

Knowledge and Knowledge Generation

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That information is the critical organizational resource and the source of organizations' competitive advantage is difficult to deny. According to Davenport and Prusak (1998), information is a type of knowledge, the value of which comes from its interpretation within a given context. As a result, organizations must have and run systems and processes needed to enable a knowledge generation, codification and transfer. Unfortunately, organizations can not always successfully develop and implement the systems of knowledge acquisition, to facilitate understanding and close the existing knowledge gaps. A recent article from the *Professional Services Close Up* magazine offers an interesting insight into the problem of organizational knowledge.

In this article, Anonymous (2010) discusses the lack of knowledge alignment between business and IT personnel, as well as between business and IT decisions. Many organizations believe the acquisition of business-focused knowledge by IT personnel to happen naturally (Anonymous, 2010). In reality, however, the absence of effective systems of knowledge transfer leads to a widening knowledge gap that hurts equally IT departments and whole organizations (Anonymous, 2010). Here, the focus should be on providing contextual information, which enables IT specialists to reconsider their role in the context of the organization's initiatives and strategies (Anonymous, 2010). Anonymous (2010) writes that IT specialists and business professionals often speak different languages, and institutionalization of open communication and business-oriented training approaches could help IT professionals to align their professional skills with the basic goals and objectives of the organization in which they work. These solutions could help IT specialists to generate and transfer their knowledge in terms that are easy to understand by other workers, and in ways that help to align this knowledge with the knowledge of the organization, in general. In this context, one of the basic issues is in whether the formalization of knowledge transfer in

organizations can suffice to help technical specialists and leaders generate and transfer comprehensive knowledge to internal customers. Also, it is necessary to define what systems and processes should be in place, to allow organizations that use the knowledge generated by IT specialists, to meet their strategic and tactical goals. So, is it enough to formalize the process of knowledge transfer, to let organizations benefit from the knowledge generated by IT specialists?

## References

Anonymous. (2010). TEKsystems: Partnership between IT and the business is critical.

*Professional Services Close – Up*, 8 September.

Davenport, T.H. & Prusak, L. (1998). *Working knowledge: How organizations manage what they know*. Boston: Harvard Business School Press.

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