

Chapter 3

Knowledge Transfer Conditioning by the Communication Processes in the IT/IS Area

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ABSTRACT

This chapter addresses the communication between information technology/information systems (IT/IS) professionals and their users in the corporate environment of the city of Curitiba (Brazil). The main goal was to analyze the communication processes and their pitfalls to knowledge transfer in this area. The study is exploratory considering that the desired number of responses was not reached. Results show that professionals have a communication whose terms make difficult users to understand them. Although it is not intentional, respondent professionals do not facilitate their understanding, what creates a knowledge bias between them. Conclusions suggest that professionals be formally prepared for customer service and manage their approach as user-centered. Professionals need to be clear to users, in order to guarantee them confidence. Respondent users recognize the importance of IT/IS for their lives and companies; thus they expect professionals to share and explain well their actions/choices.

INTRODUCTION

Globalization and, consequently, the information and technology society have introduced many technical terms into the vocabulary of IT/IS professionals by logical necessity and explicit use. These expressions, which have become part of the daily life in many organizations, are not always dominated by the users. Thus, this technical language has broadened people's vocabulary. In addition, technology evolves faster

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than our language ability to assimilate new concepts and find the appropriate terms. Therefore, strategies need to be developed to improve administrative and technical communication.

It is in these situations, focus of present study, that communication problems often occur because the client does not always dominate technical terms of the IT/IS area. We want to discuss its consequences and that improving this aspect means increasing trust, which can bring a differential in negotiation (Cassarro, 2010). Professionals need to be creative to adapt to specific, local and semantic situations. They need to identify what customers understand and, above all, what they really need. The interactivity between both and the clarity of the information paved the way for strengthening relations of trust between professional and user.

In the reality of the professionals targeted by this study, a continuous connection (loyalty) is created from trust in the service provided, based on clarity of communication (including vocabulary adaptation). Considering that people do not simply buy products, but also services (Madia de Souza, 2007), it is assumed that in the field of IT/IS demand is not only for equipment or programs, but also for security, information organization and ability to solve problems. These initial considerations resulted in the subject of this study - knowledge transfer conditioning by the communication processes in the IT/IS area - whose research, based on theoretical and empirical evidence, has quantitative and qualitative analysis in an interdisciplinary approach involving IT/IS, processes, knowledge transfer, management and innovation.

Speed of Terms

It is challenging the close relation between the concepts of business intelligence, relationship marketing, information systems planning and knowledge (Fernandes, 2013). The organizational intelligence must be exercised and data management and information must add value to the products/services offered, aiming to make the difference to customers. Organizations need to provide quality in their products/services, maintain service excellence and be alert to market changing conditions. Then, it is essential an accessible and transparent language in the communication with customers, anticipating their wishes and needs. This study intends to encourage some thinking and development of interventional projects that aim at solving or overcoming 'noise' in the communication process in the IT/IS field. For successful management and knowledge transfer, some key issues need to be in vogue: communication skills, information understanding (an influent factor on reliability); etc.

It is interesting that many new technological terms and tools were absorbed from marketing and management such as: CRM (Customer Relationship Management), SEM (Search Engine Marketing); SEO (Search Engine Optimization), among others. And these have proliferated at a dizzying speed. Today, marketing and innovation are core activities for successful management. Thereby, the communication and transfer around these terms and related tools will influence IT/IS strategy. There is a consequent focus on professional's knowledge, not only in technical terms, but also regarding his semantic (understandable) contact with users (Rezende & Abreu, 2010; Polizelli & Ozaki, 2008).

Technological learning by professionals may bring benefits to management such as: complex projects' expansion; their own training (identification of weaknesses/strengths); interactivity or interpersonal communication (which is different in business and education fields); customer's understanding of system's operation (and realizing the benefits from its adoption); natural man-machine integration which improves management due to easier decision making from significant time reduction in problem solving (Rios, 2006; Costa, 2007; Gaete, 2010; Hanson, 2010; Allameh et al., 2011; Ignatius et al., 2012; Sun & Hsu, 2012; Miwa & Terai, 2012; Partala & Kallinen, 2012).

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