



HANKEN



Sharing the Unshareable?

Tacit Knowledge Sharing by Mentoring

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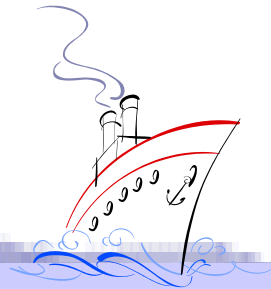
Structure of Presentation

- » What is Knowledge?
- » Why is Tacit Knowledge Sharing difficult?
- » How is Tacit Knowledge and Mentoring related?

Knowledge Resources

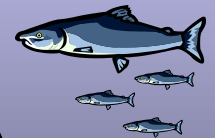


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Explicit knowledge

Tacit Knowledge



Strategic Perspective on Knowledge

Explicit knowledge

- » possible to codify
- » not related to individuals
- » possible to store outside humans
- » protected by intellectual property law

Easy to share

Tacit knowledge

- » person or group specific
- » unclear, complex
- » situational
- » difficult to imitate
- » strategically significant

Difficult to share

How can Knowledge be Tacit?

You are not allowed to tell

You don't want to tell

You don't have the ability to tell



Why is Tacit Knowledge Important?



It is what makes an expert!

Tacit Knowledge Sharing



Key factors:

Perception

Language

Distance

Value

Time

Perception

Tacit Knowing is a natural part of the knower



You don't even self know what you know

Tacit Knowing is complex



Difficult to know what is includes

Language

- » Different terminology and jargon
- » We are not aware of that concepts we use express tacit knowing
- » Everyday expressions have different meanings to different people
- » We use different concepts to express the same thing

A high risk for misunderstandings, difficulties to tell and share tacit knowing



Distance

Sharing Tacit Knowledge requires presence and immediate interaction!

How does this apply to a time of:
Information technology?
Virtual organizations?
Global networks?



Value

» Tacit knowledge has not been highly valued in work life (ex. intuition)

It doesn't come up to the needs for rationality and logic

» Knowledge = Power

Shared Knowledge → less power

» The value can be negative

Bad habits

Time

Tacit Knowing is the result of experience

It takes a long time to acquire experiences

It requires training/exercising to attain Tacit Knowing

Exercising takes time

Organizational Tacit Knowledge is found in routines,
culture and mental models

To create and institutionalize these takes time

What about Tacit Knowledge and Mentoring?

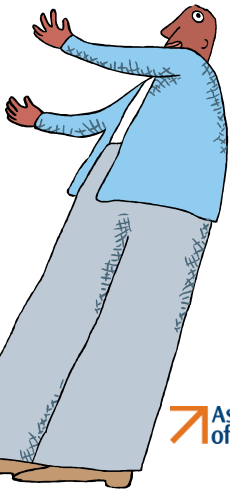
Mentorship:

Tutoring and support that a **knowledgeable, experienced** and often **senior** person gives often to an younger one, that is willing and capable to **develop** herself.



Tacit Knowledge:

Due to **age** (life experience) and/or earlier **experience** (work experience) a good mentor has a great deal of **tacit knowing**.



The Mentoring-meeting as a Forum for Sharing Tacit Knowledge

Mentoring meeting:

Open and **sincere** discussions about everything, work, but also about; relations, feelings, perceptions, values and everyday cares

Tacit Knowledge Sharing:

Face-to-face meetings that relates to **everyday life** of both parts. Mostly about work but also about life as such. Includes not only work processes and techniques. An occasion where there is **time** to reflect and discuss to enhance ones **awareness**, independent of if you are the mentored or the mentor



Tua's favourites to share
Tacit Knowing:

Mentorship

Team work

Interaction and Activity