

Knowledge Communication between Experts and Decision makers:

Barriers and Enablers for Effective Knowledge Integration

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Good
Decisions



Agenda Points

Key Points

1 Knowledge Communication versus Information Communication

⚡ Differences regarding what and how one communicates

2 Knowledge Communication between Experts and Decision Makers

⚡ Five Step Process

Challenges to overcome

⚡ Not just Experts' Fault

Proven Approaches

⚡ Iterative Joint Sense Building

3 Examples of Improving Knowledge Communication

⚡ Real-time joint Visualization, Iterations, Conv. Mgt.

4 Conclusion & Outlook

⚡ Experimental Research

Goal: Highlight the importance of Managing Knowledge Communication



Information Communication

' Content (what is communicated)

◆ Facts ◆ Data

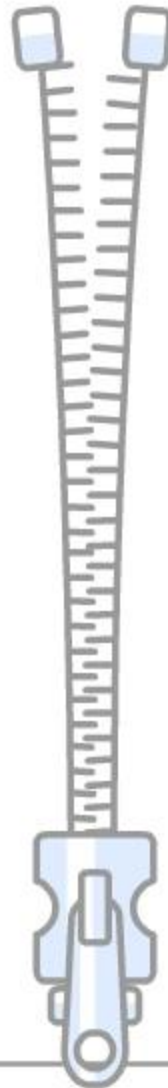
◆ Numbers ◆ Descriptions

Process (how one communicates)

● Presentation ● Report

● e-mail ● Telco

● Intranet / MIS browsing



Knowledge Communication

' Content (what is communicated)

◆ insights ◆ discoveries ◆ hunches

◆ judgements ◆ abilities ◆ views

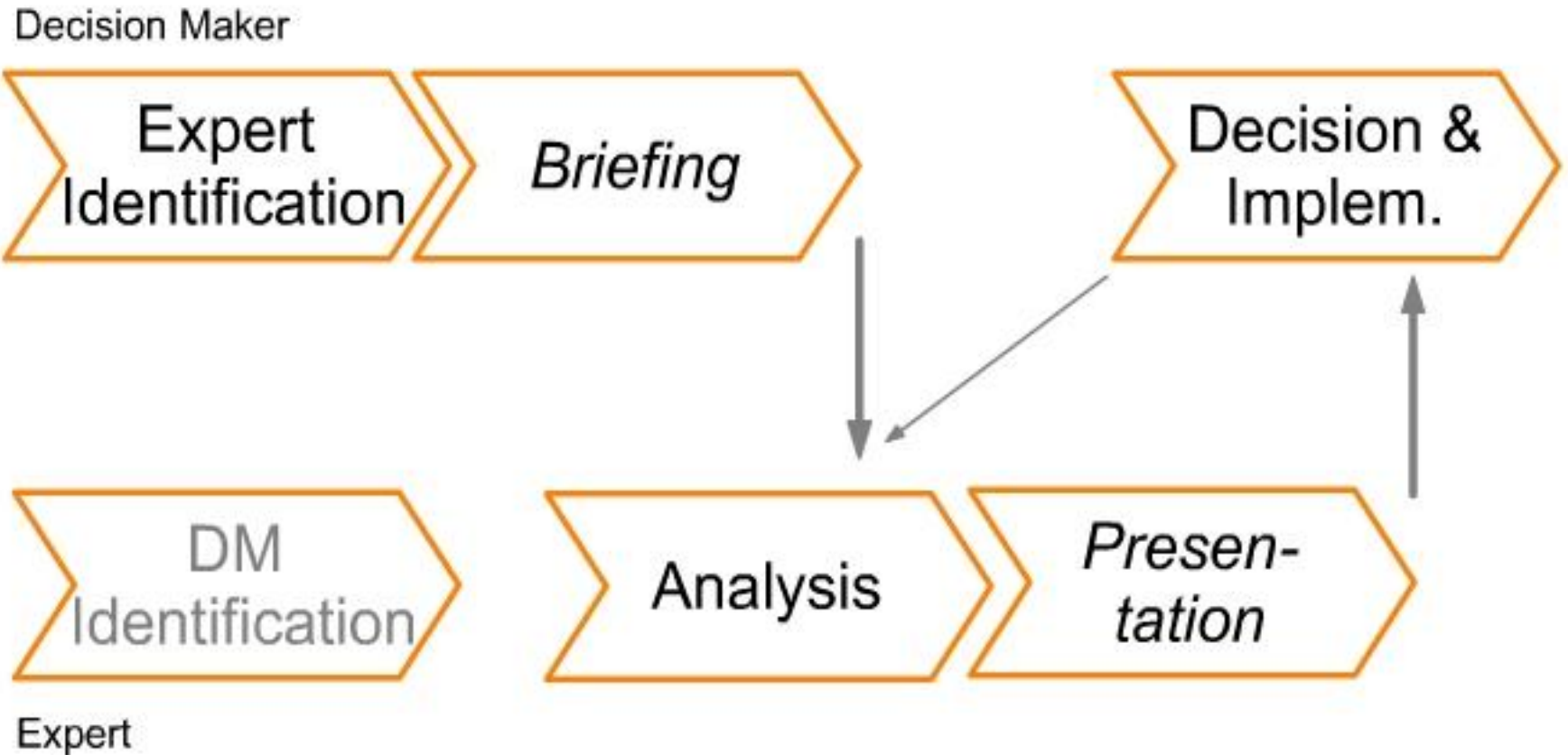
Process (how one communicates)

● Knowledge Dialogue ● Workshop

● Graphic Session ● Conversations

● Knowledge Media Interactions

The Knowledge Communication Process between Expert and Decision Maker

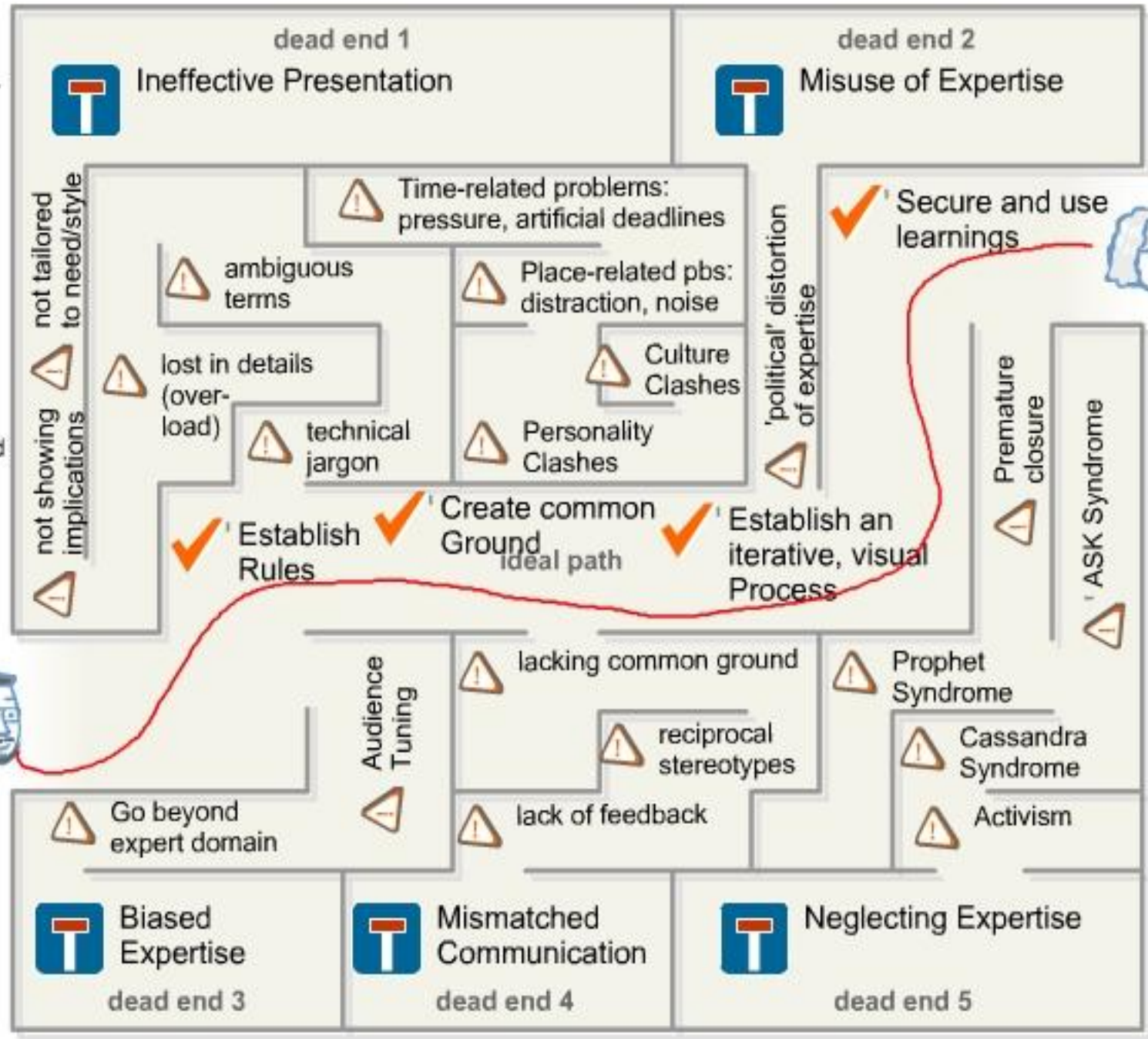


DECISION MAKER

Knowledge Communication among Specialist and Decision Maker

- specialized
- reflective
- details
- risk-averse

- generalist
- action
- overview
- opportun.



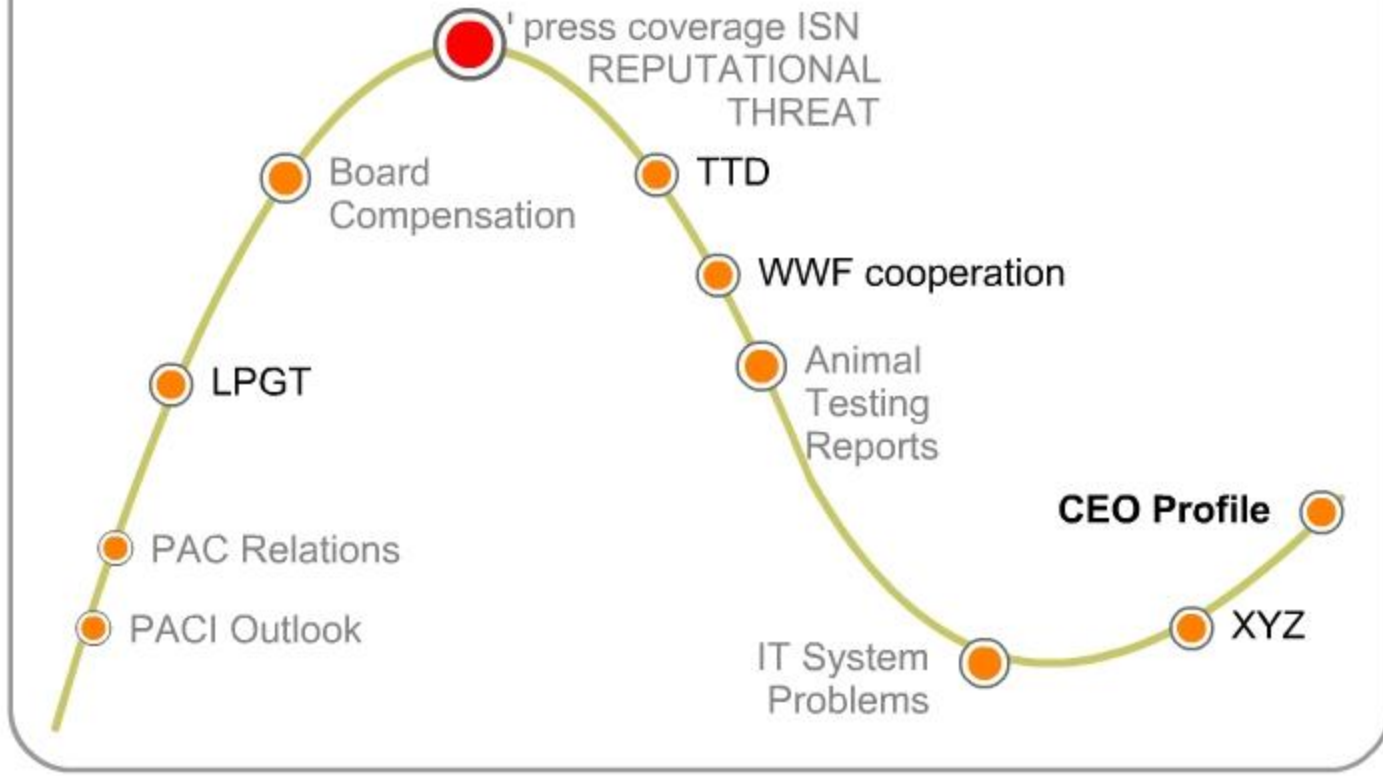
EXPERT



Issue Discussion: March 2008

Example

Issue Visibility



latent

rising

escalating

post-escalation

returning

Phase

5
LINK TO OUR ORGANIZATION

1
RISK PREVENTION

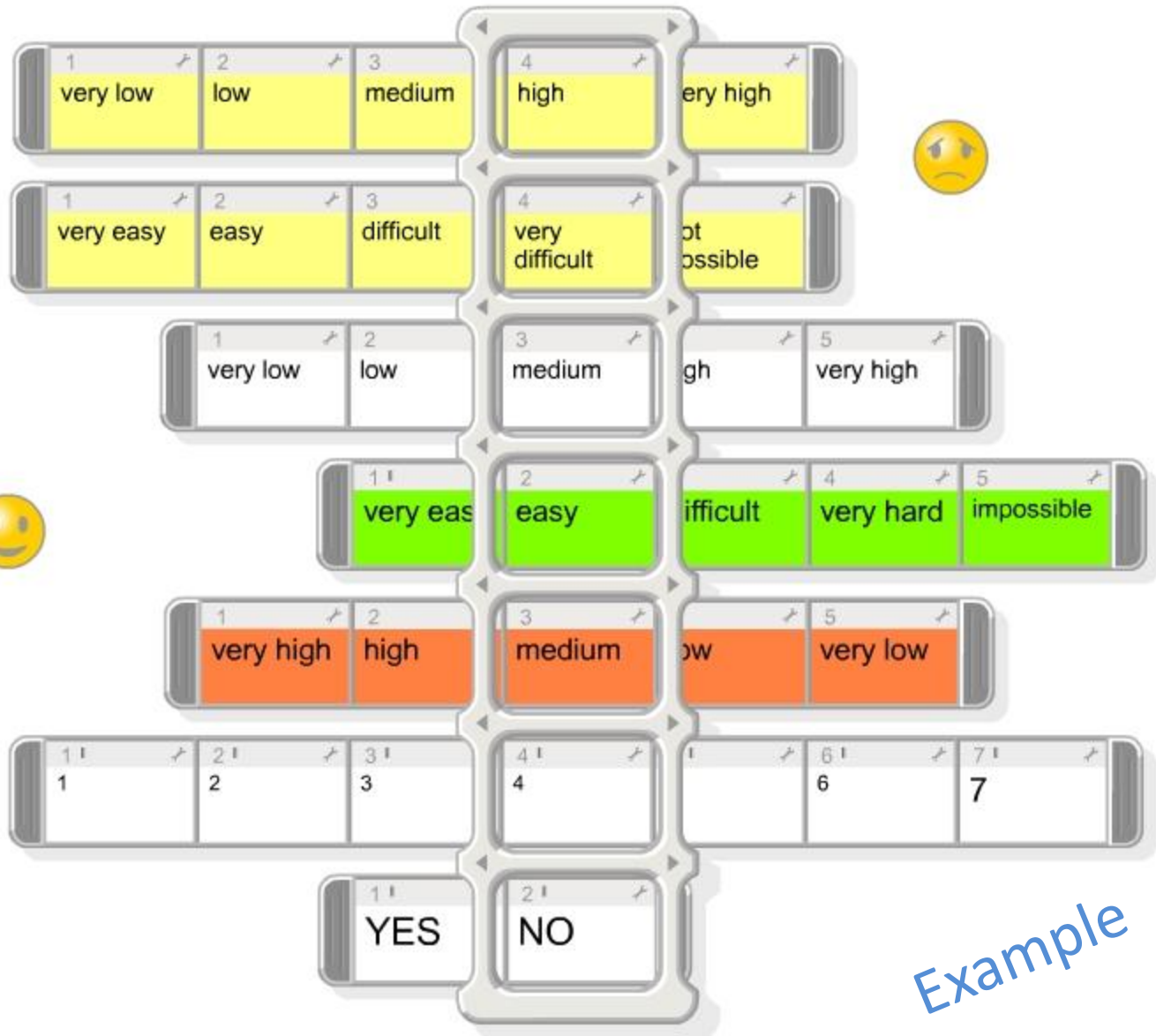
2
CONTAINMENT DIFFICULTY

2
RISK PROGNOSIS

2
INSURABILITY

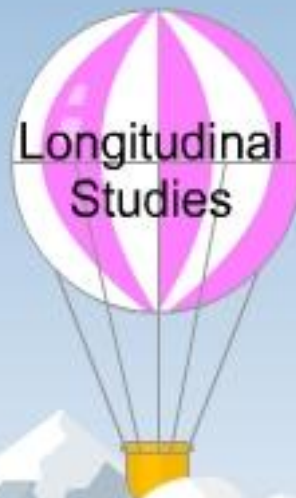
1
RISK GRADE

1
CONTINGENCY PLAN



Example

FUTURE DIRECTIONS IN KNOWLEDGE COMMUNICATION



Inter-cultural Projects



epistemic cultures



Institutionalization



Visual Knowl. Com.