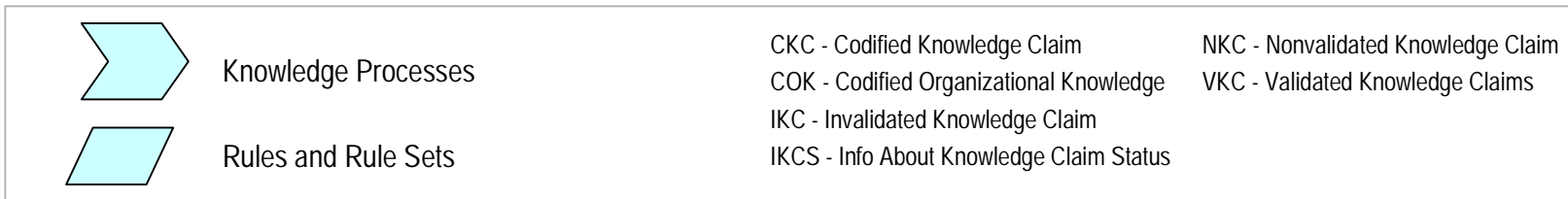
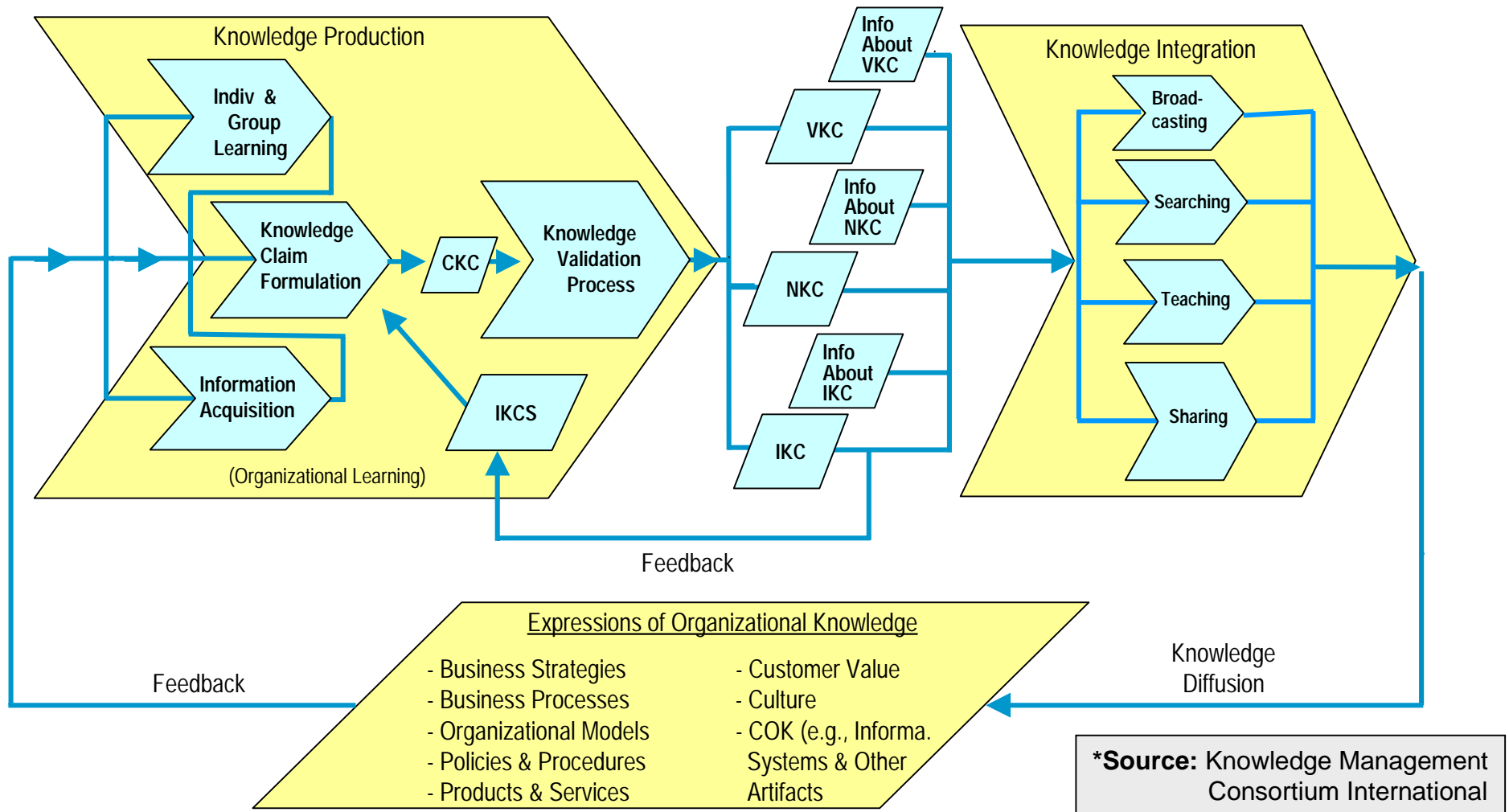


The Knowledge Life Cycle*



Glossary

- **Broadcasting Organizational Knowledge** - The activity of sending unsolicited messages containing knowledge content to specific individuals or groups. Messages can be spoken, contained in non-electronic documents, or in electronic documents. Broadcasting in artificial knowledge management systems uses “push” technology.
- **Codified Knowledge Claims** - Information that has been codified, but which has not yet been subjected to organizational validation.
- **Experiential Feedback Loops** - Processes by which information concerning the outcomes of organizational learning activities are fed back into the Knowledge Production phase of an organization’s knowledge life cycle as a useful reference for future action.
- **Individual and Group Learning** - A process involving human interaction, knowledge claim formulation, and validation by which new individual and/or group knowledge is created.
- **Information About Invalidated Knowledge Claims** - Information that attests to the existence of invalidated knowledge claims and the circumstances under which such knowledge was invalidated.
- **Information About Nonvalidated Knowledge Claims** - Information that’s attest to the existence of nonvalidated knowledge claims, and the circumstances under which such knowledge was tested and neither validated nor invalidated.
- **Information About Validated Knowledge Claims** - Information that attests to the existence of validated knowledge claims and the circumstances under which such knowledge was validated.
- **Information Acquisition** - A process by which an organization either deliberately or serendipitously acquires knowledge claims or information produced by others external to the organization.
- **Invalidated Knowledge** - A collection of codified invalidated knowledge claims.
- **Invalidated Knowledge Claims** - Codified knowledge claims that have not satisfied an organization’s validation criteria. Falsehoods.

Glossary (cont.)

- **Knowledge Claim** - A codified expression of potential knowledge which may be held as validated knowledge at an individual and/or group level, but which has not yet been subjected to a validation process at an organizational level. Information. Knowledge claims are components of hierarchical networks of rules, that if validated would become the basis for organizational or agent behavior.
- **Knowledge Claim Formulation** - A process involving human interaction by which new organizational knowledge claims are formulated.
- **Knowledge Integration** - The process by which an organization introduces new knowledge claims to its operating environment and retires old ones. Knowledge Integration includes all knowledge transmission, teaching, knowledge sharing, and other social activity that communicates either an understanding of previously produced organizational knowledge to knowledge workers, or the knowledge that certain sets of knowledge claims have been tested and that they and information about their validity strength is available in the organizational knowledge base, or some degree of understanding between these alternatives. Knowledge integration processes, therefore, may also include the transmission and integration of information.
- **Knowledge Production** - A process by which new organizational knowledge is created. Synonymous with "organizational learning."
- **Knowledge Sharing** - The activity of making knowledge available through a knowledge store accessible to individuals and groups in an enterprise, or through spoken communication. Some knowledge stores are off-line in the form of documents or electronic media. Some are contained in on-line computer databases. Some are contained in virtual databases in computer memory. When knowledge is shared through the spoken word, knowledge sharing needs to be carefully distinguished from broadcasting and teaching. In broadcasting, knowledge is sent without specific solicitation. In teaching, an agent plays the role of instructor to another in a non-peer interaction. In face-to-face knowledge sharing, peers communicate organizational knowledge that they hold in a conversational fashion.
- **Nonvalidated Knowledge Claims** - Codified knowledge claims that have not satisfied an organization's validation criteria, but which were not invalidated either. Knowledge claims requiring further study.

Glossary (cont.)

- **Organizational Knowledge** - A complex network of knowledge and knowledge sets held by an organization, consisting of declarative and procedural rules (validated knowledge claims in the form of rules and rule sets).
- **Organizational Learning** - A process involving human interaction, knowledge claim formulation, and validation by which new organizational knowledge is created.
- **Searching/Retrieving** - Activities of looking for and accessing organizational knowledge. Can be done electronically or by informally querying a personal network.
- **Teaching** - The role of attempting to guide learning through systematic communication of knowledge and information to individuals seeking guidance. Teaching can occur through face-to-face communication, media-based communication, and electronic communication.
- **Validated Knowledge Claims** - Codified knowledge claims that have satisfied an organization's validation criteria. Truth.