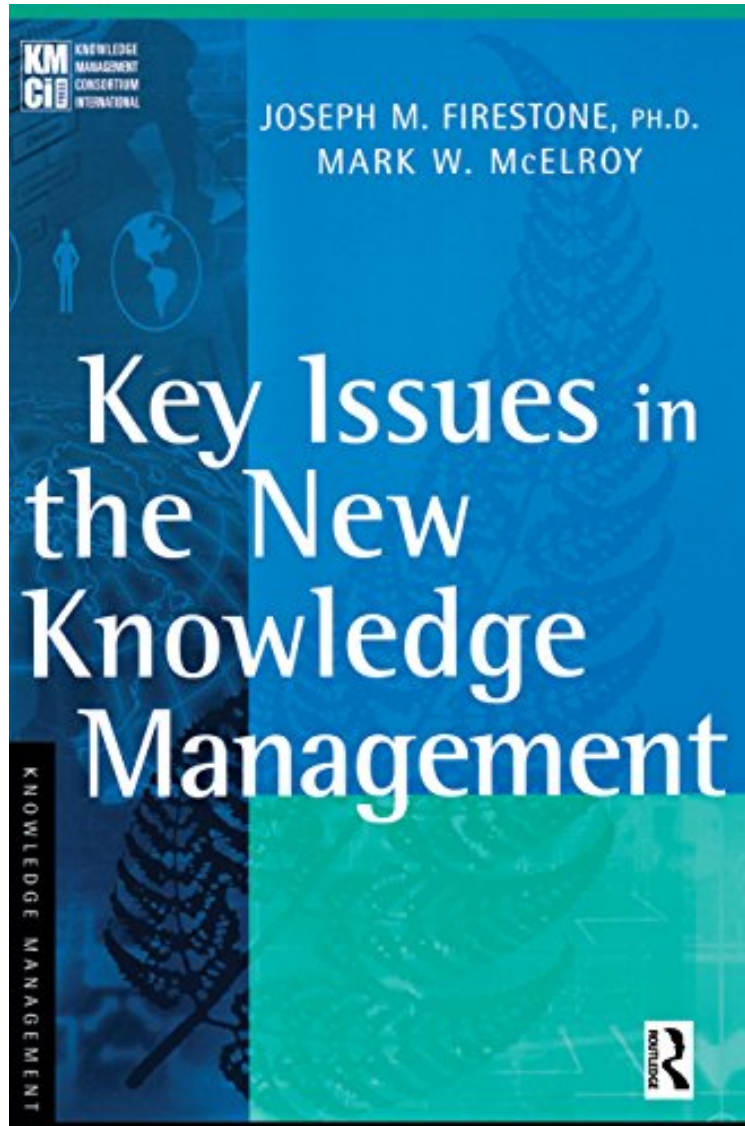


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## Key Issues in the New Knowledge Management (KMCI Press)

*Joseph M. Firestone, Mark W. McElroy*

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**Joseph M. Firestone, Mark W. McElroy : Key Issues in the New Knowledge Management (KMCI Press)** before purchasing it in order to gage whether or not it would be worth my time, and all praised Key Issues in the New Knowledge Management (KMCI Press):

1 of 1 people found the following review helpful. Informative and importantBy Bruce CaithnessKey Issues in The New Knowledge Management (2003), by Joe Firestone and Mark W. McElroy, is for me a welcome library addition. A strong point is the focus on the epistemological issues. The summary of various theoretical underpinnings is clearly laid out.I have felt uncomfortable with the traditional knowledge pyramid which has a base of raw data, then

information, knowledge and a capping of wisdom. The traditional model is superficially seductive. It assumes that pure data are converted into information and then semantically assimilated into a body of knowledge. The question asked by the authors is how can such data be primary, let alone pure? How can perception be primary? Without existing propensities or expectations, agents or their computers cannot perceive anything. An agent's pre-existing information provides structure to the world of experience. Data are types of information. Without structure experience is not data. What is normally treated as information is in the authors' view, "just information", that is to say information with conceptual commitments plus interpretations. Knowledge is a subset of information (not a superset) that has been evaluated without ever being proven. Knowledge is an outcome of knowledge production and integration processes. It is an object (thing) that is uncertain but testable. Wisdom is knowledge coupled with value judgments and actionable assessments, it has untested metaphysical qualities. Thus rather than a model based on a pyramid, it seems to be epistemologically more appropriate to picture a Knowledge Life Cycle in which data, "just information" and knowledge are types of information. New data and knowledge are made through this Knowledge Life Cycle from pre-existing information. That is from "just information", data, knowledge, and problems. Karl Popper, to whom the authors are indebted, said that all life is problem solving. One might say that all knowledge management is problem solving. Corporations depend on validated information but this is not the same as saying they depend on true or certain information. The critical method is that of making all knowledge claims testable i.e. capable of being falsified by a non-empty universe of test statements. Those claims that have not been falsified are preferred to those that have failed testing, without the luxury of ever being content that the knowledge cycle has found a utopia of certain knowledge. It is important in knowledge management to reject the notion that the function of knowledge systems is to be a bucket for pure data. The knowledge cycle exists to solve problems and the problems in turn structure the questions to be asked and the information model that is tentatively appropriate. In the space of this review I have left out a lot of solid content. The book is an extremely valuable resource for its definitions sections alone, for instance it is pointed out that there is no consensus on the nature of knowledge. I agree heartily with their rejection of the venerable but circular "justified true belief" definition so beloved by empiricists who believe knowledge claims can be justified by, rather than tested against, facts. The New Knowledge Management framework is based on Karl Popper's worlds of knowledge: \* World 1 knowledge - encoded structures in a physical system e.g. DNA \* World 2 knowledge - tacit, beliefs and belief predispositions in minds about the world, the beautiful and the right that we believe have survived our tests and evaluations \* World 3 knowledge - shareable linguistic formulations, knowledge claims about the world, the beautiful and the right e.g. books, wikis. Popper's three worlds' model is particularly useful for conceptualizing information systems. Far too often epistemologists have been blind to objective knowledge and been obsessed with tacit knowledge. It is a blind spot equivalent to humans in a pre-Darwinian age not seeing the evolutionary linkage between naked apes and furry apes. In this age of understanding of DNA and computer systems the existence of objective knowledge is surely not controversial. Animals and plants and humans know things without knowing that they know them. In fact most of our knowledge is not visible to us in any passage of time. Who would deny that a logarithmic table is knowledge, even though possibly no one memorizes it? Organizational data, information, and knowledge are World 3 objects. A datum is the value of an observable, measurable, or calculable attribute or experience. Data are more than one attribute value. Information is always provided by a datum or data, because data are always specified in some conceptual context. One should avoid talking about data flowing like water into buckets, rather the agent via its senses acts as a searchlight that codes experience into data. I recommend this book not only to information technology systems professionals but also to managers in general, psychology and philosophy students. There is much wisdom in it and the meta-context it provides could help prevent the building of systems that meet a dead end due to lack of focus on the cycle of knowledge. All Life is Problem Solving

1 of 2 people found the following review helpful. Not Recommended By rlmorris This book was required for my graduate class in Knowledge Management. Before this I had a vague concept of what KM was about. So this review is from a beginners perspective. The book is difficult to read at best. All concepts are abstract with very few examples or applications in the real world. Even the diagrams are confusing. For example Firestone and McElroy propose a different model from the data-information pyramid called the Knowledge Life Cycle (KLC). The arguments make sense but instead of the diagram showing what the KLC consists of, it includes the KLC as a process. So you are left scratching your head. A better book is "The Knowledge Management Toolkit" by Amrit Tiwana. It at least presents many examples and gives an approach in building a KMS.

0 of 0 people found the following review helpful. Four Stars By Dr Reacuta;agan Lorraine Lavorata helped with my research, im a prof and doctoral student

In 'Key Issues in the New Knowledge Management,' Firestone and McElroy, the architects of the New Knowledge Management (TNKM) provide an in-depth analysis of the most important issues in the field of Knowledge Management. The issues the book addresses are central in the field today: \* The Knowledge Wars, or the issue of "how you define knowledge determines how you manage it" \* The nature of knowledge processing \* Information management or knowledge management? \* Three views on the evolution of knowledge management \* The role of knowledge claim evaluation in knowledge processing, or the difference between opinion, judgements, information,

data, and real knowledge in knowledge management systems\* Is culture a barrier in knowledge management?\*

The Open Enterprise and accelerated sustainable innovation\* Portals\* How should one evaluate KM software?\*

Intellectual Capital\* Measuring the impact of KM initiatives on the organization and the bottom line\* KM and terrorism

"This book is essential for academics, managers, and consultants who want to increase innovation, effectiveness and strategic focus in their organizations. The authors adroitly link the often-abstract issues of information processing and knowledge creation with the tangible and crucial management issues of organizational learning, motivation and culture that executives often neglect when formulating a knowledge management strategy. By relating these concepts in a straightforward, relevant and empowering way, Firestone and McElroy achieve [in this book] what Peter Senge has done for the field of organizational learning. Their carefully conceived structure and highly accessible framework has the capacity not only to inform, but to transform organizations and those who work in them. I highly recommend this book and the others in KMCI's series." - Benyamin Bergmann Lichtenstein, Ph.D., Assistant Professor of Entrepreneurship and Emerging Enterprises, Syracuse University Enterprises, Syracuse University

Joe Firestone's and Mark McElroy's new book is a welcome look at some of the pendant issues to be addressed by any formal attempt to build a conceptual and technical KM system. Their views, drawn from learned analyses and extensive practice, challenge several widely held conceptions. Serious KM professionals and students will find these issues both stimulating and refreshing. They are bound to be engaged by the pertinence of the authors' questions and they will either be convinced by their innovative answers or be inspired to find their own. Key Issues in The New Knowledge Management is a critical reading for anyone who envisions a place for themselves on the KM map in the years ahead." - Professor Francisco J. Carrillo, Director, Center for Knowledge Systems, ITESM

From the Back Cover "This book is essential for academics, managers, and consultants who want to increase innovation, effectiveness and strategic focus in their organizations. The authors adroitly link the often-abstract issues of information processing and knowledge creation with the tangible and crucial management issues of organizational learning, motivation and culture that executives often neglect when formulating a knowledge management strategy. By relating these concepts in a straightforward, relevant and empowering way, Firestone and McElroy achieve [in this book] what Peter Senge has done for the field of organizational learning. Their carefully conceived structure and highly accessible framework has the capacity not only to inform, but to transform organizations and those who work in them. I highly recommend this book and the others in KMCI's series." - Benyamin Bergmann Lichtenstein, Ph.D., Assistant Professor of Entrepreneurship and Emerging Enterprises, Syracuse University

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When was the last time you saw a careful, well-documented discussion of the nature of knowledge? Or a comprehensive treatment of the difference between Knowledge Management and Information Management? Or a systematic discussion of how knowledge claims are formed and evaluated in organizations? Key Issues in the New Knowledge Management is the first book to take an issues-oriented approach to the central concerns of KM. It is also a pivotal book in the development of The New Knowledge Management paradigm because it demonstrates its ability to do what a new paradigm must. Namely, illuminate in novel ways a wide variety of problems in the field it addresses. Joseph M. Firestone, Ph.D. is Vice President and Chief Knowledge Officer, Executive Information Systems, Inc.; Executive Vice President, Education, Research and Membership, and Co-CEO, Knowledge Management Consortium International (KMCI). Mark W. McElroy is President and Co-CEO, Knowledge Management Consortium International (KMCI), and CEO of Macroinnovation Associates, LLC. About the Author Member of the Board of Directors and the Executive Committee of the Knowledge Management Consortium International (KMCI); Director of the Knowledge and Innovation Management Certification Program (CKIM); Director, KMCI Research Center; Editor-in-Chief, 'Knowledge and Innovation: Journal of the KMCI'; KMCI Secretary/Governing Council KMCI Institute. Mark W. McElroy is president of the Knowledge Management Consortium International (KMCI), the largest professional association of KM practitioners in the world. He is a thought leader, consultant, and award-winning author in the fields of knowledge management, organizational learning, intellectual capital, and innovation. He is a twenty-five year veteran of management consulting, including time spent at Price Waterhouse and KPMG Peat Marwick. While at KPMG, he served as U.S. National Partner-In-Charge of the Enterprise Networks practice. Mr. McElroy's career in knowledge management also includes time spent as a Principal in IBM's Knowledge Management practice in Cambridge, MA. At present, Mr. McElroy is managing a small boutique called Macroinnovation Associates, LLC, created as a platform for the development of his latest work. MacroinnovationSM is an executable business model for organizational learning and innovation developed

independently by Mr. McElroy and a colleague of his from academia. The Macroinnovation method (aka, the 'policy synchronization method') currently holds patent-pending status in the U.S. See [www.macroinnovation.com](http://www.macroinnovation.com) for further details.