


## Chapter 2

# A Mapping of Knowledge Management Techniques and Tools for Sustainable Growth in the Public Sector

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### ABSTRACT

*This chapter seeks to determine the criteria that lead to the excellence of knowledge management in the public sector. The authors discuss issues of what exactly knowledge means and how knowledge management is defined, how an organization will capture, preserve, and diffuse knowledge, and why knowledge management is ultimately important for predictable future developments. Knowledge management is considered a prerequisite for achieving innovation and competitiveness both within and outside the organization as it promotes the consolidation of an organization in the long term with a clear focus on strategic importance. Likewise, knowledge management programs can be applied to different areas of an organization in the public sector. However, it should be mentioned that the difficulties that arise in their implementation are many, as various concerns arise, which are directly related to the equal mappings of knowledge and its measurement.*

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## **INTRODUCTION**

After of a careful analysis in the literature, we found that over the last five years, efforts have been made (academic and operational) to develop methodologies and tools for implementing Knowledge Management techniques, in analyzing different case studies that focus in the use of Knowledge Management in the private sector by trying to provide an understanding of how the application of Knowledge Management can influence the excellence of an organization in order to effectively evaluating the promised sustainable benefits. However the research in the Greek domain, regarding the use of KM in the public sector is scarce. Thus the current chapter will contribute will try to provide a mapping of all the necessary factors that contribute to the successful implementation of Knowledge Management for public organizations in Greece. Specifically, excellence models will be assessed, such as the model proposed by EFQM, the Common Assessment Framework (CAF), Baldrige's excellence model, the 2006 Quality Award model, and looking for the Knowledge Management application areas in them, with the ultimate goal of identifying the criteria for achieving the excellence of Knowledge Management in the Greek public organizations in relation to the principles included in..

## **DEFINING KNOWLEDGE MANAGEMENT IN THE PUBLIC SECTOR**

According to Chourides et al. (2003) about knowledge is the understanding gained through experience, observation and daily operational tasks study. In a retrospective development of the rationale of knowledge, three different approaches or types of Knowledge are mentioned exist, (1) the positivistic approach, (2) the interpretative approach, and (3) the organic approach. Initially, there was a confusion in the definition of Data, Information, and Knowledge (Bhatt, 2001). More specifically and in accordance with the positivistic approach, Knowledge and Data have been used simultaneously. For this reason, particular emphasis was placed on data generation and measurement and storage for further use.

Later on, with the interpretive approach, it is perceived that there is a differentiation between data and information, and it is defined and knowledge management requires the conception and scheduling of information (Marr & Spender, 2002). With the organic approach, concepts are separated, defining Data as structured transaction records and Information as Data in a message format (Davenport & Prusak, 1998), in the sense of being a sender and a recipient. According to this definition, the Data inform and, by extension, influence or alter the perception of the recipient. The organic approach is supposed to reflect the current reality.

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