Knowledge management now is seen as one of the major challenges in developing strategies for competitive advantage. Businesses continually must collect and assess knowledge to decide on the kinds of products and services and processes to deliver them to remain competitive. Many businesses have approached knowledge management by collecting explicit knowledge and storing it for easy retrieval. However, it now is widely recognized that such stored knowledge must be interpreted using people’s expertise and knowledge of context to result in innovative outcomes. It increasingly is recognized that it is essential to find ways to utilize this tacit knowledge to improve competitiveness and innovation in enterprises. Tacit knowledge is thus now seen as the critical knowledge needed to develop new ideas that lead to innovative products and services. However, very little is known on how to utilize such tacit knowledge.

This book provides many answers on ways to find and utilize tacit knowledge. It presents the results of a serious and long term study on tacit knowledge by the author from all its dimensions. It begins by introducing tacit knowledge with wide references to earlier work it then continues with a more systematic and measured way to identify knowledge flows using tools such a social networks and the tested methodologies applying these tools. It considers aspects of organizational culture and its influence on tacit knowledge flows and diffusion through the organization, making distinctions between small and large companies. It does not focus simply on improving socialization or team structures, but also introduces ways to integrate it into organizational processes.

Furthermore, it is not simply a qualitative discussion, but also looks at ways to identify and even measure the flow of tacit knowledge as well as ways to improve its utilization. The description of the application of social networking methods in analysing the flow of tacit knowledge is unique in this field. This application of social networks is based on numerous studies and the techniques and their application success clearly is outlined.
The book concludes with a description with valuable recommendations for ways that organizations can utilize their knowledge to improve their organizational performance. It is a book to be recommended to all readers interested in developing greater agility in their enterprises through the ability to use their expertise to respond quickly to opportunities and improve their competitive position.

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