CHAPTER 5

KNOWLEDGE SHARING PROCESS - GOALS AND MODES

This chapter discusses various aspects of knowledge sharing in the organizations. The chapter outlines the brief profile of the organizations, description of the present KMS and KS processes in the organization and challenges faced in their implement, importance of knowledge sharing, preferred modes of knowledge sharing by knower and receiver. Further, the chapter illustrates the strategic coupling between modes and goals of knowledge sharing in the organization.

5.1 Oil and gas sector:

The decline in the oil price has taken a toll on global oil and gas industry. The crude oil prices per barrel dropped from $100 to $45 in last one and a half year. India’s oil and gas sector is structurally characterized by the dominance of monopolies in upstream as well as downstream operations – mostly owned and operated by the public sector. There is no denying the fact that most oil and gas PSUs and NOCs enjoy dominant positions as the oil and gas industries were historically the domain of the public sector long before the liberalisation process commenced. Competition was slowly introduced in the sector and independent regulation came into existence in 2007. There are 22 refineries in India, of which, 17 are owned by NOCs, two by joint venture companies and only 3 by the private sector.17

Indian Government’s decision (in 1997) to end 50 years of price regulation in the oil and gas sector was a conspicuous acknowledgment by the Government that foreign investment is necessary to develop this industry. The Government had the responsibility to supply the oil and gas needs of its people, thereby creating Government-controlled monopolies, which, with the passage of time, were no longer efficient in protecting consumer interests. The progressive liberalization of the exploration licensing policy attracted some private domestic and foreign firms. During the past 30 years, many hotbeds for oil and natural gas have been discovered in India by different companies but we are yet to match our consumption vis-a-vis production.

This study includes four organizations in oil and gas sector in India. Two organizations are public sector enterprises enjoying the NAVRATNA status conferred by the

17 Source: Ministry of Petroleum and Natural Gas: www.petroleum.nic.in
Government in India and two are private sector enterprises which are relatively new entrants in the industry. The average age of the employees in this sector is much on the higher side than other sectors and it applies to both private and public sector organizations.

Below is the concise information about the organizations where data is collected for this study. I have not gone into HR profiling of an organization since our focus is not on comparison between the organizations but finding out the impact of critical cultural attributes on knowledge sharing behaviour.

5.1.1 Organization A:

Age of the Organization: more than 30 years, Attrition rate 2.3%, Formal KMS: Absent

Founded in the early 80's and headquartered at Delhi, it is India's flagship natural gas company. It was incorporated with an objective to have sustained development of the natural gas sector and to create gas sector infrastructure in the country. The company is integrating all aspects of the natural gas value chain including exploration and production, processing, transmission, distribution and marketing and related services. Besides gas infrastructure, the company today has reached new milestones with its strategic diversification into petrochemicals, telecom, and liquid hydrocarbons. It has also extended its presence in power, liquefied natural gas re-gasification, city gas distribution and exploration and production through equity and joint ventures participations. Organization's vision is to emerge as an integrated hydrocarbon major with significant upstream, midstream and downstream interests by 2020.

The organization has been conferred with the 'Maharatna' status by the Government of India. Only six other Public Sector Enterprises (PSEs) enjoy this coveted status. It is also one of the most trusted brands according to the Brand Trust Report. The plants and strategic oil units are geographically dispersed all over India. The company has also ventured into non-conventional energy production as Wind and Solar power. As a strategy of going global and further expanding global footprint, company has formed a wholly owned subsidiary company at Singapore.

18Maharatna companies are owned by government if India and should have Three years with an average annual net profit of over Rs. 2500 crore OR Average annual Net worth of Rs. 10,000 crore for 3 years or Average annual Turnover of Rs. 20,000 crore for 3 years
KS Processes:

The organization does not have a formal KMS, which connects people to tackle critical real-time issues across the 26 workstations (plants) across India. The organization has competent people working right from the inception of the plant but they do not have a system to capture their knowledge for the benefit of present employees and organization in the future. Many employees are reaching retirement age but in the absence of institutional process, they are making individual efforts to exchange knowledge to juniors by sharing knowledge informally or by mentoring few people they trust. Even in the absence of formal knowledge sharing methods it is observed that people are very confident about the help they will get from team members and organization in case some particular critical knowledge is needed. The organizations maintain a skill repository but it was not updated for long and this catalogue was not available to people from other plants which makes the whole effort of having skill repository futile. One of the important things observed at the plants was different plants and functions have their ways to share knowledge within the team. One of the member in the maintenance function reasoned "to be effective as a team and make this place safe, we have to share knowledge else people around will not feel safe." On the other hand, members in services were mostly not very receptive to the fact that more collaborative work enhances individual as well as team performance. One of the apprehension was also that the superiority and contributor tag attached to operations function as opposed to other functions so they were working almost in silos creating a significant barrier while communicating with other functions. Some functions were ensuring that any employee attending training would share learning and insights to other team members and few teams would have daily meetings of 10 min to update on the work but it was mostly in operations function.

In the same organizations, the situation at the other plant was very different since the person who was heading the plant was transferred from other subsidiary and within the span of 25 years this was his seventh posting. He had a success story to share:

"I joined as a GET in the organization and now considered as a turnaround managers for various subsidiaries. I do not think I have great qualities which make me different from others except that I trust my people irrespective of their position in the hierarchy. I learn from them and start at a zero ground when I get a new posting. Establishing credibility through action reaps better results than carrying a baggage of previous success. Geographical mobility and learning at a different place with people help in personal growth."
People in this subsidiary trusted organization, as well as team members and they were learning by experimenting and collaborating in various initiatives. They shared knowledge within and across the teams due to high team orientation and personal flexibility. Tolerance to mistakes by senior people made them feel that they should contribute their best since this place is relatively 'Safe to fail' and gives maximum opportunities to learn. Attrition in this organization was also less compared to most of the other organizations’ studied. One of the reasons stated by the HR head is "we tell people give your best and make us feel proud by choosing the better option when you exit." Looking at attrition positively since it is an unavoidable phenomenon strikes a win-win balance for both the parties and ensure the best contribution while working in the organization.

5.1.2 ORGANIZATION B:

Age of the Organization: more than 30 years, Attrition rate: 1.5%, Formal KMS: Absent but a robust technology platform was present.

It is a state-owned oil and gas corporation headquartered in New Delhi that was established in the mid-1960s. According to the Fortune Global 500, it is the world’s 119th largest company and the largest public corporation in India. This organization operates half of the refineries in India and has 32% share in refining capacity. The organization enjoys ‘Maharatna’ status conferred by the government of India. The company has a cutting edge R&D centre and is considered to be the Asia’s finest. It plays a key role in developing an economical and environment-friendly technology. The company holds 233 international patents. The company has been meeting demands for half a century and forays into alternative energy and globalization of downstream operations. It has set up subsidiaries in Sri Lanka, Mauritius and UAE and has 20 joint ventures with reputed business alliances. It advocates best-in-class technology and innovation at workplace.

KS Processes:

The organization had no formal KMS to connect employees in real time but it had a robust technology platform which it would use to maintain FAQ repositories which could be accessed by all the employees across 57 workstations. The knowledge/skill bank would get updated each month and people would update it on their own in case new skills are acquired. The major barrier was a lack of KMS wherein codified knowledge could be made available to all the employees so that they can collaborate with people and work on new projects. One of the concerns voiced by operations people
was R&D people collaborate with ease since they are less in number and product
development is considered to be a critical function. It is not one function (operations)
which is crucial in the organization but, it will entirely depend on the key function at
that time e.g. if there is a merger or acquisition, the HR function will have a crucial role
to play in due diligence and smooth cultural adjustments for both the parties. If
organization is going public, then accounts and finance will be a critical function. The
organizations gave responsibility to develop KMS to their IT department without
involving operations executives in designing phase and when the part of KMS was
implemented in one of the sub-function of operations, it was unfriendly for users and
had less utility value in the business.

Based on the recommendations by a renowned international consultant, they introduced
knowledge sharing as one of the performance KRA and tied high monetary rewards to it
just to realize that it was not working for them and people were hardly displaying KSB.
The reason for the ineffectiveness of this initiative is due to lack of clarity on the
rational behind an initiative, how KSB is measured and lastly how rewards would be
attached to KSB. The ambiguity led to a lot of cynicism amongst people and were
voiced by one of the interviewees as such: "all this knowledge thing does not work here,
it is just a management fad." It becomes tough for management to introduce any related
initiatives unless meticulously planned from communication to the language used to
ensure more takers since attempt would be made to discard it due to previous
experience. The organization was over-dependent on technology without realizing the
importance of actors in the KS process. Thus, making people just users of KMS rather
than treating them as primary actors in knowledge creation. The tacit knowledge in the
organization was completely ignored so people valuing knowledge were making
conscious attempts to share knowledge but those were sporadic incidences. One of the
interviewees stated that "I exchange knowledge as I get clarity while explaining
something to others and learn the most during discussion so I am always on the lookout
for people who are open to learning. To discuss and connection with them is the best
thing at work." Job rotation and mentoring, standard formal HR practices were used by
people for knowledge sharing. There were very few informal avenues provided by the
organization for people to develop on the sociability and solidarity dimensions of
culture. Over-reliance on a single source or consultant was a major hindrance to new
perspectives and most of the recommendations by the source was based on a similar
framework, leaving the most nuanced understanding of the issue aside.
5.1.3 ORGANIZATION C:

Age of the Organization: Less than 10 yrs, Attrition rate: 6%, Formal KMS: Present

A private sector organization, headquartered at Mumbai, is a fully integrated oil & gas company of international scale with a strong presence across the hydrocarbon value chain from exploration & production to refining and oil retail. It has a portfolio of onshore and offshore oil and gas blocks with large reserves. The organization owns India’s second largest single site refinery. The refinery is, in fact, unique in its complexity and its ability to produce value-added products. The refinery is capable of processing some of the toughest crudes and yet provides high-quality Euro IV and V grade products. The capacity of the factory is 20 MTPA with a highest Nelson complexity index.\(^{19}\) The company has acquired one refinery from Shell in England and it supplies approximately 15 percent of the country’s transport fuel requirements.

KS Processes:

A private sector oil and gas firm, established after globalization developed a technologically advanced and user-friendly KMS with the help of third party vendor. It was developed based on the inputs given by operations, services, sales and IT professionals, taking care of both the aspects of knowledge (tacit and explicit), incorporating other prominent work processes in the organization. The organization has built KS initiative based on the best practices as well as pragmatic approaches to the KS in the contemporary organizations by offering collaborative platforms to encourage people to come up with innovative ideas and develop it into services, product or internal work process. The organization has recently introduced many rewards and added KS as a performance KRA but there is little clarity on the rationality behind a particular reward as well as the behaviour supported by the organization. One of the interviewees summarizes this ambiguity as "we get rewards for anything and everything we do in the organization but we have no clue for the reason behind a reward. So, whether or not they give reward, it has a little or no influence on motivation level of people." This shows that there is a commodification of rewards reducing its utility value to the lowest and people stop reacting to rewards. Monetary rewards have short shelf life and do not motivate people in the long run. One of the interviewees captures it as, "though we share an economic relation with the organization, the idea of getting rewards for

\(^{19}\) Nelson complexity Index refers to index to quantify the relative cost of components that make up a refinery. It is a pure cost index that provides a relative measure of the construction costs of a particular refinery based on its crude and upgrading capacity.
sharing knowledge is repulsive as getting paid just to share what you learn at the workplace is against human quest. Organizations must design a rewards system which is a perfect combination of monetary rewards as well as a timely appreciation of work since people seldom value rewards in a similar way. Encouraging people to learn and collaborate by giving challenging work is more rewarding. People in this organization could not associate rewards and knowledge sharing, as it is a voluntary activity where they get to choose people with whom they would share knowledge apart from the time and way in which they feel more comfortable rather than making it a structured activity by coupling it with rewards.

In spite of having a good KMS, it was hardly helping an organization to enhance knowledge processes due to minimal flexibility and tolerance to mistakes, thus refraining people to experiment due to fear of failure and reactions of other people to the failure. They prefer to play safe while performing assigned tasks even if they know, that doing it another way might reap better results. One of the setbacks for the organization was because it expected results in a short time and was too impatient whereas, people took a time to understand the process and using it to make their work more efficient. The tendency to stick to structural changes as they are easy to manage, measure and their impact is more visible, is commonly observed in most of the organizations but it does not give long term results. This organization was a curious case of 'have and have mores' wherein, best HR practices and systems were designed keeping in mind hierarchy and structure of an organization offering, a little flexibility in implementation and has a stifling effect on people rather than making work more enjoyable and effective. The actors were consulted while designing the system but more emphasis was given to the best practices which might be working in the other organizations due well-synchronized organizational processes on the backdrop of conducive culture. Thus, even after having all the ingredients it just falls short to make it a success recipe. One of the major observation in this organization was that they felt that by incorporating and focussing on all the best practices in the market, they should get best results. When they realized that it is still not working, the blame was shifted to people by calling them non-supportive but the primary reason for the failure was that the management did not work on the culture of an organization. When organizations blame people for the failure of the system, there are two problems, either the system was not designed properly or management did not understand their people. In either case, it is a failure on the part of management to face this situation.
5.1.4 ORGANIZATION D:

Age of the Organization: Less than 10 yrs , Attrition rate: 8.2% , Formal KMS: Present

It is one of the largest private sectors company headquartered in Mumbai. It has business interests in the downstream oil business. It has a strategic alliance with an organization based in Singapore. They are one of the largest exploration and production players in India and manage refining as well as marketing in the domestic and international market. They have the six largest refineries in the world with highest Nelson complexity Index as 14. Their oilfields are the first and only deepwater producing fields in India and remain among the most complex reservoirs in the world. Efforts are underway for augmentation of production from existing fields. On the international front, the company has acquired two offshore blocks in Myanmar.

They have the best technology for deep water well drilling and technological innovation and advancement made them one of the best player in the oil and gas sector at global level.

KS Processes:

One of the dynamic and competent organization in the oil sector in India has a formal KMS connecting operations at all the locations. People collaborate for work but in spite of having many informal and formal avenues for socialization, they have observed that most of the initiatives could not sustain more than two years. They do have a skill repository which people use in the critical situation but they prefer to get knowledge from the external sources. The environment in the organizations is highly competitive as well as individualized which puts a lot of pressure on people for performance and they eventually stop enjoying work. As the individualized performance was rated more than team performance, people prefer to hoard knowledge than sharing it, thinking they might lose a competitive edge if they share knowledge. The present rewards system and PMS gives more importance to individual performance over team performance and at some occasions, few functions were preferred over others, thus, demotivating people working in the other functions. There was discord between organizational values and HR processes, making people cynical as well as stressed. "My teammates are my competitors and they will not support me unless they have some work" reasons one of the employees. The relations among people as well as with management was of economic give and take, which was in a way helping an organization due to high
productivity but culture and human relations in the organizations were highly fragmented making people insecure even if they are competent.

The attrition rate in the organization was high and people joining from other organizations due to attractive brand name left the organization within a year, most of them cited cultural mismatch as one of the reasons. Organization has started taking initiatives but has a low sociability. The complexity of the functions and firm’s aggressiveness in domestic and international markets give more opportunities to learn as well as experiment. Though, most of the people are excited due to vibrancy in work but most of them has no friend at a workplace. In a way organization was evident about their rationality and all the strategies and work practices were designed around it. Organization's expertise in deep water drilling was one of the attractions for many employees since these experts were highly paid employees having sharp career curve. The effect culture and other work processes on knowledge processes were significant, wherein, the activity of knowledge creation was high due to high solidarity but knowledge sharing and transformation took a dip due to less socialization in the organization.

**Summary of Knowledge Processes:**

There are several knowledge processes and knowledge sharing modes observed in the above organizations. The organizational interventions recommended in the conclusion chapter (VII) for practitioners are based on the synthesis of observed practices and best practices documented in the literature. Whether knowledge sharing processes are institutionalized or not, there is a strategic coupling between the modes and goals of knowledge sharing to ensure its effectiveness, as explained in the later part of this chapter. Organizations which are over dependent on technology mostly try to codify knowledge. The rationality behind codification is to make it simple, well articulated, and so that it can be moved quickly across the organization. This approach captures just a part of available knowledge and the tacit knowledge is captured or made explicit by using other strategies. Irrespective of presence or absence of formal KMS, knowledge sharing exists in the organization else organization cannot function smoothly. In order to make this activity more effective, it is important to trigger the desired behaviour. If we expect something to be done at the organizational level, it should be triggered at an individual level. There are certain functions in the organization or sectors where the mostly codified knowledge is dealt but they too need to work on the sociability dimension of an organization for new business development, research and innovation.
The prominent knowledge sharing practices observed in the organizations are to codify knowledge as:

1. Designing SOP: It is essential to standardize practices and processes which would be used by different stakeholders at a different point in time to reduce ambiguities.

2. Designs/Map Repositories: Making important designs available to people at different locations is important since they can retrieve it when needed.

3. Skill Repositories: It is also called skill banks which give idea about know-who in the organization and helps people locate people with specific skills in the organization.

4. Legal and Policy Documents: Organizations have different stakeholders and they deal with them on continual basis. Codification of and making these records available help in retrieval.

5. Big Data and Analytics: Organizations are generating huge data related to the different internal initiative, practices and processes as well as from external knowledge resources. It is beneficial for analyzing various trends which add to human judgement for better decision making and also give a pointer to design initiatives.

6. Workflows and process mapping: These workflows help new entrants to understand his role or task in a more holistic way.

7. Rules and Norms: Some standard rules and norms which cannot be left for interpretation should be given to people joining new to get a better clarity.

5.2 Organizational Strategies to Make Tacit Knowledge Explicit:

1. Debriefing: It is a process followed in many organizations when a person with a particular expertise is leaving/retiring or finishing his tenure. It works in two ways for most of the organizations. If the individual is leaving, then it is possible that s/he might feel more connected to the organization while taking a stock of work s/he has done and also the learning s/he had during this duration. NASA has reported that after debriefing session many of the scientists returned to work reflecting on the learning and thinking that what they were doing is much more worthwhile because of the organization.

2. Movement outside the organization: It is a process followed in some of the organizations wherein, people go out of the organization for a specific span for a particular assignment. On return, they get time to reflect upon the learning that they
had in the organization and what best they can bring in from outside by way of external and internal inflows of knowledge sharing.

3. Job rotation: This process is adapted from a bureaucratic set up where people are moved either to different function, SBU or to another location. This movement unsettles people as they have to establish credibility again which is possible only by way of sharing their knowledge with other people and getting them along. This also brings in a lot of changes and newness to the organization as this movement unsettles other people in the organization as well.

4. Testimony: Testimony is very similar to the ancient way of making people learn through the experiences of others. People shared their experiences without restricting to a particular domain and related to the way of working and other work related experiences. It helps others to relate to the person at the same time they get to learn various things from others’ experiences and perspectives which can be very useful.

5. Mentoring: it is a very powerful tool for knowledge sharing. A mentor should do more than instructing and advising people. He should help them ask powerful questions, listen and empower for creative working at a workplace.

6. Storytelling: Most of the organizations depend on this method for converting tacit knowledge to explicit knowledge. The approach is specific to domain knowledge which is difficult to convert and the stories are intended to communicate a particular thing across the organization. It is mostly used to describe cultural nuances of the organization, values, mission or specific situational learning like negotiating a settlement with unions in the organization, smooth cultural transition during a merger.

7. Job Shadowing: Job shadowing is a technique whereby an individual from one area of the organisation can work alongside and gain experience of the role of another person, and gain insight into that particular work area. It differs from job rotation since the individual is testing the possible career moves in the organizations before a new job is assigned to him.

5.3 Purpose of Knowledge Sharing:

Knowledge sharing literature has explored individual traits and characteristics more than analyzing organizational level practices in the organization (Cho & Lee, 2004; Malhotra, Gosain, & Sawy, 2005). Many scholars have called for additional research on knowledge sharing, cultural factors and knowledge sharing practices.
The knowledge-based view of the firm considers knowledge as the important strategic asset and knowledge sharing is a fundamental element of knowledge processes helping in enhancing the productivity of an organization (Almeida & Kogut 1999; Hansen, 2002). The organizations included in the exploratory phase of the study and during data collection pointed out that organizations must consider knowledge sharing as a critical process which needs to be triggered at the behavioural level by providing conducive cultural context. The purpose/significance of knowledge sharing identified by senior management professionals is as follows:

1. Speed of innovation
2. Venturing into new business line
3. Employee satisfaction/motivation
4. Better range of new products in the present business line

![Purpose of KS as perceived by people in the organization](chart)

Fig 14 – Chart showing purpose of KS as perceived by people in the organisation

After analyzing collected data from the participants, it gave a different picture. Employees rated

1. Productivity Improvement
2. Improved decision making and
3. Better quality service or products
as the purpose of knowledge sharing. The difference between the perception of senior management and other employees is due to lack of clarity about the initiative and the mismatch between the employees’ view about the output of their work and the way organizations want to merge this output in the larger picture or strategy of an organization. The lack of clear visible linkages between contribution at an individual level and the strategy of an organizations not only reduce employee engagement but also increase the disparity between the perception leading to ambiguity about the overall work processes.

5.4 Modes of Knowledge Sharing:

The organizations offer various modes with the help of which people collaborate at work, share knowledge and be better at their job. Knowledge sharing process involves a knower (the individual sharing knowledge) and a receiver (the individual receiving knowledge). People choose different modes depending on the situation and person they are sharing knowledge with. Following are few modes most of the organizations offer which people use while sharing knowledge.

Table No. 4: Description of Various Modes of Knowledge Sharing

<table>
<thead>
<tr>
<th>No</th>
<th>Mode</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Face to Face Communication</td>
<td>It is more formal mode of communication and preferred by people since it has a feedback loop to understand things better during the discussion and people get more cues by observing body language</td>
</tr>
<tr>
<td>2</td>
<td>Email/Electronic Discussion</td>
<td>A formal mode of communication used by organizations to communicate quickly to a large number of people and electronic discussion is a way to communicate in a group using e-platform when people are working on a particular project and based at different locations</td>
</tr>
<tr>
<td>3</td>
<td>Printed Material/Internal Newsletter</td>
<td>Internal magazines and printed material about any policy or system is used in the organizations to communicate specific things to employees and magazine mostly cover accomplishments of people which may not necessarily be work related.</td>
</tr>
<tr>
<td>4</td>
<td>Electronic Database</td>
<td>Organizations codify existing explicit knowledge and keep the repository for easy reference any time when required.</td>
</tr>
<tr>
<td>5</td>
<td>Informal Communication (coffee break, social event)</td>
<td>An unstructured, informal encounter during small breaks in office premises. Most of the people find it easy to connect to people in informal situation</td>
</tr>
<tr>
<td>6</td>
<td>Meeting</td>
<td>Formal meetings in the organization are a normal phenomenon to discuss various work related things. These being structured, people find that meetings are more information dissemination mechanism than sharing knowledge.</td>
</tr>
<tr>
<td></td>
<td>Job Rotation</td>
<td>Formal strategy to develop future leaders so that they are acquainted with many functions or get a better understanding of the various aspect of the same function.</td>
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<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>8</td>
<td>Cross-functional Work Groups</td>
<td>Working with team members from the other function will enhance knowledge sharing among the members and they learn a lot through this interaction.</td>
</tr>
<tr>
<td>9</td>
<td>Electronic Discussion on Internet</td>
<td>It refers to interaction with various sources of knowledge within or outside organization using the internet. It could be communities of practice in the organization or virtual teams</td>
</tr>
</tbody>
</table>

**Fig.-15: Chart Showing Preferred modes of KS by Receivers**
The above figure shows the preferred modes of knowledge sharing by people (as a receiver and knower) involved in the process of knowledge sharing in the organization. It is observed that most of the people preferred face to face communication (77-78%) and the other preferred modes were job rotation (41-47%) followed by informal communication during breaks (38-41%) and working in cross functional teams (37-38%). If we look at the other modes, people hardly use it since it does not have feedback loop in case of further clarification or the personal touch to the process of learning and knowledge building. In the organization, knowledge building process works on the basis of connecting two dots of idea and implementation of idea. While discussing work or idea, people share ideas and two or more people can come together to give it a better shape and sell it to other team members or people in the organizations so that implementation becomes relatively easy. Personal interactions are relatively more fruitful and agreement or disagreements can be further taken to have a constructive output. People also prefer informal communication since they are away and can communicate certain things better when you are not sticking to that formal hierarchical setup. Depending on the comfort and enthusiasm, receptivity and reactions, the actors decide their involvement in the process. Other two preferred modes are job rotation and cross functional work groups which are more to do with the actual work tasks assigned to people and learning with other people which give opportunity to access your capabilities and experiment various new things. On the dimensions of sociability and solidarity of the
culture, people clearly preferred work related learning and growth by way of job rotation and working with cross-functional teams which ensure solidarity to realise goal of an organization. Face to face communication and informal coffee break discussions help people collaborate, share new ideas, get to know likeminded people, share knowledge, get more clarity on specific things, understand larger perspective of an organization by getting to know how other functions operate, learning, and work constructively in a team that ensure sociability in the organization. Organizations should strategically work on both the dimensions of culture since the level of knowledge sharing entirely depends on it and eventually productivity.

5.6 Goals and Modes of Knowledge Sharing:

'Knowledge' is ‘the capacity for effective action’ (Nonaka 1994; Spender 1996) and organizations are primarily interested in application of knowledge than knowledge itself and successful application of knowledge is possible when people share knowledge. The value of knowledge appreciates when we share it as ideas breed new ideas and the main purpose of knowledge sharing is to promote and disseminate ‘effective action’ for task or general conduct at workplace. The knowledge-based view of the organizations is primarily concerned with the nature of knowledge coordination within the firm (Grant, 1996). Collaboration is a best way to transmit and create knowledge in the organization. (Grant 1996; O’Dell & Grayson 1998; Teece 1998). There is an economy of scale for knowledge when it is shared as many people can use it at the same time and the shared knowledge gives a form to new knowledge.

This section illustrates how organizations select the strategies of knowledge sharing depending on the goal to share knowledge. The following chart suggests the strategies used in the organization to share knowledge keeping in mind a particular goal. Each of the modes could be more or less effective in a specific cultural context but predominantly it is observed. There are few organization wide processes which need to be communicated with utmost clarity, without leaving any room for interpretation as intended by management since any sort of ambiguity leads to distorting the facts and people will have their vested interest or personal agenda to fulfill. Few important goals like sharing strategy, communicating rules, policies and processes as well as communication on new technology and related learning are mostly shared through codified resources that are easily available to people anytime to avoid any kind of confusion. Since, all the employees must understand it well and if shared through structured and formal codified resource, then employees would treat it as a unified mandate. Organizations also prefer to train functional and cross functional teams depending on their utility. The training is
supported by structured codified resources and at times simulation techniques are used at an individual level, apart from the modelling technique.

There are few goals like facilitating organizational change, trust building activities, fostering inclusiveness and generating emotional connect which need continuous and simultaneous sharing at an individual as well as group level. So, organizations use mentoring and modelling at the individual level and storytelling at a group level. Both the strategies at individual and group level work differently but are effective to attain that goal since they resonate differently at group and individual level. These strategies are not time bound and people can experience the changes and transformation happening slowly in the organization. To revive or generate communication between silos for better inclusiveness and for sharing new learning, people use storytelling and simulation as an effective mode. In the organization, many a times, people use combination of knowledge sharing modes for effectiveness of goal and vice versa. At times, organizations also experiment using several strategies to assess what works best for them.

Storytelling is considered as a powerful mode of knowledge sharing in the organization as people connect with the experiences through narratives quickly and stories effectively convey values/wisdom which is difficult to share through other modes.

### Table No.-5: Table showing Modes & Goals of KS in the organisation

<table>
<thead>
<tr>
<th></th>
<th>Mentoring</th>
<th>Modelling</th>
<th>Simulation</th>
<th>Codified Resources</th>
<th>Training</th>
<th>Storytelling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicating</td>
<td>4%</td>
<td>12%</td>
<td>22%</td>
<td>87%</td>
<td>88%</td>
<td>6%</td>
</tr>
<tr>
<td>Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitating</td>
<td>77%</td>
<td>34%</td>
<td>18%</td>
<td>12%</td>
<td>62%</td>
<td>83%</td>
</tr>
<tr>
<td>Organisation</td>
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