

Analyzing Knowledge Management Practices at a R&D Institute through the Years

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The entrance in the 21st century, a period of technological, market and values dynamic changes [1] has prompted a challenge to public institutions where knowledge is the main focus to attend society. According to Nonaka and Takeushi [2], the organization has “to provide the proper context for facilitating group activities as well as the creation and accumulation of knowledge at the individual level”. This work has studied two institutional practices linked to these ideas and aims to understand their intercorrelation with IEN’s knowledge management [3]. **Progress Report IEN:** maps, shares and incentives to explicit the created knowledge in the Organization; **Thematic Areas**, incorporates the researchers’ future vision in the institute’s governance, focusing on society’s results, while expliciting IEN’s established strategies and the surrounding environment. To fulfill the research was used the content analysis technique [4]. The relevant information was identified through a scrutiny into, physical and digital, institutional and corporative documents, files available on institutional directories and data online systems. As research results, the understanding that, for IEN (Instituto de Engenharia Nuclear: Nuclear Engineering Institute) not only the dynamic environment, but the decrease in the number of its workforce and the systematic lack of replacement throughout the years [2], are considered challenges which impact directly in the knowledge management. Also, the importance to keep up with what knowledge is being created, where and by whom, in a systematic way, is a key point [3] to enable the creation of new knowledge and provide access to the created knowledge in a perennial way. On the other hand, was explicit the importance of a practice, like the thematic areas, which provide structure to disseminate institutional values

among researchers while providing a line to adjust the efforts when necessary. More than ever the decrease in the number of workforce is a huge problem. The last PR process unveiled a challenging scenery to be faced in the next years – the organization is shrinking, although the PR 2018 presented more than 100 summaries, but revealed the necessity to understand the new environment and reorganize our efforts in order to potentialize knowledge creation and dissemination. As advocated by Nonaka and Takeushi [2] (Figure 1), the organization is responsible to create a healthy environment to knowledge creation. The combination of different achievements, and the accumulation of different knowledge, responsible to develop the practices reported here, must be increased and a new cycle must be developed. Production of knowledge and strategic components cannot be disassociated. Developing tools to identify new opportunities is a key point to a R&D organization.

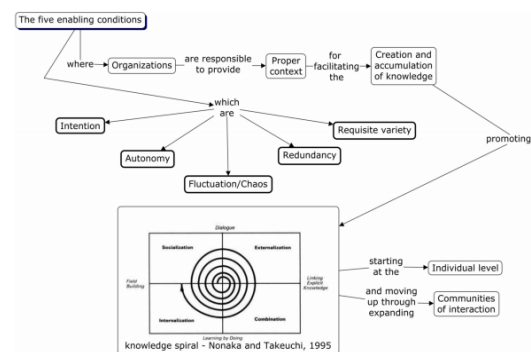


Figure 1. Concept map with Nonaka and Takeushi's idea: five enable conditions

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