Individual Review: Application of KM Concepts- Part I

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Characterize the company's current KM status

Currently, HP is at a moderate stage of awareness where employees and the management have started using knowledge for current processes but is unaware of the processes of knowledge transfer and sharing. Kulej-Dudek (2013) posits that organizations in this stage demonstrate that they realize the need to manage employee knowledge but their operations and strategy do not noticeably reflect this awareness.

KM initiatives at HP

Individual level: at individual level, employee sponsorship of passive learning reflects knowledge management initiatives at the individual level, for example, the development of training website or learning resources by HP individuals to make them available to others.

Group level: group level KM initiatives are more prominent at HP because they reflect a sense of social togetherness and the development of communities of practice for shared interest or goals. For instance, the management and the employees at HP have begun realizing the need for formal knowledge management processes and organizing workshops and training sessions for it. They should be more people-oriented for effective knowledge sharing and transfer among people and it is revealed in the current status of HP's knowledge management where people are engaged in informal sharing of information and knowledge (van Winkelen and McKenzie, 2007).

Organizational level: instances of organizational level KM initiatives are fewer at HP because formal knowledge management sharing and transfer processes are underway and the management is working on these to get them implemented effectively. One of those initiatives is the HP Network News to reduce dealer calls for support.

The Nonaka and Takeuchi Model

The Nonaka and Takeuchi's SECI (socialization, externalization, combination, internalization) model depicts four ways through which knowledge is created, shared, converted and combined within an organization (Nonaka and Takeuchi, 1995). In the current context of HP, the four quadrants of knowledge management reveal the following observations:

Socialization: in this quadrant, HP lacks tacit to tacit knowledge transfer through imitation or guidance. Employees and staff do share knowledge informally but socialization is missing because of the decentralized structure.

Externalization: externalization, to some extent, is visible at HP because tacit knowledge is converted in the form of databases, websites, training manuals and reports for explicit knowledge use.

Combination: combination is also highly visible at HP because all forms of codified knowledge sources such as reports, documents and others are being compiled, converted and combined to create new form of explicit knowledge made available for greater and better use.

Internalization: internalization is somewhat missing at HP because external and explicit knowledge is not converted into valuable tacit knowledge for the lack of formal knowledge management processes. For instance, after training and learning workshops, the guidance from external consultant is still not available organization-wide but only to a handful of employees who attended the sessions. Elaboration and infusion for different interpretations is also missing which makes knowledge management at HP lacking in this quadrant.

Thus, it is evident that HP is at the cross-roads of entering the fourth stage of knowledge management process cycle where formal KM processes would be designed and implemented and the acceptance and commitment of the management and staff would be gained to allow full-

fledged sharing and transfer of knowledge and information and the differentiation between the two is also understood by all.

References

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