The knowing organization: how organizations use information to construct meaning, create knowledge, and make decisions, Chun Wei Choo, Oxford University Press, 2006, 0195176774, 9780195176773, 354 pages. Integrating new research and examples throughout, the second edition of The Knowing Organization links the broad areas of organizational behavior and information management. It looks at how organizations behave as information-seeking, information-creating, and information-using communities and introduces a unifying framework to show how organizations create meaning, knowledge, and action.

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The Blackwell Handbook of Organizational Learning and Knowledge Management , Mark Easterby-Smith, Marjorie A. Lyles, Jul 9, 2003, Business & Economics, 676 pages. Marjorie Lyles and Mark Easterby-Smith draw together analyses and critical commentary from the leading experts on organizational learning and knowledge management around the world.

Understanding the Knowledgeable Organization Nurturing Knowledge Competence, Jane McKenzie, Christine Van Winkelen, 2004, Business & Economics, 336 pages. Understanding the Knowledgeable Organization looks at what it means to be a ?knowledgeable organization? by exploring six key areas that significantly affect an organization?s ....

The Strategic Use of Stories in Organizational Communication and Learning , Terrence L. Gargiulo, Jan 1, 2005, Business & Economics, 252 pages. Annotation Drawing on his extensive experience as an organizational development consultant and group process facilitator, Terrence Gargiulo shows how the use of storytelling is ....

Managing information for the competitive edge , Ethel Auster, Chun Wei Choo, 1996, Business & Economics, 554 pages. Designed to help librarians and information specialists become integral parts of the organization, this book integrates material from library and information science ....

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Information Management For The Intelligent Organization The Art Of Scanning The Environment, Chun Wei Choo, 2002, Business & Economics, 325 pages. Information is the organisation's strategic resource, yet much of the information that an organisation receives, is nuance and innuendo; more of a potential that a prescription ....


Knowledge Management: Theoretical Foundations , Alex Koohang, Keith Harman, & Johannes Britz (Eds.), 2008, , 303 pages. .

Handbook of Research on Communities of Practice for Organizational Management and Networking Methodologies for Competitive Advantage, Olga Rivera Hernández, Olga Rivera Hernández, Eduardo Bueno Campos, 2011, Business & Economics, 511 pages. "This book provides a sound understanding of the managerial implications of communities of practice as well as their opportunities and limits for knowledge management"--nota ....


Knowledge Management Historical and Cross-disciplinary Themes, Danny P. Wallace, 2007, Language Arts & Disciplines, 235 pages. Wallace links current and historical works to the development of knowledge management concepts across domains and disciplines, demystifying this area of increasing intellectual ....

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Organizational communication and behavior communicating to improve performance, 2+2, Allan D. Frank, Judi Brownell, 1989, Business & Economics, 642 pages. .

Strategic Management for the Public Services , Paul Joyce, 1999, , 204 pages. This is an accessible introduction to the theory and practice of strategic management in the public sector. It is written for new and experienced managers, undergraduate and ....

Integrating new research and examples throughout, the second edition of The Knowing Organization links the broad areas of organizational behavior and information management. It looks at how organizations behave as information-seeking, information-creating, and information-using communities and introduces a unifying framework to show how organizations create meaning, knowledge, and action.

The book provides a model of how organizations use information strategically to adapt to external change and to foster internal growth. This model examines how people and groups within organizations use information to create an identity and a shared context for action and reflection; to develop new knowledge and new capabilities; and to make decisions that commit resources and capabilities to purposeful action. The second edition features new and expanded chapters on information failures, organizational learning, knowledge creation, and information-seeking behavior.
Professor Choo has taken on the enormous challenge of integrating research in organizational theory and information science in order to understand how organizations can become better information-processing systems. Working from this perspective as a professor of information studies, Choo integrates apparently divergent points of view from the literature on meaning construction and sense making, knowledge creation and building, and decision making. His purpose is to propose a framework of the 'knowing' organization. The strength of his work lies in the breadth of research he has covered in each of these domains."--Dorothy Leonard, Harvard University

Chun Wei Choo is Professor of the Faculty of Information Studies at the University of Toronto. His recent books include The Strategic Management of Intellectual Capital and Organizational Knowledge (OUP, 2002), Information Management for the Intelligent Organization (2001), and Web Work: Information Seeking and Knowledge Work on the World Wide Web (2000).

"This book brings together", Chun Wei Choo writes, "the insight developed from research in organization theory and information science into a general framework for understanding the richness and complexity of information use in organizations. Research in organization theory suggests that organizations create and use information in three strategic arenas. First, organizations interpret information about the environment in order to construct meaning about what is happening to the organization and what the organization is doing. Second, they create new knowledge by converting and combining the expertise and know-how of their members in order to learn and innovate. Finally, they process and analyze information in order to select and commit to appropriate courses of action... The book has the following objectives. First, it analyzes and compares the principal modes by which an organization uses information strategically to make sense of its changing environment, create new knowledge for innovation, and make decisions that reflect past learning and ongoing adaptation. Second, it examines the structure and dynamics of information seeking... Third, it proposes a new framework of the knowing organization (from the Preface)."

* introduces the theories of organizations as sense-making communities, knowledge-creating enterprises, and decision-making systems, and show how the three modes of information as sense making, knowledge creating, and decision making use complement each other by supplying some of the missing pieces necessary for each mode to function.

* describes the tensions as tensions in sense making, tensions in knowledge creating, and tensions in decision making that are inherent in the knowing processes, and how the dynamics of balancing these tensions enable the knowing organization to be effective in the short term, and adaptive over the long term.

A highly informative examination of a type of organization that is successful by using information strategically to make sense of its changing environment, creating new knowledge for innovation, and making decisions that reflect past learning and adaptation. Provides a general model for understanding information use and many other models. Filled with references to research and other publications. This is an informative, information-packed book! Excellent.

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"A fluent, persuasive, elegant writer, Choo convinces us that to survive and prosper, an understanding of how people use information in organizations is fundamental ... I see the book as a text to be used in graduate courses dealing with organizational theory, information management, knowledge management, information use, and systems design."

"It is an impressive synthesis of a vast amount of literature - over 300 references, that reflects the wide range of ideas that have influenced thinking on the whole subject of the management and development of knowledge within organisations, particularly over the past decade. The book should be read by anyone with a serious interest in knowledge management. It could be a valuable addition to the reading list for a wide range of under/postgraduate courses, as well as being of value to researchers in the area."

"The book is well researched, argued, and written. Choo shows that he is a fluent and even artful writer. In addition, Choo's decision to use a number of organisational cases is most wise. These cases serve to offer concrete examples and maintain high reader interest. It is certainly true that these cases will help make the book more accessible to the wider, non-academic readership that the author includes among his intended audiences. On the other hand, it is possible that practitioners may find the book overly theoretical for their tastes and may resist the sometimes long paragraph structures featured. But those readers who commit themselves to the task will find their efforts amply rewarded."

"Because this book examines system design and knowledge management by treating the corporation as an information-seeking, creating, and using community, it has direct relevance to scholars of communication in the corporate context. Choo builds a framework that shows the corporation as an organised intelligent seeker, creator, and user of information and knowledge for the construction of meaning and decision-making. He incorporates Karl Weick's theory of sensemaking in the sharing of meanings and the use of rules and routines to reduce complexity and uncertainty. The text is well crafted and detailed, requiring some effort to navigate through the many concepts and levels of integration that Choo attempts in building his framework. The book will appeal to information systems specialists, and should be attentively visited by communication specialists, too."

Research in information science on information seeking behavior suggests that when people seek and use information, they are influenced by a number of cognitive, affective, and situational contingencies. Thus, different types of cognitive gaps lead to the activation of different information behaviors to bridge those gaps. Affective and emotional states influence the preferences and modes of information seeking. Characteristics of the work or problem situation determine the ways that information is used and assessed to be helpful (or otherwise). We use this multi-tier approach to analyze information seeking and use in the organization's sensemaking, knowledge building, and decision making processes.

Three of the seven chapters in the second edition are essentially new. Chapter 6 (A Tale of Two Accidents) and Chapter 7 (Knowing and Learning in Organizations) are written specially for this..."
The book The Knowing Organization focuses on how organizations use information to construct meaning, create knowledge, and eventually make decisions leading to the creation of "knowing organization". Author Chun Wei Choo (Choo, 1998) describes "knowing organization" as the organization which is well prepared to sustain its growth and development in a dynamic environment (preface, xi). Further, "knowing organization" is the one that links up three strategic information processes of information interpretation, information transformation, and information analysis that are exercised by sense making, knowledge creating, and decision making into a continuous cycle of learning and adaptation to decide a strategy or a course of action (p. 18, 25). Various theories, concepts, models, and related cases were explained for better understanding of the "knowing organization". In addition to providing a brief overview of a large number of studies in information science on information seeking, needs and uses; their effects on three principal ways of strategic information use in organizations - sense making, knowledge creation, and decision making are also assessed.

These three principal ways are described as follows: Sense making, triggered by ecological change resulting in variations in information flow of the organization, constructs the enacted environment and shared interpretations that serve as meaningful contexts and guidelines for future actions. The shared interpretations motivate and direct the knowledge creation process in which a clear vision is set up for learning and knowledge building. Knowledge creation is achieved through recognition of the relationship between tacit and explicit knowledge in the organization. After developing the understanding and knowledge to act, a decision among available options or capabilities is made in the process of decision making. Various decision routines and premises that specify roles, methods, and norms are adapted to make organizationally rational decision from individual's bounded rationality. These three modes of organizational information use link up in the knowing cycle to achieve organizational goals through adaptive behavior (p. 18). The following sections of the review details organizations as sense-making communities, and knowledge-creating enterprise. Organizations as decision-making systems are not discussed here instead an overview of information management in the "knowing organization" is presented at the end.

Organizational sense making is to reduce ambiguity in messages about the environment and to develop shared meaning among members for collective and purposeful action to take place. The principal information activities in sense making are scanning, noticing, interpreting, and sharing of information. Author cites Weick (1995), who defines sense making as a "continuous social process in which individuals look at past events, bracket packets of experience, and select particular points of reference to make webs of meanings". One of the interesting ideas about sense making as "plausible reasoning" in an environment of continuous change and uncertainty was given by Isenberg in 1986. He gives an example to explain plausible reasoning. A general manager who received a phone message from a product expediter in a sister division surmised that the expediter could have been calling for two possible reasons. The surmise was based on his previous experience, existing knowledge, and his impression that he had never interacted with the expediter around any other issue. The general manager also checks with the marking manager about any other possibility of calling. After this process of reasoning he returns the call with minimal effort and minimal risk. Thus "plausible reasoning" helped the manager increase his certainty to the point of feasible action. When thinking is tied to an action people can make clear interpretation of the situation and make more concrete decisions (Isenberg, 1986).

The organizational process of sense making is explained as a sequence of enactment, selection, and retention (ESR). Where raw data from the environment acts as an input to the enactment phase, which brackets raw data and outputs equivocal data for sense making. Equivocal data and enacted interpretations work as inputs to the selection phase, which selects and imposes meanings
to them and generates enacted or meaningful environments. These enacted environments are stored as product of successful sense making and used for future ESR sequences (p. 73). The author of the book also points at shared aspect of organizational sense making. Where information is lacking or equivocal; shared beliefs, assumptions, and experiences can reduce ambiguity in order for organizations to be able to act. Overall, the sense making organizations use information to reduce equivocality and develop shared meaning.

Author classifies organizational knowledge as tacit knowledge, explicit knowledge, and cultural knowledge. The "knowing organization" transfers and transforms these three types of knowledge across different levels of the organization. The basis of organizational knowledge creation is the conversion of tacit knowledge into explicit and back again (p. 120). Author gives an example of numerical control as an instance of converting tacit knowledge into explicit knowledge codified into computer programs. This is done by recording the movements and tasks of the most skilled machine operators (tacit knowledge) and converting into machine readable code (explicit knowledge). Author identifies expertise in the knowledge conversion process as the key reason why Japanese and German control the international sales of most machine tools with compared to the United States. Nonaka and Takeuchi (1995) explain four modes in which organizational knowledge is created through interaction and conversion between tacit and explicit knowledge: socialization, externalization, combination, and internalization. Socialization transfers tacit knowledge such as shared mental models and technical skills through the medium of shared experiences. Externalization transforms tacit knowledge into explicit through shared metaphors, analogies, models, or stories in a collective environment. Combination transfers existing explicit knowledge into new explicit knowledge by combining disparate sources of knowledge. Internalization transforms the explicit knowledge of the applied principles and procedures into tacit knowledge of the individual's style and habit by the process of learning and socializing. Wikstron and Normann (1994) describes three kinds of knowledge processes in organizations: 1) generative process, in which new knowledge is created from problem solving activities, 2) productive processes, in which new knowledge is accumulated and used for consumer offerings, and 3) representative processes, in which knowledge is made available to the customer for their own value-creating process. In summary, to mobilize internal knowledge; information processes are managed to promote sharing of information, conversion of tacit knowledge, and migration of knowledge to other parts of the organization.

The book examines the processes of information interpretation, information transformation, and information analysis that are exercised in sense making, knowledge creating, and decision making leading to the "knowing organization". I think the book is mainly written for organizational managers who have a good amount of managerial experience to relate these theories, models, and concepts to real world situations. Though many case studies and real world examples were provided the book lags in providing practical applications or tools to implement these theories and models. This book appears to go in conjunction with Davenport et al. (2000) and Davenport, et al. (1998).

OK, like most of the books posted on this shelf, I'll admit to not having read this book cover-to-cover (I generally follow that standard for other books). I only ready the assigned chapters and I really wish the professor had saved me the money by just placing these three chapters on library reserve.

There's nothing wrong with Choo. It's a bit dense and the discussion of how information becomes knowledge feels a bit like a librarian playing around in a philosopher's playground. Eh, it was Masters-level reading. I retained information but lost my opinion once it hit the online class discussion board. I know I should care more, but I don't.(less)
information-creating, and information-using communities, and offers models of how organizations behave and how information participates in that behavior. Choo pursues three main objectives throughout the text. First, he analyzes and compares the principal modes by which an organization uses information strategically to make sense of its changing environment, create knowledge, and make decisions. Second, he examines the structure and dynamics of how information is sought and used in each of these modes: sensemaking through the development of shared meanings; knowledge creation through the conversion and sharing of different forms of organizational knowledge; and decision making through the use of rules and routines that reduce complexity and uncertainty. Lastly, the author proposes a new framework of the knowing organization in which sensemaking, knowledge-creating, and decision-making are linked as a continuum of nested activities that invigorates an organization with the information and knowledge to act intelligently. Knowing how to manage information effectively within the organization is key to the success of the modern firm, a failure of which can cause a breakdown of organizational purpose. The Knowing Organization is essential for students of organizational behavior and information management courses, and serves equally well as a guide for researchers studying organizations and information use.

action activities affective alternatives ambiguity analysis analyze assess assumptions beliefs bifurcated needle CAIB choice cognitive community of practice complex concept context create cultural knowledge debris decision makers decision premises decision situation define develop enactment engineers environment Eureka evaluation example experience explicit knowledge external firm flight foam loss foam strike focused goals identify important individual influence information behavior information needs information seeking information-seeking behavior innovation interaction interpretations issues knowl knowledge creation launch learning Linda Ham managers meaning NASA Nonaka norms NUMMI O-ring organization's organizational learning outcomes participants perceived problem procedures rational relevant risk routines rules satisficing seeking selection sense sense-making shared shuttle smallpox social solutions sources strategies structure studies suggests tacit knowledge task technicians Thiokol tion uncertainty understanding United Space Alliance vaccination value premises values Weick