



## **Method of knowledge resources management "Strategy of Columbus"**

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### **Abstract**

The work substantiates the need to develop a mechanism for working with knowledge resources in a knowledge society. The method of working with implicit knowledge “Columbus Strategy” developed by H. Stowick, D. Adriensen is presented and described. This method contributes to the discovery and development of implicit knowledge, it is based on the theory of managing ideas. The Columbus Strategy includes 8 models of managing ideas and 5 methods of learning through action. It is stated and justified the assumption that the hidden knowledge of the organization, which uses this method in its work, will be revealed, multiplied and promote the company in the market.

*Keywords:* Knowledge management, knowledge resources, tacit knowledge, implicit knowledge, hidden knowledge, “Columbus Strategy”

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### **1. Introduction**

It is considered that knowledge resources affect the effectiveness of an organization’s innovation, and its relevance among others. Knowledge can be divided into two main categories: explicit (codified) and tacit knowledge [3]. Explicit knowledge can be easily represented in the form of words, numbers and symbols, in other words, it can be digitized [8]. With the help of explicit knowledge, it is easy to communicate with other people by means of ICT (information and communication technology). Tacit knowledge lies in action (practice) and is associated with specific contexts [9]. One of the main issues today: how to make implicit (tacit) knowledge explicit. This type of knowledge is very difficult to present in the form of information. To date, there is no technology that will allow it to codify or digitize. It is very often tacit knowledge that is the most important strategic resource of an organization, because it is quite difficult for competitive organizations to obtain and use it for their own purposes. In addition, tacit knowledge is often hidden in specific problems that an organization needs to solve. Tacit knowledge can be called the most important strategic opportunity of the organization [5]. In addition to these types of knowledge, there are also hidden and implicit knowledge, which are also important for the organization [6].

Hidden knowledge is something we do not know, we do not know (Kizner says, “what we don’t know we don’t know”), thus, according to Kizner I., this knowledge is the basis for creativity and innovation [7]. He believes that this type of knowledge provides an opportunity for the development of something that is creative and new. H. Stokvik and D. Adriensen in their work "Knowledge Resource Management" propose a method of working with the hidden "Columbus Strategy" [10]. The main idea of scientists lies in the fact that hidden knowledge lies in ideas. In order to “get hold of” hidden knowledge, it is first necessary to work with ideas.

### **2. Method of knowledge resource management "Strategy of Columbus"**

In a knowledge society, knowledge starts to play a significant role in creating value; therefore, the management of knowledge resources becomes extremely important for any organization, regardless of its activities [11]. According to P. Drucker, knowledge management in an organization should include the development of culture that will contribute to the development of various types of knowledge [4]. Some knowledge already exists at the level of the individual (silent and explicit), while other types of knowledge arise through the interaction of people in working groups (tacit and explicit). Some knowledge is spread throughout the organization (implicit knowledge), among other things, there is still hidden knowledge (not

knowing of what we do not know). Hidden knowledge belongs to the creative field that is why it must be created through "discoveries".

How can an organization develop knowledge hiding? H. Stokvik and D. Adriassen developed the method for disclosing and developing implicit knowledge - "Columbus Strategy" [6]. Columbus Strategy is a strategy of discoveries. During the creation of this strategy, scientists used the analogy with the story of Christopher Columbus, *who did not know what he did not know*, when he left Europe for India. So this strategy focuses on learning through action, thinking about action, and developing knowledge through action and thinking.

"Discovery", described in the work, includes 4 categories:

- Ideas - the ability to develop an innovative and entrepreneurial way of thinking;
- Systematic learning through action - first act, then systematic reflection on further actions;
- Uniqueness factor - the development of uniqueness, relevant to the organization;
- New structure.

H. Stokvik and D. Adriassen consider it is important to coordinate the process of creating exactly new ideas, so that it can reveal hidden knowledge. Management of ideas is management by the "look to the future" [1]. The main goal of management of ideas is to make innovation a key process in an organization, because today companies cannot survive in the global knowledge economy without innovation [11]. The authors of the paper propose eight different models for managing Tucker's ideas, which, in their opinion, can be used as tools for the disclosure of tacit knowledge [6]:

1. Suggestion Box
2. Constant improvements
3. Open door model
4. Team for new business ideas
5. Incubator model
6. Model of democracy
7. Innovative team
8. Innovative catalysis

Moreover, an important element in the process of disclosing tacit knowledge is an adequate social response to people with new ideas. If there is no social feedback, the process of developing and discovering implicit knowledge becomes more laborious. Another equally important element of the strategy seems to be the factor of uniqueness, this is what creates added value for goods and services, this is what only this organization possesses and no other. This is the thing that makes this company unique, special to the client.

Systematic training through action also helps with implicit knowledge [2]. H. Stokvik and D. Adriassen described five methods of training through action that help uncover tacit knowledge:

- Input Method
- Art Stumble
- Anti-flock method
- Judo method
- New frame

Implicit knowledge refers to the intellectual, emotional, and creative areas, and therefore lies between epistemology and ontology.

Epistemological dimension includes and distinguishes tacit, explicit and implicit knowledge. The ontological dimension in the work of H. Stokvik and D. Adriassen is understood as a hidden knowledge, because it has not yet become a part of our consciousness, a part of our epistemology, but it is a part of the ontological dimension, even if we do not know where to look for it [6]. Nonnaka I., Takeuchi H., and others distinguish several levels in the process of knowledge - people, teams and organizations. H. Stokvik and D. Adriassen believe that knowledge can be developed by individuals, teams and organizations. Individuals develop and move tacit and explicit knowledge. Teams develop and relate implicit and hidden knowledge. Organizations mobilize, coordinate and integrate hidden, tacit, implicit and explicit knowledge.

H. Stokvik and D. Adriassen use the term "knowledge" to describe the relationship between epistemology and ontology at the individual, team and organizational levels. Thus, if knowledge creation is a learning process, then four processes can be distinguished: development, mobilization, integration and coordination of knowledge, each of which operates on three levels: individual, team, organizational that use four areas of knowledge: tacit, explicit, implicit and hidden.

### 3. Conclusions

Today it is common to speak of a new society - a knowledge society. In this society, the most important strategic resource is knowledge. This raises a number of very important questions: How to manage knowledge? And how to manage according to the means of knowledge? H. Stokvik and D. Adriassen in their work tried to uncover a very important aspect of this topic: the management of hidden, implicit knowledge. The main question of their work: how organizations can develop hidden knowledge. Hidden knowledge belongs to the creative field, so they must be revealed through discoveries, ideas.

Scientists have proposed a method of working with implicit knowledge "Columbus Strategy" based on the management of ideas. So, the "discovery (idea)" described in the work includes 4 categories:

- Ideas - the ability to develop an innovative and entrepreneurial way of thinking;
- Systematic learning through action;
- Uniqueness factor;
- New structure.

If an organization actively works with all these categories, then according to H. Stokvik and D. Adriassen, hidden knowledge will be revealed, multiplied and contribute to successful business management in the market.

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