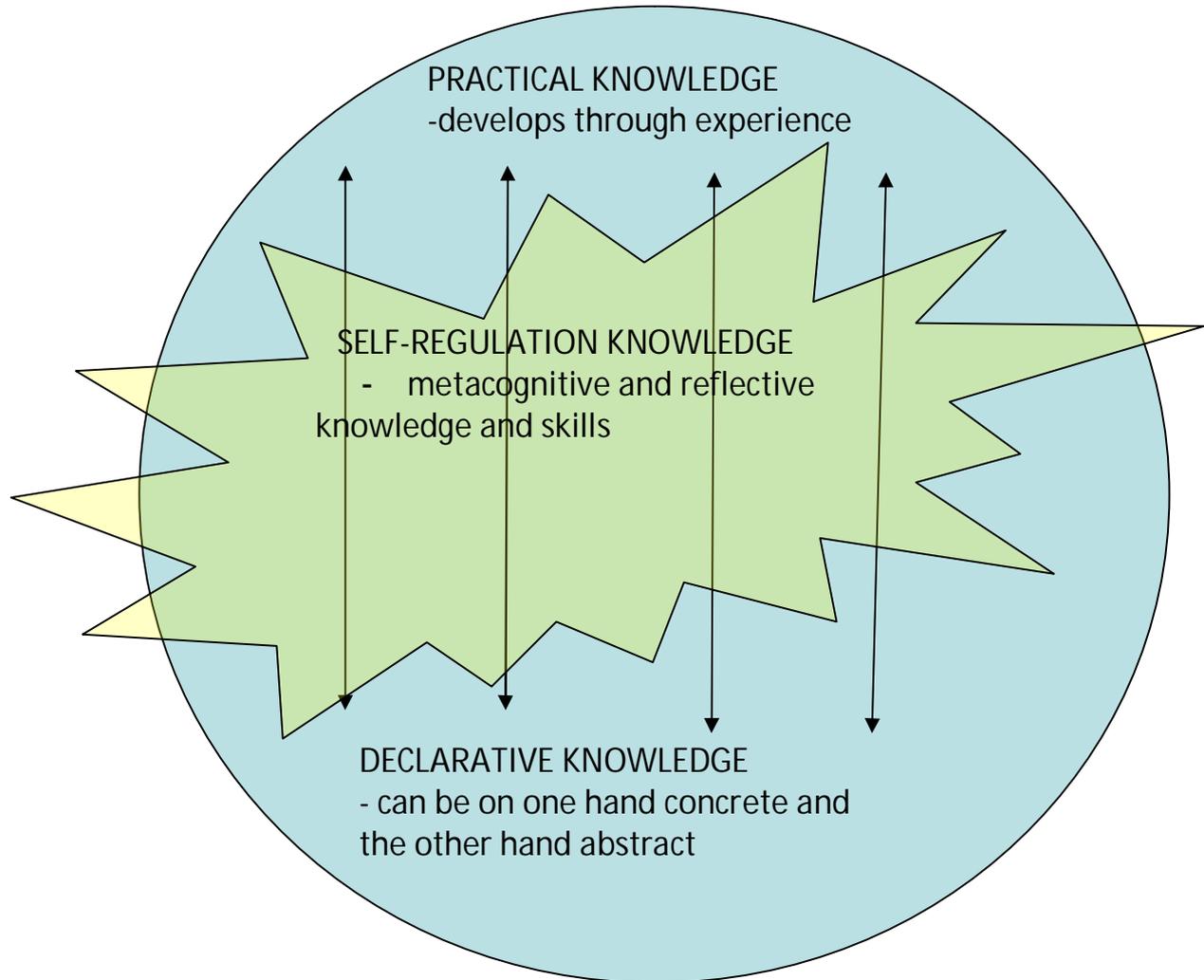
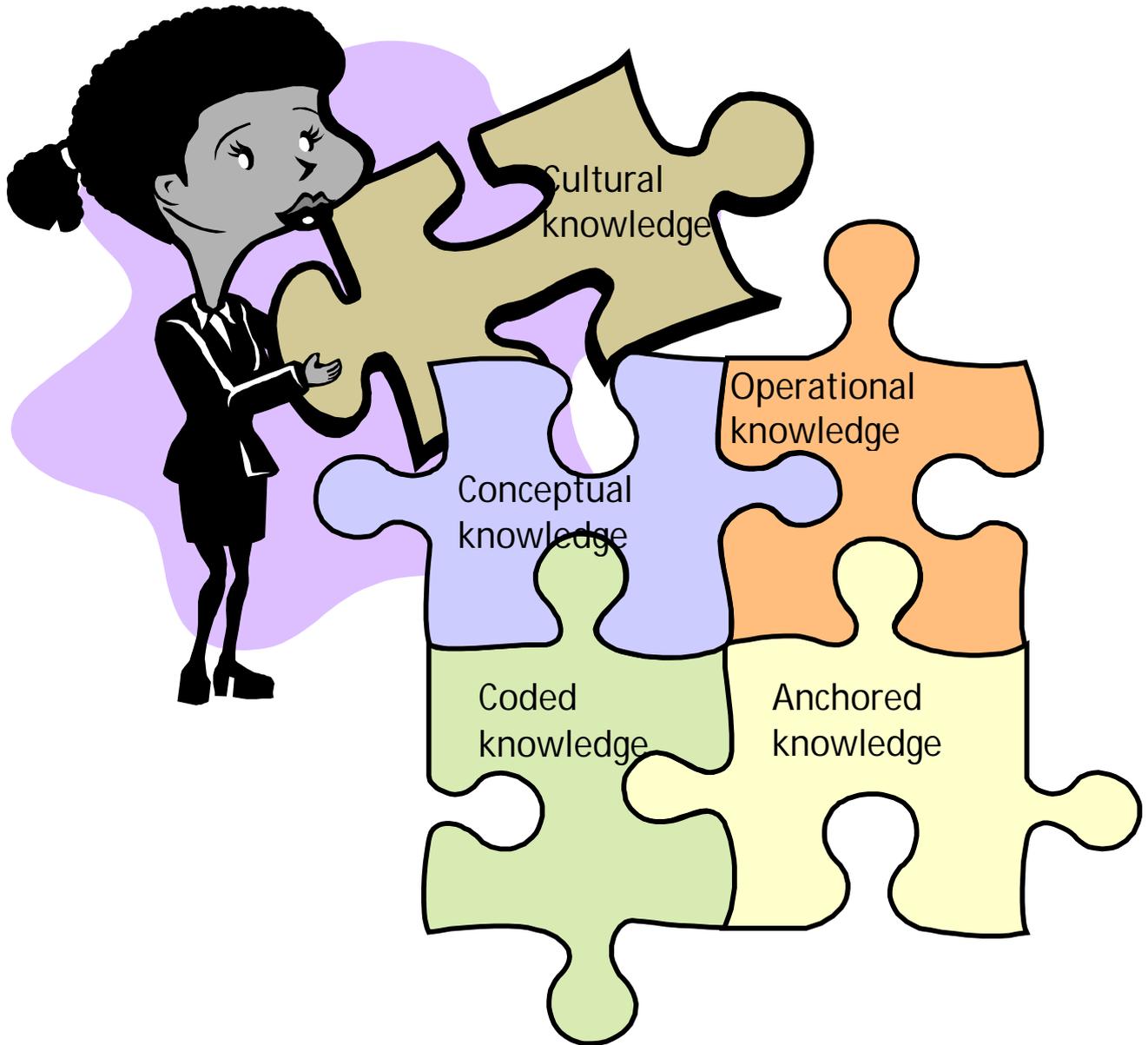


KNOWLEDGE OF EXPERT



TYPES OF KNOWLEDGE IN AN ORGANISATION

(Blackler 1995)



Conceptual knowledge

- "what" – knowledge, descriptive, proposition knowledge
- includes facts, information, concepts, propositions, principles of action etc.
- depends on conceptual skills and cognitive abilities

Operational knowledge

- procedural knowledge, "how"-knowledge
- knowledge is related with possessing practical procedures, know-how
- depends on physical presence, information from sense of touch, physical cues and face-to face discussions, personal interpretation and one's own feelings

Anchored knowledge

- organisational know-how, which is often a complex mixture of individual, technological and socio-structural factors
- has been built into machines, systemic routines and roles

Coded knowledge

- conceptual knowledge
- coded into different files, manuals etc.

Cultural knowledge

- refers to processes which produce commonly shared knowledge
- is socially constructed and open for negotiations
- depends on common language, story telling, metaphors, and common discussion forums are needed for creating knowledge

TYPES OF KNOWLEDGE / KNOW-HOW

Core knowledge and skills

- professional knowledge and skills, which a person most commonly needs in order to cope with normal work tasks
- depending on the professional field in question can include technical, cooperation and interaction skills or different combinations of them

Lateral knowledge and skills (alternative skills)

- a person needs them every now and then, especially in exceptional situations
- can include technical, cooperation and interaction skills or different combinations of them
- are learnt first of all through experience, by doing
- is professional special know-how which a person can be proud of

Tacit knowledge and skills

- develop through experience
- are difficult to externalise into words
- are quite often unconscious skills
- are results of success, failures, correction of errors, false conclusions and changed thoughts

Hidden know-how

- is know-how which a person for some reason doesn't want to show to others
- is often related with competition in work (better salary, progression in career, reducing work etc.)
- develops in work processes and power relations of the workplace

Invisible know-how, invisible skills

- is not recognised know-how
- is often social skills but can also be technical and conceptual knowledge
- is often related with women's work and tasks
- typically, know-how is combined with wide range of areas

Key knowledge and skills

- can be called core skills or basic skills
- are especially related to core and lateral know-how
- typical skills are problems solving skills, cooperation and learning-to-learn skills
- require practical experience and strong motivation