

Reflective Managerial Practice

New management role: Information & knowledge broker

Information broker - explorer,
collector, sorter, synthesiser,
reviewer

Knowledge - creator, disseminator.

Knowledge work & management will be
a blend of human & information
technologies to allow timely use of
knowledge & learning.

Effective management of information & IT will be
crucial to organisational success/survival in the
21st Century.

Management of knowledge in a 'virtual world':

- Role of technology
- Virtual teams
- Connections - individual, internal, external
- Current policy & practice

Knowledge allows:

- Description
- Prediction
- Understanding
- Control

Professional Knowledge -

- Technically rational - known rules, content & procedures
- Specialised, explicit, scientific, standardised knowledge
- Deliberate application for desired results
- Assumes that problems & situations are logical

Professional reality -

- Some problems are solved with existing knowledge
- Other problems are ambiguous, indeterminate, unpredictable -
- Existing knowledge is inadequate.
- New management approaches required

Effective managers need to -

- apply existing professional knowledge
question what they know and how they know it
- create new knowledge to improve professional effectiveness
- do both things simultaneously

Explicit & Tacit knowledge:

- Tacit -
 - Practice
 - Experience
 - Subjective
 - Individual
- Explicit -
 - Rational
 - Theoretical
 - Objective
 - Public

Knowledge management requires:

- Recognition / capture of tacit, intangible knowledge
- Codification /dissemination of explicit, tangible knowledge
- Opportunities to develop learning for both tacit & explicit knowledge
- Utilisation of knowledge to improve outcomes

Learning & Unlearning -

- Learning - discovering new information, perspectives, practices that can be applied to solve problems
- Unlearning - realising what existing information, perspectives, practices are no longer useful and need to be changed and 'archived'

How do you know when you
have learned something?

Learning is -

- Recognising an embodied response-
emotional, physiological, cognitive
- ‘being struck’ that our response is
significant if not fully understood
- About making new links between tacit
knowing and explicit knowledge.
- Making sense of experiences in new ways
& forms

Learning is the process in which we are 'struck' to reconsider our ways of being, doing & understanding.

Can you think of instances where
you have been 'struck' by new
insights into your views of
reality?

Reconsideration is enhanced
through Critical Reflection.

Critical reflection -

- Openmindedness - questioning belief, considering new views
- Responsibility - active search for truth, application of findings to problems
- Wholeheartedness - overcoming fear & uncertainty to make meaningful change
- Honest evaluation - self, organisations, society

‘Reflection-in-action’ -

- Process of facilitating action through results of critical reflection
- Links thinking, feeling & doing
- Basis for creating new professional knowledge

Dialogue -

- Mechanism of reflection
- Making the tacit, explicit
- Language allows naming & classifying
- May be written or verbal
- Carried on with self &/or colleagues

Critical reflection -

- Expands boundaries of professional knowledge & technical rationality
- Creates managerial certainty and gives scope for dealing with uncertainty
- Allows increased professional effectiveness