Introduction

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

Research Questions

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

Research Method

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

Results: Generation

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

The Organisational Learning Cycle

Generation
Action/Utilisation
Integration
Interpretation
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"

Further Research

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

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