

# Index

## A

abundance 19, 240  
acceleration 36  
acculturation 188, 225  
action 12, 16, 206, 240  
actionability 19, 240  
actionable 20  
affective commitment 213  
AI (artificial intelligence) 26, 55, 98, 241  
Air Force 153  
application 8, 13, 186, 221  
application (doing) 135  
application cases in business 124  
application cases in government 152  
application cases in non-profits 182  
apprentice 11, 241  
appropriability 12, 13  
appropriate 1  
appropriate behaviors 16, 204, 240  
appropriation 6, 241  
Army 62, 153  
articulable 24  
articulable knowledge 241  
articulation 5, 241

artificial intelligence (AI) 26, 55, 98, 241  
asynchronous 52, 242  
asynchronous tools 52  
attention 13  
automation 50  
AYSO 182

## B

backcasting 116, 241  
barriers to market entry 1, 241  
behavior norms 206, 240  
BPR (business process re-engineering) 10, 94, 212, 242  
business 124, 221  
business process re-engineering (BPR) 10, 94, 212, 242  
business-as-usual flows 146

## C

capital 3, 243, 259  
Cartesianism 71  
case study 7  
case-based reasoning 55, 242  
change 14  
chat 242

chunking 251  
 chunks 11, 19  
 class discussion 41  
 class preparation 41  
 clump 10, 26, 188  
 cognitive processes 28  
 combat 4  
 combination 35  
 communication 207  
 communities 225  
 communities of practice 116, 138  
 community group 186  
 company's performance 125  
 competency traps 13, 84, 205, 242, 260  
 competition 5  
 competitive advantage  
     1, 5, 6, 57, 94, 179, 204, 242  
 competitive disadvantage 10, 243  
 competitive potential 5, 243  
 competitive resource 4, 243  
 complementary 17  
 complementary roles 217  
 complexity theory 101  
 computational modeling 93,  
     113, 214, 243  
 computerized reservation systems  
     (CRSs) 2  
 consult 204  
 consultants 7, 99, 178  
 consulting contract 175  
 consumer-product marketing 87  
 context 12, 28, 243, 256  
 continued learning 165  
 conversation-based knowledge-flow  
     process 200  
 core competencies 87, 222, 244  
 core rigidities 87, 244  
 creation 186  
 creation (learning) 135  
 critical knowledge 175  
 critical path 7, 244  
 cycle of tacit knowledge 135  
 cyclic consultant teamwork vector 177  
 cyclic vectors 136, 176

## D

data 20, 50, 206, 240, 244  
 data flow 24  
 data mining 244  
 data warehouses 22, 244  
 data-mining analyses 23  
 database 22, 244  
 database query 244  
 decision-making tools 63  
 declarative 25  
 declarative knowledge 245, 259  
 diagnose 245  
 dimension 7, 19, 35, 53, 240  
 direct action 12, 16  
 direct experience 246  
 directionality 21  
 discussion board 245  
 discussion thread 245  
 document repositories 22, 245  
 doing 70, 214, 245  
 doing vs. learning 208  
 double-loop learning 260  
 dynamic 98, 248, 252  
 dynamic behaviors 214  
 dynamic cycle 85  
 dynamic knowledge 31, 127  
 dynamic knowledge flows 138  
 dynamic patterns 48

## E

e-government 85  
 e-mail (electronic mail) 246  
 education 8, 34, 206, 246  
 EGF (explicit, at the group level, and  
     formalized) 56  
 electronic mail (e-mail) 246  
 enabling knowledge flows 186  
 enlightenment 19  
 environment 205, 243  
 EOA 56  
 ephemeral 13  
 ephemeral competitive advantage 246,  
     261  
 ephemeral knowledge 246  
 epistemological 35

epistemology of possession 71  
 epistemology of practice 71  
 EPSS 129  
 equivocality 16, 246, 263  
 experience 3, 246  
 experience-based knowledge  
   21, 26, 135, 246  
 experience-based tacit knowledge 174  
 experiential knowing 214  
 expert 10, 26, 128, 247, 257  
 expert system 10, 54, 210, 247  
 expert systems tutorials 169  
 expertise 7  
 explicit 5, 71  
 explicit, at the group level, and formal-  
   ized (EGF) 56  
 explicit knowledge  
   5, 11, 13, 25, 75, 102, 205, 247,  
   262  
 explicit knowledge dissemination 44  
 explicitness 16, 35, 55, 159, 207,  
   247  
 exploit 6  
 exploitation 12, 83, 117, 205, 242  
 exploration 83, 117, 205, 242, 247  
 externalization 35, 248

## F

face-to-face 53, 170  
 failed implementation 206  
 federal government agency 152  
 flow patterns 176  
 flow principles 248  
 flow time 35, 36, 159, 252  
 flow vector 56  
 focal organization 187  
 for-profit business sector 124  
 formal classroom training 45  
 formal education/training 256  
 formal training 158, 188, 208  
 formal training course 51, 131  
 formalizing 10, 220

## G

Gedanken experiment  
   12, 28, 206, 248

Gedanken simulations 61  
 general knowledge 248  
 general vs. specialized expertise  
   14, 205  
 government 152  
 government organizations 34, 190  
 group 6, 35, 127, 204, 244  
 group learning 108  
 group teamwork 176  
 groupware 23, 248

## H

harnessing knowledge dynamics 7,  
   215, 227  
 healthy knowledge-flow circulation 176

## I

idea generation 131  
 idea-translation 128  
 IF-THEN rule 60  
 ignorance 8, 137, 248  
 imitable 3, 249  
 imitation 6  
 implicit knowledge 249, 262  
 inactivity 43  
 incentives 109, 214  
 individual 6, 35, 75,  
   108, 125, 176, 187, 244  
 inertia 31, 228  
 information 25, 49, 204, 240, 249  
 information entropy 255  
 information technology (IT) 2, 22, 49,  
   83, 129, 207, 242  
 infrastructure 52  
 inimitable 5, 249  
 innovations 125  
 instruction 249  
 intelligence 19  
 intelligent applications 210  
 intelligent tutoring 55, 249  
 internalization 35, 250  
 Internet access 60  
 intranet 250  
 inventory 6, 98  
 IS architect 64

IS use 158

IT (information technology) 2, 22, 49,  
83, 129, 207, 242

IT implementation 129

IT innovation 173

IT resources 2

IT systems 50

## J

JTF (joint task force) 153

joint task force (JTF) 153

## K

KM 94, 212

KM failure 96

KM implementation 96

KM processes 165

KM systems 98

KM Task Force 171

KM technologies 49

KM-program evaluation factors 171

know 7

knower 24, 203, 255

knowing 70, 99, 185, 255

knowing-doing gap 73, 255

knowledge 18, 32, 47,  
49, 72, 99, 125, 158, 185,  
204, 209, 240, 250

knowledge accumulation 80

knowledge acquisition 250

knowledge application 161, 250

knowledge artifacts 23

knowledge audit 99, 250

knowledge capture 250

knowledge chunks 251

knowledge clump 251

knowledge clumping 127, 206, 245

knowledge consumer 251

knowledge creation  
54, 136, 161, 250, 251

knowledge differential 6, 251

knowledge directionality 251

knowledge dissemination 252

knowledge dynamics 223, 252

knowledge engineer 55, 167, 252

knowledge flow time 252

knowledge flow vector 252

knowledge flows 6,  
22, 31, 49, 93, 126,  
162, 179, 205, 244, 252

knowledge formalization 248, 253

knowledge gaps 166, 227

knowledge hierarchy 16, 53,  
217, 240, 253

knowledge hoarding 253

knowledge in action 70

knowledge in motion 70

knowledge inertia 253

knowledge inventory 75, 101, 212,  
253

knowledge level 6, 253

knowledge life cycle 49, 53, 211, 251,  
253

knowledge management 16, 152, 212,  
253

knowledge management officer 165,  
213

knowledge management system 253

knowledge management tools 22, 252

knowledge maps 116

knowledge organization 33

knowledge power 254

knowledge power principles 1

knowledge producer/source 251, 254

knowledge receiver 251, 254

knowledge refinement 54, 254

knowledge refinement and evolution 54

knowledge representation 55, 98, 213

knowledge retention managers 165

knowledge sharing 98, 165, 186, 254

knowledge source 255

knowledge stocks 254

knowledge stocks 80, 98

knowledge technology 49, 255

knowledge technology principles 49

knowledge transfer 37, 74, 255

knowledge uniqueness 16, 35, 255

knowledge value added 213

knowledge value analysis (KVA) 93,  
101, 255

knowledge-based action and potential  
85

knowledge-based actions 222  
 knowledge-based competitive advantage 204  
 knowledge-based performance 78  
 knowledge-based skills 133  
 knowledge-based theory of the firm 3, 250  
 knowledge-based work 73, 85  
 knowledge-enabled action and potential 70  
 knowledge-flow diagnosis 182  
 knowledge-flow directionality 22  
 knowledge-flow obstacles 43  
 knowledge-flow patterns 31  
 knowledge-flow performance 93  
 knowledge-flow principles 31, 126, 203  
 knowledge-flow problems 9  
 knowledge-flow process 33, 56, 116, 186, 209, 252  
 knowledge-flow requirement 126  
 knowledge-flow theory 252  
 knowledge-flow vector 56, 127, 138, 225  
 knowledge-flow visualization 36, 124, 152, 252  
 knowledge-oriented tradeoffs 14, 205  
 knowledge-sharing vectors 177  
 knowledge-work tasks 57

## L

labor 3, 154, 243, 259  
 language 28  
 large-scale IT integration 152  
 leader 154, 208  
 leadership 10, 46, 98, 109, 139, 190  
 learn 6  
 learner 203  
 learning 31, 51, 62, 70, 107, 133, 211, 214, 245, 255  
 learning curves 93, 107, 136, 214, 256  
 learning organizational routines 37  
 learning rate 6, 256  
 learning vs. doing 51, 140, 195  
 learning-by-doing vector 107

lessons learned 167  
 leveraging theory 63  
 life cycle 35, 49, 53, 176, 252  
 local 13  
 local knowledge 256  
 locking in customers 1, 256  
 locking out competitors 1, 256

## M

management 73, 98, 128, 207, 242  
 management interventions 256  
 manager 12, 104, 133, 154, 205, 208  
 managerial action 46  
 managerial efficacy 73  
 managerial intervention 253  
 market 33, 76, 242  
 market share 1 256  
 meaning 12, 256  
 memorization 26  
 mental processes 27, 206  
 mentoring 26, 34, 53, 123, 131, 158, 188, 256  
 metadata 23, 257  
 micromanagement 153  
 microworlds 62  
 military 4, 34, 140, 152, 197, 221  
 Monte Carlo techniques 115  
 multimedia 169, 257

## N

Navy 62, 153  
 negative preconditions 96  
 network-centric warfare 4  
 networks 28, 50, 85, 246  
 new-product development 124  
 non-profits 182  
 normative commitment 213  
 not-for-profit sector 182  
 novice 247, 257

## O

observation 26, 257  
 observing 34

obsolete knowledge 145  
 on-the-job training (OJT) 8, 45,  
     65, 107, 131, 158, 172, 187, 208,  
     246, 257  
 ontological 35  
 ontologies 53  
 operationalization 19, 204  
 organization 6, 33, 51, 70, 96,  
     100, 152, 176, 183, 204, 240, 244,  
     257  
 organizational applications 248  
 organizational behaviors 220  
 organizational change 222, 257  
 organizational culture 109, 128, 214  
 organizational experience 126  
 organizational knowledge flows 115  
 organizational learning 54, 106, 127,  
     257  
 organizational level 127  
 organizational memory 74, 98, 213,  
     258  
 organizational performance 77, 81,  
     93, 209, 258  
 organizational process 214  
 organizational reach 258  
 organizational routines  
     37, 74, 76, 145, 176, 258  
 organizational work routines 210  
 organization's competitive advantage 6  
**P**  
 path-dependent 87, 258  
 pathology 258  
 patterns 21, 31, 244  
 PC-based collaborative applications 23  
 perfect substitution 120  
 performance improvement 112  
 performative 54, 129  
 performative applications 258, 261  
 performative roles 210  
 personnel 9, 76, 143, 164, 205  
 pessimism 213  
 physiology 28  
 point-of-sale (POS) system 22  
 potential 5, 49, 71  
 power 1, 3

practical application 39  
 practical knowing 72  
 practice 26  
 Pragmatism 71  
 pre-existing knowledge stocks 138  
 precedence chain 42  
 precedence relations 41, 259  
 preconditions for failure 212  
 preconditions for success 94  
 problem solving 11  
 procedural 25, 50  
 procedural knowledge 245, 259  
 process 33  
 product innovation 131  
 public sector 152  
 public service organization 152

## Q

qualitative reasoning 55, 259

## R

R&D (research and development) 7, 83  
 reach 35, 159, 252  
 redesign 14, 259  
 refinement (learning) 135  
 refining 220  
 rents 1  
 repositories 53, 85  
 research 9, 34, 182, 259  
 research and development (R&D) 7, 83  
 research university 9  
 researchers 147  
 resource-based view 1, 259  
 return on knowledge (ROK) 101

## S

search engines 22, 259  
 secondary data sources 124  
 secrets 5  
 semantic 20, 260  
 Semantic Web 55, 260  
 share knowledge 10  
 shared experience 36  
 shared knowledge 11  
 sharing 186, 220

sharing and hoarding knowledge 14  
 Shell tools 58, 260  
 shift 8  
 shopping bots 54, 260  
 signals 17, 28, 50, 206, 260  
 simulation 123  
 simulation model 211  
 simulation technology 49, 72, 169  
 single-loop learning 13, 86, 205, 260  
 situated 13  
 situated knowledge 260  
 situational awareness 157  
 skilled incompetence 86  
 social aggregation 35, 82  
 social norms 220  
 socialization 35, 53, 195, 225, 261  
 software agents 50, 210, 261  
 software architectures 113  
 software design 64  
 specialist knowledge 248  
 specialist work activities 136  
 specialized expertise 261  
 spiral knowledge-flow pattern 35  
 standard operating procedure 51, 261  
 sticky knowledge 261  
 storytelling 169  
 strategic importance 105  
 structure 206  
 supportive applications 54, 258, 261  
 supportive in nature 54  
 supportive roles 210  
 sustainability 6  
 sustainable competitive advantage 246, 261  
 symbols 25, 62  
 synchronous 246  
 synchronous communication 156  
 system development life cycle 54  
 system modification 178

## T

tacit, at the individual level, and applied (TIA) 56  
 tacit knowledge 5, 25, 35, 49, 71, 98, 130, 138, 162, 186, 204, 241, 247, 262

tactic 4, 262  
 task 117, 156, 205  
 task force 153, 225  
 taxonomy 26, 53, 262  
 teach 11  
 teacher 32  
 teaching 11, 180, 262  
 team 6, 150, 204  
 teamwork 158, 184, 226  
 technological “innovation” 14  
 technology 4, 49, 142, 205, 253  
 technology-transfer project 124  
 temporary enterprise 132  
 theoretical knowledge 72  
 thermodynamics 101  
 TIA (tacit, at the individual level, and applied) 56  
 time 6  
 time-critical workflows 218  
 tools 108, 242  
 total institution 154  
 tradeoffs 14, 262  
 training 3, 34, 123, 246, 262  
 training programs 8  
 trans-organizational collectivities 225  
 trans-organizational flows 148  
 transactive memory 165  
 transfer 5  
 transferable 8  
 trial and error  
     8, 34, 47, 63, 139, 187, 246, 263  
 trust 109, 214

## U

U.S. Navy 9  
 uncertainty 16, 246, 263  
 unique flow processes 159  
 uniqueness 16  
 useful work 16, 204, 240

## V

value of knowledge 223  
 VDT (virtual design team) 63, 115  
 VDT models 116  
 video conferencing (VTC) 23, 263

virtual design team (VDT) 63, 115  
virtual environments 49  
virtual Mentor 129  
visual signals 17  
visualization 56, 132, 216, 247  
volunteerism 183  
VTC (video conferencing) 23, 263

## **W**

warfare 4, 62, 197  
warfighting 158  
Web portals 22, 52, 116, 263  
wisdom 19

work 38, 112, 209, 263  
work activities 138  
work processes  
    9, 33, 50, 83, 96, 108, 131, 205, 213,  
    263  
work specifications 206, 240  
workflow 31, 140, 208, 243, 263  
workflow component 214  
workflow process 38  
workflow systems 54, 263  
workforce 176, 214  
workforce capability 122  
workspaces 50