



SECI, *Ba* and Leadership: a Unified Model of Dynamic Knowledge Creation

Ikujiro Nonaka, Ryoko Toyama and Noboru Konno

Despite the widely recognised importance of knowledge as a vital source of competitive advantage, there is little understanding of how organisations actually create and manage knowledge dynamically. Nonaka, Toyama and Konno start from the view of an organisation as an entity that creates knowledge continuously, and their goal in this article is to understand the dynamic process in which an organisation creates, maintains and exploits knowledge. They propose a model of knowledge creation consisting of three elements: (i) the SECI process, knowledge creation through the conversion of tacit and explicit knowledge; (ii) '*ba*', the shared context for knowledge creation; and (iii) knowledge assets, the inputs, outputs and moderators of the knowledge-creating process. The knowledge creation process is a spiral that grows out of these three elements; the key to leading it is dialectical thinking. The role of top management in articulating the organisation's knowledge vision is emphasised, as is the important role of middle management ('knowledge producers') in energising *ba*. In summary, using existing knowledge assets, an organisation creates new knowledge through the SECI process that takes place in *ba*, where new knowledge, once created, becomes in turn the basis for a new spiral of knowledge creation. © 2000 Elsevier Science Ltd. All rights reserved.

As Alvin Toffler said, we are now living in a 'knowledge-based society', where knowledge is the source of the highest quality power.¹ In a world where markets, products, technologies, competitors, regulations and even societies change rapidly, continuous innovation and the knowledge that enables such innovation have become important sources of sustainable competitive advantage. Hence, management scholars today consider knowledge and the capability to create and utilise knowledge to be the most important source of a firm's sustainable

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ECKM2007-Proceedings of the 8th European Conference on Knowledge Management Dan Remenyi,2007

ICICKM2010-Proceedings of the 7th International Conference on Intellectual Capital, knowledge Management and Organisational Learning Eric Tsui, **Managing Knowledge Assets and Business Value Creation in Organizations: Measures and Dynamics** Schiuma, Giovanni,2010-11-30 *Managing Knowledge Assets and Business Value Creation in Organizations Measures and Dynamics* provides an advanced state of the art understanding of the links between the knowledge assets dynamics and the business value creation This publication focuses on the theory models approaches methodologies tools and techniques for measuring and managing organizational knowledge assets dynamics supporting and driving business performance improvements This comprehensive work is a substantial contribution to the field in terms of theory methodology and applications to replicate support and challenge existing studies and offer new applications of existing theory and approaches Managing Knowledge Stephen Little,Tim Ray,2012-06-21 Knowledge management is crucial to organizational learning innovation and success within organizations The Second Edition of the successful knowledge management reader provides a core source of key theoretical thinkers in the field and presents the most up to date leading edge articles that explore emerging trends A comprehensive introduction places these readings in context and draws together key strands across the field The new reader includes new and revised chapters as well as newly authored material to provide students with a current resource that enables the study of knowledge management from a variety of perspectives Theoretical work and engaging case studies place knowledge management in the context of an emerging global economy Connectivity and Knowledge Management in Virtual Organizations: Networking and Developing Interactive Communications Camison, Cesar,Palacios, Daniel,Garrigos, Fernando,Devece, Carlos,2008-10-31 This book analyzes different types of virtual communities proposing Knowledge Management as a solid theoretical ground for approaching their management Provided by publisher Collaborative Networks and Their Breeding Environments Luis M. Camarinha-Matos,Hamideh Afsarmanesh,Angel Ortiz,2005-08-31 Progress in collaborative networks continues showing a growing number of manifestations and has led to the acceptance of Collaborative Networks CN as a new scientific discipline Contributions to CN coming from multiple reference disciplines has been extensively investigated In fact developments in CN have benefited from contributions of multiple areas namely computer science computer engineering communications and networking management economy social sciences law and ethics etc Furthermore some theories and paradigms defined elsewhere have been suggested by several research groups as promising tools to help define and characterize emerging collaborative organizational forms Although still at the beginning of a long way to go there is a growing awareness in the research and academic world for the need to establish a stronger theoretical foundation for this new discipline and a number of recent works are contributing to this goal From a utilitarian perspective agility has been pointed out as one of the most

appealing characteristics of collaborative networks to face the challenges of a fast changing socio economic context However during the last years it became more evident that finding the right partners and establishing the necessary preconditions for starting an effective collaboration process are both costly and time consuming activities and therefore an inhibitor of the aimed agility Among others obstacles include lack of information e g non availability of catalogs with normalized profiles of organizations and lack of preparedness of organizations to join the collaborative process Overcoming the mismatches resulting from the heterogeneity of potential partners e g differences in infrastructures corporate culture methods of work and business practices requires considerable investment Building trust a pre requisite for any effective collaboration is not straight forward and requires time Therefore the effective creation of truly dynamic collaborative networks requires a proper context in which potential members are prepared to rapidly get engaged in collaborative processes The concept of breeding environment has thus emerged as an important facilitator for wider dissemination of collaborative networks and their practical materialization The PRO VE 05 held in Valencia Spain continues the 6th event in a series of successful working conferences on virtual enterprises This book includes selected papers from that conference and should become a valuable tool to all of those interested in the advances and challenges of collaborative networks Long range planning Society for Long Range Planning,2001 *The Nature and Structure of Contracts in Kyrgyzstan's Agricultural Sector* Kelley Cormier,2007 **Shaping the Future of Communication Research in Europe** Ayseli Usluata,2005 Knowledge Management Murray E. Jennex,2008 This is the defining reference source for all theories concepts and methodologies within the KM discipline It includes chapters on Implementing KM in Organizations KM Systems Acceptance KM Communication Knowledge Representation Knowledge Sharing KM Success Models Knowledge Ontology and Operational KM and provides libraries with the defining reference to the field Provided by publisher Encyclopedia of Networked and Virtual Organizations Goran Putnik, Maria Manuela Cunha,2008 This book documents the most relevant contributions to the introduction of networked dynamic agile and virtual organizational models definitions taxonomies opportunities and reference models and architectures It creates a repository of the main developments regarding the virtual organization compiling definitions characteristics comparisons advantages practices enabling technologies and best practices Provided by publisher Managing Knowledge Paul Quintas, Tim Ray, Stephen Little,2002 This text offers a critical overview of underlying theory in this field as well as a range of relevant examples from a global perspective It places knowledge management in the context of an emerging global economy Strategic Planning for Information Systems John Ward, Joe Peppard,2002-08-30 This text explores the impact that Information Systems IS have on business performance and the contribution IS makes to the strategic development of organizations It describes IS tools techniques and management frameworks **Performance Improvement Quarterly** ,2012 Entrepreneurship A. Sahay, Abhishek Nirjar,2006 The combination of entrepreneurship education in schools and colleges the hassle free flow of venture capital and evolution of good market will give momentum

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