From Physics to Daily Life

Knowledge Management: from Theory to Practice

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Two quotes

• "Knowledge, not capital or natural resources is the most important factor (that) determines the standard of living." (World Development Report, 1998)

• ‘having knowledge of a keyboard doesn’t make you a good writer’. (Peter Drucker)
# Information versus Knowledge

<table>
<thead>
<tr>
<th>Information</th>
<th>Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>KNOW WHAT</td>
<td>KNOW-HOW</td>
</tr>
<tr>
<td>WHAT IS</td>
<td>WHAT WORKS</td>
</tr>
<tr>
<td>INTERESTING</td>
<td>USEFUL</td>
</tr>
</tbody>
</table>
Some Definitions of Knowledge Management

“Knowledge is information that changes something or somebody — either by becoming grounds for action, or by making an individual (or an institution) capable of different or more effective action.” — Peter F. Drucker, in: The New Realities


SECI Model explained

**Socialization**
Sympathized knowledge
Socialization is the process of sharing experiences and thereby creating tacit knowledge

**Externalization**
Conceptual knowledge
Externalization is the process of articulating tacit knowledge into explicit concepts

**Internalization**
Operational knowledge
Internalization is the process of articulating tacit knowledge into explicit concepts

**Combination**
Systemic knowledge
Combination is the process of systematizing concepts into a knowledge system

4 modes of KNOWLEDGE conversion
The SECI Model

Combination

Socialization

Tacit knowledge

Explicit knowledge

Externalization

Internalization
Scientific and Technological conversion

UNDERSTANDING and USE
Why and how?

SCIENTIFIC PROCESS

SOCIAL PROCESS
knowledge

explicit

tacit

TECHNOLOGICAL PROCESS

SCIENCE concepts

TECHNOLOGY products

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The conversion model in practice

Knowledge Management: Bank Indonesia’s Way

**Innovation**

**Explicit**
- Codification approach
- Static
- Codified and stored; centrally available from a knowledge repository
- Driven by access

**Tacit**
- Personalization approach
- Interactive and dynamic
- Created in communities of practice
- Driven by productive inquiry

**Knowledge Sharing**

**Knowledge Access**

**Knowledge Exchange**

**Place Information in Context**

**Contribute New Knowledge**

**Learning & sharing**

**Communities of Practice: Productivity**

**Technology Side**

**People Side**

**Knowledge Repositories: Accessibility**

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