



***Investigation of the Meaning of Knowledge Creation,
Learning and Collaboration in the Canadian Military***

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R et D pour la défense
Canada

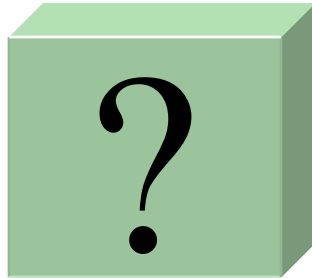
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Context of this Research

- With the present RMA, the way of conducting military operations requires frequent and rapid adaptation
- The military profession is subject to a drastic transformation



How is professional military expertise built, shared and transmitted in the Canadian Forces (CF)?





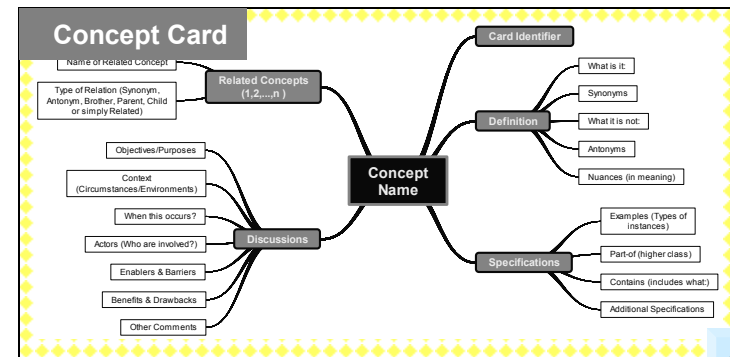
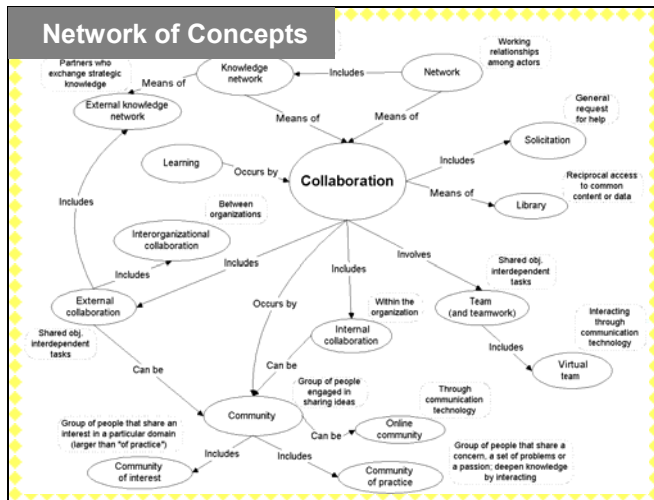
Research Objectives

- Focus:
 - A portrayal of current KM practices in the CF in regards to:
 - *Creation and production of knowledge*
 - *Ways of collaborating and sharing*
 - *Means by which militaries learn*
- Means:
 - To compare the meanings of *Knowledge Creation, Collaboration and Learning* in the KM literature and in the CF – at both levels: senior management & practitioners
- Expected Benefits:
 - To bring new insights
 - ➔ identification of challenges and directions for KM strategies, programs and initiatives



Research Design

- Selection of an ontological model to convey all meanings

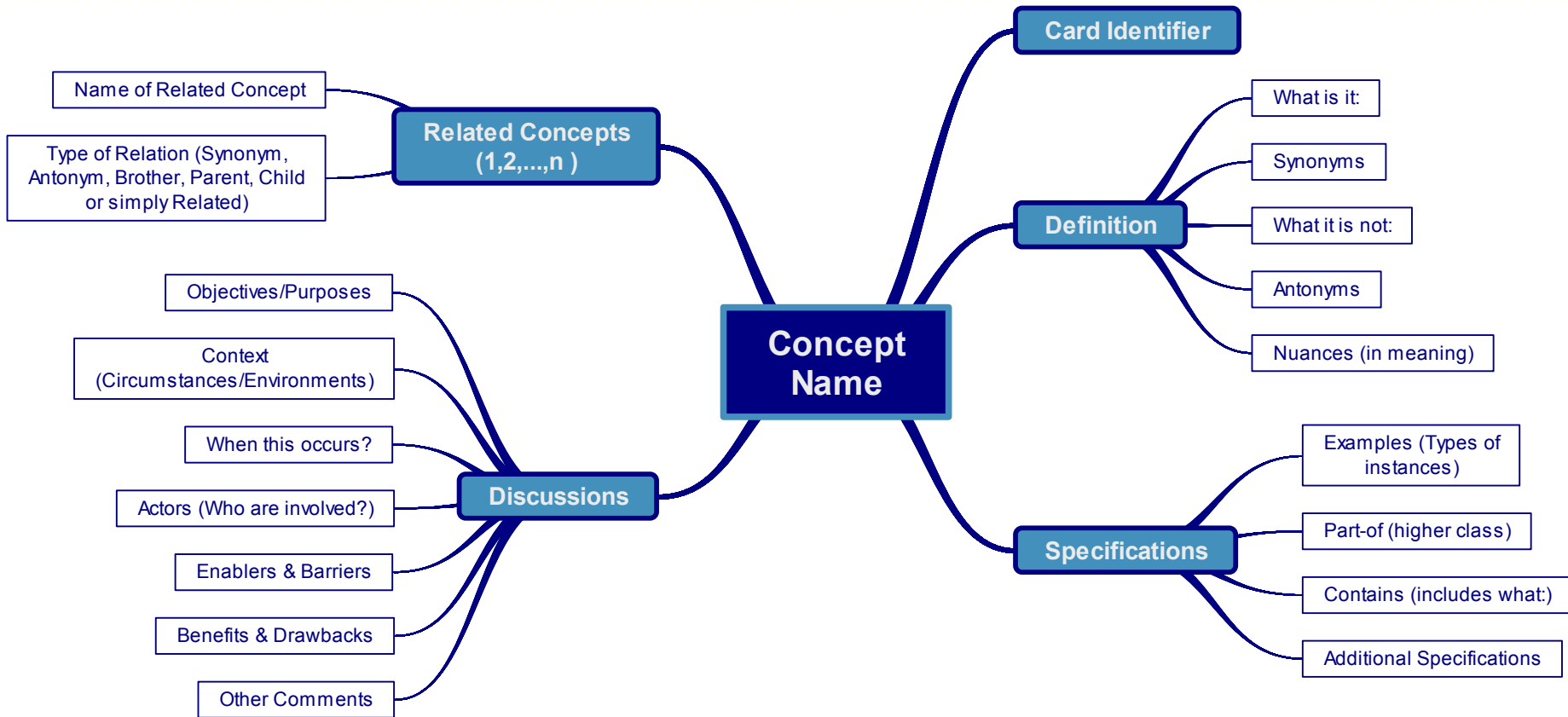


- Gathering of Meanings
 - From a literature review
 - From structured interviews with militaries
- Analysis and Findings





Generic Concept Card Attributes





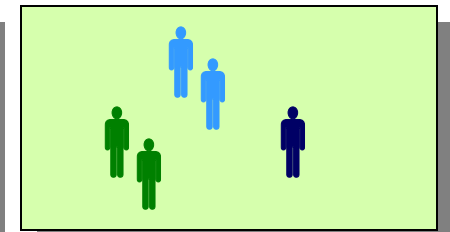
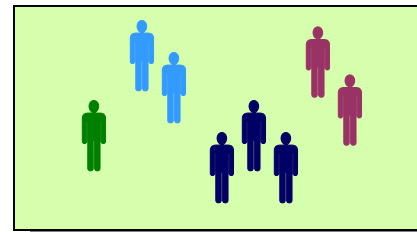
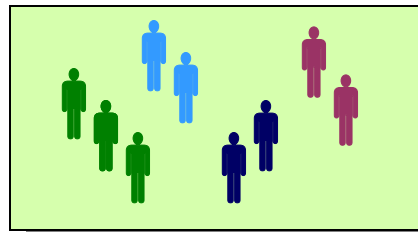
Final Sample Distribution

**HIGH-LEVEL
SENIOR
MANAGEMENT**

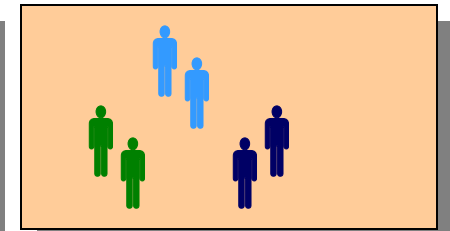
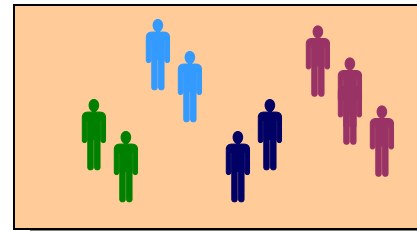
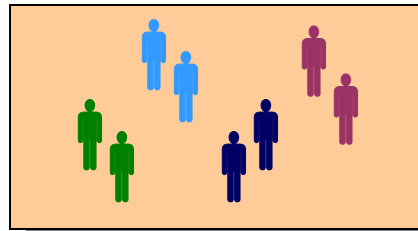
**SENIOR-RANKED
MILITARY
OFFICERS**

**JUNIOR-RANKED
MILITARY
PRACTITIONERS**

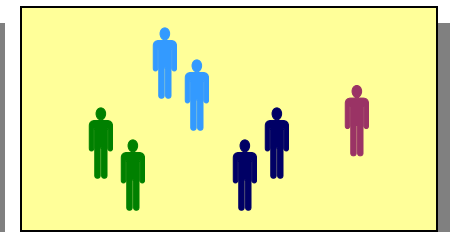
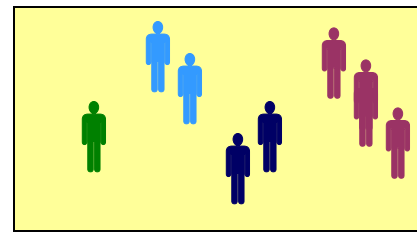
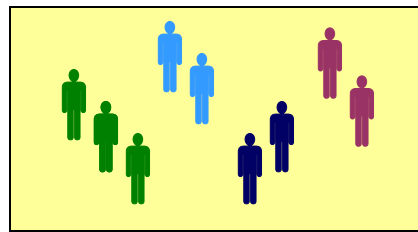
**KNOWLEDGE
CREATION**



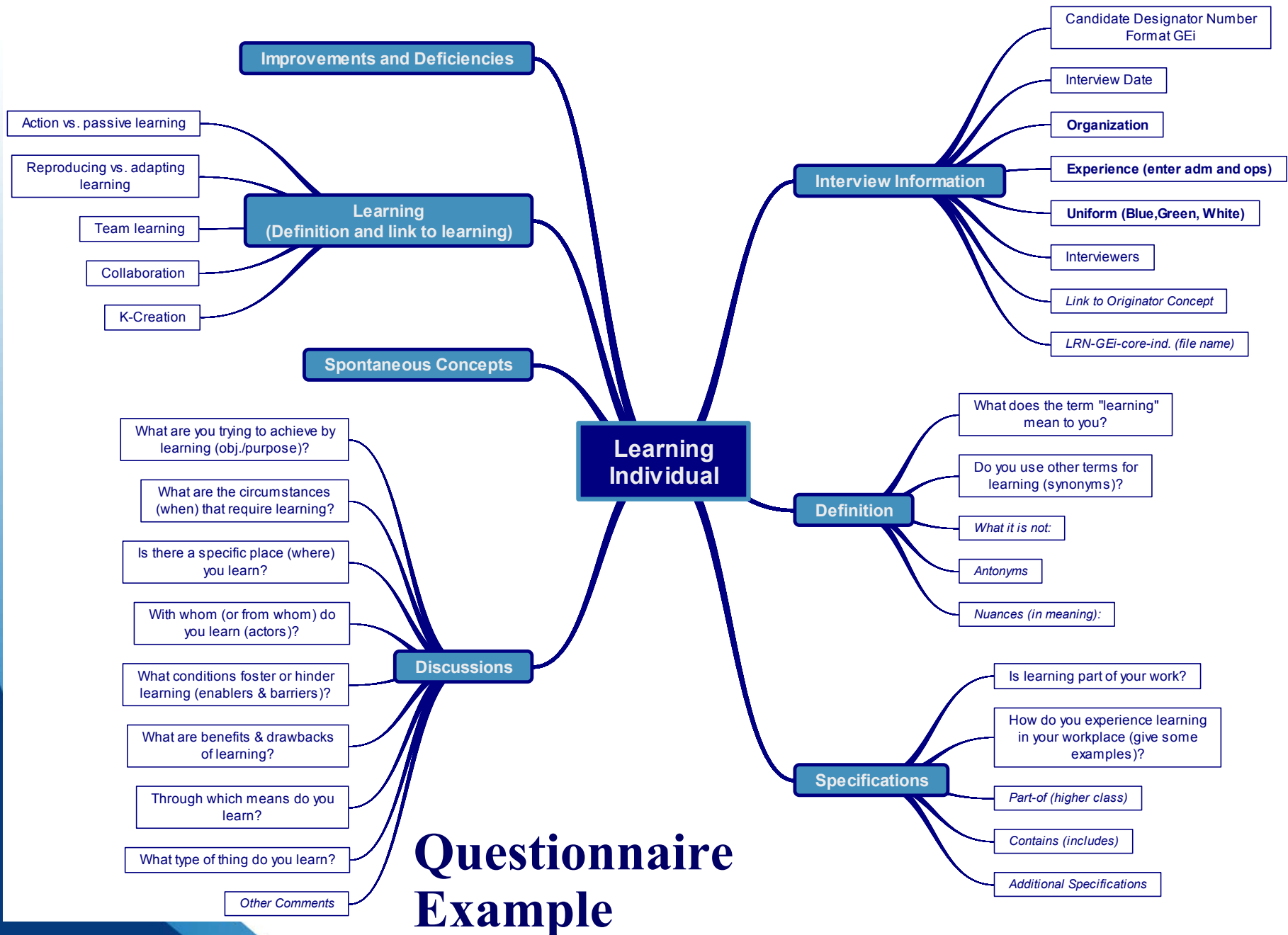
COLLABORATION



LEARNING

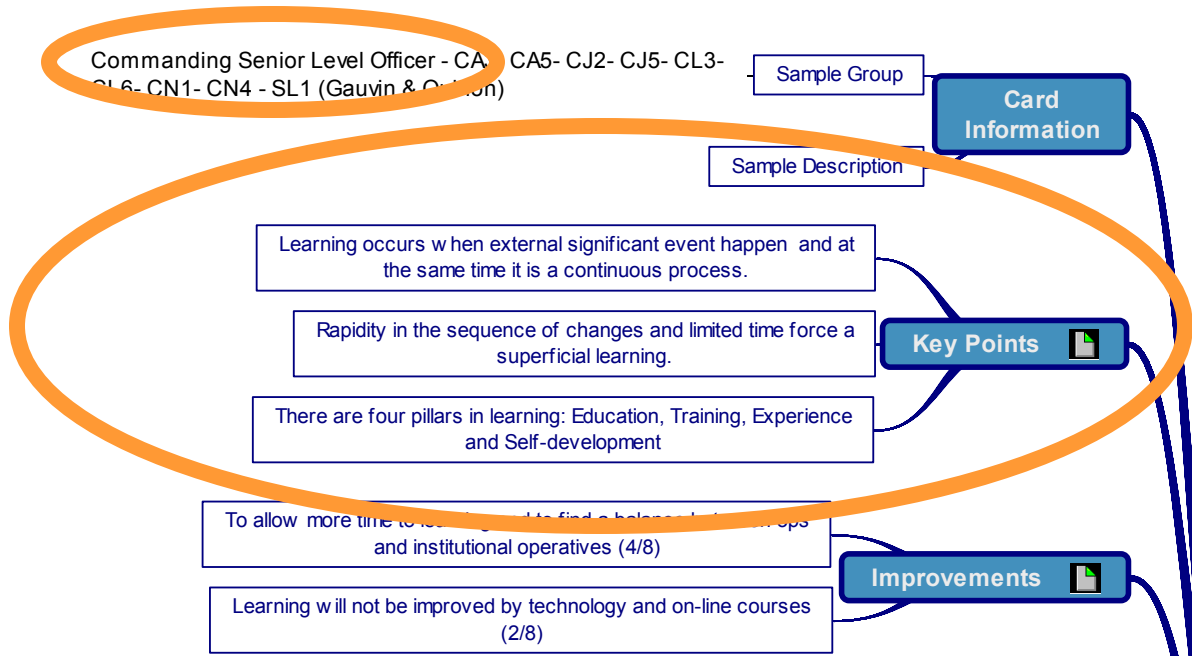


LEGEND: AIR FORCE  ARMY  NAVY  JOINT 



Questionnaire Example

Consolidated Card Example



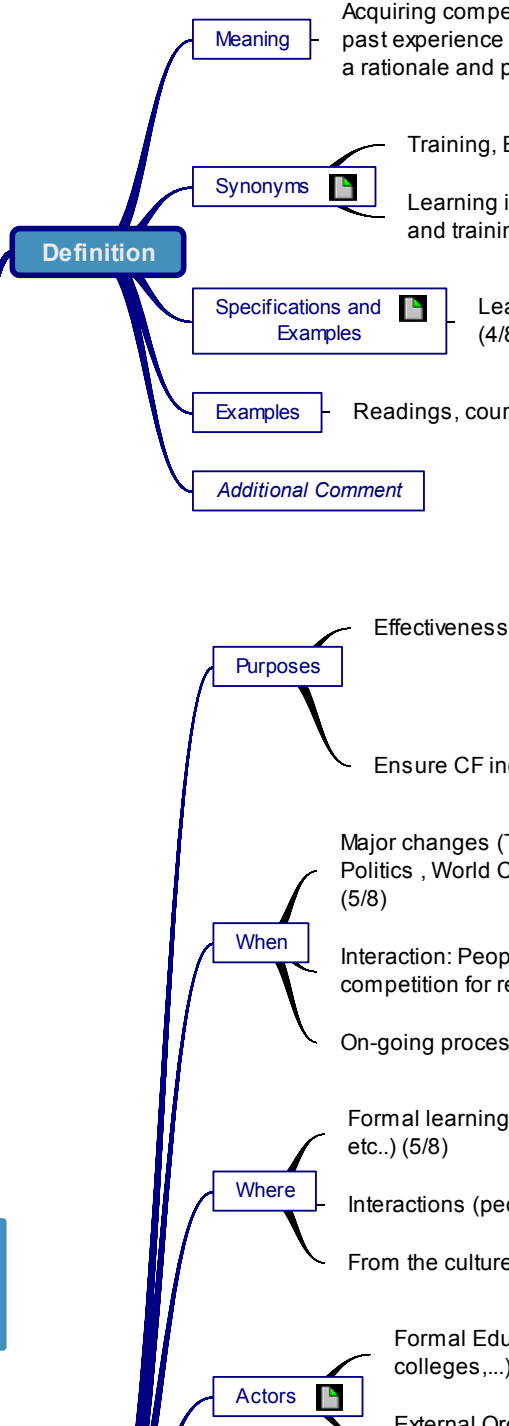
Def: Passive Learning: Internal individualized process (New ideas are produced, passive influence) (5/8)

Def: Action Learning: Pro active (Through doing, using Knowledge, training, validating ideas) (5/8)

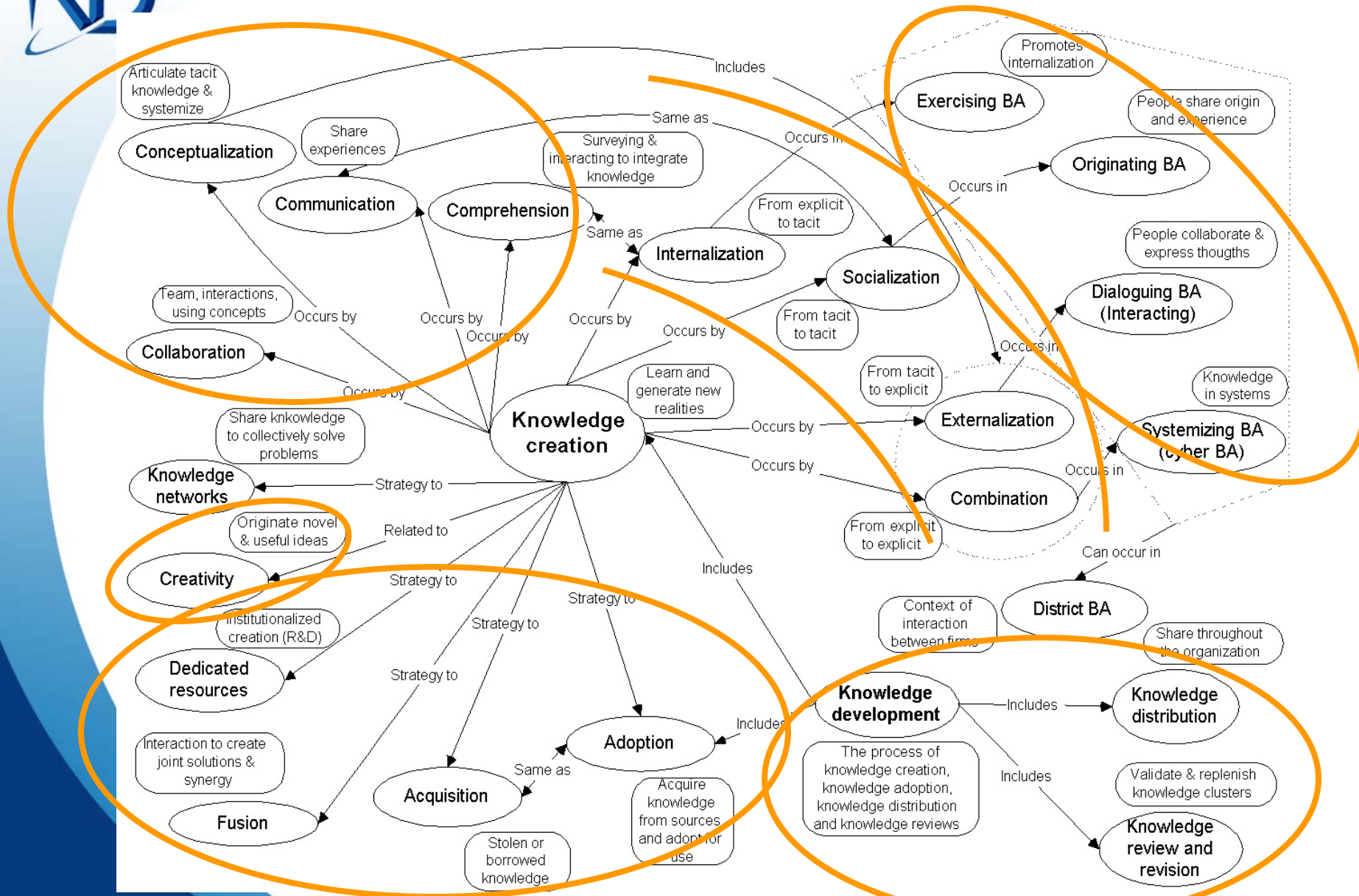
Links: Both are essential (3/8)

Def: Reproducing learning: repetition, basic training, mechanical (5/8)

Consolidated Card Learning

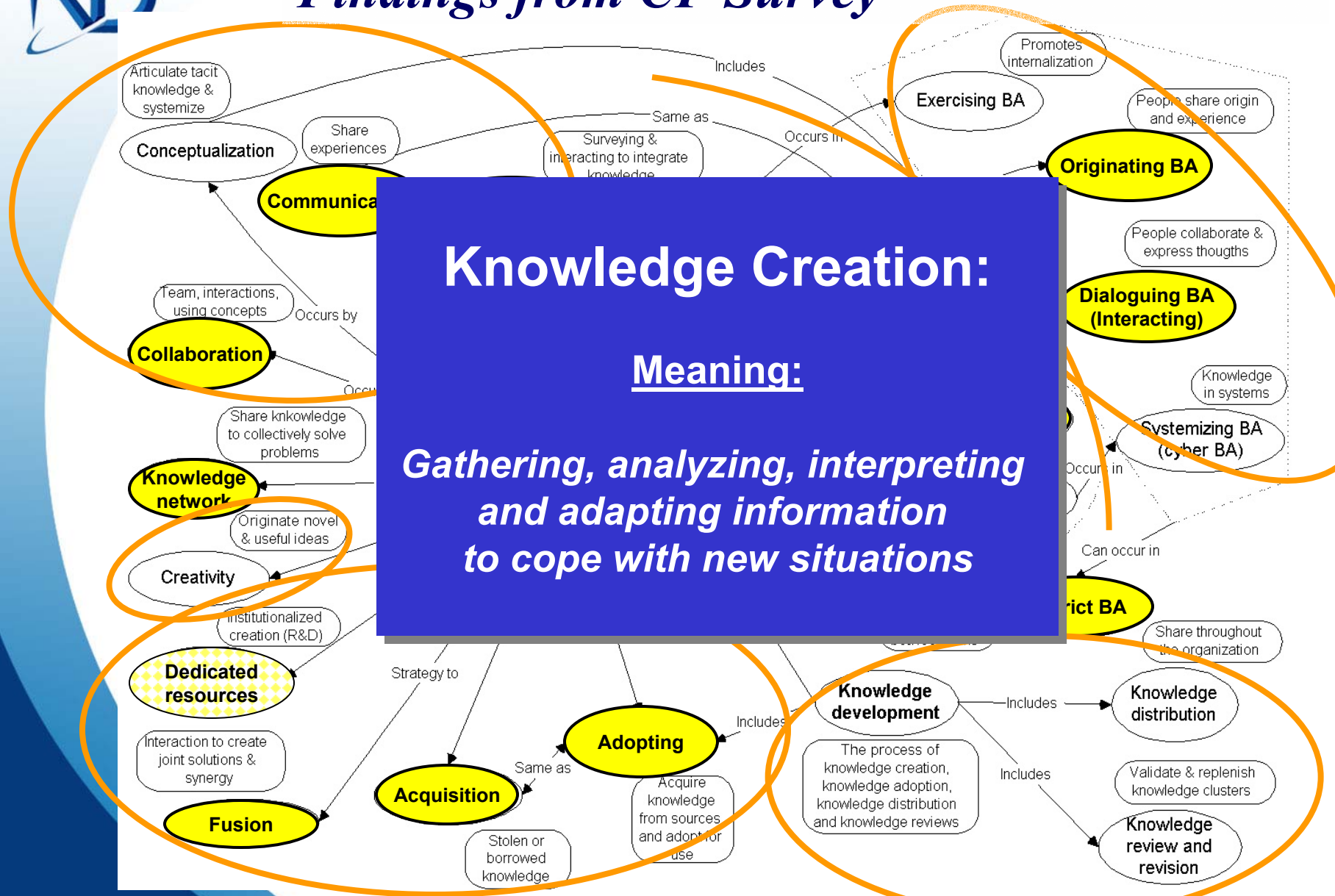


K-Creation Ontology – Literature Review



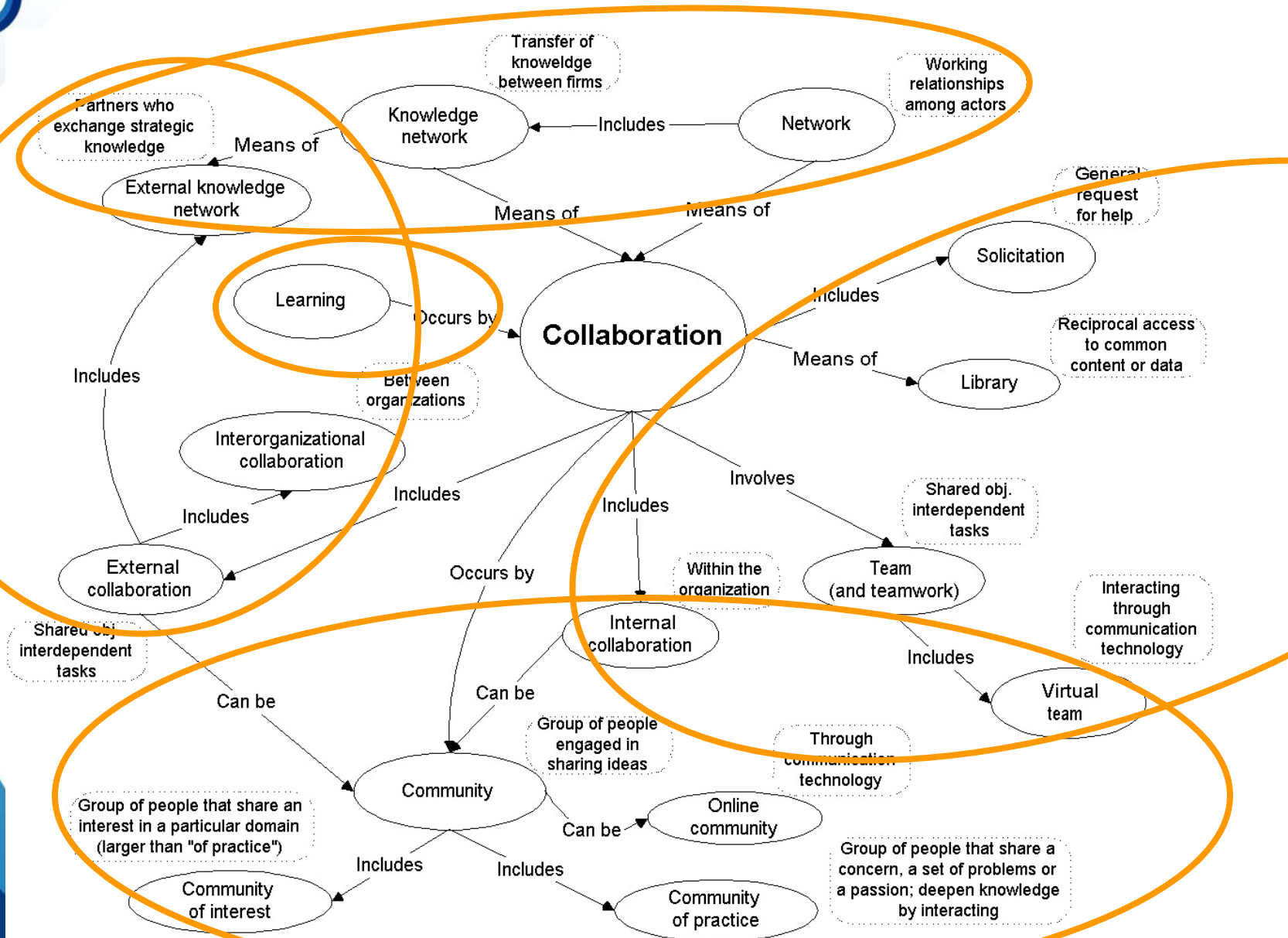


K-Creation Ontology – Mapping with Findings from CF Survey



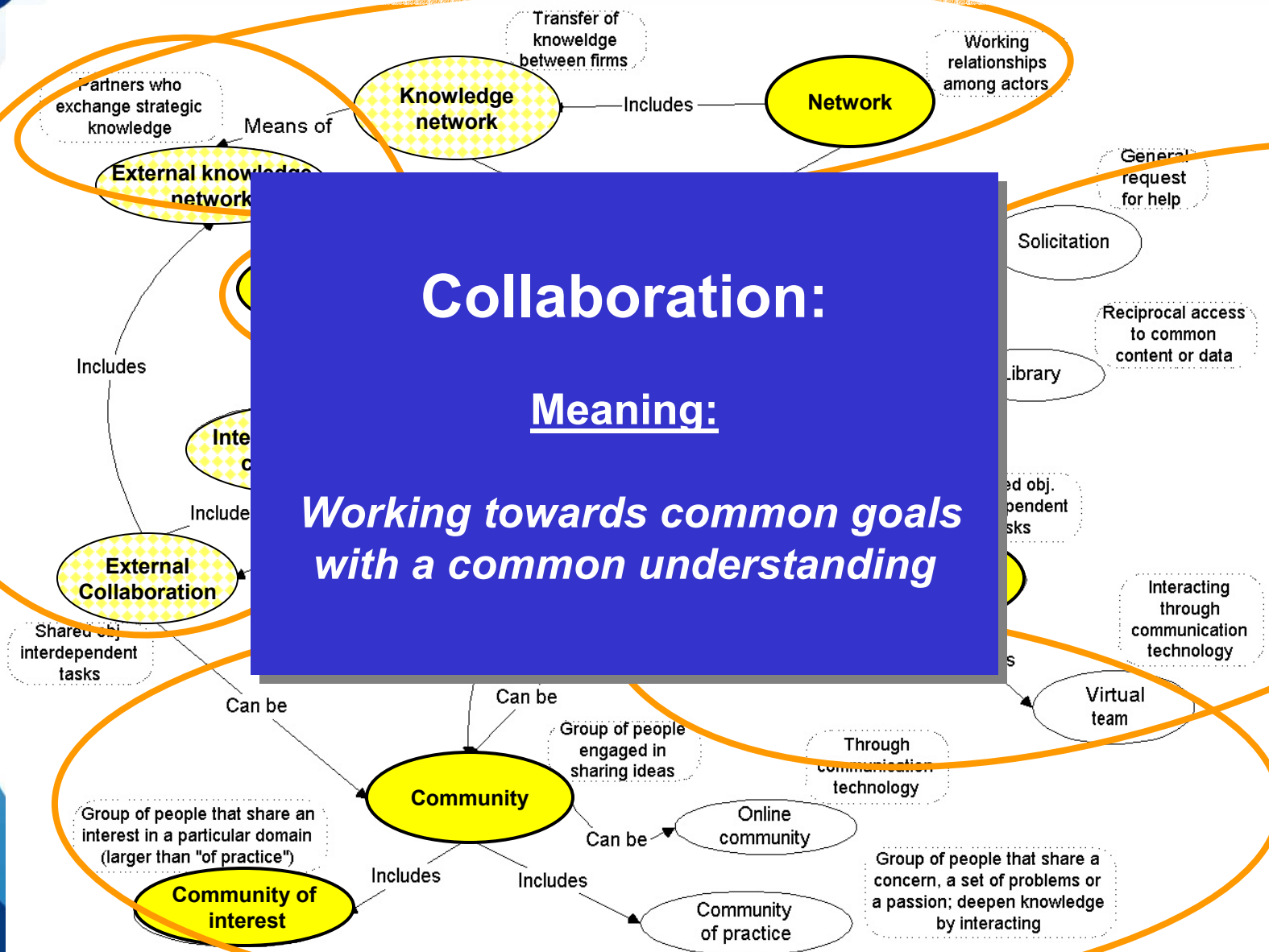


Collaboration Ontology – Literature Review



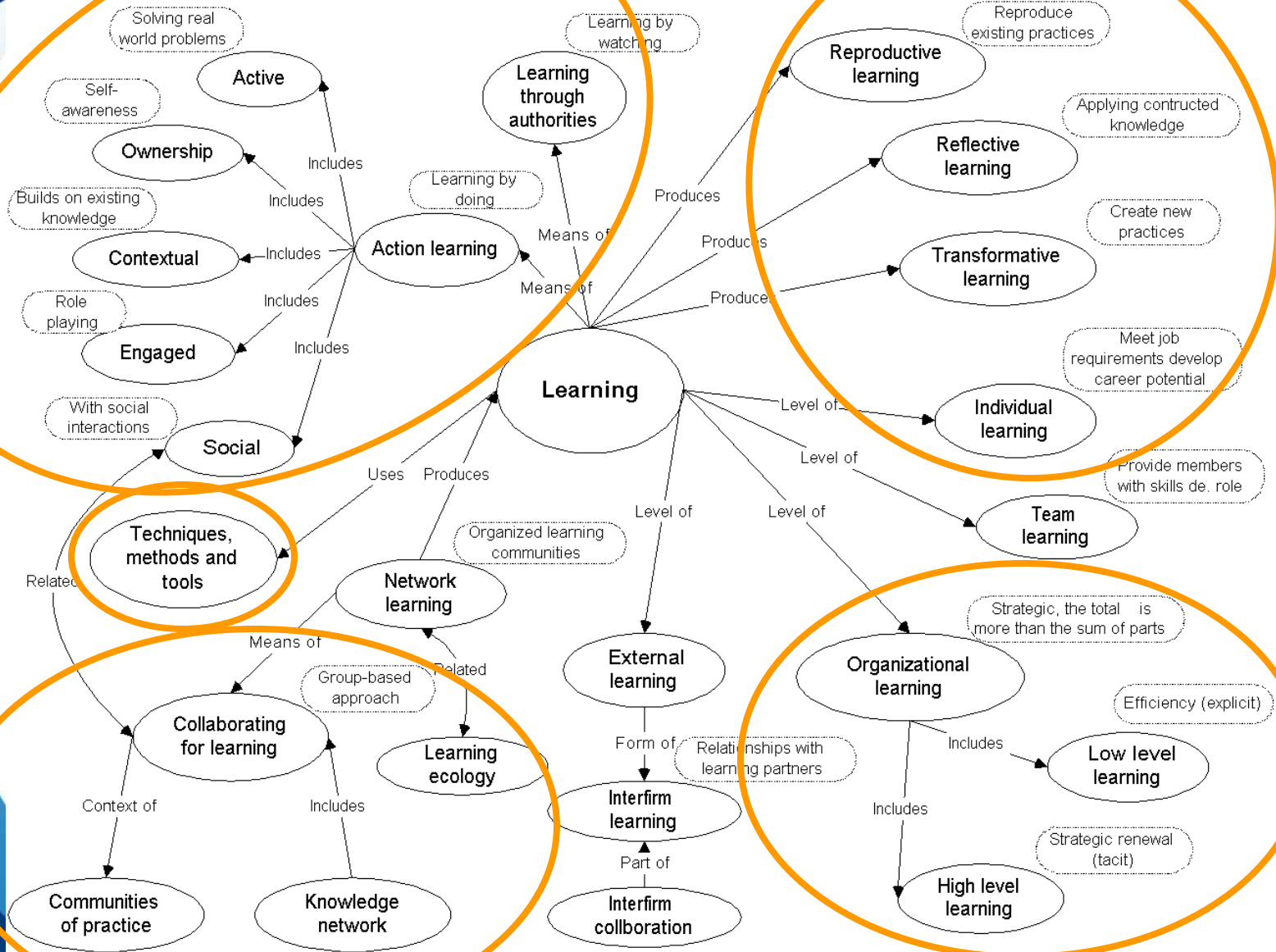


Collaboration Ontology – Mapping with Findings from CF Survey



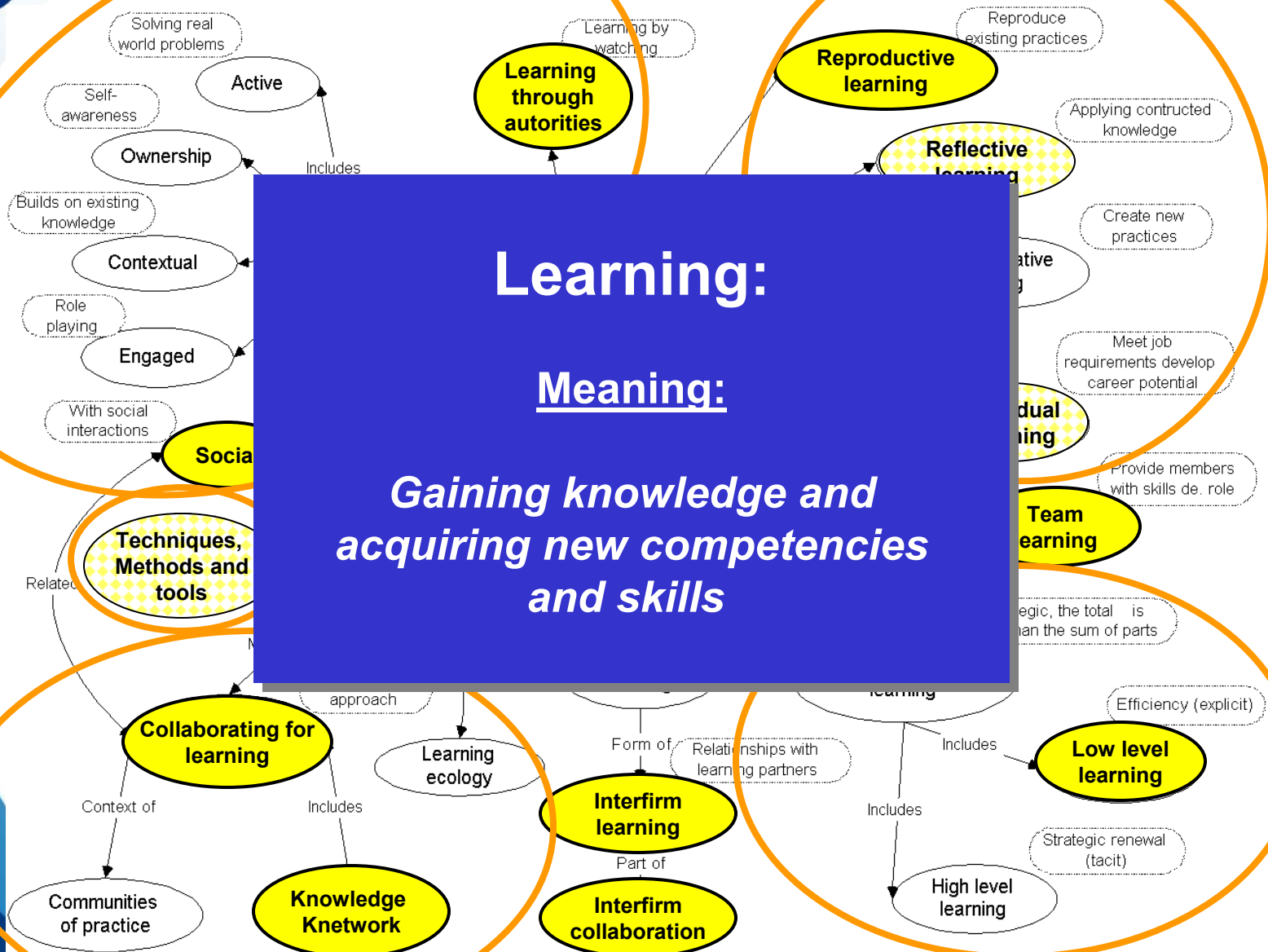


Learning Ontology – Literature Review



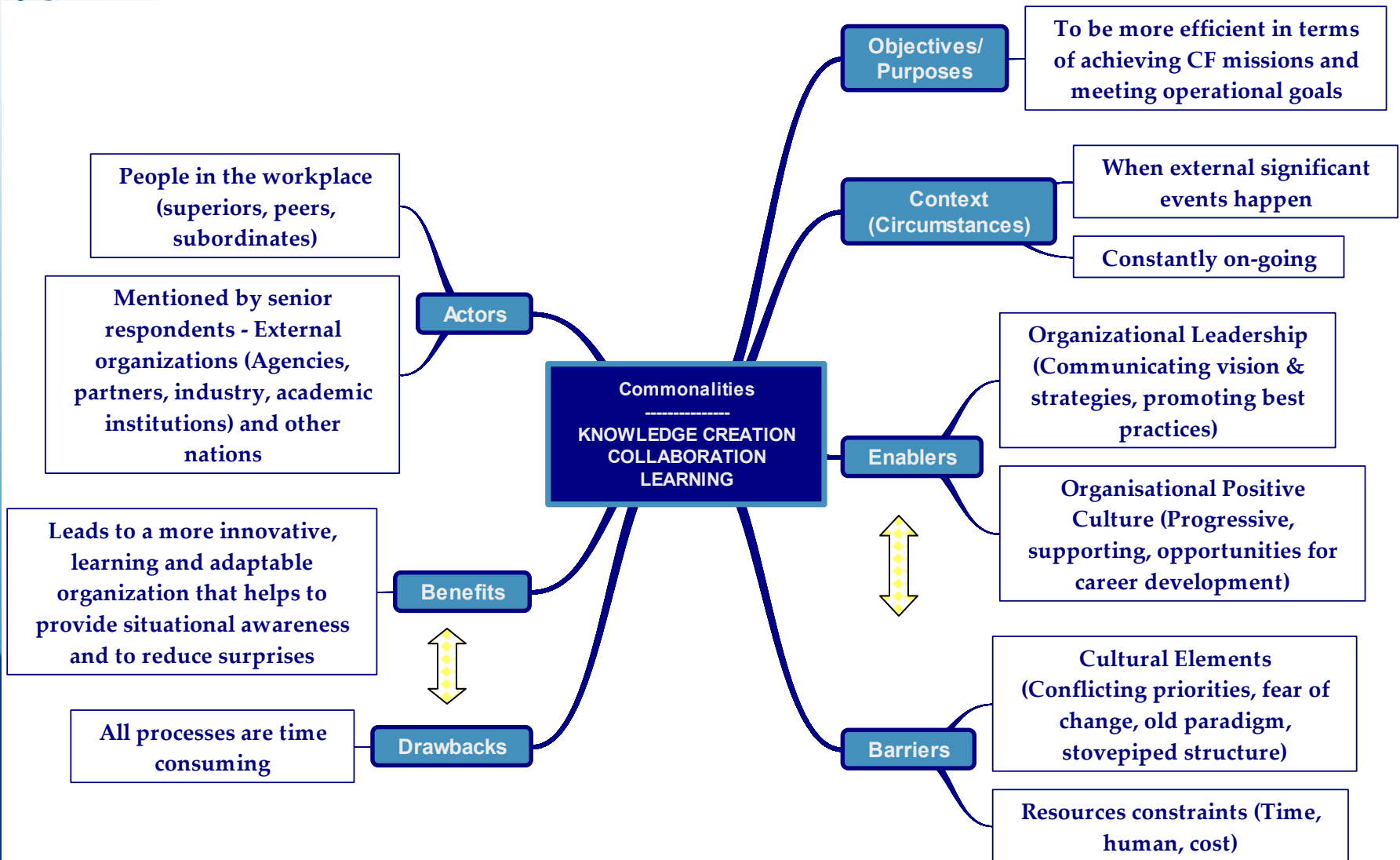


Learning Ontology – Mapping with Findings from CF Survey





Commonalities Between the Three Main Concepts





Other Concluding Observations

- Willingness from High-Level Senior Mngt to communicate the vision and to institutionalize some missing KM practices (according to the literature review)
- Enablers & Barriers: Factors not mentioned
 - Technology
 - Security
- Organisational knowledge may lack in stability because of the high rotation rate
 - Effect on learning and collaboration
 - Effect on searching for information & expertise

Also:

- *Pride in the profession of being a military*
- *Warm reception from all military respondents*



Future Research Work

- To perform additional cross-analyses:
 - Hierarchical level of respondents
 - Military environments (Land, Air, Navy, Joint)
- To Pursue the development of this ontology-based methodology to capture soft organizational factors
- To typify the learning styles in the military profession
- To investigate the requirements to ensure efficient knowledge transfer to ease personnel rotations

DEFENCE



DÉFENSE

Tak!
Thank you!
Merci!



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