

SECI, *Ba* and Leadership: a Unified Model of Dynamic Knowledge Creation

Ikujiro Nonaka, Ryoko Toyama and Noboru Konno

Despite the widely recognised importance of knowledge as a vital source of competitive advantage, there is little understanding of how organisations actually create and manage knowledge dynamically. Nonaka, Toyama and Konno start from the view of an organisation as an entity that creates knowledge continuously, and their goal in this article is to understand the dynamic process in which an organisation creates, maintains and exploits knowledge. They propose a model of knowledge creation consisting of three elements: (i) the SECI process, knowledge creation through the conversion of tacit and explicit knowledge; (ii) '*ba*', the shared context for knowledge creation; and (iii) knowledge assets, the inputs, outputs and moderators of the knowledge-creating process. The knowledge creation process is a spiral that grows out of these three elements; the key to leading it is dialectical thinking. The role of top management in articulating the organisation's knowledge vision is emphasised, as is the important role of middle management ('knowledge producers') in energising *ba*. In summary, using existing knowledge assets, an organisation creates new knowledge through the SECI process that takes place in *ba*, where new knowledge, once created, becomes in turn the basis for a new spiral of knowledge creation. © 2000 Elsevier Science Ltd. All rights reserved.

As Alvin Toffler said, we are now living in a 'knowledge-based society', where knowledge is the source of the highest quality power.¹ In a world where markets, products, technologies, competitors, regulations and even societies change rapidly, continuous innovation and the knowledge that enables such innovation have become important sources of sustainable competitive advantage. Hence, management scholars today consider knowledge and the capability to create and utilise knowledge to be the most important source of a firm's sustainable

Ikujiro Nonaka is Professor and Dean of the Japan Advanced Institute of Science and Technology, Graduate School of Knowledge Science, Japan. Corresponding address: Japan Advanced Institute of Science and Technology, Graduate School of Knowledge Science,

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Alan Kirman, Jean-Benoit Zimmermann



Societal and Leadership A Unified Model of Dynamic:

ECKM2007-Proceedings of the 8th European Conference on Knowledge Management Dan Remenyi, 2007

Ethical Issues and Social Dilemmas in Knowledge Management: Organizational Innovation Morais da Costa, Goncalo Jorge, 2010-09-30 This book considers ethical issues and social dilemmas at two levels the individual vs individual and the individual vs the collective providing a thorough treatment of these facets and demonstrating the philosophical underpinnings of each dimension of knowledge management Provided by publisher

17th International Conference on Intellectual Capital, Knowledge Management & Organisational Learning Anthony Wensley, Max Evans, 2020-10-15 These proceedings represent the work of contributors to the 17th International Conference on Intellectual Capital Knowledge Management Organisational Learning ICICKM 2020 hosted by ACI and the University of Toronto Canada on 15 16 October 2020 The Conference Chairs are Dr Anthony Wensley from the University of Toronto and Dr Max Evans from McGill University The Programme Chair is Dr Ilja Frissen from McGill University

2nd European Conference on the Impact of Artificial Intelligence and Robotics Florinda Matos, 2020-10-22 These proceedings represent the work of contributors to the 2nd European Conference on the Impact of Artificial Intelligence and Robotics ECIAIR 2020 hosted by ACI and Instituto Universit rio de Lisboa ISCTE IUL Portugal on 22 23 October 2020 The Conference Chair is Dr Florinda Matos and the Programme Chairs are Dr Ana Maria de Almeida and Prof Isabel Salavisa all from Instituto Universit rio de Lisboa ISCTE IUL Portugal

Knowledge Management for Process, Organizational and Marketing Innovation: Tools and Methods O'Brien, Emma, Clifford, Seamus, Southern, Mark, 2010-09-30 This book outlines different tools and technologies that can be applied depending on the type of innovation an organization desires providing concrete advice on the different types of innovation situations in which innovation may be useful and the role of knowledge and different tools and technologies to support it Provided by publisher

Handbook of Research on Managing Managers Adrian Wilkinson, Keith Townsend, Gabriele Suder, 2015-12-18 In recent years there has been considerable debate on the future of management but less attention on the changing role of managers in the workplace This book considers the ways in which managers themselves are being managed In so doing the contributors reflect upon the research conducted to date and the potential research pathways With contributions from experts in the field the book explores the ways organisations manage their managers and how this continues to evolve globally Themes discussed include talent management evidence based management the nature of managerial work management learning and education and development as well as women in management and cross cultural issues Academics researchers analysts and students will find this an important Handbook to aid in their understanding of the contemporary world of managers

Economics with Heterogeneous Interacting Agents Alan Kirman, Jean-Benoit Zimmermann, 2012-12-06 This book analyses situations in which individual agents who might be different from each other interact and produce behaviour on the aggregate level which does not correspond to that of the average actor This leads to

aggregate outcomes which would be impossible to explain in a more standard approach Aggregation generates structure and as a result interaction and heterogeneity can be handled and we no longer have to rely on the over simplified reduction of the behaviour of the economy to that of a rational individual

From Knowledge Management to Learning Organisation to Innovation Fawzy Soliman, 2015-01-12 This book propagates the argument that innovation is heavily influenced by learning which in turn is driven by knowledge This means that extensive knowledge as a basis for good knowledge management is necessary for learning that is suitable for innovation Since previous studies have not paid enough attention to determining which types of knowledge can be suitable or defective this book serves to fill the void through a number of well written articles by some of the most renowned and respected names in the fields of knowledge management learning and innovation From Knowledge Management to Learning Organisation to Innovation offers readers the chance to further enhance their understanding of the knowledge management and learning practices that are relevant to organizational activities This volume is also designed to alert the management of all organisations to the risks that they could face if the innovation process is not carefully managed It is particularly unique because of the assistance it offers to companies in avoiding exposing themselves to unnecessary problems should they not ensure that appropriate knowledge and learning processes have taken place

Knowledge in Servitization Management H. M. Belal, Kunio Shirahada, Michitaka Kosaka, Olatunde Amoo Durowoju, 2022-11-24 The last two decades have seen a shift towards service based value in a process referred to as servitization Manufacturers have been challenged to create relevant knowledge and adapt to this change This book has two key purposes First of all the authors examine the theoretical underpinnings of knowledge management and servitization before proposing a conceptual model for knowledge co creation and organizational knowledge management processes Then the model is tested through a series of case studies from Japan and Malaysia providing insight into experiences of business transformation from produce centric to service centric in developed and developing Asian economies This book will be of interest to academics students and practitioners in servitization knowledge creation and knowledge management especially those interested in Asian economies

Handbook of Research on Communities of Practice for Organizational Management and Networking: Methodologies for Competitive Advantage Hern ez, Olga Rivera, Bueno Campos, Eduardo, 2011-04-30 This book provides a sound understanding of the managerial implications of communities of practice as well as their opportunities and limits for knowledge management nota del editor

Handbook of Research on Management and Strategies for Digital Enterprise Transformation Sandhu, Kamaljeet, 2021-04-02 From traditional brick and mortar to new start ups businesses are harnessing the power of digital enterprise as a cost effective model to deliver goods and services online Digital enterprise strategy is adopted for transforming business streamlining processes and making the best use of online technologies to enhance interaction with customers and employees and deliver excellent customer experience in real time Digital enterprises increasingly need digital workers to establish greater digital skills to bear on every activity and to

drive management strategy and innovation which are key for digital enterprise transformation The Handbook of Research on Management and Strategies for Digital Enterprise Transformation is a crucial reference source that discusses leveraging technology for the customers employees and suppliers benefit as well as integrating complex processes to management marketing production manufacturing and financial systems Combining management strategy technology and digital enterprise topics into one book provides the reader with a holistic understanding of the new developments in these emerging fields This study will also include key topics of interest on how to address structural changes underway in the local and global business environment for digital enterprise transformation Featuring research on topics such as e commerce organizational learning and agile management this book is ideally designed for business professionals policymakers researchers students and managers

The Routledge Companion to Knowledge Management Jin Chen, Ikujiro Nonaka, 2022-05-22 Knowledge when properly leveraged and harnessed contributes to effective organizational performance How much an organization benefits from knowledge would depend on how well knowledge has been managed There have been challenges to implementing knowledge management in today's dramatically different world from before This comprehensive reference work is a timely guide to understanding knowledge management The book covers key themes of knowledge management which includes the basic framework of knowledge management and helps readers to understand the state of art of knowledge management both from the aspects of theory and practice from the perspectives of strategy organization resources as well as institution and organizational culture This reference work reflects the increasingly important role of both philosophy and digital technologies in knowledge management research and practice This handbook will be an essential resource for knowledge management scholars researchers and graduate students

Organizational Change and Change Management Dag Ingvar Jacobsen, 2021-04-13 This book explains how change encompasses many different phenomena occurs in a variety of ways and can have widely divergent causes and driving forces It also helps to develop a constructive theory dealing with planned organizational change The book is divided into two main sections Part 1 discusses how organizations can tackle change actively in order to meet the new challenges they are facing The author provides an analysis model based on four elements driving forces the content and scope of change the process of change and the context of change Part 2 addresses how an organization can implement a planned change Emphasis is placed on how those who are responsible for implementing the change the change agents can apply various change strategies and how planned change processes can be managed The author shows how various change strategies and different ways of managing change can be equally effective but in different situations The book uses an interdisciplinary outlook and it is based on research in the fields of psychology and sociology as well as political science and economics The extensive references to source materials also mean that it is useful for anyone who would like to study organizational change in more depth Dag Ingvar Jacobsen is the author of several books in the fields of organization and management political science and

methodology He is co author of the book *Hvordan organisasjoner fungerer* How Organizations Function which is one of the most frequently read books in Scandinavia about organization theory Jacobsen is a professor at the University of Agder and is a very popular speaker

Knowledge Driven Service Innovation and Management: IT Strategies for Business Alignment and Value Creation Chew, Eng K.,Gottschalk, Petter,2012-11-30 This book provides a comprehensive collection of research and analysis on the principles of service knowledge and organizational capabilities clarifying IT strategy procedures and management practices and how they are used to shape a firm s knowledge resources Provided by publisher

Advances in Mergers and Acquisitions Sydney Finkelstein,Cary L. Cooper,2008-10-06 Mergers and acquisitions are a primary vehicle of growth for companies around the world This book contains topics that range from strategy to organizational integration culture leadership human resource planning and financial analysis

Dynamics of Knowledge, Corporate Systems and Innovation Hiroyuki Itami,Ken Kusunoki,Tsuyoshi Numagami,Akira Takeishi,2010-03-10 Snow fell quietly the night before and the morning sun was shining brightly under the blue sky the next day Looking out to the snow white garden from a large window Sid Winter one of the contributors to this book was beaming with smile It was such a nice and calm morning in the middle of December at a summer resort hotel one hour from Tokyo That morning he was going to present the last paper to our conference and to everyone s surprise in the very same morning a praising book review of the Japanese translation of his famous book appeared in the major economic journal in Japan Everyone congratulated him for the coincidence and it was such a happy ending to the three day conference The atmosphere of the conference out of which this book grew was very stimulating and cordial at the same time Without picking on the minor defects of the presented papers every participant was trying to contribute by probing the issues presented deeper and trying suggestions to make the papers better Among others Bruce Kogut was responding fondly on Jiro Nonaka s comment on his paper and Dong Sung Cho was trying to expand even more the already very broad conceptual framework that Hiro Itami presented For sure the dynamics of knowledge creation was at work in the conference room and the dining hall

Theory U C. Otto Scharmer,2016-08-15 Access the deepest source of inspiration and vision We live in a time of massive institutional failure that manifests in the form of three major divides the ecological the social and the spiritual Addressing these challenges requires a new consciousness and collective leadership capacity In this groundbreaking book Otto Scharmer invites us to see the world in new ways and in so doing discover a revolutionary approach to learning and leadership In most large systems today we collectively create results that no one wants What keeps us stuck in such patterns of the past It s our blind spot that is our lack of awareness of the inner place from which our attention and intention originate By moving through Scharmer s U process we consciously access the blind spot and learn to connect to our authentic Self the deepest source of knowledge and inspiration Theory U offers a rich diversity of compelling stories examples exercises and practices that allow leaders organizations and larger systems to co-sense and co-shape the future that is wanting to emerge This second edition features a new preface in which

Scharmer identifies five transformational trends and describes U process case stories around the world There are also eight color drawings by Kelvy Bird that capture U journey applications and illustrate the concepts in the book as well as new resources for applying the principles and practices

Self-Organised Schools Alberto F. De Toni,Stefano De Marchi,2022-08-29 Self Organised Schools Educational Leadership and Innovative Learning Environments describes the results of the research we carried out at fourteen Italian schools that highlight how there is a positive correlation between the capabilities of school self organization and the innovativeness of learning environments in other words the more self organized schools are the more innovative learning environments are The results of this work are part of the strand of research of bottom up emergency and self organization an extremely fruitful trend as shown by Sugata Mitra the founder of the Self Organized Learning Environments according to whom education is a self organized system where learning is an emerging phenomenon This book gives new insights on self organization studies and most of all to the idea that change organizational and educational innovation sparks from the bottom This book is aimed specifically at school principals of all levels scholastic reformers educational scholars organisation and management consultants who want to innovate learning and management of learning These actors will benefit drawing useful examples from more than thirty different learning environments worldwide fourteen examples of schools that self organize two frameworks and two ready to use questionnaires measuring the innovativeness of a learning environment and the capability of a school to self organize Self organization is the most fascinating future of innovative principals

Social Knowledge: Using Social Media to Know What You Know Girard, John P.,Girard, JoAnn L.,2010-12-31 This book provides relevant theoretical frameworks latest empirical research findings and practitioners best practices social knowledge for improving understanding of the strategic role of social knowledge in business government or non profit sectors Provided by publisher

Tech Development through HRM Mert Gürlek,2020-08-06 This book argues that knowledge management and HRM systems should be integrated This integration provides the foundation for designing knowledge oriented high performance HR practices

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