The Knowledge Life Cycle (KLC)

Knowledge Processing Environment

Knowledge Production
- Individual and Group Learning
- Knowledge Claim Formulation
- Information Acquisition

Knowledge Integration
- Info about SKC
- Info about FKC
- Info about UKC
- OK

Broadcasting
- Searching
- Teaching
- Sharing

*NOTE: Info About SKCs, FKCs, and UKCs constitute Metacommunications

Business Processing Environment

Beliefs and Claims About Business Processing Outcomes
- Match
- Mismatch

Problem Detection
- DOKB

Beliefs and Claims

Business Processing Behaviors of Interacting Agents (Knowledge Use)

The DOKB and its 'Containers'
- Subjective Knowledge
  (Agents: e.g., Individuals and Groups)
- Objective Knowledge
  (Artifacts: e.g., Documents, IT, etc.)

CKC = Codified Knowledge Claim
DOKB = Distributed Organizational Knowledge Base
FKC = Falsified Knowledge Claim
OK = Organizational Knowledge
SKC = Surviving Knowledge Claim
UKC = Undecided Knowledge Claim

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(See Narrative on Following Page)
Understanding the KLC – A Brief Narrative

- Organizational knowledge is held both ‘subjectively’ in the minds of individuals and groups and ‘objectively’ in recorded or expressed form. This is the Distributed Organizational Knowledge Base (DOKB) of an enterprise.
- Knowledge Use in the Business Processing Environment results in outcomes that either satisfy expectations (Matches) or fail to do so (Mismatches).
- Matches reinforce knowledge previously used, thereby leading to its re-use.
- Mismatches initially lead to adjustments in Business Processing behavior based on choices made from within a range of pre-existing knowledge in the DOKB – this is Single-Loop Learning (Argyris and Schon).
- Successive failures from single-loop learning to produce matches in expected or desired outcomes leads to doubt about and/or rejection of pre-existing knowledge (problem detection), thereby triggering knowledge processing efforts to produce and integrate new knowledge – this is Double-Loop Learning (Argyris and Schon).
- Problem Claim Formulation, an attempt to learn and state the specific nature of the detected knowledge gap (or “problem”), is a precursor to Knowledge Production.
- New Knowledge Claim Formulation follows in response to validated problem claims, with input via Information Acquisition and Individual and Group Learning, all under the influence of content contained in the current DOKB.
- New knowledge claims are tested and evaluated via Knowledge Claim Evaluation using a variety of criteria.
- Knowledge Claim Evaluation leads to: (1) Surviving Knowledge Claims (i.e., new Organizational Knowledge), Falsified Knowledge Claims, or Undecided Knowledge Claims, and also produces information about each of these outcomes, or Metaclaims (altogether, 6 types of outcomes).
- The record of all such outcomes, both the claims themselves and their corresponding metaclaims, enter the DOKB via several means of Knowledge Integration, a mix of ‘push’ and ‘pull’ methods, along with the active response of agents to Knowledge Integration communications and activities.
- Once integrated into the DOKB, claims and metaclaims become subject to use in Business Processing.
- Experience gained from the use of knowledge contained in the DOKB gives rise to new claims and metaclaims regarding knowledge validity and value. The resulting Beliefs and Claims About Outcomes, in turn, change the DOKB’s content and determine its growth.
- The cycle repeats itself endlessly.

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