

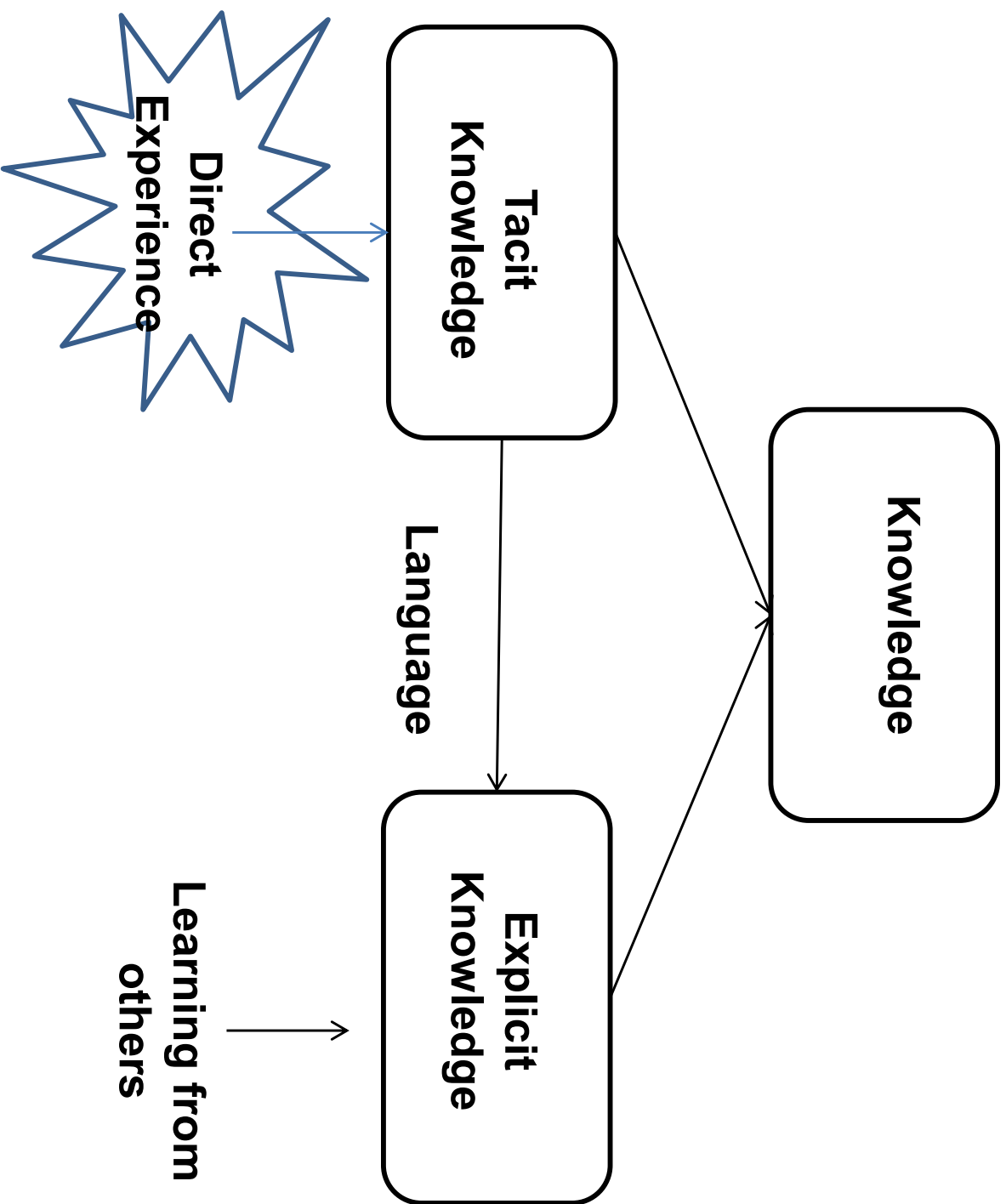
Challenges of Spirituality for Knowledge Management

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Non-Rational

Rational

Metaphors

- Knowledge as *Objects/ Stocks*
- Knowledge as *an Iceberg*
- Knowledge as *Flows*
- Knowledge as *Stocks-and-Flows*

Tangibility &
Linearity

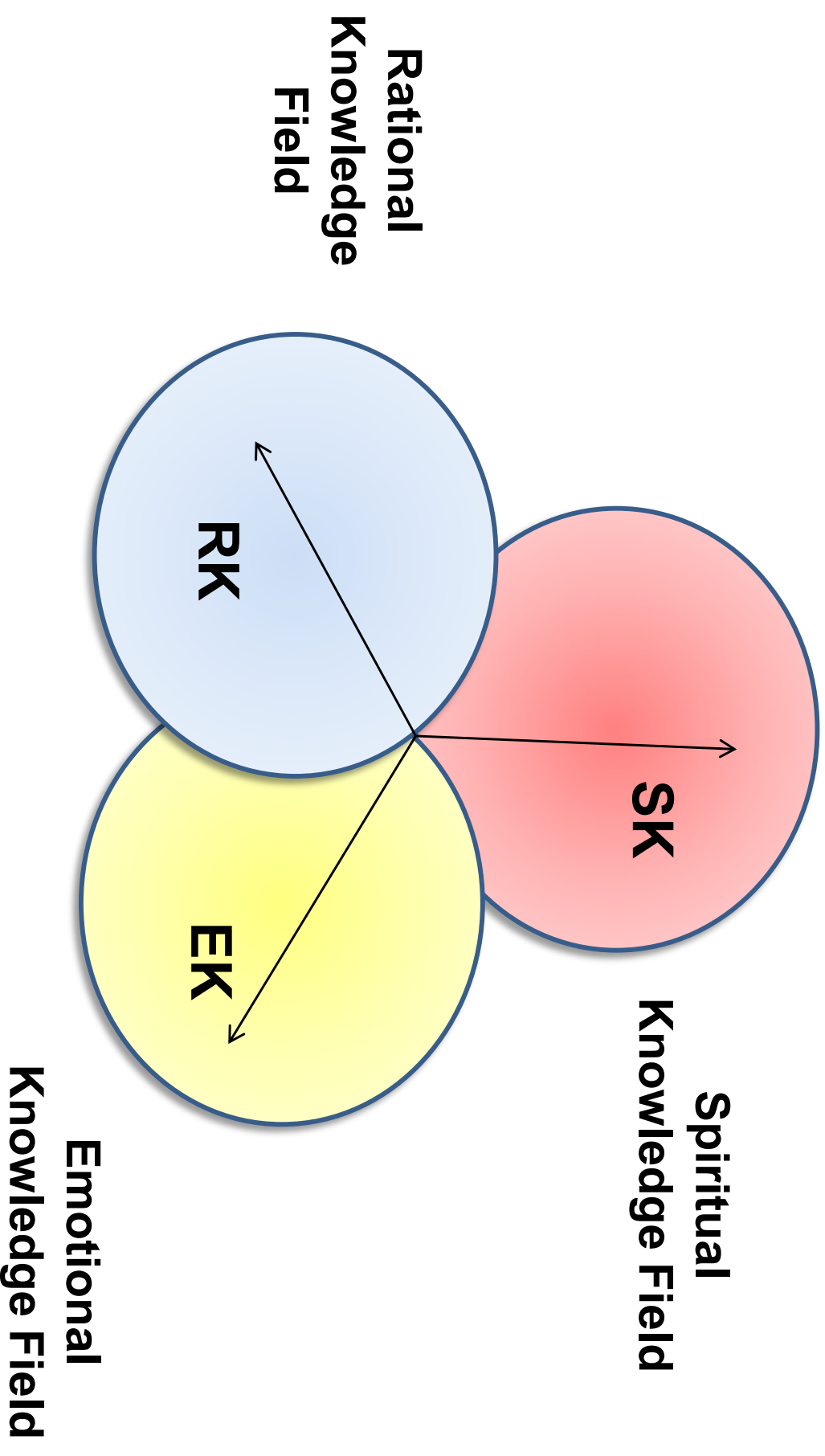
Spirituality is
implicit

Intangibility &
Nonlinearity

Spirituality is
explicit



The Theory of Knowledge Fields



Rational Knowledge

- It is the result of the **rational thinking** and of the consciousness process.
- It is conceived in the **Cartesian perspective.**
- It is **objective** knowledge.



René Descartes

Emotional Knowledge

- Emotional knowledge is a result of processing information coming from our **sensory system.**
- Emotional knowledge generates **emotions** and **feelings.**
- Emotional knowledge is primarily **unconscious.**



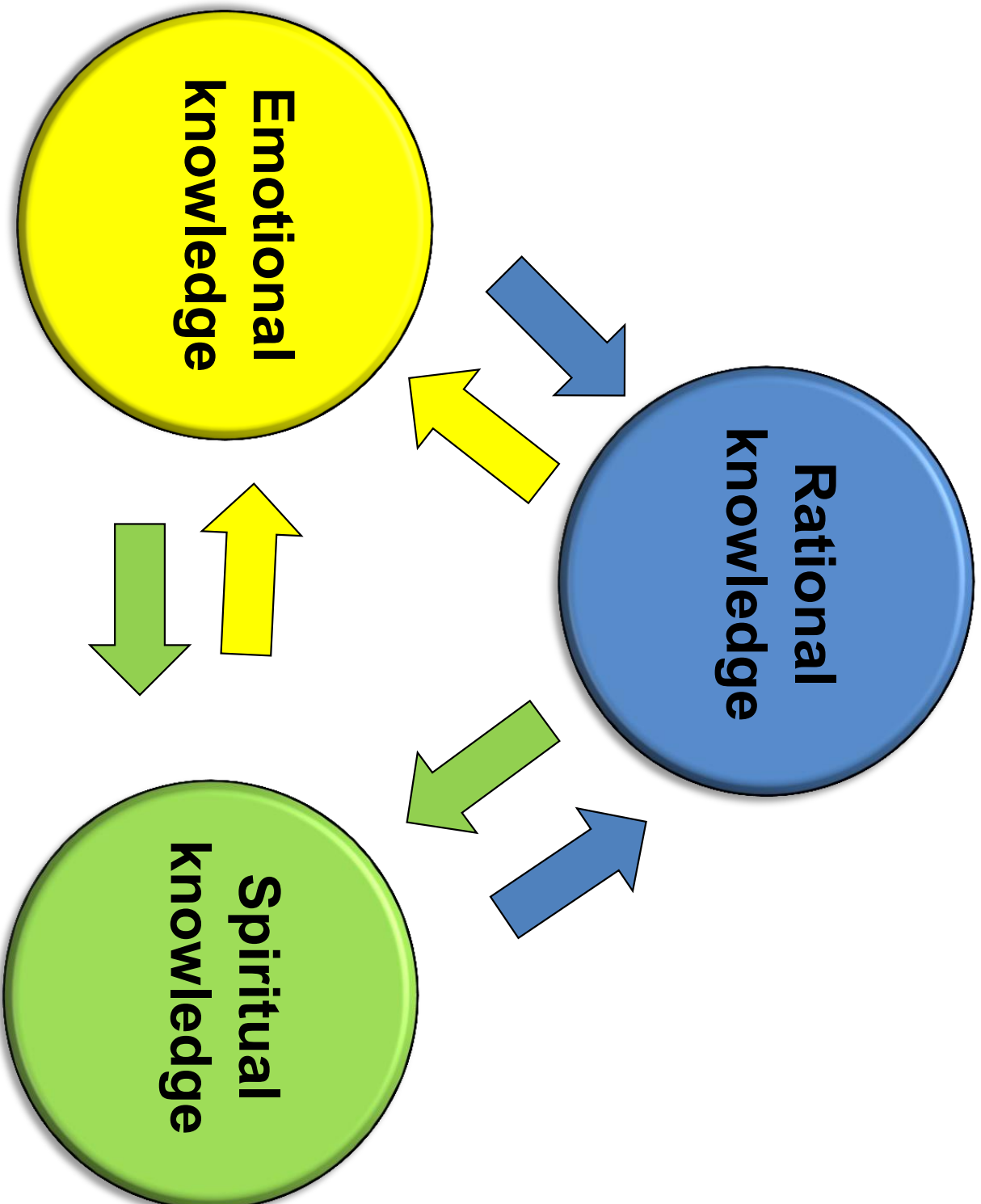
Antonio Damasio

Spiritual Knowledge

- **Values** = Deeply held ideas of members about what is right or wrong, fair or unfair – anything that has personal worth or meaning.
- We are living in a **given culture**, which is defined by a set of fundamental values.
- We learn these values through **education** in family, school, church and society.
- **Values constitute the reference system of our decisions.**



Dannah Zohar



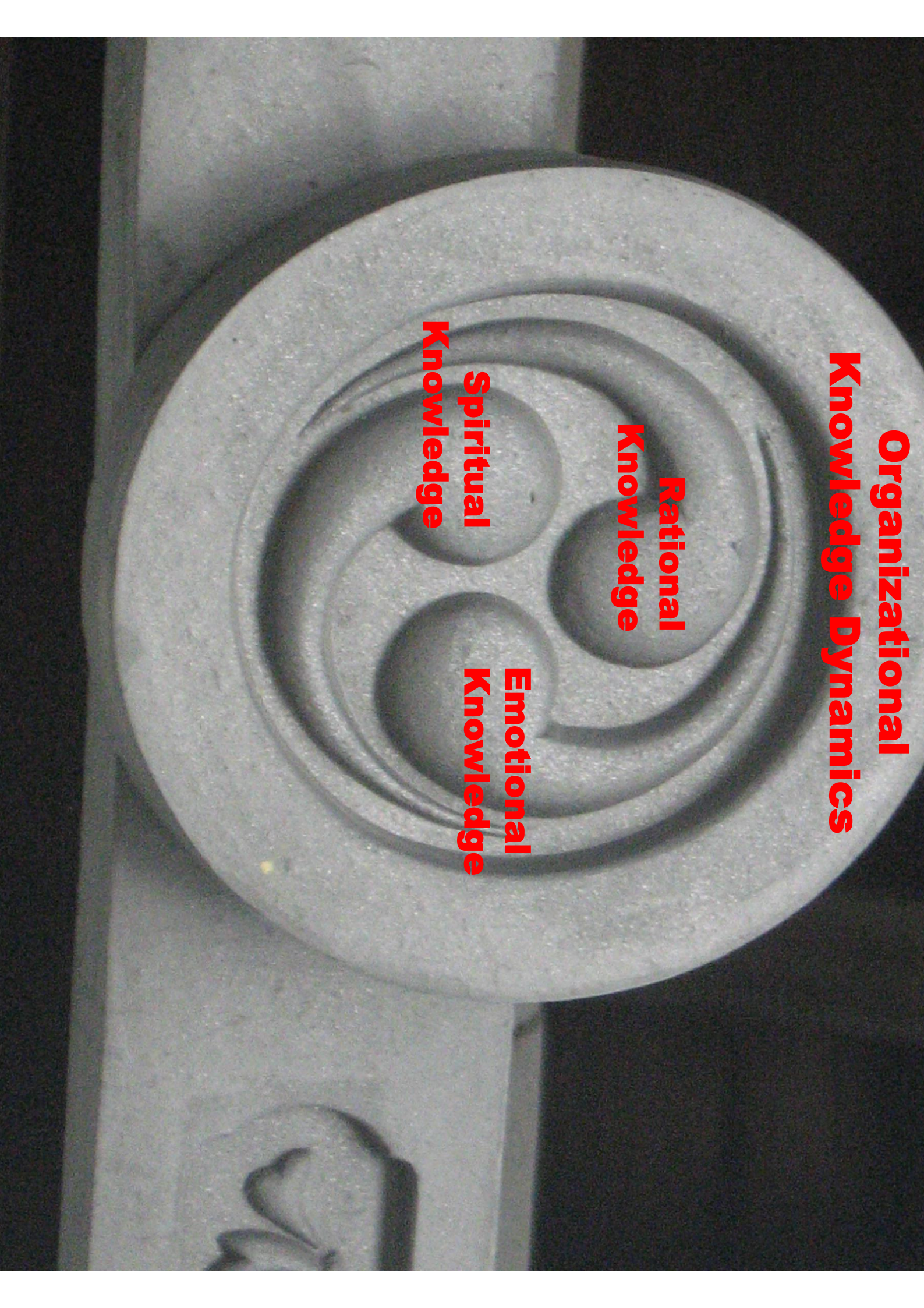
Knowledge Dynamics

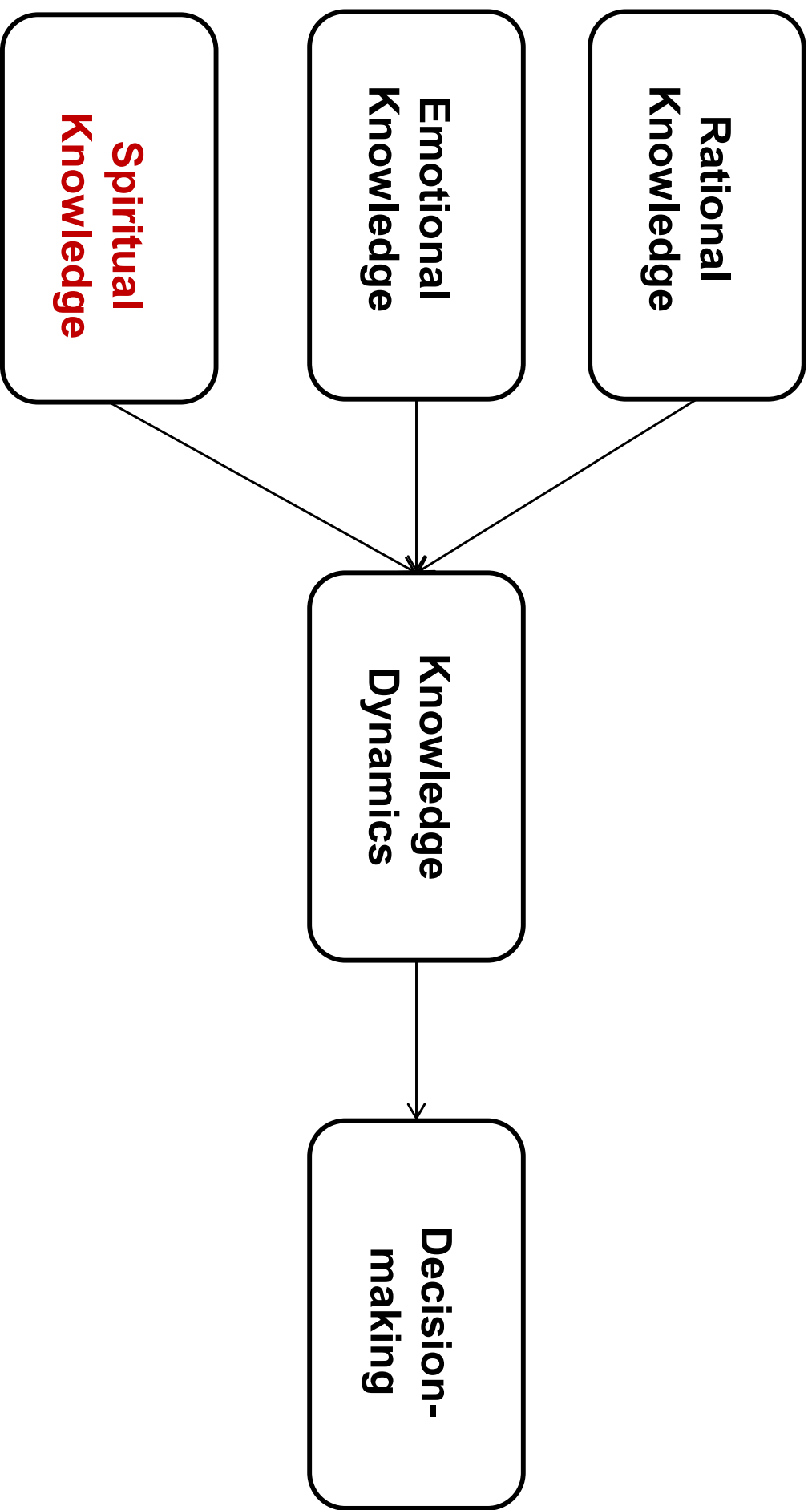
Organizational Knowledge Dynamics

**Rational
Knowledge**

**Emotional
Knowledge**

**Spiritual
Knowledge**





The role of spiritual knowledge in decision-making

Values vs. Anti-Values

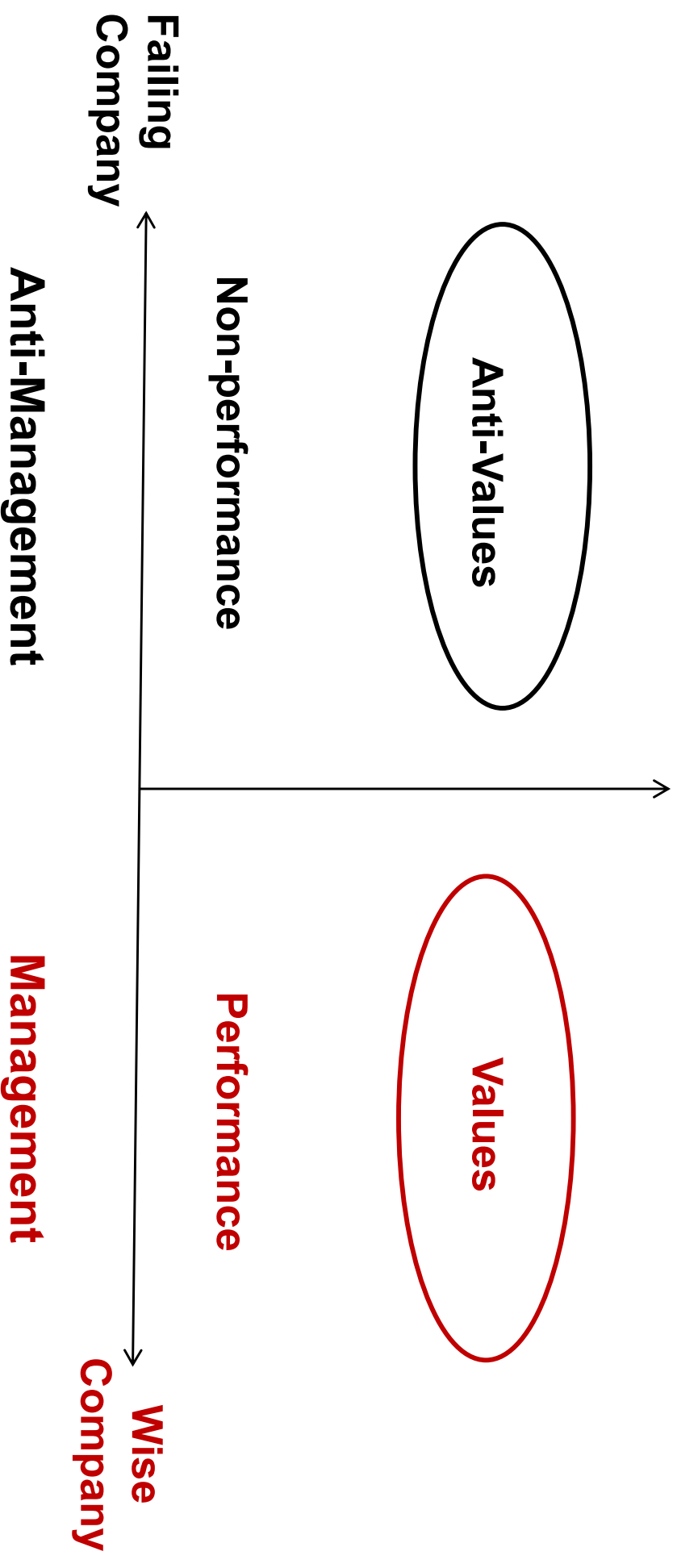
Values

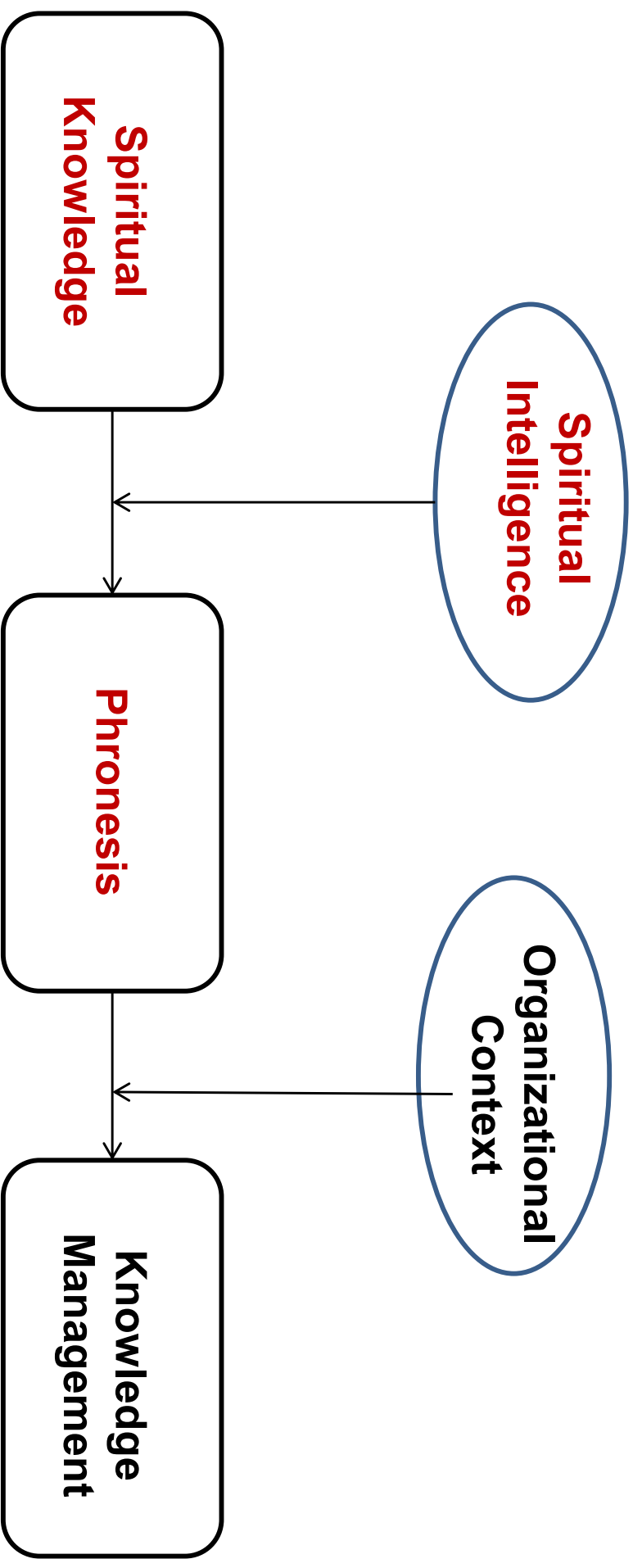
- **Good**
- **Right**
- **Fair**
- **Honesty**
- **Integrity**
- **Fidelity**
- **Responsibility**
- **Self-discipline**

Anti-Values

- **Bad**
- **Wrong**
- **Unfair**
- **Dishonesty**
- **Non-integrity**
- **Infidelity**
- **Non-responsibility**
- **Indiscipline**

Managerial decision-making





The role of **Spirituality** in Knowledge Management

Challenges of Spirituality for KM

- The paradigm shift from **the theory of knowledge flows** toward the **theory of knowledge fields**.
- Extending the Nonaka's knowledge dynamics model to the Bratianu's knowledge dynamics model to include **explicitly spiritual knowledge**.
- The paradigm shift from the business model based on **profit maximization** to the business model based on **sustainable development**.
- Introducing **phronesis** into the managerial practice.

Premier Reference Source

Organizational Knowledge Dynamics

Managing Knowledge Creation, Acquisition,
Sharing, and Transformation



Coventry Business



*Thank you
for your
attention!*