

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

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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 portray 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

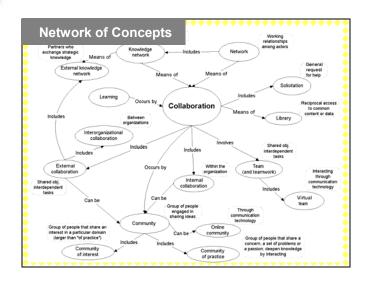


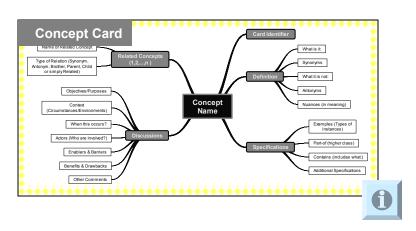
identification of challenges and directions for KM strategies, programs and initiatives



Research Design

• Selection of an ontological model to convey all meanings



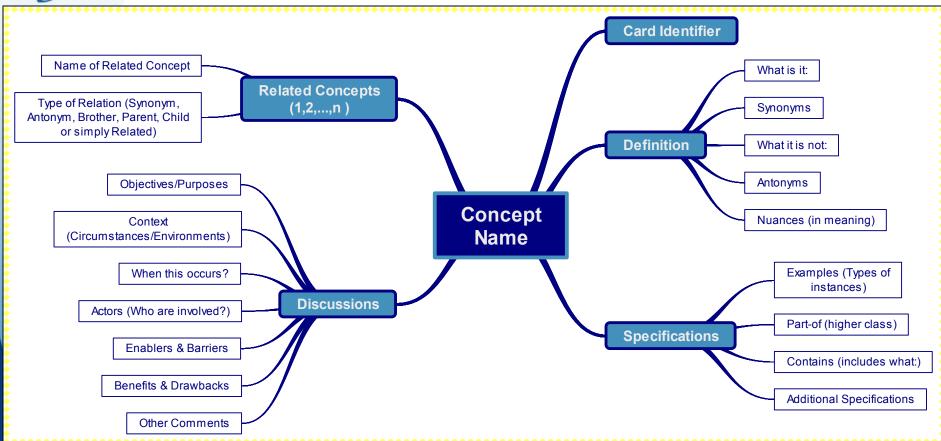


- Gathering of Meanings
 - From a literature review
 - From structured interviews with militaries
- Analysis and Findings





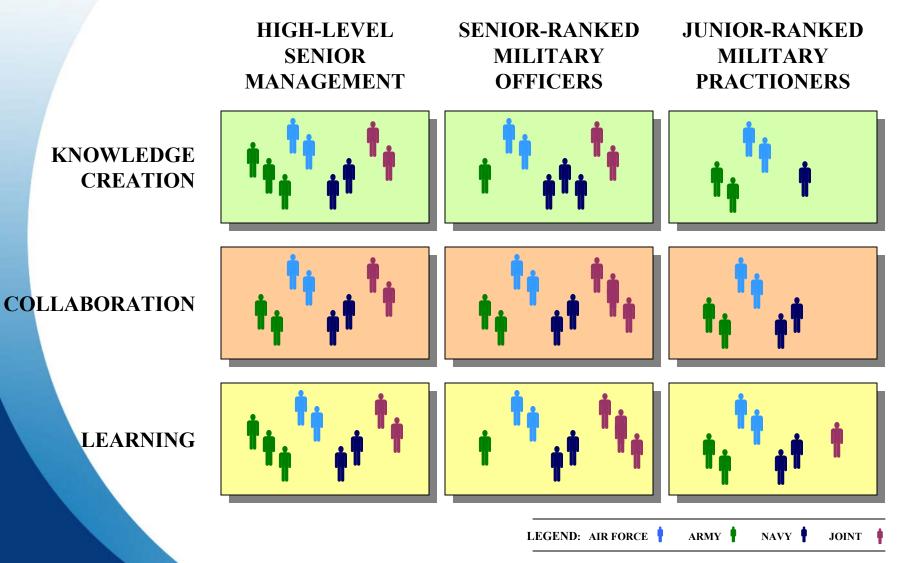
Generic Concept Card Attributes



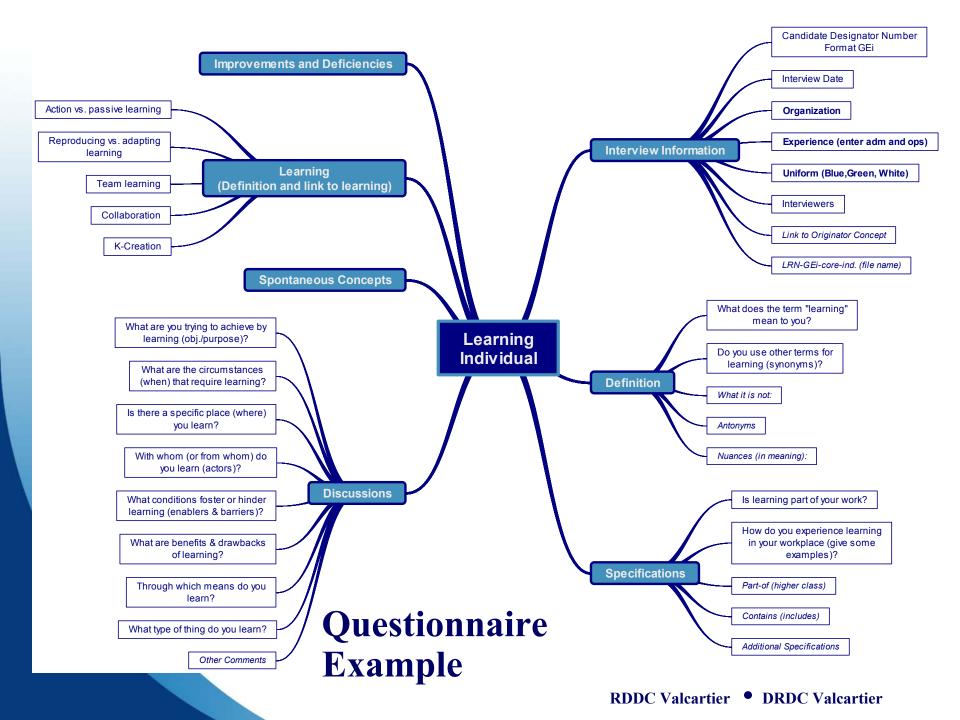




Final Sample Distribution

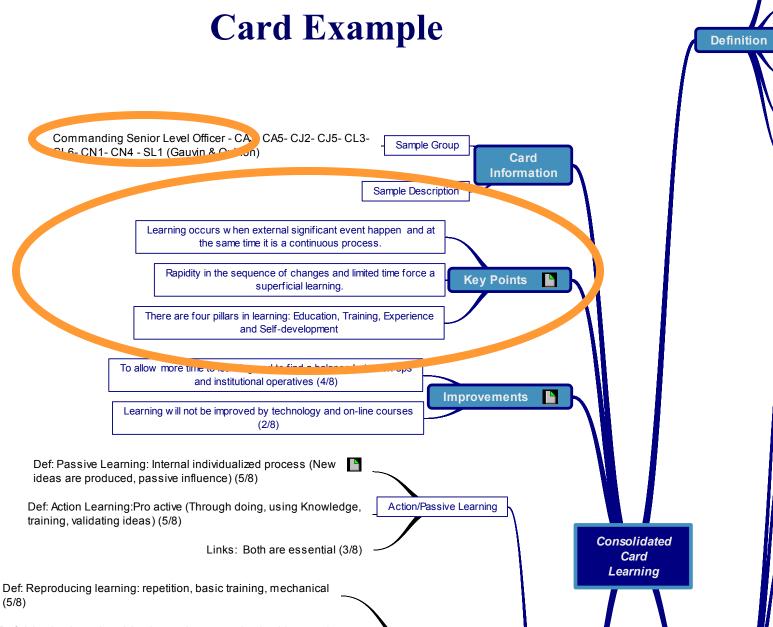


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Consolidated

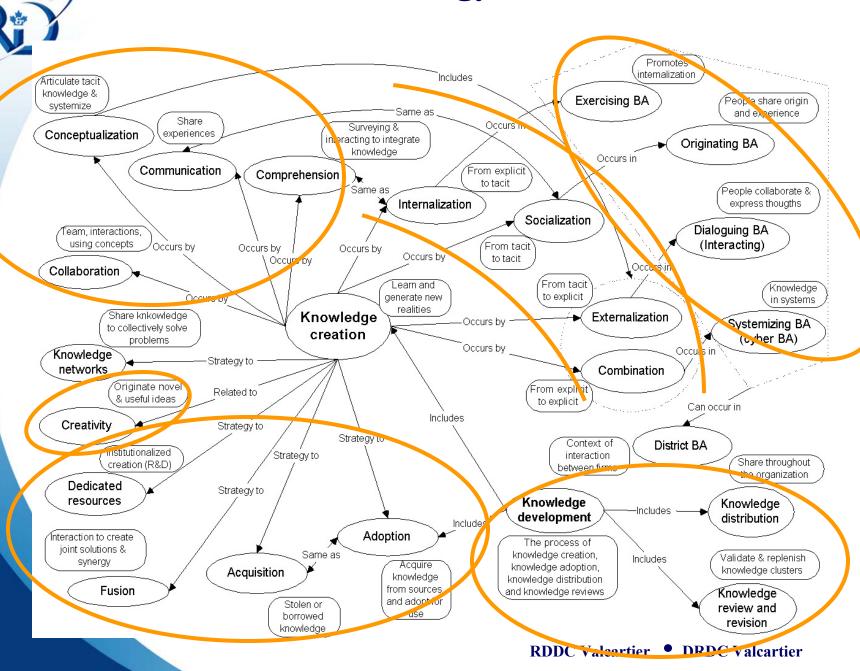
(5/8)



Acquiring compe Meaning past experience a rationale and p Training, I Synonyms Learning i and training Specifications and Lea Examples (4/ Readings, cour Examples Additional Comment Effectiveness **Purposes** Ensure CF in Major changes (Politics, World C (5/8)When Interaction: Peop competition for re On-going proces Formal learning etc..) (5/8) Where Interactions (pe From the culture Formal Edu colleges,...

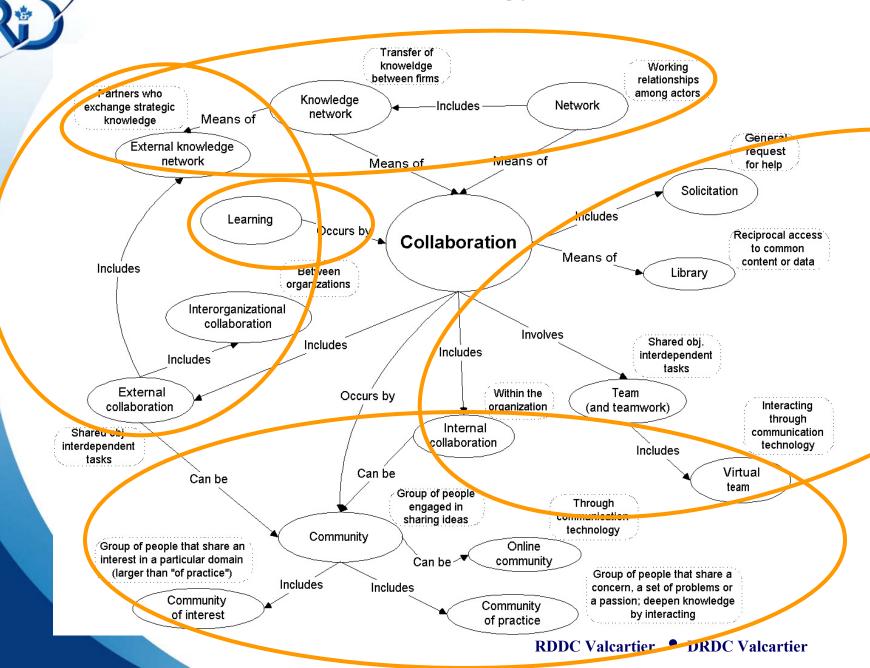
Actors

K-Creation Ontology - Literature Review



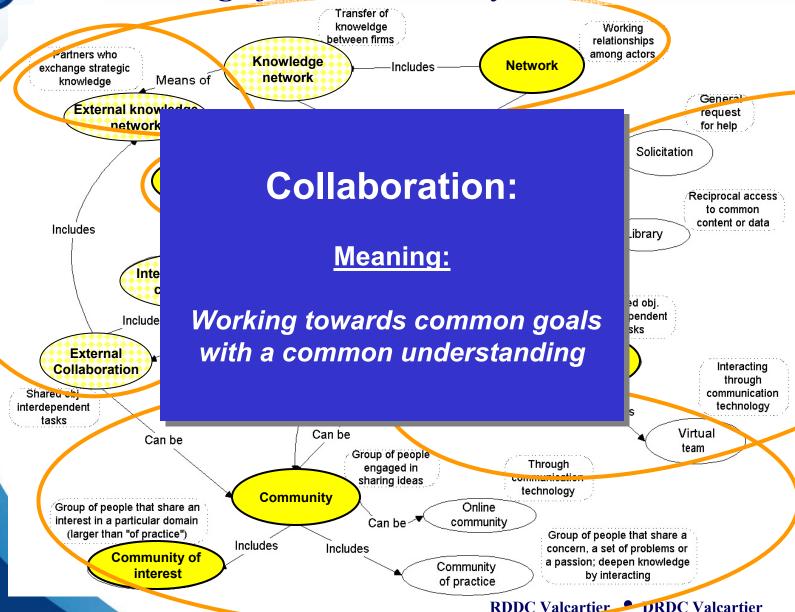
K-Creation Ontology – Mapping with Findings from CF Survey Promotes internalization Includes Articulate tacit knowledae & Exercising BA People share origin systemize Same as and experience Share Occurs II Surveying & Conceptualization experiences in eracting to integrate **Originating BA** Communica People collaborate & **Knowledge Creation:** express thougths eam, interactions. **Dialoguing BA** using concepts Occurs by (Interacting Collaboration **Meaning:** Knowledge in systems Share knkowledge Systemizing BA to collectively solve (cyher BA) problems Gathering, analyzing, interpreting Occur Knowledge network and adapting information Originate novel & useful ideas to cope with new situations Can occur in Creativity rict BA institutionalized Share throughout creation (R&D) organization **Dedicated** Strategy to Knowledge Knowledge resources Includes development distribution Includes **Adopting** nteraction to create The process of joint solutions & knowledge creation, Same a Validate & replenish Includes synergy Acauire knowledge adoption, Acquisition knowledge clusters knowledge knowledge distribution from sources and knowledge reviews **Fusion** Knowledge and adopt or Stolen or review and borrowed revision knowledae RDDC valcartier • DRDC valcartier

Collaboration Ontology – *Literature Review*

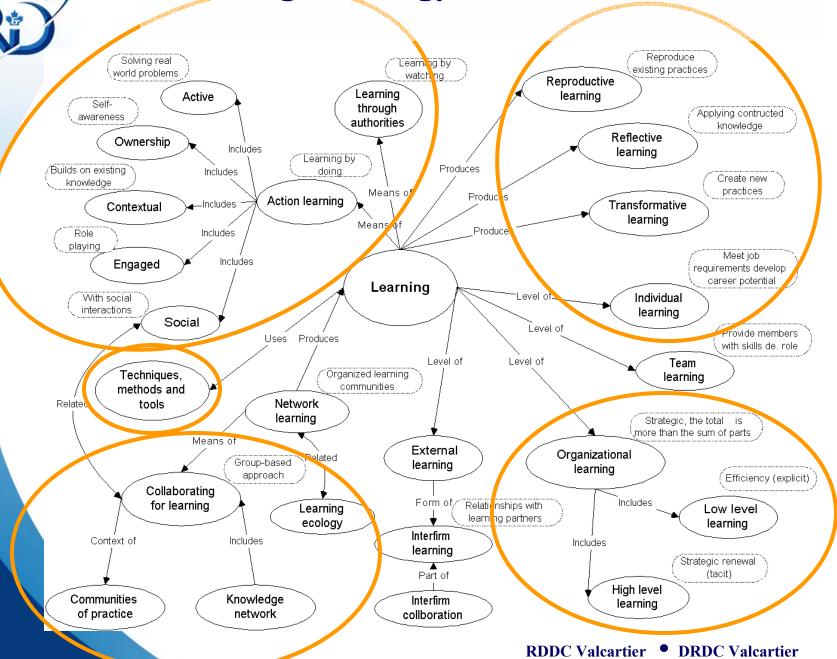


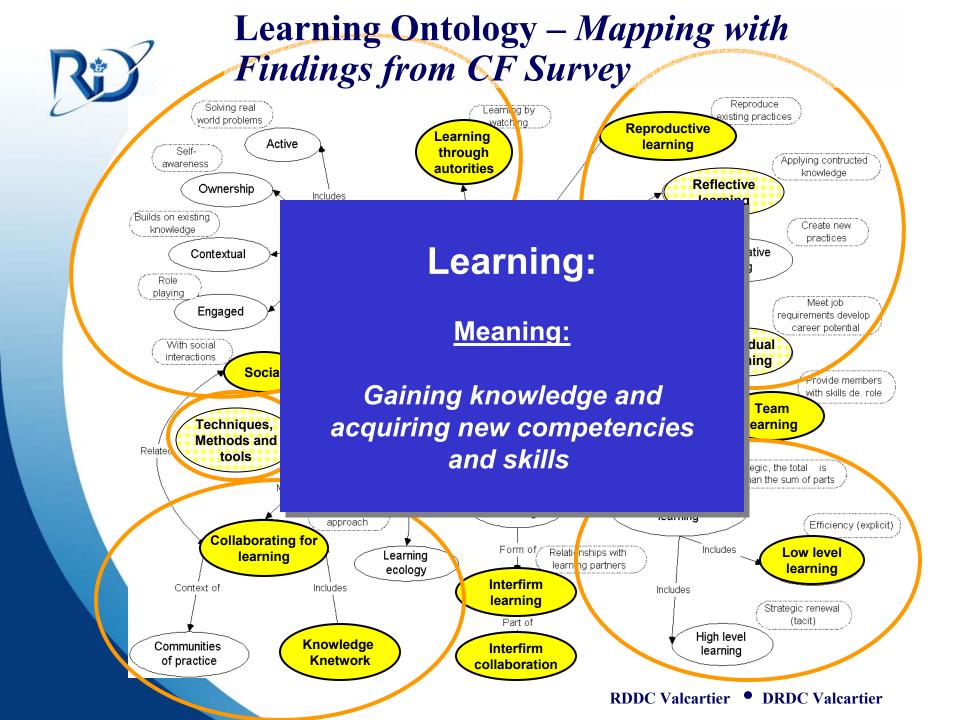
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Collaboration Ontology – Mapping with Findings from CF Survey



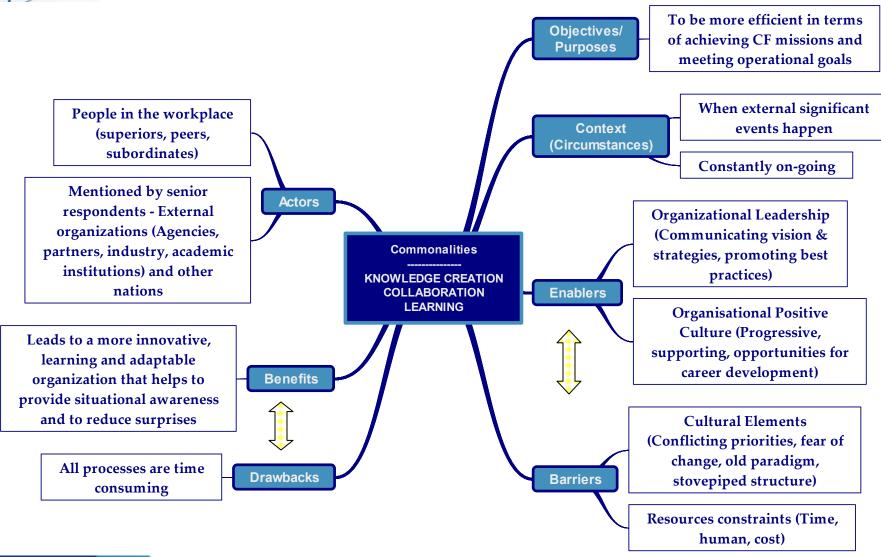
Learning Ontology – Literature Review







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



Tak!
Thank you!
Merci!

