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# Promoting Knowledge Searching Behavior (KSB)

TAL  
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National University of Political Studies and Public Administration

# Introducing knowledge searching behavior



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- Firms enable KSB when essential knowledge for business objectives is lacking.
- Prerequisites: existing knowledge base **OR** complementary knowledge base.
- Variables influencing the KSB:
  - Monitoring capabilities
  - Searching capabilities
  - Application capabilities
  - Absorptive capacity.
- Knowledge searching behavior (**KSB**) → Absorptive capacity (**AC**) → Knowledge possession (**KP**).

Organizations will often go in search of knowledge when both of the following requirements are satisfied: there is a subject area in which information is lacking, and that particular knowledge is vital for the accomplishment of the organization's strategic objectives.

The monitoring, searching, and application capabilities of a corporation are often referred to as its absorptive capacity. There are a number of factors that might affect how a company searches for information related to its knowledge base. For instance, in order to properly plan for the development of a knowledge-searching behavior, the absorptive capacity must be taken into consideration. This is because the absorptive capacity is the most important factor affecting the link between information search and knowledge ownership.

The existing knowledge base of the organization is important when dealing with KBS because it defines the existing limitations of knowledge which can be extended. Also, the perspective of future complementary data bases to be built through knowledge search are as equally as important and planning around the two directions of KBS development shall be ensured via KM.

The informational databases, online libraries, and several other types of knowledge repositories that make up an organization's knowledge bases are collectively referred to as "knowledge bases."

# Knowledge management (KM) and knowledge searching behavior (KSB)



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- KM: • Knowledge identification;
  - Knowledge acquisition;
  - Knowledge creation;
  - Knowledge retention;
  - Knowledge sharing;
  - Knowledge transformation;
  - Knowledge use;
  - Knowledge protection.
- KSB -> knowledge identification and acquisition within organizations.
- KSB:
  - Developing an existing base of knowledge
  - Expanding a complementary base of knowledge.

The Knowledge Management theory and practice distinguish several processes, such as knowledge identification and acquisition, knowledge retention, knowledge sharing, knowledge protection and others. Knowledge search represents a central enabler of knowledge identification and acquisition within organizations.

Knowledge search can follow different Knowledge Management strategies. For example, through knowledge-searching behaviors, an existing base of knowledge can be developed, taking advantage of the existing insights on that area of information. Another example refers to the case when firms choose to diversify their knowledge, building from a complementary knowledge base.

## How to promote a knowledge searching behavior (KSB)



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- Defining and communicating firm's knowledge management strategy, emphasizing specific knowledge creation and acquisition objectives.
- Creating a climate able to stimulate knowledge creation
- Integrating research as specific step in project planning.
- Defining research reports/ summaries as project outputs.
- Creating the context for operational staff to share their knowledge search findings.
- Stimulating knowledge search behavior by ensuring its evaluation in formal review sessions.

Managers can promote a knowledge-search behavior or stimulate operational staff to searching for new knowledge by:

- Designing and informing on the knowledge management strategy of the company, stressing the knowledge acquisition objectives.
- Encouraging knowledge creation by developing a climate of cooperation and innovation, able to contribute to knowledge transfer.
- Considering well planed research when developing projects.
- Setting research reports/executive summaries as project outputs in order to facilitate both acess to information and to increase understanding.
- Creating a favorable context for operational staff to share their knowledge search findings and stimulating them to share them.
- Encouraging knowledge search by integrating evaluation of knowledge-search behavior in the formal review sessions.

## Sources to find out more!

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We recommend you to check these open access resources for additional information on promoting a knowledge-searching behavior!



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More about the project:  
[knowmanproject.eu](http://knowmanproject.eu)

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