THE IMPORTANCE OF KNOWLEDGE SHARING

WHAT IS KNOWLEDGE SHARING? [1]

Individuals share what they have learned and transferred what they knew to those who have the collective interest and who have found the knowledge useful.

TYPES OF KNOWLEDGE AVAILABLE IN ORGANIZATION [2]

DOCUMENTS
- Manuals and standard operating procedures (SOPs), information in shared folders, databases, systems and webpages.

METHODS
- A set, routine, habitual way of doing things that employees learn when they enter a work unit.

SKILLS
- Embedded in people and represent the ability to perform something.

EXPERIENCE
- The ability to identify trends and patterns and to act accordingly. It is valuable and is not easily replicated, and contribute to positive outcomes in business activities.
- *Examples: Risk planning, responses to emergency.*

RELATIONSHIPS
- Have social relationships with people who are experts in the things we are not knowledgeable about.
- *Examples: The relationships with internal departments, vendors and suppliers.*

TALENT
- Occurs naturally in people and cannot be constructed or replicated.

COMMON ISSUES RELATED TO KNOWLEDGE [2]
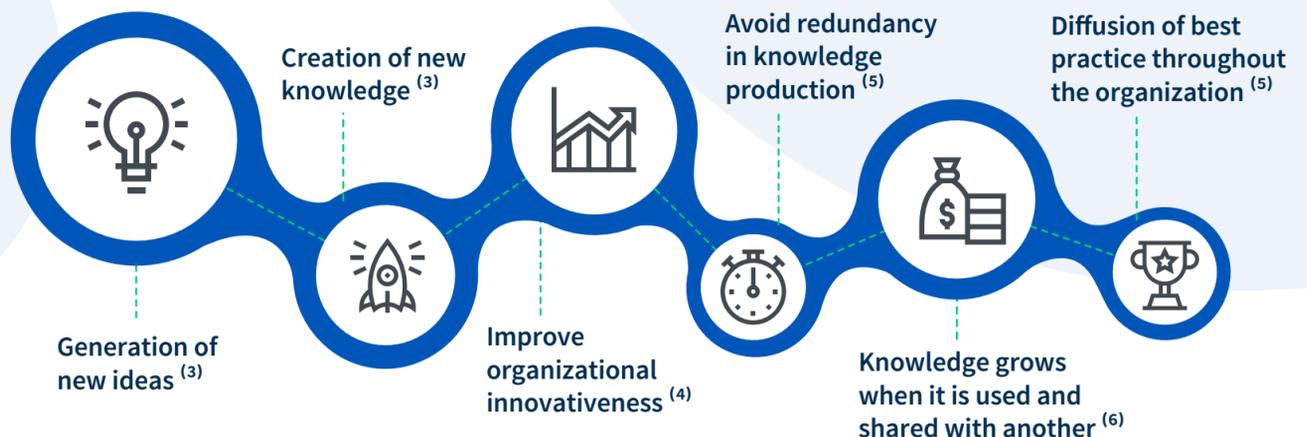
1. Poor decisions, exposure to risk.
2. Mistakes are repeated.
3. Key knowledge lost when key people leave or contracts end.
4. Cost of reinventing the same wheel, solving the same problems.
5. New hires poorly supported, take a long time to reach effective performance.

BENEFITS OF KNOWLEDGE SHARING

- Generation of new ideas [3]
- Creation of new knowledge [3]
- Improve organizational innovativeness [4]
- Avoid redundancy in knowledge production [5]
- Knowledge grows when it is used and shared with another [6]
- Diffusion of best practice throughout the organization [5]

Source:
[1] Cheng, M., Ho, J. S., & Lau, P. M. (2009). Knowledge sharing in academic institutions: a study of Multimedia University Malaysia. *Electronic Journal of Knowledge Management*, 7(3), pp. 313-324.
[2] Lambe, P., & Tan, E. (2017). Knowledge audit and KM diagnostics – workbook. Singapore: Straits Knowledge.
[3] Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization Science*, 5, pp. 14-37.
[4] Hong, P., Doll, W. J., Nahm, A. Y., & Li, X. (2004). Knowledge sharing in integrated product development. *European Journal of Knowledge Management*, 7(2), pp. 102-112.
[5] Husted, K., & Michailova, S. (2002). Diagnosing and fighting knowledge sharing hostility. *Organizational Dynamics*, 31, pp. 60-73.
[6] Syed-Ikhsan, S. O. S., & Rowland, F. (2004) Knowledge management in a public organization: a study on the relationship between organizational elements and the performance of knowledge transfer. *Journal of Knowledge Management*, 8(2), pp. 95- 111.