

ORGANIZATIONAL CULTURE AS TACIT KNOWLEDGE IN ACTION - BASED ON A CASE STUDY AT AUSTRIAN BIOENERGY CENTRE

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DESCRIPTION

Organizational Culture as Tacit Knowledge in Action

What kind of tacit knowledge do we gain when we try to understand the culture of an organization? In what ways is organizational culture to be viewed as tacit knowledge that determines and shapes strategies, actions and successes of a company? How can shared tacit knowledge shape the ways a company learns and is bringing forth its own future? These questions are at the core of this workshop.

In this workshop we share how we planned and conducted our investigation into the culture of the high-tech start-up company ABC - Austrian Bioenergy Centre. We present the theoretical premises we used as guideline for our investigation. Furthermore, we talk about the intention of our investigation and what the area manager of ABC hoped to gain from our investigation.

We describe our visit to ABC, how we prepared our dialogue interviews with employees, how we gathered and reflected information, what we learned, and how we conveyed our observations back to the company. We report on the feedback of the manager of ABC, what insights he gained, and what impact this process had on the further development of ABC.

In the latter part of the workshop we invite participants to share their own thoughts and experiences, and to generate questions about organizational culture and tacit knowledge. This finally leads to a dialogue about these questions.

KEYWORDS

Action research
Knowledge Management
Organizational Learning
Management
Appreciative inquiry
Dialogue
Capacity Building
Mental Models