SELaKT- Social Network Analysis as a Method for Expert Localisation and Sustainable Knowledge Transfer

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1. Social Network Analysis (SNA) and KM
2. Selected Types of Positions, Roles and Structures of Knowledge Networks
3. Case Study

… anything else: contact the authors, please!

Social Network:

A set of individual actors (= people) connected through social relationships

Knowledge Network:

A set of individual persons connected through social relationships with regard to knowledge communication within a specified domain of knowledge
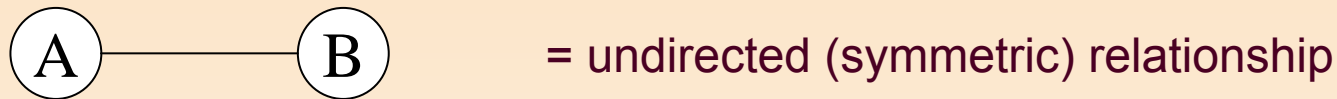
Social Network Analysis (SNA):

- conceptual framework (theory)
- empirical method (analytical tool)

Primary Goal:

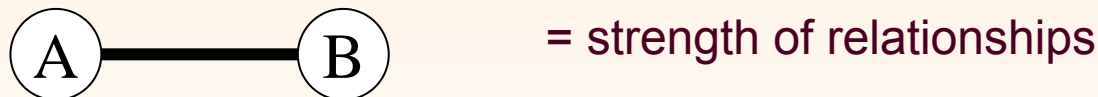Pragmatic adoption of SNA for business practice

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With whom do you work?

A —— B   = undirected (symmetric) relationship

Who do you ask for help/Who do you give advice?

A ——→ B   = directed (asymmetric) relationship

With whom do you communicate how often? e.g. never, monthly, weekly, daily

A ━━ B   = strength of relationships

Q 1: With whom do you work?
Q 2: With whom do you have a drink?

A ══ B   = multiplexity of relationships

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Formal organisational structure / Informal organisational structure
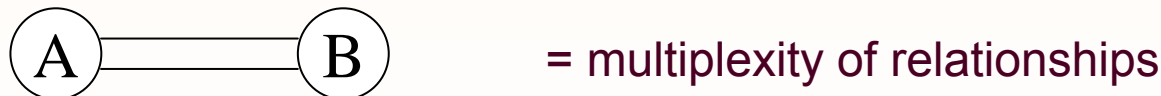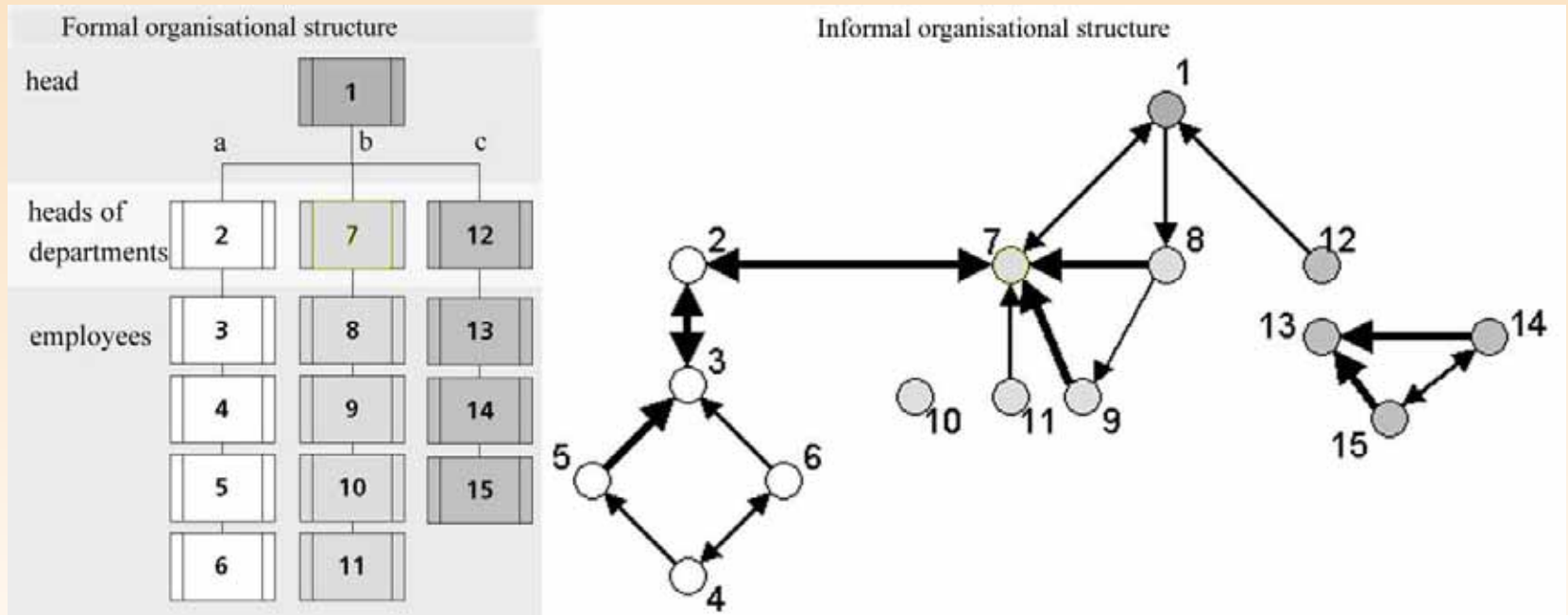
Individual persons are members of other organisational units, e.g. teams, departments or organizations

→ multi-level analysis (of e.g. inter-departmental or inter-organizational networks)

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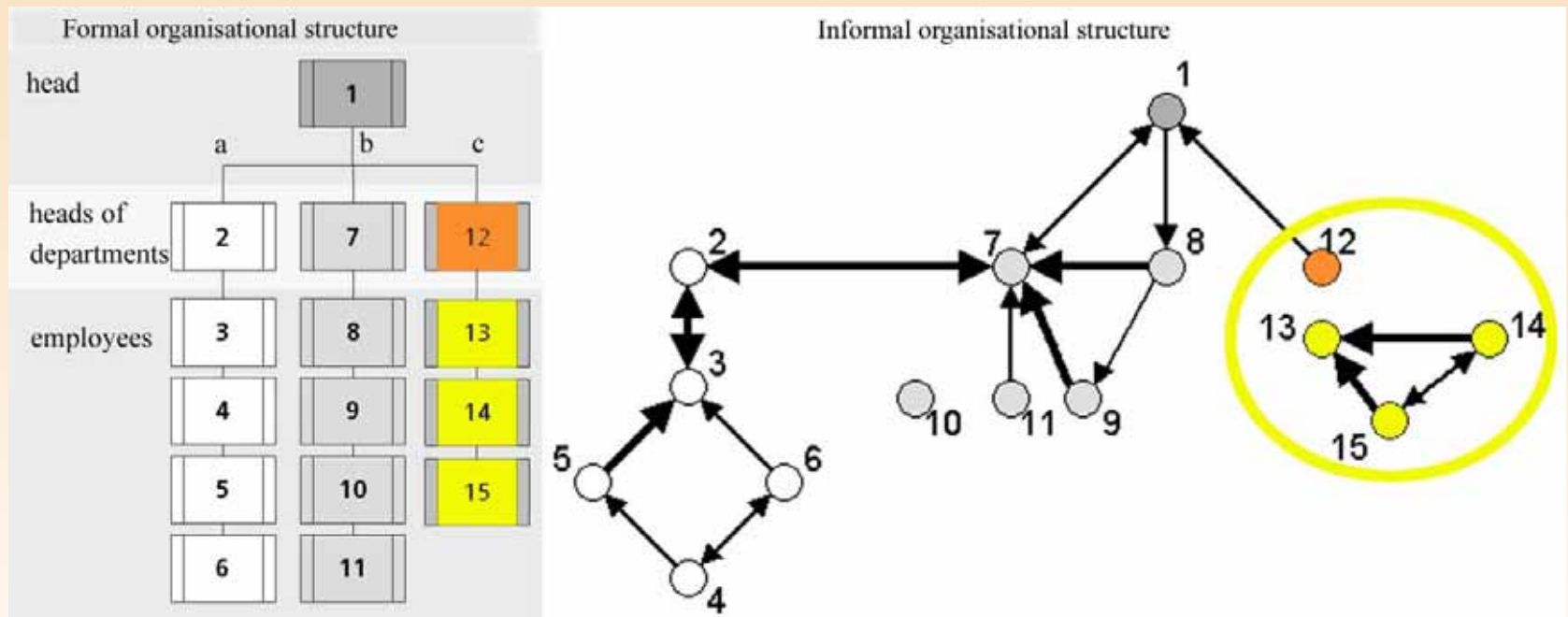© 2004 by   Tobias Mueller-Prothmann
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Examples:

- strategic development of organisational knowledge,

- transfer and sustainable conservation of personal knowledge,

- development of core competencies (like leadership development),

- identification and support of communities of practice,

- harmonisation of knowledge networks (for example after mergers and acquisitions),

- sustainable management of relationships between distributed sites and external partners.

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1. Clusters and Components
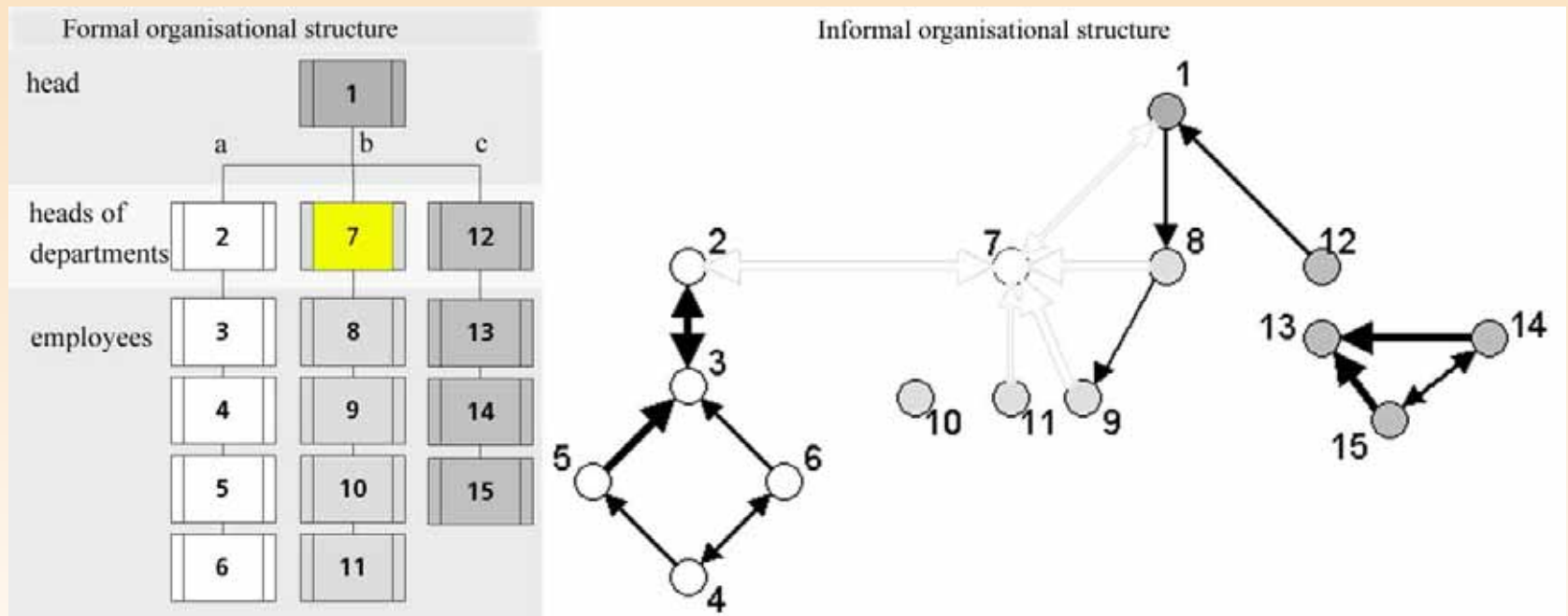2. Bottlenecks
3. Silent Experts
4. Experts and Agents
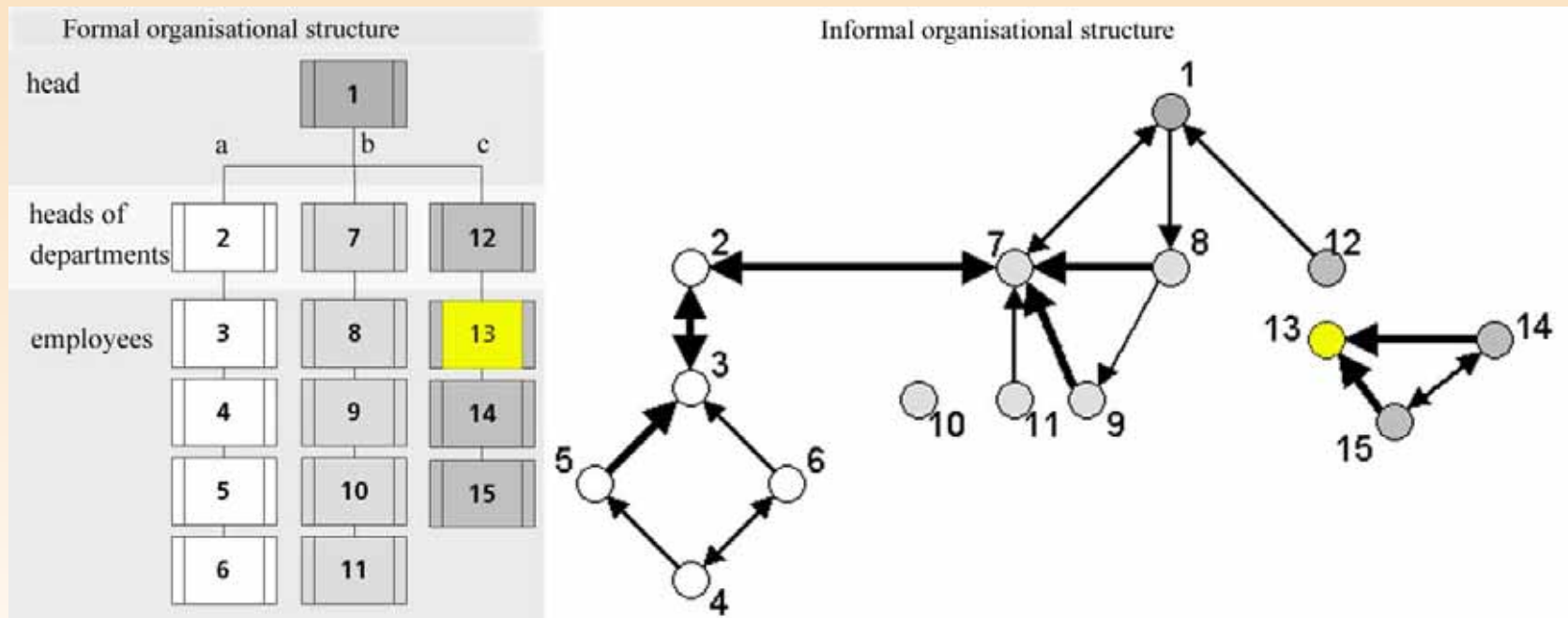
members of department c build an independent component

➢ "sub"-cultures and attitudes toward other groups

➢ gain influence on the overall network

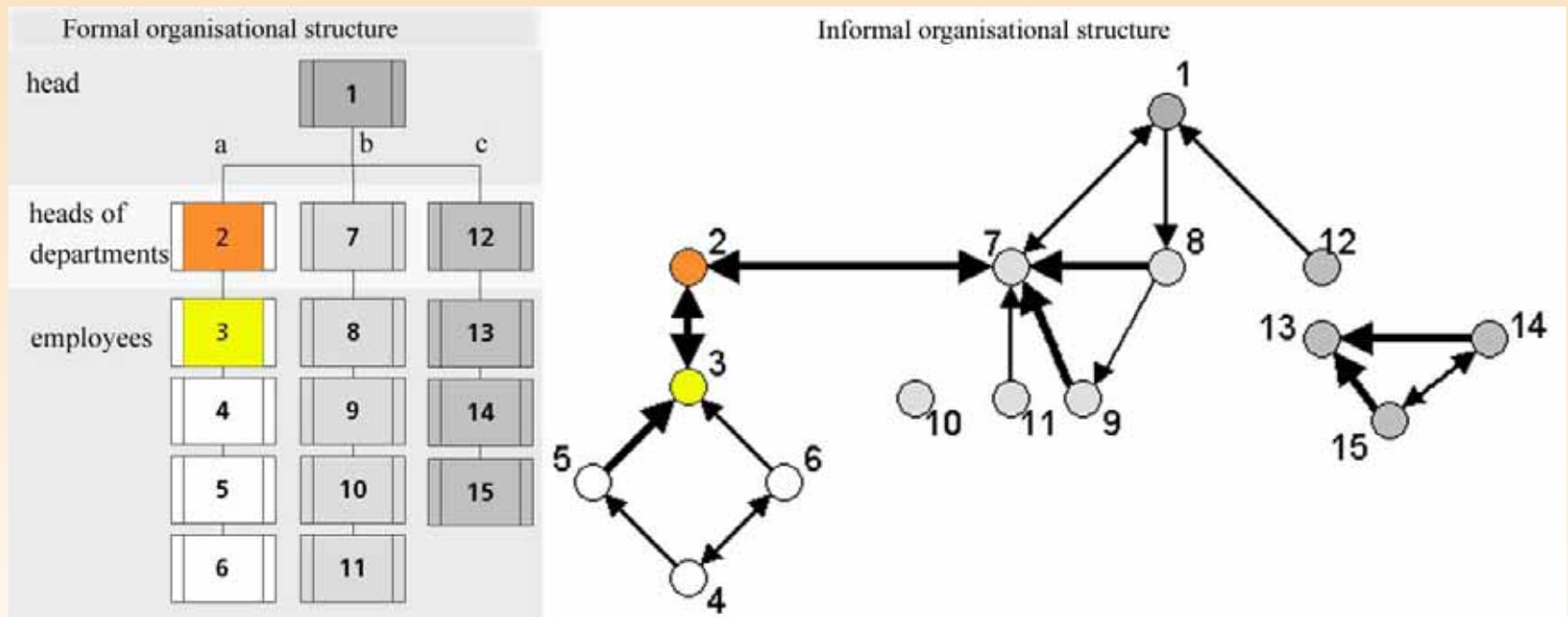Formal organisational structure / Informal organisational structure

> ➢ if member 7 leaves the organisation, there would be excessive lack of expertise (structural hole); parts of the network would split into unconnected independent components

> ➢ the network's bottlenecks

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Formal organisational structure

head	1

Informal organisational structure

Expertise of member 13 is received only by his direct colleagues

➢ his expert knowledge is not transparent throughout the organisation

➢ potential resources of network members that are not used

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member 2, head of department a, is an expert;

member 3 is the "agent" of member 2

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Localisation of

Experts for Acquisition of EU Funding

in a Research and Service Organisation*

* Names have been changed at the request of the company; visualisations have been simplified for presentation

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Who knows what from whom?

Knowledge domain: Relevant information how to succeed in Acquisition of EU Funding
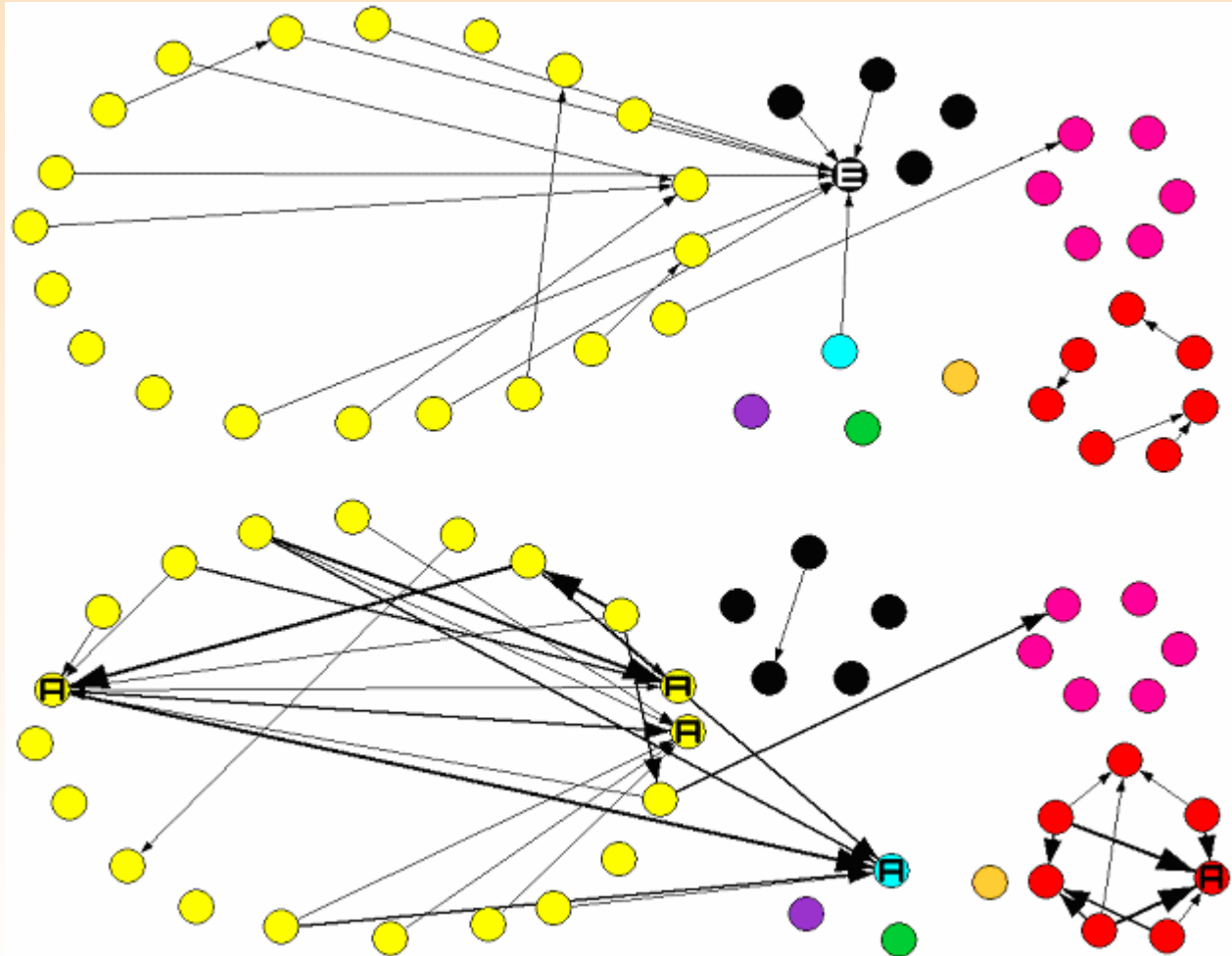
Sub domains:

➢ Knowledge about the process and application

➢ Knowledge about completed and ongoing projects

➢ Knowledge about possible partners

➢ Knowledge about eligible topics

➢ Knowledge about key personalities in the EU

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Who has from your point of view **the best contacts to possible partners**, regarding EU-Projects**?**

Let's assume you need know more about possible partners to start an EU-Project, **who will give you the needed information?**

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How are the gaps to be closed?

1. **Increase the number of experts:**

    ➔ **Mentoring-Programme**

2. **Enhance the efficiency in the application process,**

    gaining universal expertise to accomplish EU-Projects,

    reduction of "knowledge gaps"

    ➔ **Community of Practice**

3. **Increase transparency regarding completed and ongoing projects**

    ➔ **Wissensnavigator (Knowledgenavigator)**

4. **Avoidance of "knowledge islands" and project-cannibalism**

    ➔ **(independent) Agent for EU-Affairs**

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