyclopedia

For other uses, see [Anarchy \(disambiguation\)](#).

Anarchy (from [Greek](#): ἀναρχία *anarchía*, "without ruler") may refer to any of the following:

- "Absence of government; a state of lawlessness due to the absence or inefficiency of the supreme power; political disorder."^[1]
- "A theoretical social state in which there is no governing person or body of persons, but each individual has absolute liberty (without the implication of disorder)."^[2]
- "Absence or non-recognition of authority and order in any given sphere."^[3]

It should be noted that "ruler," if used in the context of the third bullet point, has no explicit connection to the term "rules." In an anarchy, as defined by the last bullet point, it *is* possible to have *rules* (laws); however, these must be agreed upon by the participants in the system, and not imposed from above by a *ruler* (leader, authority). Some languages, such as [Norwegian](#)^[4] have two separate words for

Part of the [Philosophy](#) series on

Anarchism



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Anarchy (disambiguation)

From Wikipedia, the free encyclopedia

Anarchy or **Anarchists** may refer to:

- **Anarchy**, a stateless society
- **Anarchism**, the belief that the state and all forms of rulership are undesirable and should be abolished
- ***Anarchy (book)***, (*L'anarchia*), Errico Malatesta's 1891 pamphlet explaining his version of anarchism
- **Anarchy in international relations**, posits that there is no universal sovereign or worldwide government
- ***Anarchy: A Journal of Desire Armed***, a North American anarchist magazine
- ***Anarchy Magazine***, a London anarchist magazine from the 1960s
- **The Anarchy**, the period of civil war and unsettled government in England during the reign (1135–1154) of King Stephen
- **Anomie**, a social condition characterized by an absence or diminution of standards or values
 - **Chaos**, unpredictability, the antithetical concept of cosmos
 - **Nihilism**, philosophical position that the world is without objective meaning, purpose, comprehensible truth, or essential value

Anarchy may also refer to:

- ***Anarchy (Busta Rhymes album)***, a 2000 hip-hop album by Busta Rhymes

a multilingual free encyclopedia
Wiktionary
[wɪkʃənəri] n., a wiki-based Open Content dictionary
Wiktionary Foundation

Look up ***anarchy*** in
[Wiktionary](#), the free dictionary.

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```
{{wikt:anarchy}}
```

```
'''Anarchy''' or '''Anarchists''' may refer to:
```

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Successful Implementations

- Wikis are more reference and research tools
- Must be populated with “seed” information
- Policies and cultural norms must be developed to encourage participation
- Use of Wiki (and other tools) should replace other tools and methods – not additional work
- Don't think outside of it - throw away “The Box”

MiBusiness One Stop

The screenshot shows the MiBusiness One Stop website interface. At the top left is the logo "MiBusinessOneStop" with a stylized green "M" icon. To the right is a banner image of people working in a business setting, and further right is the "michigan.gov" logo with the text "The Official State of Michigan Website". Below the logo is a green navigation bar with links: "Welcome New User", "Help", "Contact Us", "FAQ", and "Sign Out". On the left side, there is a vertical menu with blue buttons: "Home", "Start a Business", "Operate a Business", "Change a Business", and "Manage User Profile". The main content area features three columns: "Start a Business" (Determine State Requirements for Operation, Begin the Registration and Licensing Process), "Operate a Business" (Fulfill State Requirements for Continuing Operation of Your Business, Renew Licenses, Obtain Permits, Review Operations Status), and "Change a Business" (Determine State Requirements for Altering Your Business). Each column has a "Go" button at the bottom. At the bottom of the page, there is a footer with various links: "Michigan.gov Home", "Business Portal Home", "Guide to Starting A Business", "State Web Sites", "Privacy Policy", "Link Policy", "Accessibility Policy", "Security Policy", "Michigan News", and "Michigan.gov Survey". The copyright notice "Copyright © 2001-2008 State of Michigan" is centered at the very bottom.

MiBusinessOneStop

michigan.gov
The Official State
of Michigan Website

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Home
Start a Business
Operate a Business
Change a Business
Manage User Profile

Start a Business
Determine State Requirements for Operation
Begin the Registration and Licensing Process
Go

Operate a Business
Fulfill State Requirements for Continuing Operation of Your Business
Renew Licenses
Obtain Permits
Review Operations Status
Go

Change a Business
Determine State Requirements for Altering Your Business
Go

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Mi Business One Stop

- Large scale, multi-agency effort to produce a one stop portal for business startups and existing businesses
- Integrates numbers of detailed business processes and computer systems
- Multi-agency interactions may be required to start or change a business
- How do you document and support the users?

Mi Business One Stop

- Adopting a wiki for context help and process documentation
- The wiki will contain links to explanations and supporting information and sites
- Supports entire processes regardless of which agency
- One major difference . . .

Mi Business One Stop

- **The users – business people – will have the ability to add and edit content**
- Users are a wealth of knowledge
- Long time “users” of complicated state processes
- May know more than the employees
- Employees will gain from their information and insight

Mi Business One Stop

- A dedicated moderator administers the wiki
 - Anyone can contribute
 - Edited content is “quarantined” for review by the moderator
 - Once approved, it is available to everyone
- 

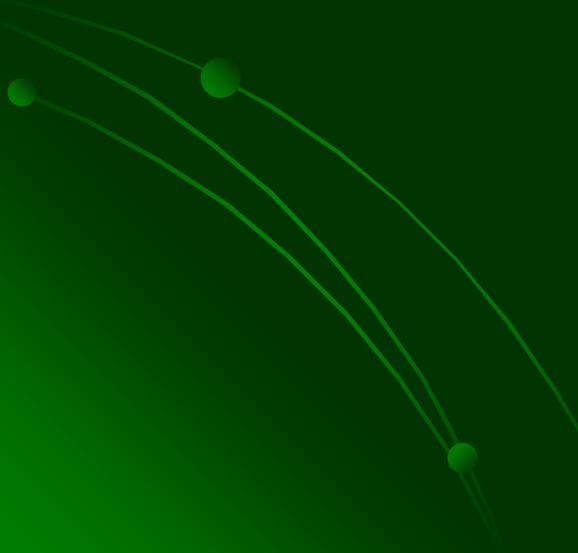
Mi Business One Stop

- This potentially provides for the transfer of knowledge that previously would be very difficult to achieve.
- Their selection of a tool is temporary until a statewide strategy and tool selection is accomplished
- A statewide wiki would be more valuable than silos due to process and employee interactions between agencies.

Summary

- Selection and implementation of Wikis and other tools such as social networking, blogs, etc. should be done with care and dedication to the proper planning, design, implementation and support
- Cultural changes should be considered
- Standardization – required for cross agency wikis and other tools
- Many may be under consideration at MDIT – contact your Client Services Director (CSD)

Questions?

The image features a dark green background with a lighter green gradient at the bottom left. In the bottom left corner, there are three curved green lines of varying lengths, each ending in a small green dot, creating a decorative graphic element.