

# DOES YOUR ORGANISATION KNOW WHAT IT KNOWS?



TACIT KNOWLEDGE IS ABOUT YOUR EMPLOYEES' EXPERTISE, KNOW-HOW AND EXPERIENCE GAINED THROUGH EVERYDAY PERFORMANCE.

It is estimated that more than 70% of all knowledge in organisations consists of tacit knowledge. It is a key source of competitiveness for organisations; however, it is also one of the most difficult types of knowledge to effectively manage. It is hard to explain, difficult to write down or articulate and as a result is not as readily available to organisations to use for competitive advantage.

The challenge for organisations is to leverage this knowledge to plan organisational improvements, optimise talent and enhance organisational effectiveness leading to competitive advantage. How employees view the organisation, their motivations and their attitudes are key to effective sharing, seeking, access and capture of tacit knowledge.

Employees may not trust the organisation, they may have poor relationships with colleagues, they may lack the confidence to both share and seek tacit knowledge and on the other hand the organisation's culture and environment may inhibit both sharing and seeking behaviours.

## Tacit Knowledge Readiness

We have developed an inventory called the **Knowledge Insights Inventory** to assess your organisation's tacit knowledge readiness. Readiness in this context focuses on how facilitative characteristics of the organisation and employees are to share, seek, capture and access tacit knowledge. Tacit knowledge readiness consists of four dimensions;

SHARING



SEEKING



ACCESS



CAPTURE



## The Knowledge Insights Inventory

The Knowledge Insights Inventory is a diagnostic survey and report tool that measures the extent of tacit knowledge readiness within your organisation. The outputs of the inventory help organisations address a complex organisational paradox. On the one hand, organisations do not sufficiently capitalise on the large amounts of tacit knowledge that resides with employees in organisations. On the other hand, tacit knowledge is sticky and it is very difficult to capture utilising formal knowledge management systems. Therefore, we take the view that employees share, seek, access and capture tacit knowledge where they possess the ability, motivation and have the opportunity to engage in actions that facilitate these behaviours. The inventory can be used at the organisation, division, team/work group and/ or individual employee level. It is administered as a link to an online survey which takes approximately 15 minutes to complete.

The Knowledge Insights Inventory was developed in collaboration with Enterprise Ireland, University of Limerick, the ICMR and a number of industry and service sector partners. The current inventory is derived from several hundred hours of interviews, survey administration and detailed reviews of the literature. This is the first inventory of its type and it is planned to have the validated instrument along with a suite of support consultancy services ready at the end of 2016 to help organisations be more tacit knowledge ready.

The journey to tacit knowledge readiness is complex for any organisation, and the first step involves understanding where you are on that journey. Our inventory will provide you with key insights and benchmarks in respect of that critical first step on this journey to tacit knowledge readiness....and for now, it is free.

In return for your participation in this validation stage we will provide your organisation with a scientifically validated, high level Readiness Report that provides a temperature check of tacit knowledge readiness within the organisation, division, or team.

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If you require further information on the survey design, you can contact Professor Thomas Garavan or Dr Fergal O'Brien and Vivienne Kiernan who will be happy to discuss the operational details around the data gathering process.

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