



Co-funded by the
Erasmus+ Programme
of the European Union



KNOWMAN

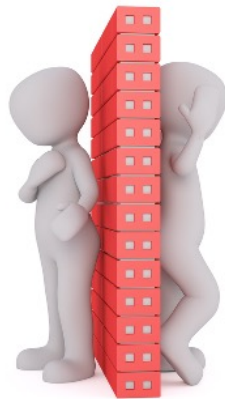
The positive and negative aspects of knowledge hiding

TAL
TECH



National University of Political Studies and Public Administration

Knowledge hiding



Knowledge hiding is the intentional concealment of information from certain individuals or groups.

It is a practice that is used for various reasons, both positive and negative.

Source: https://cdn.pixabay.com/photo/2016/12/01/09/14/white-male-1674800_1280.jpg



Co-funded by the
Erasmus+ Programme
of the European Union



The company could also be seen as the main actor in the hiding of knowledge. Knowledge hiding in KIBS SMEs is a phenomenon in which a company withholds information from its competitors on purpose. It could be a strategic move to maintain or increase profits or to protect their competitive advantage. Knowledge hiding can be beneficial in certain situations, such as when a company has a unique product or service. It can also be detrimental in other cases, as it can lead to an unfair competitive advantage and can be difficult to maintain.

Positive Aspects

- Can protect sensitive information from unauthorized access
- Helps maintain the privacy of individuals or organizations
- Can be used to protect trade secrets and create an element of surprise, providing a competitive edge for businesses



Source: <https://pixabay.com/illustrations/thumb-high-thumbs-up-finger-hand-1013968/>



Can protect sensitive information from unauthorized access

- Helps prevent unauthorized access to sensitive information
- Keeps personal or organizational data confidential
- Can prevent reputational or financial harm
- Valuable for maintaining trust and security

Helps maintain the privacy of individuals or organizations

- Supports the value of privacy in personal or professional settings
- Protects confidential information and plans
- Can enhance relationships through trust and respect
- Enables better decision-making based on more accurate data

Can be used to protect trade secrets and create an element of surprise, providing a competitive edge for businesses

- Shields proprietary information from competitors
- Helps businesses innovate and maintain competitive advantage
- Creates excitement and anticipation among customers
- Can lead to increased sales and success

Negative Aspects

- Can lead to a lack of trust and collaboration
- Can create a feeling of exclusion and resentment
- Can lead to a lack of transparency and communication in organizations



Source: https://cdn.pixabay.com/photo/2017/10/03/19/17/bad-review-2813741_1280.png



Co-funded by the
Erasmus+ Programme
of the European Union



Can lead to a lack of trust and collaboration

- Knowledge hiding can erode trust between individuals or groups
- It can hinder collaboration and innovation
- Can create barriers to effective communication and decision-making
- Can negatively impact personal and professional relationships

Can create a feeling of exclusion and resentment

- Knowledge hiding can lead to exclusion from accessing certain information
- This can lead to feelings of powerlessness and resentment
- Can create a toxic work environment and lead to low morale
- Can negatively impact team dynamics and relationships

Can lead to a lack of transparency and communication in organizations

- Knowledge hiding can lead to a lack of transparency within an organization
- This can result in a lack of trust between employees and management
- Can create silos and prevent sharing of information across teams
- Can negatively impact productivity, efficiency, and ultimately, the success of the organization.

The positive and negative aspects of knowledge hiding –Conclusions

In conclusion, knowledge hiding can have both positive and negative effects. It can be beneficial in certain situations, but it can also lead to a lack of trust, communication, and collaboration. It is important to consider the potential impacts of knowledge hiding, and to ensure that it is used responsibly and in a way that is beneficial to all parties involved.



In summary, knowledge hiding is a practice that can have both positive and negative effects. On the one hand, it can be beneficial in certain situations, such as protecting sensitive information or trade secrets, and can create an element of surprise that gives businesses a competitive edge. It can also help maintain privacy and confidentiality in personal and professional settings. On the other hand, knowledge hiding can lead to a lack of trust, communication, and collaboration, and can create feelings of exclusion and resentment. It can negatively impact productivity, efficiency, and ultimately, the success of organizations.

It is important to strike a balance between the positive and negative effects of knowledge hiding. Responsible use of knowledge hiding can ensure benefits for all parties involved, foster a healthy work environment, and build strong relationships. To achieve this, it is necessary to consider the potential impacts of knowledge hiding and ensure that it is used judiciously and thoughtfully. By doing so, organizations can protect sensitive information while promoting collaboration, transparency, and trust among employees and stakeholders, leading to overall success.

Sources and find out more!

- Issac, AC, Baral, R, Bednall, TC. What is not hidden about knowledge hiding: Deciphering the future research directions through a morphological analysis. *Knowl Process Manag.* 2021; 28: 40– 55. <https://doi.org/10.1002/kpm.1657>
- Butt, A. S. (2019). Consequences of top-down knowledge hiding in firms: A pilot study. In *Heliyon* (Vol. 5, Issue 12, p. e03000). Elsevier BV. <https://doi.org/10.1016/j.heliyon.2019.e03000>
- Why Withholding Information at Work Won't Give You an Advantage. <https://hbr.org/2019/11/why-withholding-information-at-work-wont-give-you-an-advantage>
- What's Behind Employee Knowledge Hoarding And How To Fix It. <https://www.forbes.com/sites/forbescoachescouncil/2020/01/08/whats-behind-employee-knowledge-hoarding-and-how-to-fix-it/>



KNOWMAN

More about the project:
knowmanproject.eu

This project has been funded with support from the European Union. This document and all its content reflect the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.