

# **SELF-KNOWLEDGE AND KNOWLEDGE MANAGEMENT APPLICATIONS**



**BEVERLY WEED-SCHERTZER**

# **Self-Knowledge and Knowledge Management Applications**

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BY

**BEVERLY WEED-SCHERTZER**

*Edify IT, USA*



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## About the Author

**Beverly Weed-Schertzer** is the author of *Delivering ITSM for Business Maturity: A Practical Framework* and a high-performing business technology leader. She is an IT Business Strategist who specializes in ITSM, Knowledge Management, and business strategies for technology environments. She currently works as an independent consultant, where she provides strategic Business & Technology Management education and consultancy. Beverly has been involved in multiple implementations of Knowledge Management and ITSM in a variety of industries, such as finance, health care, professional services, insurance, and manufacturing.

Beverly's experience includes Information & Knowledge Management, Service Management, IT Governance, Organizational Transformation, and Quality Assurance practices. She has a knack for integrating information and people with technology.

Beverly's career in IT started with beta software testing and support. Service IT Operations is her home in IT. She has a passion for technology and focuses on the valuable ways to balance life in the modern world. Beverly is the Founder of edifyIT, LLC, a company she began in 2009, that provides Business & Technology Management education and training.

Beverly also has a passion for yoga and Experienced Yoga Teacher (E-RYT). Yoga is a big part of her self-care system and has blended a regular yoga practice into her busy corporate life. It's given her a perfect blend of a life-work balance that's helped her manage modern day stress.

*(Il)logical Knowledge Management: A Guide to Knowledge Management for the 21st Century* provides good information on knowledge planning. It also provides a Knowledge Management process to produce logical (ideal, good) knowledge. *Delivering ITSM for Business Maturity: A Practical Framework* provides a business model for the twenty-first century that integrates technology service management and business management.

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# Preface

Knowledge Management, an intriguing area of study, is a discipline that is mostly focused on making knowledge available through frameworks, processes, and technology. Knowledge is a fascinating area to learn about and understand how it works. Applying the discipline of Knowledge Management into real-world situations requires fundamental understanding on people and self-knowledge, a topic that could deem to be boring can be fun and exciting to learn. Self-knowledge in business is an area untouched in the industry, and with major advancements in automation, there is a need for innovative ways to address new-age problems with Knowledge Management. This created a demand for new concepts and learning. This book is a compilation of a lifetime of research and experience with self-knowledge principles and means to managing knowledge well.

It started in the 1980s when I first became curious about intuition. Intuition for me has always been pretty strong for as long as I can remember. There were times I remember, when I dismissed an intuitive thought to act on a rational, intellectual thought and the outcome proved I should have trusted my gut. Intellectual rationalization when a gut feel seems clearly wrong is when I need to pay attention to what my unconscious thoughts are trying to tell me. Looking back, intuitive nudges seem to lead me to the right actions and decisions. How many times has this happened to you? You hear it often, “trust your gut instinct,” but the rational mind will question a gut feel and then it analyses the scenario (sometimes relentlessly) and prompts you to take action contrary to what the intuitive gut feel is directing. In my experience, your intuition (also known as a gut feeling), will nudge you in the right direction, regardless of anyone’s opinion from perceiving from the outside seems wrong; for the individual acting on their intuition will ultimately learn the intuitive decision will be the right one for that individual.

All humans have intuition; however, not all individuals listen to it. We should care about intuition because it’s the path to self-knowledge. Self-knowledge is a fountain of wisdom that is often untapped. Self-knowledge has no value if it’s not being used. It’s up to people to use their self-knowledge because it’s naturally designed just for them. When I realized the importance of intuition, it put me on a path of discovery and research about knowledge. Over four decades, I’ve studied people to learn what motivates people, their understanding of self-knowledge, and how people are using their self-knowledge. There is a wonderment of what others knew that I didn’t and vice versa, and what they know about knowledge in general and specifically self-knowledge. Is my self-knowledge the same as another

person's self-knowledge? My conclusion is no; each person holds a unique inner library for self-knowledge that only pertains to the individual.

Knowledge has morphed into a commodity since the 1980s and it's prevalent in today's technological world. What isn't as prevalent is the self-knowledge aspect in Knowledge Management. With knowledge now considered a commodity, a valuable business asset, there is a need to relearn everything we know about knowledge and managing it. Knowledge is at the core of everything we do professionally and personally. To conclude, the vital need for people to comprehensively understand Knowledge Management and its purpose, you will need to realize it doesn't work without self-knowledge.

The meaning and purpose of self-knowledge and its role in Knowledge Management are the motivation behind this book. The concept of self-knowledge is challenging and exciting to learn about. Seeing the self and it's inner wisdom is ever changing, and the more we exercise the mind muscle, the better we notice results. There is a need for learning material on ideas to better understand knowledge and the important role self-knowledge has. The many years I've invested in the knowledge and application of self-knowledge has inspired my research. My research has given me a profound edge on the topic. This book offers insights and what I've learned about self-knowledge and Knowledge Management. The learning material in this book is written for the technology era, which requires a fresh new perspective. Overcoming the complexities with Knowledge Management in today's world is incredibly complex. Understanding self-knowledge is the basis to solutions that will simplify managing knowledge in today's multitude of technology.

The seat of knowledge lives in the heart.

My last book, *(Il)logical Knowledge Management: A Guide to Knowledge Management for the 21<sup>st</sup> Century*, explores the complexities of managing knowledge in the era of technology.

Mainly focused on sharing logical knowledge in a practical approach, the book explains the difference between logical and illogical knowledge, which is a vital distinction to achieve a higher level of quality outputs from knowledge practices. The book also covers the logical knowledge process flow and methods to determine illogical knowledge.

Separating the logic of illogical and logical knowledge is covered in my first book of the Knowledge Management series. In this book, Self-Knowledge is explained and it's relevancy is critical in business today.

Knowledge is intelligence and should be matured continuously to maintain its quality value. In business, higher levels of quality knowledge are needed to be able to transform people's knowledge into business intellectual assets. Business intellect is the ability to tap into a well of self-knowledge and understand how it came to be. External knowledge uses skills such as critical thinking, rationalizing, computing, etc.; it can be science-based. Internal knowledge, self-knowledge, is more philosophical. The understanding of what it is and how to use it will vary from person to person.

Some will say self-knowledge does not associate well with Knowledge Management practices. Self-knowledge relies on psychic, intuitive thoughts – the inner knowing; and Knowledge Management more on theoretical science. Self-knowledge does associate well with all aspects of knowledge. Self-knowledge is the counterpart that's missing to balance Knowledge Management. This book will provide insight into why self-knowledge is a bloodline to Knowledge Management, by delving into self-knowledge and why it's known as the "internal filter." Self-knowledge and Knowledge Management are critical components to learn and understand in business and socially.

In college, I wrote a paper focused on the importance and meaning of self-knowledge. Since college, my career in Information Technology (IT) has evolved around data and knowledge. Knowledge and Service Management are core aspects of my career in technology. There is a need for more learning material about Knowledge Management. The concept of self-knowledge and its exceptionally important position in Knowledge Management is to support learning in this area.



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# Acknowledgments

I am grateful and blessed to have a wonderful family. To my husband and children, thank you for your endless support and encouragement.

This project wouldn't have been possible without the opportunities I am grateful to have had during my career in Information Technology and Business. Thank you to each person I worked with along the way, and to the companies I've had the honor to represent with my work.

Knowledge is an area that I'm particularly interested in since school-age years. In college I wrote a paper (wish I still had it) on self-knowledge. It's a superb inner teacher that tutors you with knowledge meant only for you. Self-knowledge is more than self-awareness to behavioral habits and emotions. Self-knowledge is your inner wisdom that should be harnessed to make the most of it. In business, harnessing the knowledge of people has become too automated that has reaped piles of content. Most of this content is useless and inactionable. Incorporating applications from the tenet of self-knowledge transforms content into useful and actionable knowledge. Value comes from self-knowledge, not the technology.

Although this project focuses on the concepts of illogical and logical knowledge in advanced modern times for business, self-knowledge is a big part of what has guided me throughout my life and has helped me succeed in my career. To my family, I'd like to extend a special note of gratitude to the groups of people who have graciously shared their self-knowledge with me. Their contribution to my research is invaluable and appreciated.

Each person in some way in every conversation gifts a seed of knowledge.

Thanks to each person I know and for gifting me your seeds of knowledge.

Thanks to all at Emerald Publishing for their experience to bring my books to the public.

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# Chapter 1

## Introduction

The main objective in this book is introducing self-knowledge to knowledge management concepts. Self-knowledge describes personal or human-centered form of knowledge. Self-knowledge represents specific points of view and involves teaching oneself, and knowledge management is the discipline or practices to handle knowledge representative to a model between a teacher and a student (knowledge holder to knowledge receiver). Two important pieces of information about knowledge that comes from the “self”:

- (1) Self-knowledge is a form of knowledge where all types of knowledge starts and is a vast and complex area to learn and apply. To achieve the most benefits from self-knowledge, it is crucial to
  - have a decent level of understanding about your self-knowledge and
  - utilize guidance to help achieve good understanding in order to make use of your self-knowledge.
- (2) Self-knowledge is a form of conceptual knowledge and is an extension to the human mind. Gaining self-knowledge relies on
  - people and the individual’s ability to learn about their self.
  - the process to know the self to give access and insight into self-knowledge, and it is much different than processes that are used to handle common knowledge.

Incorporating self-knowledge into formal knowledge management practices requires learning about how people *understand*, *share*, and *use knowledge*. Organizational learning has a direct relationship with knowledge and correlation to effective communication. Communication is crucial to affecting good relationships between self-knowledge, tacit knowledge, explicit knowledge, and learning. All forms of knowledge in knowledge management facilitate good and effective communication. Be cautious to knowledge processes that could inhibit communication. Some organizations are challenged with knowledge practices that tend to have a diminishing effect on good communication. This creates confusion and impacts learning initiatives. It’s imperative to include a communication plan with a plan for knowledge.

## 2 *Self-Knowledge and Knowledge Management Applications*

For knowledge management to work effectively, the best place to start is with the people involved and ensure they have a very good understanding of the knowledge culture. Feeding a knowledge culture focuses on the substance of knowledge. This is where you start regardless if you're starting a new knowledge program or transforming an existing one.

The interrelationship between self-knowledge and knowledge management is about how to recognize the various forms of knowledge that come from self-knowledge. Self-knowledge and knowledge management also involve having good, reliable, methods, and capabilities to simplify proper knowledge transfer from knowledge holders to knowledge receivers. Knowledge, as complex as it is, in theory transference of knowledge will seem easy to do, but in actuality, it can be exceptionally difficult. The difficulties are usually from oversimplification of knowledge systems, assuming the knowledge system automation handles this transfer with ease. Realistically, the design of the knowledge system needs to have a solid and workable knowledge flow (the pathway knowledge will take from the source (where the knowledge originates) to people who need to access it (knowledge output, also known as digital knowledge)).

The pathway knowledge takes is the process flow of knowledge within an organization. The process flow is designed first and independently of a knowledge system. Creating a process design doesn't need to be a challenging process. During the design phase, the focus is on maintaining the *integrity*, *quality*, and *condition* of the knowledge content. Focusing on the content that feeds the knowledge output is a priority because it ensures the knowledge won't get caught up or lost in the technical solution. The focus is a priority from design and continues to be the focal point to the stage where knowledge is being transferred. Using process maps and process models will help make the design phase more efficient, because they are good methods to ensure the knowledge will form into usable content. The design phase begins with shaping the knowledge outside of a knowledge system. The output of a design phase is a process model and the path that knowledge flows vertically and across the organization. The design indicates the source of knowledge, shows the concentration solely on the knowledge in isolation, and has details about the knowledge system.

### **Self-Knowledge Purpose**

Self-knowledge's key purpose is to draw attention to the people element in knowledge management and to learn about the philosophy of self-knowledge and its major influence to creating digital knowledge. People possess different knowledge, and no two people will share the exact same self-knowledge. People's level of self-knowledge also varies from person to person. The fundamental idea to self-knowledge is that it prevents impulsive reactions and decisions. Self-knowledge raises awareness to recognize consequences to poor decisions and impulsive reactions. Self-knowledge to some aspect is linked to personality, attitudes, and beliefs a person has which is why no two people will ever have the exact same self-knowledge.

- For example, there's a group of students taking a class that offers education about whales. They are learning about whale's habitat and their behavior patterns. The teacher is sharing knowledge about whales from textbooks and lectures. The students are acquiring the same knowledge from the class. The information about whales is coming from the same source. One of the students in the class has direct experience studying and observing whales in real life. Direct hands-on experience provides new knowledge in addition to what is being taught in class. This is adding a unique perspective for the student with in-person experience with whales, and it adds to their self-knowledge on the topic. Each student in the class is receiving the same knowledge, but the students will have different views from their experiences, ideas, and opinions, all of which makes their inner knowledge one-of-a-kind and unique.

Experiences, ideas, and opinions are the differentiator between people's unique, one of kind self-knowledge and common knowledge. People's experiences and thoughts construct their interpretation of knowledge they learn from external sources. A person's level of self-awareness is related to how they learn. Gaining self-awareness adds a layer of individuality that shapes what is learned from common knowledge into contextual self-knowledge. Learning is a passive or active and interactive process. Passive learning comes from reading or listening and active learning is hands on. People interpret knowledge in their own way. How a person uses the knowledge that's learned mostly comes from self-knowledge or self-awareness.

Regulating and observing the self helps to guide a person through their learning experiences. It also gives insight into self-awareness. To understand "how" and "when" to use knowledge comes from having higher levels of self-awareness. Self-awareness is an underlying capability that every person owns, and it helps individuals to better understand what knowledge is needed and how to utilize it in the right circumstances. This is an important point to remember and it's necessary in order to focus on knowledge as an entity. It's important to maintain a focus on knowledge in isolation separate of process and a knowledge system. Businesses and society in general are too focused on collecting knowledge over using it. Knowledge collection as a primary focus puts too much emphasis on the knowledge system and technology. Too much knowledge collection creates will create more knowledge than what's actually needed. Efforts to collecting knowledge and having too much knowledge aren't a good use of time or productive because there's just not enough time to use it all.

- Self-knowledge practices people undertake helps knowledge management practices by creating a balanced structure for handling knowledge.

## **Knowledge Management and Self-Knowledge**

Self-knowledge is a conduit to knowledge management. Self-knowledge already has a prominent yet unseen purpose and function in the knowledge space. Every

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person has a mission to know something. This is your will to know, and it is a driving force behind a mission to obtain knowledge. The will to know can be motivated by wanting to make an informed decision. The reason that sparks the will to know is the link to the kind of knowledge you want and need. After the type of knowledge is decided, the logical next step is to identify where the knowledge will come from. Knowledge can be supplied from accredited, non-accredited, formal, or informal entities. Self-knowledge, a prevalent force in the process mapping exercise, gives energy to knowledge flow from its source and the route it takes to reach knowledge receivers.

In standard knowledge management practices, self-knowledge isn't recognized as a form of knowledge and traditionally not covered within the boundaries of a knowledge management setting. The philosophy to self-knowledge is from the human mind making it a personal form of inner knowledge. One mind equates to one person's self-knowledge; their inner library of information.

There is one distinct difference to self-knowledge and common knowledge. Common knowledge comes from external sources and self-knowledge is sourced from within the self (inner source). Common knowledge also known as hierarchical knowledge, and integrates with personal knowledge. Expressing points of view from an individual's specific point of view equates to complex knowledge. Self-Knowledge and Knowledge Management principles covers mostly complex knowledge as a building block for a business's knowledge assets.

Self-knowledge is explained as way to better understand inner makings of the self, which includes the physical, mental, and spiritual self. This means self-knowledge, a personalized and infinite level of knowledge is a valuable aspect, specifically in relation to knowledge management. Self-knowledge's most prevalent role is to balance out the effects of too much technology. This is especially important in today's technology driven society.

Today's technical era of modern conveniences has put technology at the forefront of everything we do; every task, decision, and action is driven by knowledge delivered from a knowledge system. Effective knowledge management needs logical ties to the roots of knowledge sources. With too much technology, sources stored in knowledge systems get overloaded with a bunch of knowledge that never gets used. Fast-paced transformation in the technology space shouldn't drive how knowledge management works, but it does because businesses are obsessed with collecting and storing knowledge. Primarily, people need to drive how knowledge management works and technology is secondary. Technology's role in knowledge management is to support people and their knowledge. This means people decide how the strategy and blueprint for knowledge management activities are designed.

##### **Knowledge Transfer Principles**

- (1) Identify different methods or approaches that are amenable to maintaining the integrity of knowledge during the transfer process, that is, mentoring, coaching, peer shadowing, documentation, user needs, podcasts, wiki, storytelling, context and type of knowledge, etc.

- (2) Identify and determine where information will be collected and the transfer method. Specify who the knowledge contributors are (self-knowledge input) and stipulate why the knowledge is being transferred.
- (3) Define the group or groups of people the knowledge is being transferred to.
- (4) Specify the reason for knowledge transfer.
- (5) Internal knowledge transfer that is within the same organization should be confined to policy and a governance framework for knowledge.
  - External knowledge transfer will require authorization and context review to ensure no sensitive information is being transferred outside the organization.

### Knowledge Distribution Principles

- Enable the flow of knowledge to enable learning processes and promote knowledge sharing.
- Identify ways knowledge distributed.
- Drive the creation of new knowledge.
- Foster understanding by using content that is validated and processed to produce logical knowledge. Illogical knowledge isn't ruled out completely, rather it's carefully identified and categorized appropriately.

Technology, architecture in a knowledge plan is designed to support knowledge processes that create digital knowledge from information and processes to transfer and distribute knowledge.

## Getting Started, Self-Knowledge in Knowledge Management

Knowledge in nature is meant to be shared, and overall, this still holds true. Throughout knowledge existence, it still remains to be organically shared. In spite of knowledge sharing by organic means, we have learned that knowledge needs structure in order for people to understand it and utilize it well. Knowledge also needs structure so that it's packaged into consumable knowledge outputs. With a well-designed knowledge system and structure, consumable knowledge outputs are more transferable across different and large groups of people. Mostly all knowledge outputs are digital, but there will be circumstances where non-digital knowledge outputs are needed. This should be considered when creating a knowledge plan and strategy, for example, printed documents, books, audio tapes, etc.

The knowledge realm is constant with no beginning and no end. Knowledge moves fast, and the goal isn't about the chase to be constantly looking for and collecting knowledge. In a fast-paced knowledge world, the goal is collecting the right knowledge and making it easily available to its base of users who need it. It's established that there is no clear starting point when creating a plan for self-knowledge and knowledge management. The best place to start is by identifying what kind of knowledge is needed and where to get it. Once the type of knowledge is identified, set a main objective that supports the mission to the type



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of knowledge required. Also, establish a few goals that will help achieve the main goal and mission. Now that a main goal, mission, and objectives are defined, a purpose needs to be documented. Self-knowledge and knowledge management is a vague area; therefore, each plan will be distinctive. A simple structure for a strategy plan has the following:

- (1) A *vision* that clearly defines what you want to achieve and where you want to be.
- (2) *Values* that provide guidance on how the teams will conduct themselves during the journey.
- (3) *Focus* areas, the knowledge to focus on.
- (4) *Objectives*, what the strategic plan will achieve.
- (5) *Projects*, are formed to execute on the plan and how you will achieve them.
- (6) *Metrics*, measure the plan's performance.

A workable strategy requires a focus just on the knowledge and the journey it takes to reach the right people (knowledge receivers) who will benefit from it. Achieving this comes from the mapping exercise in design activities.

A clearly defined and documented purpose and strategy for self-knowledge and knowledge management includes the following:

- (1) Knowledge Type
  - the kind of knowledge that is needed.
- (2) People
  - the people involved to support the plan.
- (3) Use
  - how the knowledge will be used; a purpose and need for the knowledge.
- (4) Source
  - what knowledge already exists in the organization.
- (5) Knowledge Receivers
  - people who need to have this knowledge and will benefit from using the knowledge; or the part of the organization that needs it, when its needed.

A strategy for knowledge contains the three Cs that support the focus on the material forming the knowledge. The three Cs of knowledge are *condition*, *context*, and *convenience*. The three Cs are chief characteristics that help shape the right knowledge for the right people. Managing knowledge is about the process that maps out how the knowledge will be distributed and ensuring the right knowledge is accessible to the right people.

Forming knowledge is transformed from material or content. Digital knowledge is the product of bundled material, where self-knowledge provides context, experience, ideas, and filtering capabilities that shapes the knowledge to a specific

purpose. Knowledge management processes support the activities to move digital knowledge from formation to packaging the material. In addition to packaging material to create the knowledge output, self-knowledge handles the tasks involved to give context and meaning to the content. Context is the differentiator between creating content for knowledge in generic form and creating content with meaning. Self-knowledge is instrumental to achieving knowledge with meaning. To make it simpler, context enables people who are using the knowledge to be able to understand how to use it. Context from people's self-knowledge helps knowledge to be topic specific with accurate and useful meaning. The knowledge is shaped according to fundamental features from the knowledge strategic plan. Context (self-knowledge) is what makes knowledge be understood and explains how the knowledge is applied. The use of people's self-knowledge adds characteristics that design the appearance, functionality, and the behavior knowledge will follow in a technical landscape. Context, from self-knowledge, provides relevant conditions about a situation, or experience, that makes knowledge unique. Context is an influencer to make knowledge comprehensible.

You can make use of context models; however, it isn't necessary. The crucial part to adding context to knowledge is understanding the relevancy to context for reoccurring situations. It's important to have a plan that will help keep up the knowledge current to its defined purpose. To understand context to knowledge competencies means you understand the tasks taking place in an organization at the individual level, group level, and corporate level. Context models can be used for topic relevancy and utilizing appropriate self-knowledge. This helps avoid generating generic knowledge.

The knowledge process is supported by technology tools and knowledge management systems.

The logic in a self-knowledge and knowledge management strategy separates knowledge content from knowledge systems.

For example:

| Knowledge Type | People                                                     | Use             | Source                                    | Knowledge Receivers                                               |
|----------------|------------------------------------------------------------|-----------------|-------------------------------------------|-------------------------------------------------------------------|
| Instructions   | Subject matter experts<br>Designers<br>Testers<br>Builders | Assemble a cart | Manufacturer or factory maker of the cart | Customers<br>Delivery workers<br>Service desk<br>Customer service |

Self-knowledge principles provide insight into knowledge competencies. Knowledge competencies are linked to the value influence factor from using knowledge. Knowledge usage rates are measured against the investments made into the knowledge environment. Also, process and technology issues are

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considered when evaluating usage rates. Process and technology issues can impact people from being able to retrieve or contribute their knowledge. This will have a negative impact to knowledge usage rates. This is a common problem that is often a result of having over engineered technology and awkward or weak processes.

- To recap the focus and main objective for self-knowledge and knowledge management strategy is one that focuses on knowledge autonomously.

Knowledge is free spirited, fleeting, and has multi-faceted threads attached to it. Threads from knowledge are interconnected together and they convert non-tangible knowledge into a consumable form. Threads represent people's self-knowledge and the influence self-knowledge has to the end product (consumable knowledge). The reason why there is emphasis on the consumable aspect to knowledge is primarily for its use value. A consumable form of knowledge is created for the sole intention that it will be used. All knowledge acquired will be put to use. This isn't a problem, and there isn't enough time to actually use all the knowledge that's been acquired over the years. Consumable knowledge is knowledge that will get used. Keep this as a focus when creating a strategy to ensure knowledge is dispensable. This is the footing to self-knowledge and knowledge management.

The thread that forms self-knowledge is instrumental to converting knowledge into consumable form. It does this by transferring attention away from process to intelligence. Knowledge management traditionally is focused on a set of process activities that focuses on the collection, storage, and distribution of knowledge. In the concept of self-knowledge and knowledge management, the focus is on intelligence, because it's the intelligence that gives knowledge meaning. The self-knowledge branch connects intelligence to the environment we call knowledge management. Intelligence is different than knowledge, but they are both equally important. Intelligence is the intake of information through learning and knowing how to make use of it. Knowledge is the collection of facts. Processes are secondary to intelligence and self-knowledge.

Managing intelligence is strategic and is used to apply knowledge in basically all scenarios. Knowledge fades which has a cause and effect rhythm to it. The reason why knowledge fades is from outdated facts that no longer have a use value to it. Intelligence withstands and extends beyond borders of time and knowledge. This is the distinct difference between intelligence and knowledge.

Knowledge processes weave its threads together and they focus on the *process*, *domains*, *enterprise*, and *systems*. Knowledge design and architecture are primarily concerned with institutional knowledge and the technical landscape needed to support knowledge management. Knowledge systems support the processes to making consumable knowledge available to the people in the organization. Design and architecture also comprise of *knowledge bars* that help instruct people *how to find, use, and contribute knowledge*.

Self-knowledge flows through every aspect of a knowledge model. How quickly knowledge flows throughout an organization depends on the type of