Preparing the organization is the first step in developing a “knowledge culture” and often involves changing the culture of the organization, changing the way employees work and interact. Organizational culture shifts are difficult to accomplish (Roth, 2004). Smaller organizations, 200 or fewer employees, and newer entrepreneurial organizations will have an advantage in making the prescribed culture shift over larger and older organizations that have a long history of corporate culture and a more rigid managerial structure (Becerra-Fernandez, Gonzalez, & Sabherwal, 2004 in Walczak, 2005, p. 331).

Introduction

In many ways, the dynamics of this smaller company is diametrically opposed to that of the previous one. Its mission one may recall was different, it was an IS management consultancy with a staff base that was senior (40s/50s) in age with relatively long years of IT experience. Although the sample population was very small (7), it was essentially a small firm with basically a mono-cultural (Anglo-Celtic) staff mix. Coupling these basic parameters with a physical layout that represents only one floor of a building, punctuated perhaps by a couple offices there is clearly a very different organisational structure. Organisation Y provides an opportunity to examine likely knowledge flows in a small entrepreneurial or professional firm.
The dynamics of organisation Y are in many ways very different, given the substantially smaller size of the organisation. What is most noticeable from social network analysis results is the extensive interconnectivity between the actors. Observe from the dendogram (Figure 1) and all graphs illustrating interaction patterns at Organisation Y, that the personnel are highly interconnected; there is only one clique in which all staff participate.

Organisational Y Structure, Experts, and Expert Non-Experts

Figure 11 (from Chapter V), reveals the experts are by and large located in senior positions. Given the type of organisation this is perhaps just as well, where consultants are able to pass through the organisation and gleam important knowledge from senior personnel.
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