

The Future Of Corporate Knowledge Management Development After COVID-19

In an effort to grasp the knowledge of executives throughout North America in a post-Covid-19 world, leaders from large corporations operating in a wide range of industries were questioned. Many executives agreed that knowledge management has become a focal point of the executive span of control but has not been associated with organisational internal resources enough to make it an integral part of business success. This article fills this gap by providing a comprehensive framework which incorporates all of the contextual factors that simultaneously impact knowledge management development in corporations in the post-pandemic world. The original value of this article provides an impetus for knowledge management development in corporations.

After my discussion with executive colleagues, I have found that organisational knowledge is affected by various internal resources of organisations. Here are some of the ideas that I gathered from executive colleagues leading during the post-pandemic world:

1. Corporate Structure

Executive colleagues mentioned that decentralisation encourages organisational communication, and develops a climate of openness for employees to exchange new ideas. Therefore, employees can even implement ideas through delegating the authority of decision-making to their departments. Furthermore, they expressed that an informal structure enhances organisational communication, and the less emphasis on formal language itself could generate more knowledge, because formal procedures and rules can restrict the generation of new ideas. The literature is also rich in this area as various scholars investigated the impact of these structural aspects on various knowledge management processes such as knowledge acquiring, creating, sharing, and utilising.

2. Corporate Culture

When asking executive colleagues how corporate culture can work best for them. They argued that a collaborative culture improves knowledge management processes. They also mentioned that a leader's ability to create new knowledge and develop more innovative solutions is considerably dependent on the degree to which employees trust them. Accordingly, organisations that exhibit a sense of a high trust environment could positively impact the tendencies of human capital to share their knowledge with others. Another aspect that executive colleagues expressed was learning. Learning is an important requisite for knowledge creation. Firms that stress cultural aspects of learning are stronger in creating new knowledge, and also transferring this knowledge throughout the organisation.

3. Corporate Strategy

In the post-pandemic world, executives identified 'analysis strategy' as a component to improve knowledge management performance. Analysis strategy is defined as the degree of tendency for searching of the problems and their roots aimed at generating better solution alternatives to solve them. Executive colleagues argued that analysis strategy is highly related to an organisation's capacity to generate new ideas and knowledge. In addition, pro-activeness strategy refers to a search for finding new opportunities and proactively responding to current challenges in external environments. The implementation and application of knowledge management projects require the continuous search of a turbulent business environment that needs to be addressed to remain proactive and reduce possible stressors to company performance.

We asked executive colleagues how they felt about pro-activeness strategy. They responded that this strategy can be critical for enhancing the performance of knowledge management projects in organisations. Furthermore, they mentioned that a more defensiveness approach enhances efficiency through cutting the costs of the potentiality of future problems that may occur when an organisation remains reactive as opposed to proactive which in turn propels the process of knowledge reuse in companies.

4. Inter-Companies Social Networks

Executive colleagues expressed that inter-companies social networks enhance knowledge acquisition. We asked them so what? They argued that the process of knowledge storing is highly dependent on the extent to which knowledge is transferred by these inter-companies social networks. This transference of knowledge itself can also improve knowledge utilisation and creation within organisations. As a result, inter-companies social networks can be positively related to knowledge management performance.

5. Stakeholder Orientation

Stakeholder orientation is another important aspect of knowledge management performance during the post-Covid-19 world. Stakeholder orientation, as noted by executive colleagues, is directed to enhance the exchange of knowledge with various stakeholders and the application for more effective decisions. The executive colleagues I contacted told me that the knowledge exchanged is experience-based and highly relevant to both context and location, and can facilitate the generation of new knowledge, which represents those decisions and policies created by interacting with various stakeholders. Thus, a necessary precursor to the effective management of knowledge is to have a stakeholder orientation.

Conclusion

This article helps executives build more effective knowledge-based businesses and sustain the impact of the Covid-19 pandemic. In doing this, it provides elaborative insights for executives and senior managers by modeling how knowledge management performance can be affected by company characteristics.

MOSTAFA SAYYADI

Senior Management Consultant at The Change Leader Consulting Inc. in Sydney, Australia. He works with senior business leaders to effectively develop innovation in companies, and helps companies - from start-ups to the Fortune 100 - succeed by improving the effectiveness of their leaders. He is a coauthor of the recently published book, *Postpandemic Recovery*.