Mechanisms for Capturing and Transferring Tacit Knowledge Between Projects

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Agenda

- Objective

- Theoretical Framework

- Methodology

- Presentation of Results

- Conclusions

- Objective

A vision about the difficulties and enablers in adopting a process of capturing and transferring tacit knowledge between projects.

Purpose of explaining the causes that prevent the tacit knowledge transfer process from being adopted and offering solutions (Mechanisms) that can be applied for projects and their organizations.

- Theoretical Framework

| Knowledge and Knowledge Management | Explicit and Tacit Knowledge | Tacit Knowledge in Projects | Difficulties in Capturing and Transferring | Mechanisms for Tacit Knowledge |

| Polanyi, 1966 | Nonaka & Takeuchi, 1995 | Szulanski , 1996 | Davenport & Prusak, 1998 |

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- Methodology

SLR Systematic Literature Review

- **Note in the Literature of the themes:**
- Knowledge management
- Project Knowledge Management
- Factors that hinder and Factors that facilitate ....
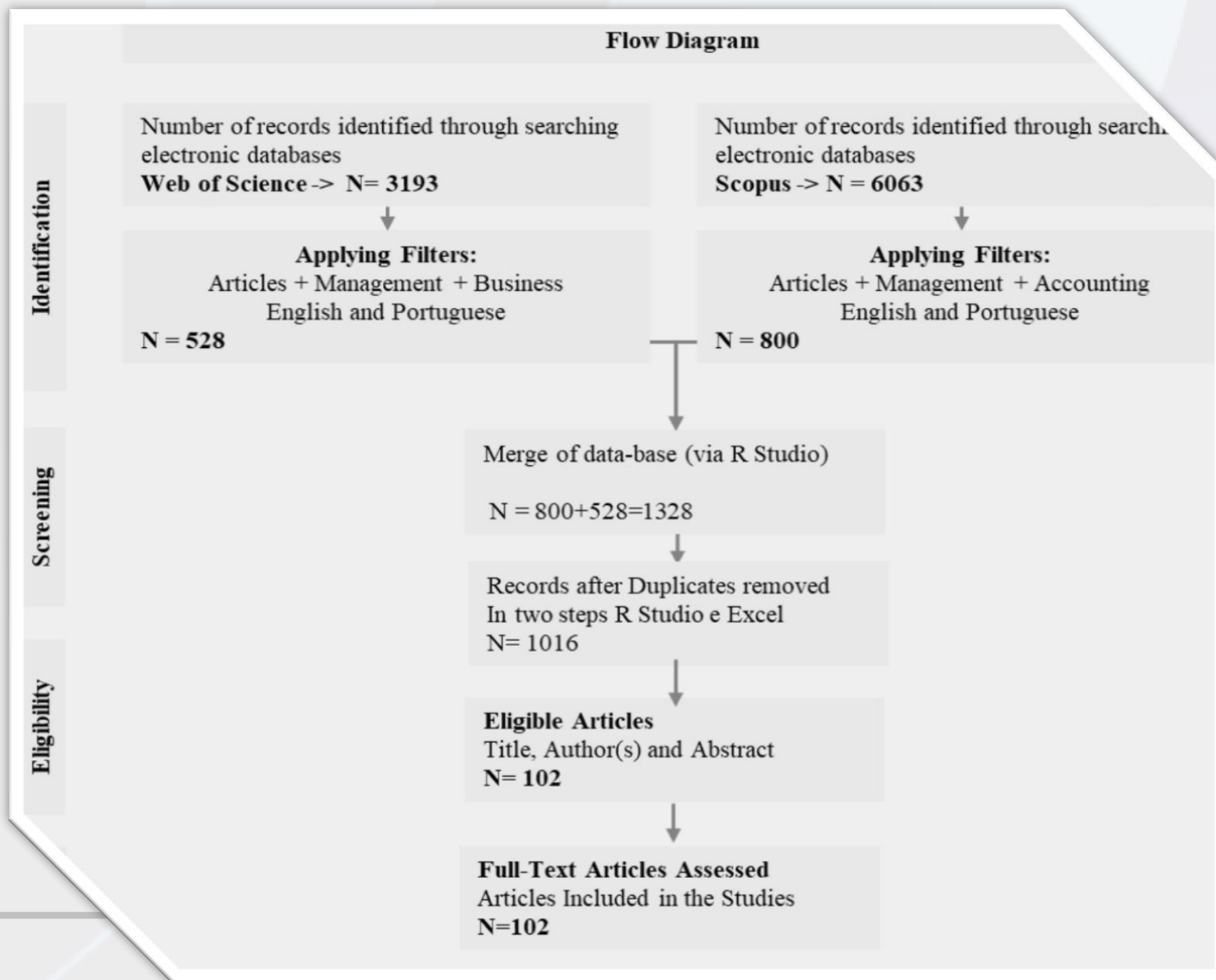- **.... the capture and transfer of tacit knowledge**

identify and categorize capture and transfer difficulties in projects

- Understanding these difficulties that apply to projects
- 11 Difficulties categorized according to their characteristics
- Develop mechanisms to facilitate the Tacit Knowledge transferring

"What does the academic literature offer regarding the capture and transfer of tacit knowledge to the Project Management area?".

- Methodology – SLR – Pollock and Berge

Question: "What does the academic literature offer regarding the capture and transfer of tacit knowledge to the Project Management area?".

Flow Diagram

Identification

Number of records identified through searching electronic databases
Web of Science -> N= 3193

Number of records identified through search. electronic databases
Scopus -> N = 6063

Applying Filters:
Articles + Management + Business
English and Portuguese
N = 528

Applying Filters:
Articles + Management + Accounting
English and Portuguese
N = 800

Screening

Merge of data-base (via R Studio)

N = 800+528=1328

Records after Duplicates removed
In two steps R Studio e Excel
N= 1016

Eligibility

Eligible Articles
Title, Author(s) and Abstract
N= 102

Full-Text Articles Assessed
Articles Included in the Studies
N=102

- Results Presentation

Difficulties in capturing and transferring tacit knowledge in Projects

Difficulties - Categories	Caracteristics	Examples
i - Organizational environment	Set of values, beliefs and behavioral norms that guide how members of the organization react in their day-to-day activities in organizations.	Context-specific influence; Disintegration of the project team; Conflict between project and organization objectives; Lack of organizational support for the adoption of a favorable climate between projects.
ii - Social Aspects	Bonds and connections established by interactions between individuals, indicating frequent communication and reciprocal cooperation, accompanied by mutual trust between project teams.	Social distance between team members. Lack of knowledge exchange events.
iii - Project Characteristics	Peculiar nature of a unique, temporary undertaking, involving different characteristics among it, varying degrees of risk, uncertainty, urgency and complexity, etc.	Pressure for deadlines and costs, finite timeliness of the project; Focus on short-term deliveries; Discontinuing nature of projects.
iv – Temporal Aspects	Factors related to the time (duration and moment) in which the project team has to invest in knowledge-related activities.	Long time between cause and effect of the problem; Time taken to codify knowledge; Lack of time to dedicate to sharing knowledge.
v - Competencies	Knowledge, Skills and Attitudes inherent to the individual, the group and the organization that facilitate or hinder the transferability of knowledge.	Difficulties in externalizing knowledge; Difficulties in perceiving knowledge transfer activities; Recipient ability to decode knowledge; Willingness (willingness) to absorb knowledge.
vi - Communication	It is characterized by the critical role of the context, the interaction between the sender and the receiver, the means used and the content involved in the knowledge transfer process.	Low priority for communication activities; Lack of Standard in communication; Communication capacity of the issuer.

Difficulties - Categories	Caracteristics	Examples
vii – Cultural aspects	Basic beliefs commonly held and learned by a group, which govern the perception, thoughts, feelings and actions of an individual member of a group and which are typical of the group as a whole.	Cultural differences between project teams; Syndrome was not created here; Belief that the context is unique (no identification of connection between projects); Culture of self-censorship
viii – Educational Aspects	Continuous process of formation or development of intellectual, technical and procedural faculties within an organization.	Not allowing or not providing adequate time for training; restricting coaching opportunity or access to new trainees; Lack of formal learning incentives and structures outside the projects; lack or failure of training.
ix - Infrastructure and Technology	The necessary infrastructure, including technological aspects, such as systems and platforms to conduct the capture and transfer process, considering the tacit nature of knowledge.	Lack of structure for Cross-regional knowledge exchange; Lack of mechanisms to capture project learning; Lack of Integration between IT systems and processes; Cost implications.
x - Procedural Aspects	Processes, Methods, Tools and Activities inherent to the project and the organization that impact the transferability of tacit knowledge.	Lack of record of experience in project processes
xi – Motivational Aspects	Drive that makes people act to achieve their goals. It involves emotional, biological and social phenomena and is a process responsible for initiating, directing and maintaining behaviors related to the achievement of goals.	Members see no value in the encoding process; Project team members see no benefit in being involved in post-project reviews

- Results Presentation

## Appropriate **Mechanisms** - Tacit Knowledge Capture and Transfer

| Mechanisms	Examples	Authors:
i- COP /PMC	COP- Community of Practice PMC - Project Management Community / COE - Center of Expertise (Excellence)	Fernie et al, 2003; Bresnen et al, 2003; Garret et al, 2004; Wanberg et al, 2017; Haass & Azizi, 2019; Wenger et al.,2002
ii- Use of Social structures and activities - Socialization.	Meetings; special team events; Face to face interactions; Knowledge sharing connections changing reporting structures - a common tactic for managing knowledge; Practice-based learning approach; Learning Cafes and Expert Group Meeting.	Ren et al, 2019; Fernie et al, 2003; Enkel & Heil, 2018; Garret et al, 2004; Wanberg et al, 2017; Byosiere et al, 2010; Landaeta, 2008; Eltigani et al, 2020; Haass & Azizi, 2019
iii- Provide a Favorable Environment for the Culture of Knowledge	Informal Knowledge Networks; error-tolerant environment; Balance between Rigor and Freedom in learning; Environment for change together with leadership commitment.	Lindner & Wald, 2011; Ren et al, 2019; Eltigani et al, 2020; Bresnen et al, 2003; Fernie et al, 2019; Garret et al, 2004; Foos et al, 2006
iv-Project Reviews	Project Reviews or Audits; Post-Project Review; Review of the Action Plan; etc	Schindler & Eppler, 2003; Goffin & Koners, 2011; Haas & Azizi, 2019; Landaeta, 2008
v- Learning Goals	Knowledge goals at each phase of the project. Project-specific tacit knowledge measures to verify progress in integrating tacit knowledge; Rewards for achieved knowledge goals.	Schindler & Eppler, 2003; Ren et al, 2019; Bharadwaj et al, 2005; Foos et al, 2006
vi-Systematization of Lessons Learned	Project Debriefing; Brainstorming; Dialogue Sessions; Storytelling; Expert Debriefing; Interviews; Learning History; Lessons Learned or Best Practices Workshops	Lindner & Wald, 2011; Goffin & Koners, 2011; Haass & Azizi, 2019; Mugellesi Dow & Pallaschke, 2010
vii- Six Sigma Knowledge Creation Mechanism.	Socialization - Brainstorming, Nominal Group Technique, etc. Externalization - Value Stream Map, Fishbone Diagram, Failure Mode Effects – FMEA; etc. Combination – Design of Experiments, Multiple Regression, Quality Function Deployment, etc. Internalization – Error-Proofing, Control Charts, job Rotation, etc.	Anand et al, 2010
viii-New roles	Debriefer; Knowledge Manager; Knowledge Broker Individuals; Brokers	Schindler & Eppler, 2003; Bresnen et al, 2003; Landaeta, 2008; Garret et al, 2004

- Conclusion

Organizations that run Projects (internal & external)

Facing challenges to disseminate Knowledge between Projects
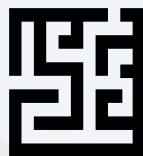
To better understand how knowledge occurs, how tacit knowledge is constituted.

Strategically develop knowledge management for their projects

Factors that hinder and Factors that facilitate

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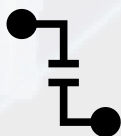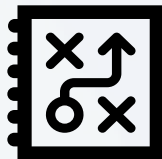
- Limitations and Future Work

   The difference between Project Based and Project Oriented in terms of Capturing and Transferring Knowledge

   The role of Project Support Structure as a broker for in the capture and transfer of knowledge in Projects.

   Verify influence of Leadership in Capturing and Transferring Knowledge (Li-Ren Yang et al, 2014)

   Horizontality and Verticality in the Transfer of Knowledge Between Projects (Qianwen Zhou et al., 2020)

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Thanks !

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