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Knowledge Dynamics

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National University of Political Studies and Public Administration

Evolution of Knowledge Metaphors

Knowledge as a stock

The concept of knowledge is viewed as something that a company possesses or owns.

Knowledge as a flow

The emergence of knowledge is seen as a result of continuous interactions among a company's employees.

Knowledge as energy

Implies transferring some of the primary characteristics of energy to knowledge, where energy represents the source domain and knowledge represents the target domain.



Researchers use metaphors to understand the nature, complexity, and development of knowledge. These metaphors offer unique perspectives on how knowledge is acquired, shared, and utilized. By employing metaphors, researchers gain insight into the intricacies of knowledge and its significance in our lives.

Nissen (2006) explains the essence of the flow metaphor, stating that knowledge must move from where it exists to where it is needed within organizations, adapting to different levels and complexities.

Energy, a collection of forces within a field, serves as a metaphor for knowledge. Energy exists in various forms and can be transformed, much like knowledge. Key attributes from the energy domain include energy being a non-substantial manifestation of matter, having various forms, and being transformable.

What is Knowledge Dynamics?

Knowledge dynamics involves how knowledge evolves, transforms, and varies over time and across contexts.



Source: Photo by [Oli Götting](#) from [Pixabay](#)

The process involves 3 knowledge fields:

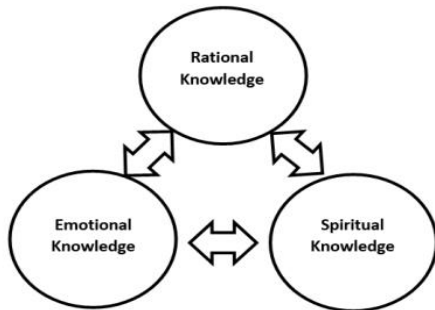
- Rational Knowledge Field: Focuses on explicit knowledge, derived from conscious cognitive thinking;
- Emotional Knowledge Field: Arises from tacit knowledge and involves emotional information through perception;
- Spiritual Knowledge Field: Reflects understanding of the meaning of human existence, including values, beliefs, and organizational culture.

These knowledge fields are present at all levels of an organization, from small departments to large teams.



Knowledge Dynamics is preoccupied with transformation between knowledge fields. In the past, the concept of knowledge was explained using metaphors related to objects or stocks in the first wave and then the second wave transitioned to fluid, flow, or stock-and-flow metaphors. However, Bratianu & Andriessen (2008) introduced a new metaphor for organizational knowledge, centered around energy. According to this metaphor, knowledge is similar to energy in that it is a field that takes various forms and can transform from one form to another. It is also considered an open system, which means that it can experience both knowledge loss and acquisition. The objective of studying this concept revolves around the knowledge transformation process, and knowledge dynamics is concerned with all of these transformations.

Embracing knowledge dynamics in organizations



- Promote a strategic and non-linear thinking
- Develop a Knowledge Management Strategy
- Enhance Knowledge Sharing

Source: Bratianu, 2016, research article



Promoting strategic and non-linear thinking encourages innovative solutions and a productive mindset towards change. It fosters an environment empowering individuals to think beyond linear processes, embrace flexibility, and create new opportunities. This approach is essential in a fast-paced world, enabling adaptation and staying ahead. Strategic and non-linear thinking unlocks potential and drives organizational success.

Developing a KM Strategy involves setting clear objectives that are SMART (specific, measurable, achievable, relevant, and time-bound) and aligned with the organization's mission and vision. An action plan outlines tasks, timelines, and resources. Regular monitoring and adjustments ensure ongoing effectiveness.

Enhancing KS involves creating inspiring contexts for both vertical and horizontal knowledge sharing. Vertical sharing occurs between different organizational levels, while horizontal sharing occurs between peers. Strategies include communities of practice, mentoring programs, training, and technology implementation. A knowledge-sharing culture unlocks collective knowledge, enhancing innovation, problem-solving, and performance.

Sources to find out more!

- Bratianu, C. (2016). Knowledge dynamics. *Management Dynamics in the Knowledge Economy*, 4(3), 323-337. <https://www.managementdynamics.ro/index.php/journal/article/view/182/140>
- Bratianu, C., & Bejinaru, R. (2020). Knowledge dynamics: a thermodynamics approach. *Kybernetes*, 49(1), 6-21. DOI:10.1108/K-02-2019-0122
- Bratianu, C. (2011). Changing paradigm for knowledge metaphors from dynamics to thermodynamics. *Systems Research and Behavioral Science*, 28(2), 160-169. DOI:10.1002/sres.1080

We recommend you to check these resources for additional information on knowledge dynamics.



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More about the project:
knowmanproject.eu

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