

Knowledge management in consulting firms: a proposed model for designers

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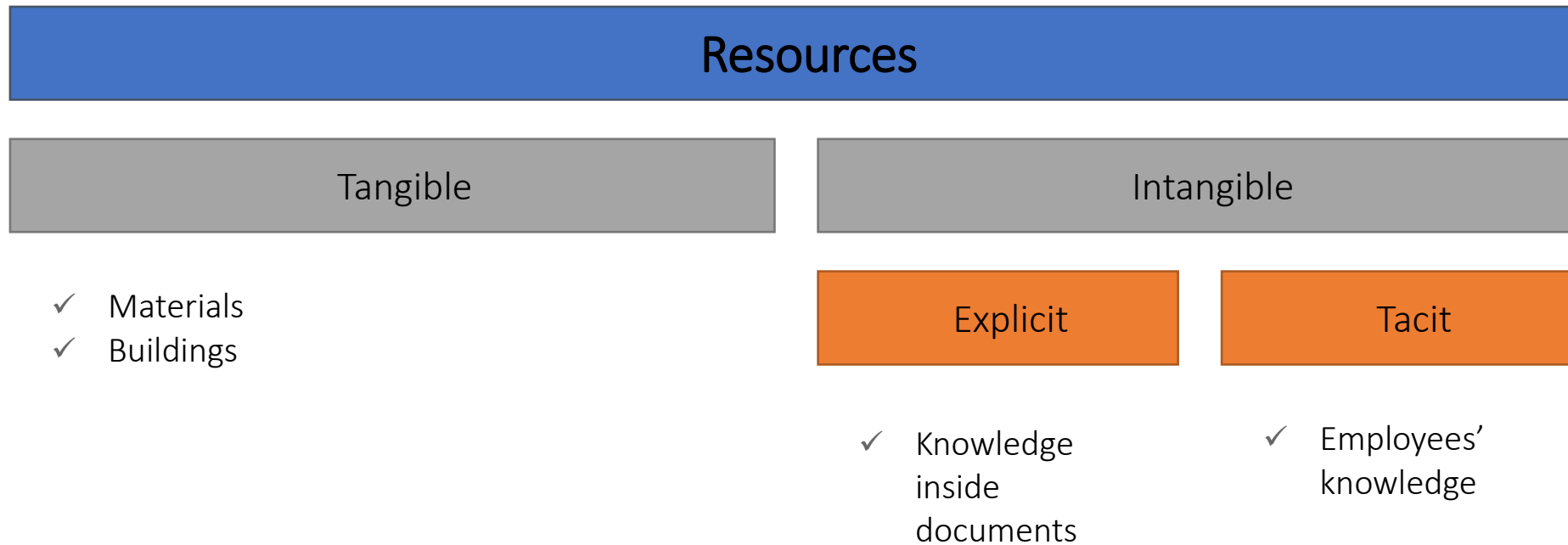
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Introduction

And the history

Types of resources



What's knowledge?

Years of human experience

These experiences will be accumulated



Knowledge is an intellectual asset inside an organization

What's knowledge management?

Knowledge acquisition, dissemination and responsiveness to knowledge

Darroch, 2005

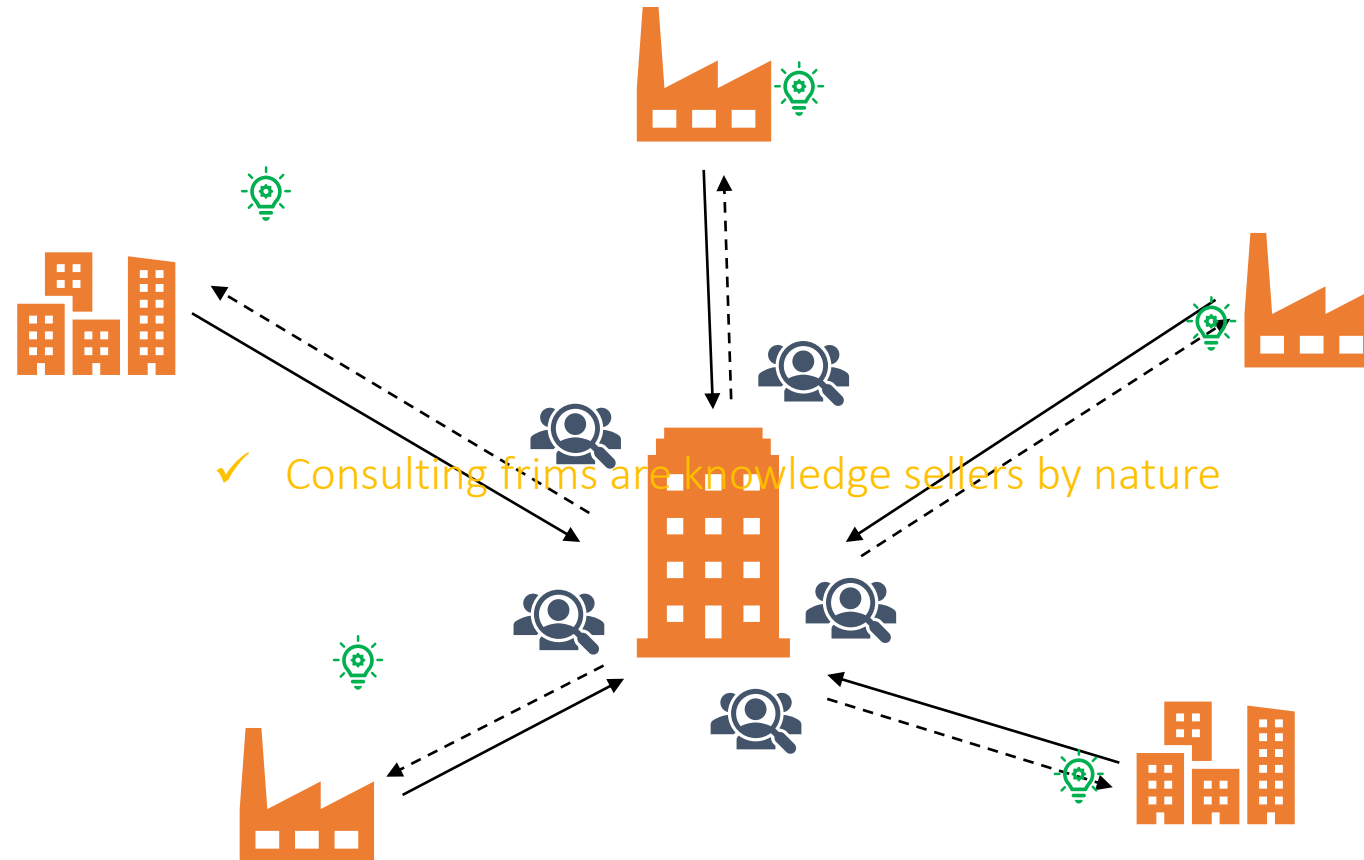
KM is a tool that helps employees work smart and creatively in an organization

Patton, 2001

KM drives performance and innovation and enables a better understanding of customer needs by accessing the experiences, knowledge and expertise of the organization

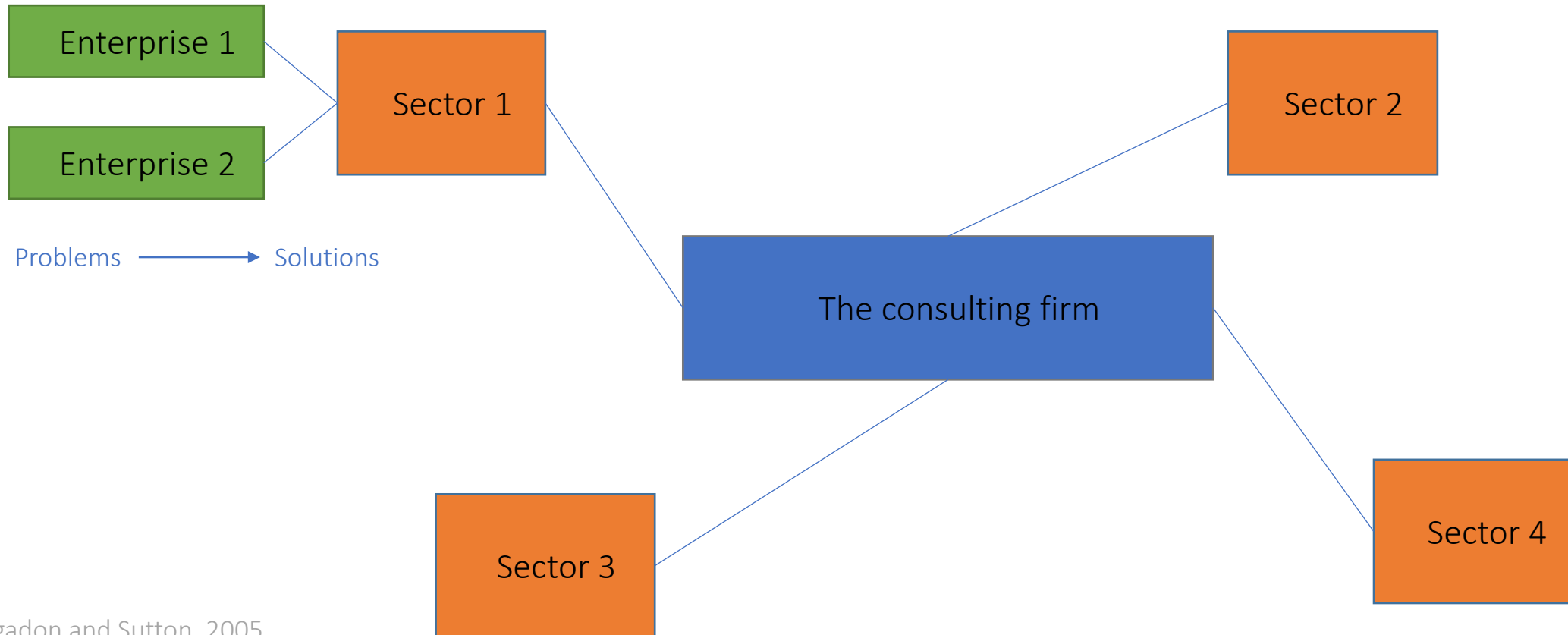
Beckman, 1997

What's a consulting firm?



What's a consulting firm?

Problems → Solutions



Hargadon and Sutton, 2005

This article's contribution

A literature review of knowledge management systems in consulting firms



Can a knowledge management system help capitalize on the experience and facilitate decision-making in an organization?

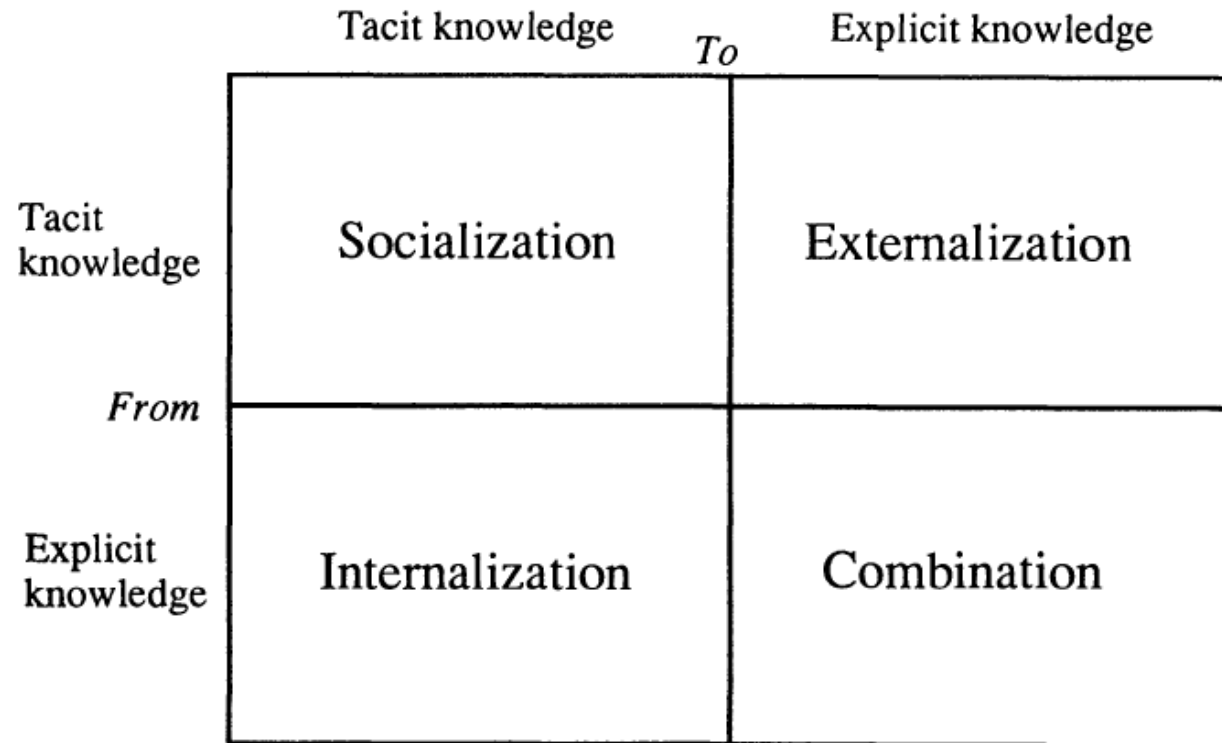
What model would best suit the requirements mentioned above in the consulting industry?



A proposed model

Nonaka's knowledge creation model

BEFORE HEADING TO THE NEXT SECTION



SECI model

- from tacit knowledge to tacit knowledge (socialization),
- from tacit knowledge to explicit knowledge (externalization),
- from explicit knowledge to explicit knowledge (combination),
- and from explicit knowledge to tacit knowledge (internalization).

Methodology and results

What have happened finally?

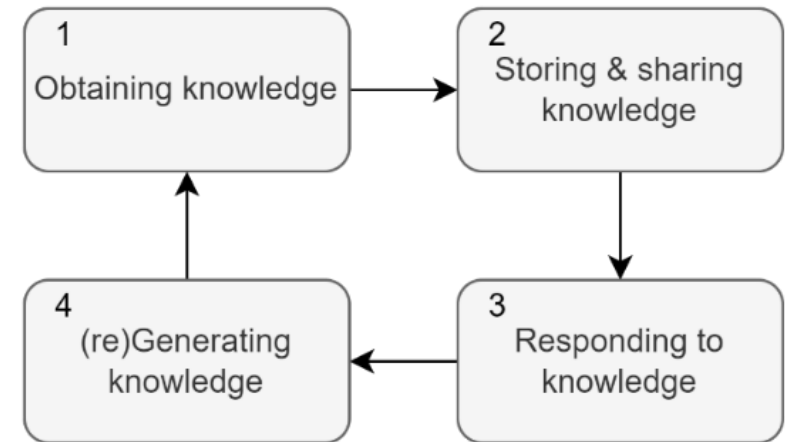
Reviewing approach



Articles coverage: 1999 to 2021



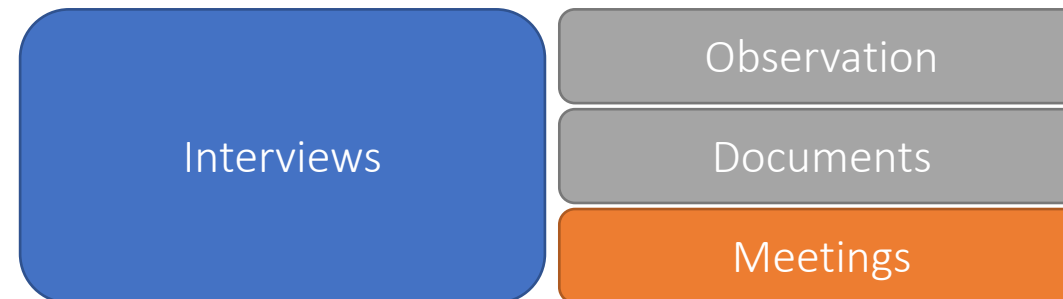
Four-stage KM



Knowledge engineers' microscopes:

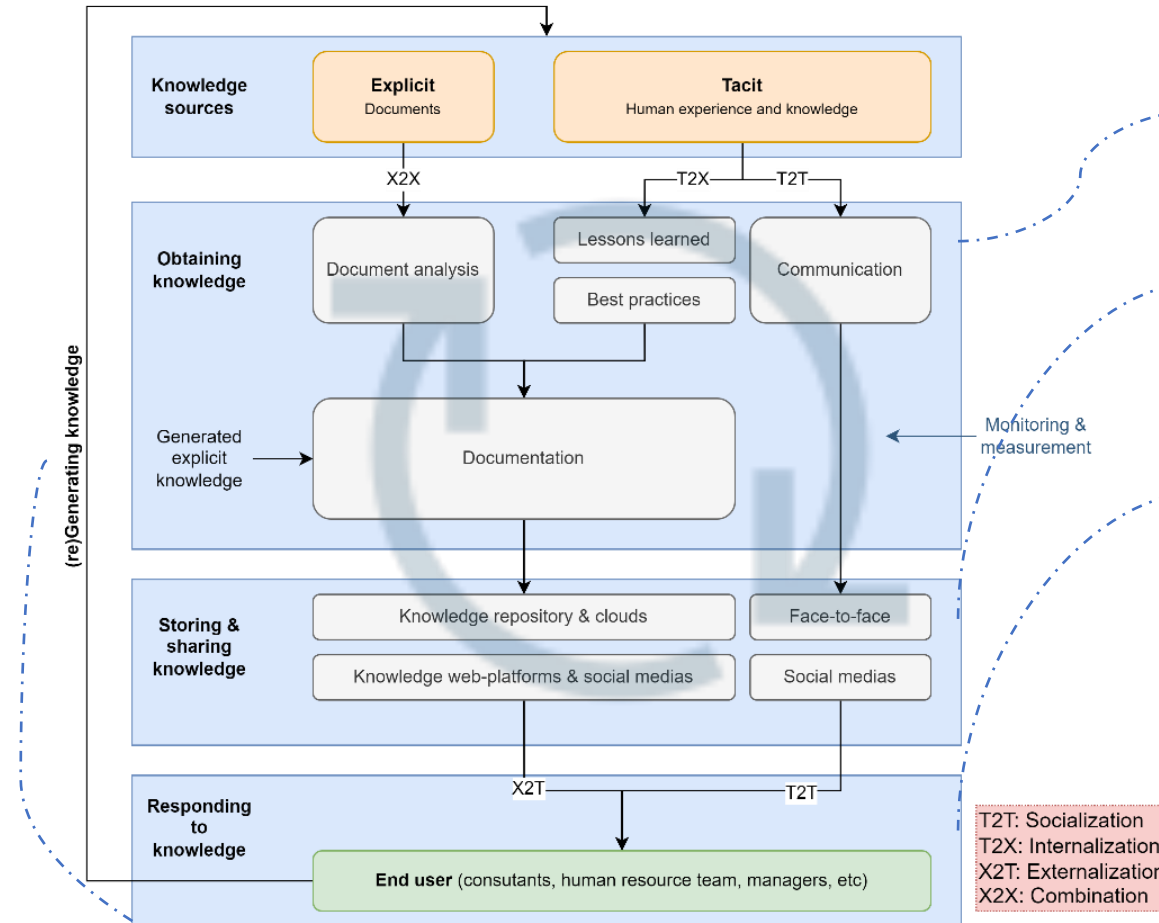
1) knowledge sources, 2) current KM practices, 3) current infrastructure, 4) current culture, and 5) the capacity to push further.

Data Collection approaches



The proposed model

READAPTATION OF NONAKA'S MODEL



Gathers information and transferring it into knowledge, helps any knowledge system to use uncoded information as a knowledge source.

The knowledge has to be stored and shared among consultants and/or other employees.

Responding to knowledge means how to behave against the already converted tacit to explicit knowledge.

Learn new dimensions of the business process from existing discovered knowledge and try to regenerate new knowledge that could be more helpful to achieve the KM system's goals.

Discussion and conclusion

New contribution(s)

Some critical issues found

Cultural issues, *i.e. unwillingness to share knowledge, trust, and competition*

Consultants'
engagement during
design

Management commitment

Cooperate more

Unstructured or poorly structured documents

Pre-defined structures

Conclusion

In this article

- 4 stage knowledge management activities
- Knowledge resources and pre-implementation activities
- KM implementation model (in detail, and inspired by Nonaka's knowledge creation model)

Future work

- Leveling knowledge could be adopted
- AI-based KM activities could be found for each proposed activity

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