

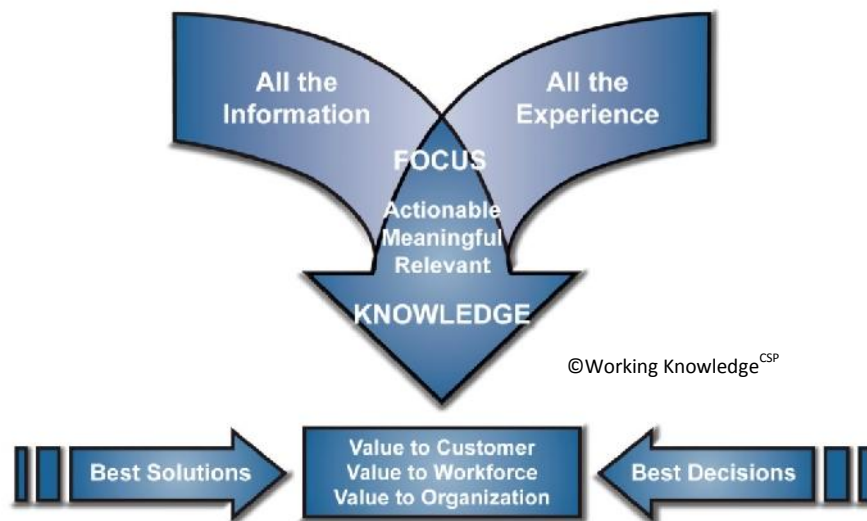
## KM Concepts: One View of Knowledge (5 in a series)



There are many views and definitions of knowledge. The figure below represents but one view, and I believe a very effective and straightforward way to think about what is knowledge.

Knowledge comprises “all the information in the organization” (explicit knowledge, codified) and “all the experience (tacit knowledge, personal) in the organization.” The goal of a high performing, knowledge enabled organization should be to leverage and focus both kinds of knowledge, in context, to continuously improve performance at the individual, team, and organizational level.

Organizations that understand and can do this possess an improved agility to “operate faster than the speed of change.” This provides an ability to make better decisions and to develop better solutions with regard to the challenges the organization faces. Ultimately, this can be measured in improvements in value to their customers, the effectiveness of their leadership and workforce, and ultimately in mission or organizational performance.



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**Next: High performing, knowledge enabled organizations**