Lecture 3: The Knowledge Management Cycle

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1 KM Cycle Overview

Knowledge Management in Organisations

Knowledge Management

• A framework for improving the organisation’s knowledge infrastructure.

• A tool set for getting the right knowledge to the right people in the right form at the right time.

Knowledge Management Cycle

• A process of transforming information into knowledge within an organisation.


Remark 1. Distinguish between information (can be digitised, codified) and knowledge (possessed by people).
The Knowledge Management Cycle

Identify → Plan → Acquire → Distribute → Foster use

Maintain → Dispose

Identify existing knowledge (internally or externally).

Plan what knowledge can be required.

Acquire, develop the knowledge.

Distribute the knowledge where needed.

Foster use of knowledge.

Control / maintain the quality of knowledge.

Dispose of knowledge if it is not longer needed.

2 Models of KM Cycle

The Wiig KM Cycle

- Obtain, analyse, reconstruct, synthesise, codify, model, organise.
- Remember, accumulate, embed, archive in repositories.
- Coordinate, assemble, reconstruct, synthesise, access, retrieve.
- Perform tasks, survey, describe, select, observe, analyse, synthesise, evaluate, decide, implement.

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<tr>
<th>Build</th>
<th>Learn from personal experience</th>
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<tr>
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<td>Formal education and training</td>
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<td>Intelligence sources</td>
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<td>Media, books, peers</td>
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<th>Hold</th>
<th>In people</th>
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<td>In tangible forms (e.g. books)</td>
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<tr>
<th>Pool</th>
<th>KM systems (intranet, dbase)</th>
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<td>Groups of peoplebrainstorm</td>
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<th>Use</th>
<th>In work context</th>
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<td>Embedded in work processes</td>
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The Meyer and Zack KM Cycle

- Derived from design and development of information products.
- Information is ‘sold’ to customers (databases, news feeds, and customer profiles).
- Refinement and renewal are crucial (via feedback).

The McElroy KM Cycle

**Knowledge Production**: formulate, codify and evaluate a problem claim.  
**Knowledge Integration**: broadcast, search, teach, share.
The Bukowitz and Williams KM Cycle

- Get, use, learn and contribute are market-driven and tactical.
- Assess, build/sustain and divest are macroenvironment-driven and strategic.
- Introduced the learning phase and a decision to maintain or divest.

3 Summary

Three Stages of KM Cycles

Dalkir (2011) distinguishes between three stages:

1. Knowledge capture and/or creation.
2. Knowledge sharing and dissemination.
3. Knowledge acquisition and application.

Relation to Organisational Learning Cycle

- KM cycle is closely related to Organisational Learning Cycle (OLC) (M. W. McElroy, 2003).
- OLC is based on a decision execution cycle, which involves planning and decision-making, acting, monitoring and evaluating.
- Learning is related to optimisation, adaptation and obtaining new information.

References

