Link 14.3 Answers to Cloze Exercise 14.1

Knowledge involves the interpretation of information within the CONTEXT of what is already known. A LEARNING organization is committed to using knowledge to learn from experience. TACIT knowledge refers to knowledge which is difficult to put into words and EXPLICIT knowledge includes the documentation of procedures within which knowledge gained from experience is embedded and encoded. This requires a shared LANGUAGE of terms to provide the context for knowledge to be shared and used. Information technology provides the tools to store explicit knowledge and share tacit knowledge with others within communities of PRACTICE.

Social NETWORKS emerge through connections among individuals to share information. Analysis of social networks can show where the COMMUNICATION of information may be improved. Social MEDIA networks use Web 2.0 technology to create online communities where information content can be created and shared. The informality of social media networks poses a threat to information SECURITY as there is a risk that staff may unwittingly disclose unauthorized information in these networks.

Business INNOVATION is achieved by the creative application of knowledge. This may result in incremental changes to existing products or processes, or TRANSFORMATIONAL change, which challenges existing BOUNDARIES of concepts and processes. Different types of innovation target different aspects of the BUSINESS model. Business INTELLIGENCE involves extracting information from data to generate knowledge and facilitate business innovation. It requires data to be interpreted within the context of existing KNOWLEDGE**.** Reporting tools PUSH data, alerting staff when specified situations arise. Querying tools enable staff to interrogate and PULL data when needed. Both types of tool rely on clean and consistent data to be available for ANALYSIS**.**

Key performance indicators can be used to monitor the progress of the organizational STRATEGY . The indicators can be visually represented using DASHBOARDS**.** IT can be used to capture, analyse, and present data but ACTION needs to be taken in response to the information generated. The potential impact of taking, or not taking, action can be explored using SIMLULATION models. An example of a symbolic simulation is a SPREADSHEET which enables limited *what if* analysis on mathematical data. Serious games add a layer of animation over the simulation model, increasing the RICHNESS of information in the scenario.