

The **components of knowledge management** are a model and a method **developed by Probst, Raub and Romhardt**. They help to **reflect the current state of knowledge management** within a company. In total, there are **eight components** which are **arranged in a process circle**. The components **build on one another** and are additionally **connected with each other**. Each component comprises one central topic of knowledge management that can be a starting point if a company wants to build up or change their current knowledge management system.

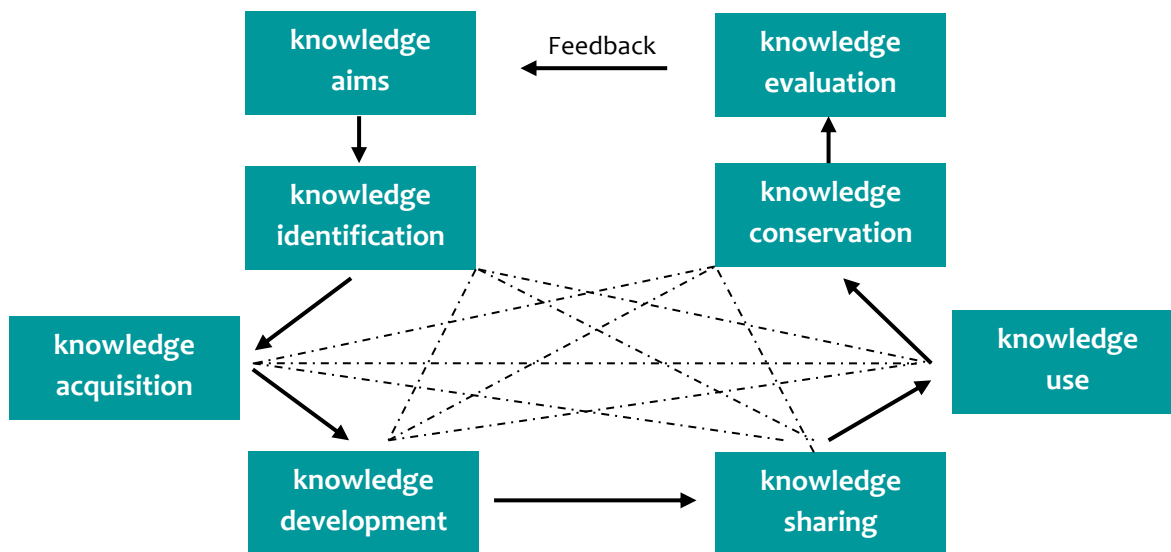


Diagram in Probst/ Romhardt: *Bausteine des Wissensmanagements*, p. 5, translation KB

1) Knowledge Aims

This component emphasizes that **all measures** regarding knowledge management **have to direct to an overall aim**. It is specified in which areas and on which levels of the company knowledge and skills should be enhanced and conserved.

- ☉ Which **strategy** has the company **concerning** the topic of **knowledge management**?
- ☉ In **which areas** knowledge **should** be **built up**?
- ☉ **Where** can we find **crucial knowledge** that maintains our success?

2) Knowledge Identification

This component focuses on the question: **What is already existing?** It is about **getting an overview of** the current knowledge within the company and **making it transparent**.

- ☉ Which **known areas of knowledge** are **existing** within the company?
- ☉ **Where** can you find **which kind of knowledge**?
- ☉ Where can you find **risky knowledge**?
- ☉ **How** can we **support** the **employees** in their **search of knowledge**?

3) Knowledge Acquisition

Knowledge is always growing. In most companies not all knowledge of their field of expertise is always up to date. Therefore, from time to time it is necessary to **acquire certain skills and knowledge from the external market.**

- ④ **Which skills** are we acquiring **from the external market?**
- ④ In which areas is **expert knowledge necessary?**
- ④ In which areas has the company **already access to external know-how?**
- ④ How can we **visualise** current **stakeholder knowledge?**

4) Knowledge Development

This component focuses on the topic of **innovation**. The key is to build up a **structure** within the company **that helps to enable the creation of new knowledge**. A known **model** to describe this process is the **SECI model** by Ikujiro **Nonaka** und Hirotaka **Takeuchi**.

- ④ **How can we build up new knowledge?**
- ④ How can we change the **basic structures and conditions** to form a **culture of knowledge creation?**
- ④ How can we **support and promote** the **creativity of our employees?**

5) Knowledge Sharing

As soon as the knowledge within a company is identified, the next crucial step is to **make it transparent**. The aim is to **bring the right knowledge to the right person** and make it easily accessible for everyone – without creating an **information overload**.

- ④ **Who should know what to which extent?**
- ④ **How** can we make the process of **knowledge sharing easier?**
- ④ How do we **ensure** that knowledge flows **from the personal to the organisational level?**

6) Knowledge Use

The best **knowledge database** and the best **learning material** are **useless, if nobody is using it**. This component is absolutely **crucial**: The aim is to **ensure that the employees actually use and perform the** collected and documented **knowledge in their daily working life**. In general, this works best if the employees are involved directly from the beginning in the creation of the material and documentation.

- ④ **How** can we **ensure** the **usage of the identified knowledge?**
- ④ **How** can the employees **be convinced by the usability** of a knowledge database?
- ④ **How** can we **change „false“ routines and habits?**

7) Knowledge Conservation

Confronted with **reorganisations** or **retirements** lots of **companies loose part of their collective memory**. The aim of this component is to **create places and processes** that **ensure a long-term conservation of the relevant knowledge** of the company.

- ④ **How** can we **protect** our **company from knowledge loss**?
- ④ **Which knowledge should be conserved**?
- ④ **How** can the knowledge be **documented** and **stored**?

8) Knowledge Evaluation

The last component forms the **end of a classical process circle**. It is about **ensuring the measurability** of the past actions to **evaluate possible effects**. In the **current literature** this point is **regarded as difficult** because until now there are **nearly no tested indicators** and **measurement procedures**.

- ④ **How** do we **measure the effect of** our **transfer and learning procedures**?
- ④ How can we **evaluate the process**?

References:

Gilbert Probst und Kai Romhardt: *Bausteine des Wissensmanagements. Ein praxisorientierter Ansatz*. Artikel unter: <https://enbiz.de/wmk/papers/public/Bausteine/bausteine.pdf>