

Capturing Tacit Knowledge

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Knowledge Capture

- Why capture tacit knowledge?
- From whom might *you* wish to capture it?
- What kind of knowledge might *you* wish to capture?
- How might it be captured?



Knowledge Transfer

- Why might *you* do with the knowledge once captured?
- How might it be transferred?
- What are the ways in which it can be utilised in the future?
- What might be the benefits?



Knowledge Gaps

- Are there large age gaps within *your* organization?
- Is *your* organization losing experienced people?
- Does *your* organization have a graduate recruitment programme?
- Do *you* still have access to retired staff?



Knowledge Targets

- Is there a need within *your* organization to preserve knowledge for future re-use?
- Which areas of nuclear knowledge would *you* target?
- What is important in *your* organization?
 - Now?
 - In the future?
- Are there projects in which *you* feel sufficient knowledge has not been captured?



Knowledge Interviews

- Does *your* organization conduct Exit Interviews?
- Who carries out the interview – HR/Personnel, Technical Staff or Knowledge Workers?
- Which type of questions are asked?
 - Negative
 - (e.g. What didn't go well? What is wrong with the organization? Why are you leaving?)
 - Positive
 - (e.g. What went well? Why do you think it went well? What might have you done differently in certain situations? What did you enjoy about working in the organization? What could be improved?)



Case Study 1: Technology Knowledge Preservation

Why?

To provide new generation of graduates with information on each key technology in order to assist with their integration into the organization and to supplement their knowledge.

How?

Through interviewing experienced scientists and technologists about :-

- Key documents
- Main contacts
- Other organizations
- Information systems



Case Study 1: Technology Knowledge Preservation

What ?

Knowledge Package: a simple IT system that provides links to information sources through a taxonomy developed to support each technology.

What if

..... the new graduate chooses to ignore the Knowledge Package and prefers to search information systems in an unstructured way?

Ensure that the knowledge contained in the Knowledge Package is also highlighted within those linked systems, resulting in a similar result (allied to the benefits of serendipity).



**Case Study 2:
Stakeholder Engagement Review**

Why ?

To discover the effectiveness of the policy to engage proactively with stakeholders.

How?

Through a series of interviews with individuals involved in the process, conducted using a standard list of questions.



**Case Study 2:
Stakeholder Engagement Review**

What?

A report summarizing the findings, with appendices describing some key case studies.

What if.....?

..... the customer (director + committee) who commissioned the work failed to take any course of action.



Tacit Knowledge and “Know how”

- How does tacit knowledge differ from “know how”?



