

Encouraging Knowledge Sharing Culture

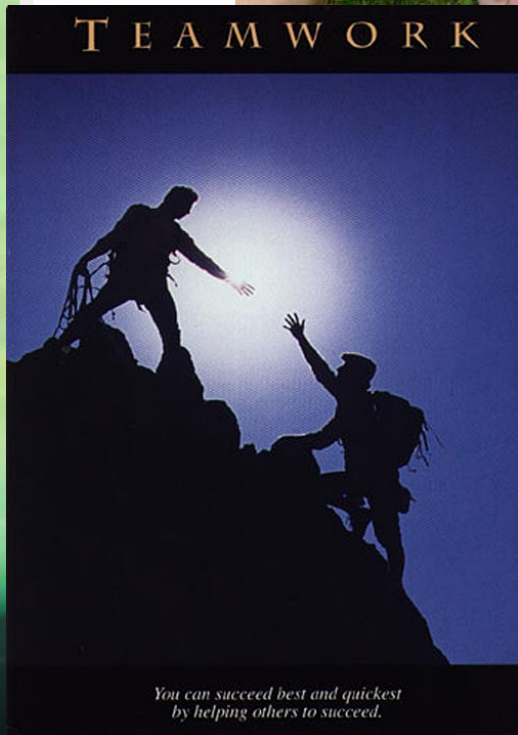
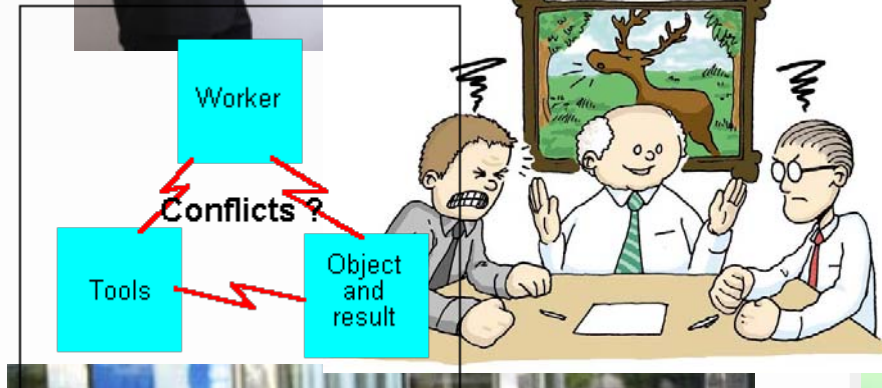
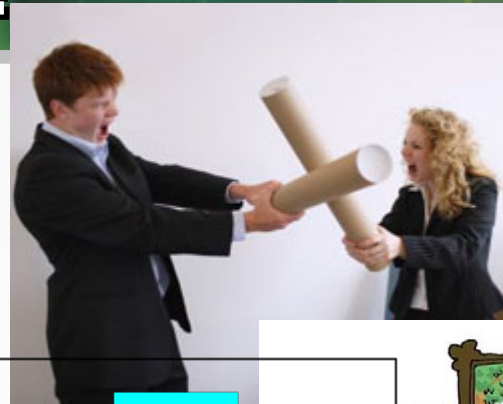
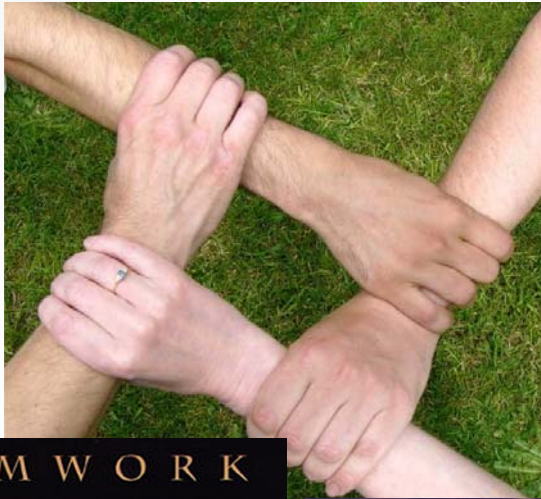
In a Nuclear Organization

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“Strange how much you’ve got
to know before you know how
little you know”

How is the Work?



Contents



What and what for?



Knowledge Sharing on
organisational level



Knowledge Sharing on
individual level



Conclusions

▶▶▶ Some Definitions:

- ❖ **The Paradigm** – a way of thinking, perceiving, communicating or viewing the world
- ❖ **Organisational Culture** – relatively rigid tacit infrastructure of ideas that shapes thinking, behaviour, perception of business environment
- ❖ **Knowledge** – more about know-how and know-why
- ❖ **Knowledge Management** - set of principles, processes, organisational structures, and technology applications

Why K Sharing is Important for Nuclear Industry?

1

Intangible products – ideas, processes, information make up a core of the industry

2

Urgent need for innovation and modernisation – application of new knowledge

3

HR challenges – generation gap, competition for talent, turn over

▶▶ Bridging the Gap Requires K Sharing

Knowledge Building



▶▶▶ Making K Sharing to the NORM!

- ❖ Step by step
- ❖ By personal contribution
- ❖ Using some innovative tools...

- ❖ The mentality will be changed

Organisational Dimension

Internal factors:

- *Power*
- *Reciprocity*

External factors:

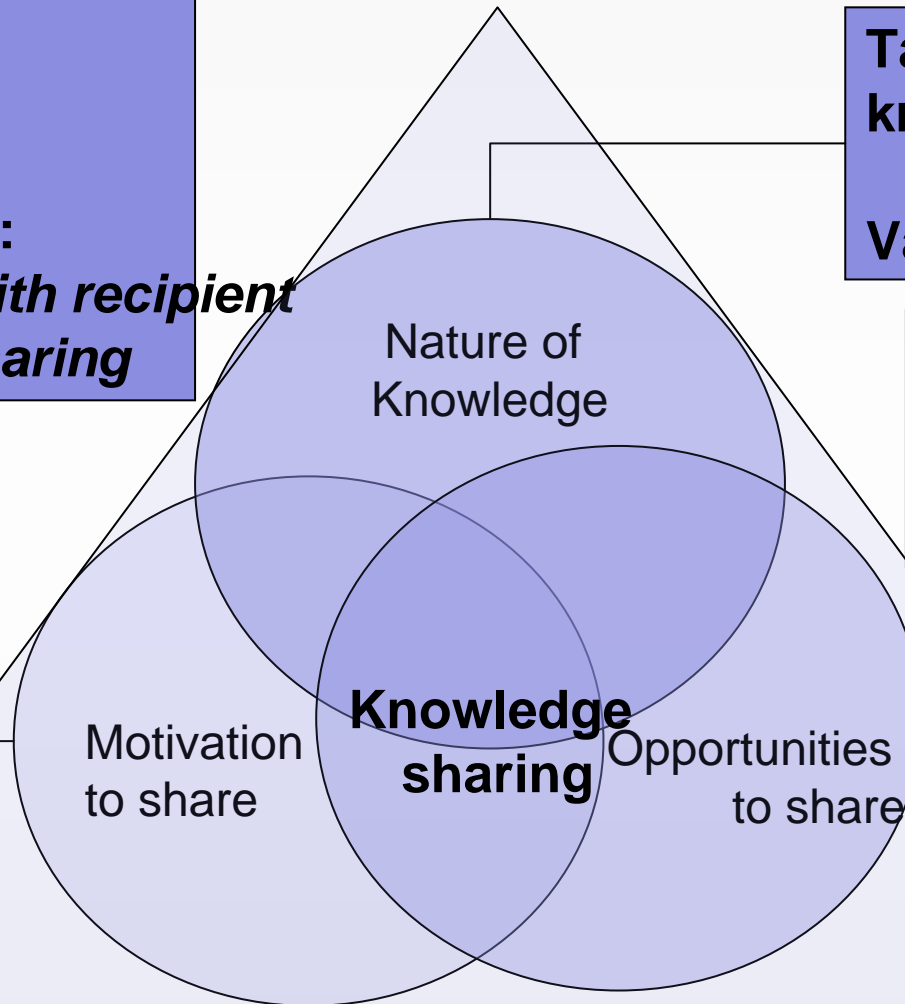
- *Relationship with recipient*
- *Rewards for sharing*

Tacit & explicit knowledge

Value of knowledge

Formal interactions

Informal opportunities



Organisational Dimension

SUPPORTS

Reciprocal flow of knowledge
People know each other
Feeling of responsibility

PROHIBITS

Other tasks more urgent
Occasionally poor social relationships

SUPPORTS

A lot of knowledge in explicit form
Knowledge was not seen as commodity of Individuals

PROHIBITS

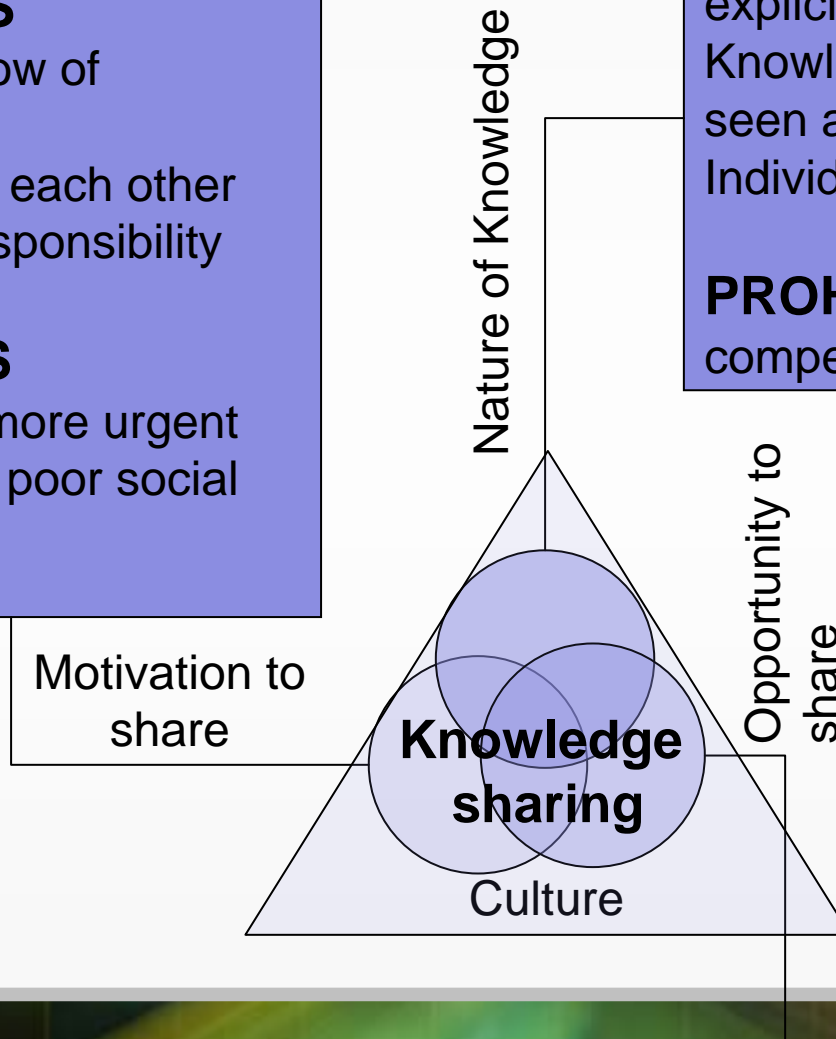
competition

SUPPORTS

Real hands-on collaborative projects or work
Informal collaboration opportunities

PROHIBITS

Insufficient planning of network collaboration
A need to reduce costs



▶▶▶ NKM Surveys show:

- ❖ Infrastructure for knowledge sharing and collaboration usually exists
- ❖ Informal opportunities to get to know other experts in the nuclear energy field were requested
- ❖ Systematic and planned nurturing of knowledge sharing infrastructure is needed

▶▶▶ Improving Individual Attitude

- ❖ **Some people object to sharing as they feel that others will steal their ideas and will be reworded and they not.**
- ❖ **Knowledge sharing isn't about blindly sharing everything. Proper judgment should be promoted.**

Motivating for Knowledge Sharing

- ❖ **Stimulus-response does not work in complex systems.**



- ❖ **Human beings are motivated by more than just money (However it should be sufficient).**

- ❖ **People need an audience**
- ❖ **and appreciation!**



▶▶▶ Motivating for Knowledge Sharing

- ❖ To make understand that “Knowledge Sharing” is power:
 - Knowledge is increasingly short-lived
 - You are not the only one who’s got a bright idea!
 - By sharing you gain more then you lose
 - Working alone without a support will lead to a failure

▶▶ **K Sharing is not only about giving:**

- ❖ Soliciting feedback
- ❖ Asking questions
- ❖ Telling people what you plan to do before doing it
- ❖ Asking other people for help
- ❖ Asking someone to work with you in some way - however small

▶▶ **K Sharing is not only about Giving:**

- ❖ Telling people what you are doing and more importantly why you are doing it
- ❖ Asking people what they think; asking them for advise
- ❖ Asking people what would they do differently
- ❖ Not just sharing information but know-how and know-why



❖ **Some Examples:**

▶▶▶ Conclusions:

- ❖ Knowledge Sharing is crucial in Nuclear Organizations
- ❖ Knowledge Sharing culture is a set of mind, mentality
- ❖ It is not about blind sharing of everything
- ❖ Establishing and systematic nurturing of K Sharing infrastructure is needed on organizational level
- ❖ Personal motivation for K Sharing should be in place
- ❖ Personal Motivation is created not only by money

Thank You !

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