Chapter XIII

Medium Company (Z)

To enhance the knowledge flows between people to stimulate innovative thinking, organizations should first conduct a knowledge audit and develop a knowledge map of the sources, sinks, and flows of knowledge in the organization. In other words, whom do people go to in the organization for answers to questions or how are departments in the organization interacting within and between each other? (Liebowitz, 2005, p. 77).

Introduction

Company Z represents a microcosm of Company X. Whereas the previous firm was a small consultancy organisation, Z on the other hand is essentially a smaller version of X, for Z exists to support the mission of the organisation (selling furniture), rather than ICT being an end in itself as with Company Y. Organisation Z has a strong CIO who participates in most cliques and is considered by his peers to be an “expert.” Almost all staff members meet one another on a daily basis, if not weekly, at the same time there seem to be few staff avoiding one another. There are few contract staff members that present the risk of taking tacit knowledge with them. Electronic forms of communication exist but are minimal, which is not surprising given the small IT staff complement.
Medium Organisation (Z)

Organisation Z comprises a small-scale version of Organisation X in terms of its staffing profile and mission. Similar to Organisation X, there were staff members who had participated in the tacit knowledge inventory component of the questionnaire but had not participated in the social network analysis component. To that end contact-frequency and meeting-type relationships were required to be symmetrised. Staff members of Organisation Z tended to be heavily concentrated around a singular CIO. Staff were physically located in the same building and in the same workspace. As a reminder, remember there were five experts (3333E, 3335E, 3336E, 3340E, 3343E) and four expert non-experts (3334ENE, 3339ENE, 3342ENE and 3344ENE) identified through the tacit knowledge inventory section of the questionnaire.

Organisational Z Structure, Experts, and Expert Non-Experts

A cursory examination of Figure 16 (again from Chapter V), reveals a strong positive correlation between seniority and expertness. Those positions for which no identification numbers are available, relate to personnel who did not participate in the study. Whilst it has been noted that a help desk person was an ENE, this individual is actually part of the

Figure 16 (from Chapter V). Structure chart for Organisation Z

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