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2018

document version

Publisher's PDF, also known as Version of record

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citation for published version (APA)

Oostervink, N. P. (2018). *Self-Organizing Knowledge: Examining the conditions under which professionals share and integrate knowledge*. Amsterdam Business Research Institute.

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SELF-ORGANIZING KNOWLEDGE

Examining the conditions under which professionals
share and integrate knowledge

In this doctoral dissertation I examine the conditions under which professionals engage in self-organized knowledge sharing and integration and how enterprise social media can facilitate these processes. To do so, I conducted qualitative research at a healthcare organization and at a consultancy organization. The findings from these complementary studies hold three implications. First, for individual experience to become organizational knowledge, professionals need to be able to engage in self-organized knowledge sharing and integration through an infrastructure of communities, networks, and organizational resources. Second, for enterprise social media to support self-organized knowledge sharing and integration, professionals need to be able to use the technology to develop their meta-knowledge, experience a critical mass of relevant content, and feel psychologically safe to engage in discussions. And third, when the implementation of enterprise social media is accompanied with institutional complexity, professionals are likely to engage in strategic behavior that may actually frustrate knowledge sharing and integration. Drawing on these three studies, this doctoral research contributes to our understanding of the conditions under which professionals engage in self-organized knowledge sharing and integration. This dissertation may inform managers to provide their professionals with the resources with which those professionals themselves may choose to engage in activities that foster knowledge sharing and integration.

ABOUT THE AUTHOR

Nick Oostervink is a knowledge valorisation officer at KIN Research Group, where he develops programs for executive education and focuses on using academic research to make an impact in organizations. Nick also did his Ph.D. at the KIN Research Group and holds a Master of Science degree (cum laude) in Information & Knowledge management from the Vrije Universiteit Amsterdam. Nick is passionate about digital and technological innovation, and aspires to improve constructive collaboration between academia and practice.



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