

Knowledge and Learning in Electronically Enabled Environments

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Introduction

- Tools of the Knowledge Worker
 - E-mail as an E-example
- A "Learning" Approach
 - The Digital Nervous System (Gates & Hemingway, 1999)
 - The Organisational Learning Cycle (Dixon, 1994)

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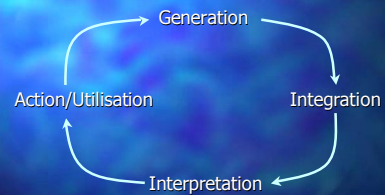
Research Questions

- What tools are being used?
- How are these tools being utilised?
- Strengths and weaknesses?
- How widely are they distributed within sampled organisations?

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The Organisational Learning Cycle



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Research Method

- Exploratory Case Studies
 - Three Australian Firms
- Data Collection
 - Interviews and Questionnaires
- Analysis
 - Exploratory Cross-Case Analysis

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Results: Generation

- E-mail and the Internet
 - "It's just a matter of finding it"
- Face-to-Face Communication
 - "The care factor"

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Results: Integration

- E-mail
 - "Give me more control"
 - "Things can be forwarded to anyone, and you can find that you've revealed something to someone you never meant to"
- Notes
 - "This space is vacant..."

Results: Interpretation

- Value-Added Communication
- Hard Data, Soft Data...
 - "Hard data is usually interpreted through statistical analysis software. Soft data is usually interpreted through public forum discussion".
- "Draw a circle in the sand"

Results: Action

- Any action...
- Closing the Cycle – Feedback
 - "Just ask"

Results: Access

- "If you need it, you can have it"
- "Tools of the trade"
- From Requirement to Enablement

Further Research

- Knowledge Management and Organisational Learning in the Department of Management
- Knowledge Transfer in Australian e-Business Operations

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