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Multilingual Glossary

In the following core terms related to managing knowledge are explained. Translation into German (DE), French (F), Spanish (E) and Portuguese (P) languages are provided.

An **After Action Review** (AAR) is a process used by a team to capture the lessons learned from past successes and failures, with the goal of improving future performance. It is an opportunity for a team to reflect on a project, activity, event or task so that they can do better the next time. It can also be employed in the course of a project to learn while doing.

DE: After Action Review, Lessons Learned; F: revue après action; E: Lecciones aprendidas; P: revisão depois de ação, lições aprendidas

Benchlearning is a process, in which a systematic and integrated connection of performance comparisons and measures of mutual learning are created in order to identify good practices by indicator based, comparative learning systems.

DE/F/E/P: Benchlearning

Benchmarking is the structured comparison of processes and activities. Camp (1994) defines it as «the continuous process of measuring products, services, and practices against the company's toughest competitors or those companies renowned as industry leaders.»

DE/F/E/P: Benchmarking

Best practices are those practices that have been shown to produce superior results; selected by a systematic process; and judged as exemplary, good, or successfully demonstrated. «Best Practices» are a moving target as they change with experience and innovation.

DE: Best Practices; F: meilleures pratiques; E: mejores practicas; P: melhores práticas

The term **competence (or competency)** of a person or a group basically describes the relationship between the tasks assigned to or assumed by the person or the group and their capability and potential to do meet these requirements. People mobilise knowledge, skills and behaviours to «do the right thing» at the right moment.

DE: Kompetenz; F: competence; E: competencia; P: competência, habilidade

Core competencies are a combination of skills and technologies that deliver value to the customer. This combination is based on explicit and hidden knowledge and is characterised by temporal stability and influence on the products. Core competencies

1. Are not easy for competitors to imitate.
2. Can be re-used widely for many products and markets.
3. Must contribute to the end consumer's experienced benefits.

DE: Kernkompetenzen; F:compétences clés; E: competencias esenciales; P: competências essenciais

A community of practice is a group of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis (Wenger/McDermott/ Snyder 2002).

DE: Wissensgemeinschaft; F: communauté de pratiques; E: comunidad de practica; P: comunidade de prática

Dynamic capabilities are the ability to reconfigure, redirect, transform, and appropriately shape and integrate existing core competences with external resources and strategic and complementary assets to meet the challenges of a time-pressured,

rapidly changing Schumpeterian world of competition and imitation (Teece et al. 2000).

DE: Dynamische Fähigkeiten, F:capacités dynamiques,E: capacidades dinámicas, P: capacidades dinâmicas

Epistemology is a branch of philosophy that investigates the origin, nature, methods, and limits of human knowledge. It raises questions such as: (1) how reality can be known, (2) the relationship between the knower and what is known, (3) the characteristics, the principles, the assumptions that guide the process of knowing and the achievement of findings, and (4) the possibility of that process being shared and repeated by others in order to assess the quality of the research and the reliability of those findings. Epistemological reflection is what enables us to elucidate the different paradigms which give different answers to the questions raised by epistemology (see Vasilachis 2011).

DE: Erkenntnistheorie; F: épistémologie; E: epistemología; P: epistemologia

Information is organised data adding a meaning to a message.

DE: Information; F: informations; E: información; P: informação

Innovation is the successful exploitation of new ideas. In other words: creating value from a new combination of knowledge.

DE: Innovation; F: innovation; E: innovación; P: inovação

Intangible Assets: According to International Accounting Standard (IAS 38) «an identifiable non-monetary asset without physical substance». Comprises assets such as reputation, brand value, monopoly rights and other non-balance sheet items such as «potential» – i.e. the capacity to generate competitive advantage in the future.

DE: Immaterielle Vermögenswerte; F: immobilisations incorporelles; E: activos intangibles; P: ativos intangíveis

Intellectual capital: Intellectual Capital (IC), a subset of the intangible assets including three sub-categories: Human Capital, Structural Capital, Customer Capital. IC can include the knowledge of employees, data and information about processes, experts, products, customers and competitors; and intellectual property such as patents or regulatory licenses. (CEN).

DE: Intellektuelles Capital; F: capital intellectual; E: capital intelectual; P: capital intelectual

Knowledge refers to the tacit or explicit understanding of people about relationships among phenomena. It is embodied in routines for the performance of activities, in organisational structures and processes and in embedded beliefs and behaviour. Knowledge implies an ability to relate inputs to outputs, to observe regularities in information, to codify, explain and ultimately to predict (Carnegie Bosch Institute 1995).

De: Wissen; F: connaissances, savoir; E: conocimiento; P: conhecimento.

Tacit knowledge represents the personal knowledge of an individual. It is based on education, ideals, values and feelings of the individual person. Subjective insights and intuition embody tacit knowledge that is deeply rooted in the actions and experiences of the particular person.

DE: implizites Wissen; F: connaissances implicites; E: conocimiento tácito; P: conhecimento tácito

Explicit knowledge is methodological and systematic and is present in an articulated form. It is stored in the media outside the brain of an individual (disembodied knowledge).

DE: Explizites Wissen; F: connaissances explicites; E: conocimiento explícito; P: conhecimento explícito

Knowledge management enables individuals, teams and entire organisations as well as networks, regions and nations to collectively and systematically create, share and apply knowledge to achieve their strategic and operational objectives. Knowledge management contributes to increase the efficiency and effectiveness of operations on the one hand and to change the quality of competition (innovation) on the other by developing a learning organisation.

DE: Wissensmanagement; F: gestion des connaissances; E: Gestión del conocimiento; P: gestão do conhecimento

Knowledge work is an activity based on cognitive skills that has an intangible result and whose value added relies on information processing and creativity, and consequently on the creation and communication of knowledge.

DE: Wissensarbeit; F: travail du savoir; E: trabajo de conocimiento; P: trabalho de conhecimento

Knowledge workers are people who primarily engage in knowledge work. Also called «Creative Class» (Florida) or «white collar», «gold collar» workers.

DE: Wissensarbeiter; F: Les travailleurs du savoir; E: trabajadores del conocimiento; P: trabalhadores do conhecimento

Leadership is the process by which a person influences others to accomplish an objective (Akhil Shahani).

DE: Führung; F: leadership, direction; E: liderazgo; P: chefia

Learning organisations are organisations where people continually expand

their capacity to create the they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together (Senge).

DE: Lernende Organisation, F: organisations apprenantes; E: organizaciones que aprenden; P: organizações de aprendizagem

Management according to Drucker means: (1) Making people's strengths effective and their weaknesses irrelevant. (2) Enhancing the ability of people to contribute. (3) Integrating people in a common venture by thinking through, setting and exemplifying the organisational objectives, values and goals. (4) Enabling the enterprise and its members to grow and develop through training, developing and teaching. (5) Ensuring everyone knows what needs to be accomplished, what they can expect of you, and what is expected of them Management allows us to coordinate hundreds or thousands of people with different skills and knowledge to achieve common goals.

An **Ontology** is the study of entities and their relations used p.e. in the semantic web as a basis for search.

DE: Ontologie, F: ontologie; E: ontología; P: ontologia

A Taxonomy is the classification of objects (information) in an ordered system A taxonomy provides the structure to organise information, and documents in a consistent way. Information and knowledge is put in hierarchical or contextual order.

DE: Taxonomie, F: taxonomie; E: taxonomía, P: taxonomia

Knowledge Management Resources

KM Related Journals

Journal of Knowledge Management,

Journal of Knowledge Management Practice,

Electronic Journal of Knowledge Management,

Knowledge Management Research and Practice,

International Journal of Knowledge Management,

Knowledge Management,

Knowledge Management Review,

Knowledge and Process Management,

Interdisciplinary Journal of Information, Knowledge, and Management

International journal of knowledge culture and change management

Knowledge management for development journal,

Journal of Intellectual Capital,

International Journal of Learning and Intellectual Capital,

Learning Organization

E-Journal of Organizational Learning and Leadership

International Journal of Intelligent Enterprise

International Journal of Innovation and Learning

International Journal of Innovation and Knowledge Management in Middle East & North Africa

Knowledge Management Toolkits¹

Toolkits in English

Toolkits	Target group	Number of tools	Web links
APO toolkit	SMEs	26	▶ www.apo-tokyo.org/00e-books/IS-44_Practical-KM-Guide-for-SME-OwnerManager.htm
Knowledge sharing toolkit	All organisations	Over 30	▶ http://www.kstoolkit.org
DBA toolkit	Companies in design practices	7	▶ http://www.usablebuildings.co.uk/Pages/Unprotected/SpreadingTheWord/SharingKnowledge.pdf
IDEA tools and techniques	Local governments	8	▶ http://www.idea.gov.uk/idk/aio/8595069
ODI toolkit	International agencies	30	▶ http://www.odi.org.uk/sites/odi.org.uk/files/odi-assets/publications-opinion-files/188.pdf

1 Prepared by Renia Babakhanlou.

SDC toolkit	SDC partner countries	23	► http://www.sdc-learningandnetworking.ch/en/Home/SDC_KM_Tools
UN CPR	UNDP offices	15	► http://www.undp.org/ye/reports/Knowledge%20Management%20Toolkit%20for%20the%20Crisis%20Prevention%20and%20Recovery%20Practice%20Area.pdf

Toolkits in Spanish and Portuguese

Toolkits	Target group	Number of tools	Web links
Bain & Company – Ferramentas de Gestão	Enterprises	25	► http://www.bain.com/offices/saopaulo/pt/images/Management_tools_2009_POR.pdf
EoiAmérica toolkit (America Grau)	Multinational enterprises	82	► http://docencia.udea.edu.co/ingenieria/semgestioncomercio/documentos/Mod7_HerrTec.pdf

Toolkits in German

Toolkits	Target group	Number of tools	Web links
SIHK	SMEs	15	► http://www.sihk-wissensbilanz.e/wissensaktivitaeten.htm
12 Punkte programm	SMEs	20	► http://www.ihk-lahndill.de/share/wissen/12punkte.html

Toolkits in French

Toolkits	Target group	Number of tools	Web links
Service public fédéral de Belgique,	Public administration	15	► http://www.fedweb.belgium.be/fr/a_propos_de_l_organisation/gestion_des_connaissances/
FAO (IDEA)	Local governments	8	► http://www.fao.org/knowledge/networksandcommunities/knrepositories/fr/?tx_mblnews-event_organizer=29320

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