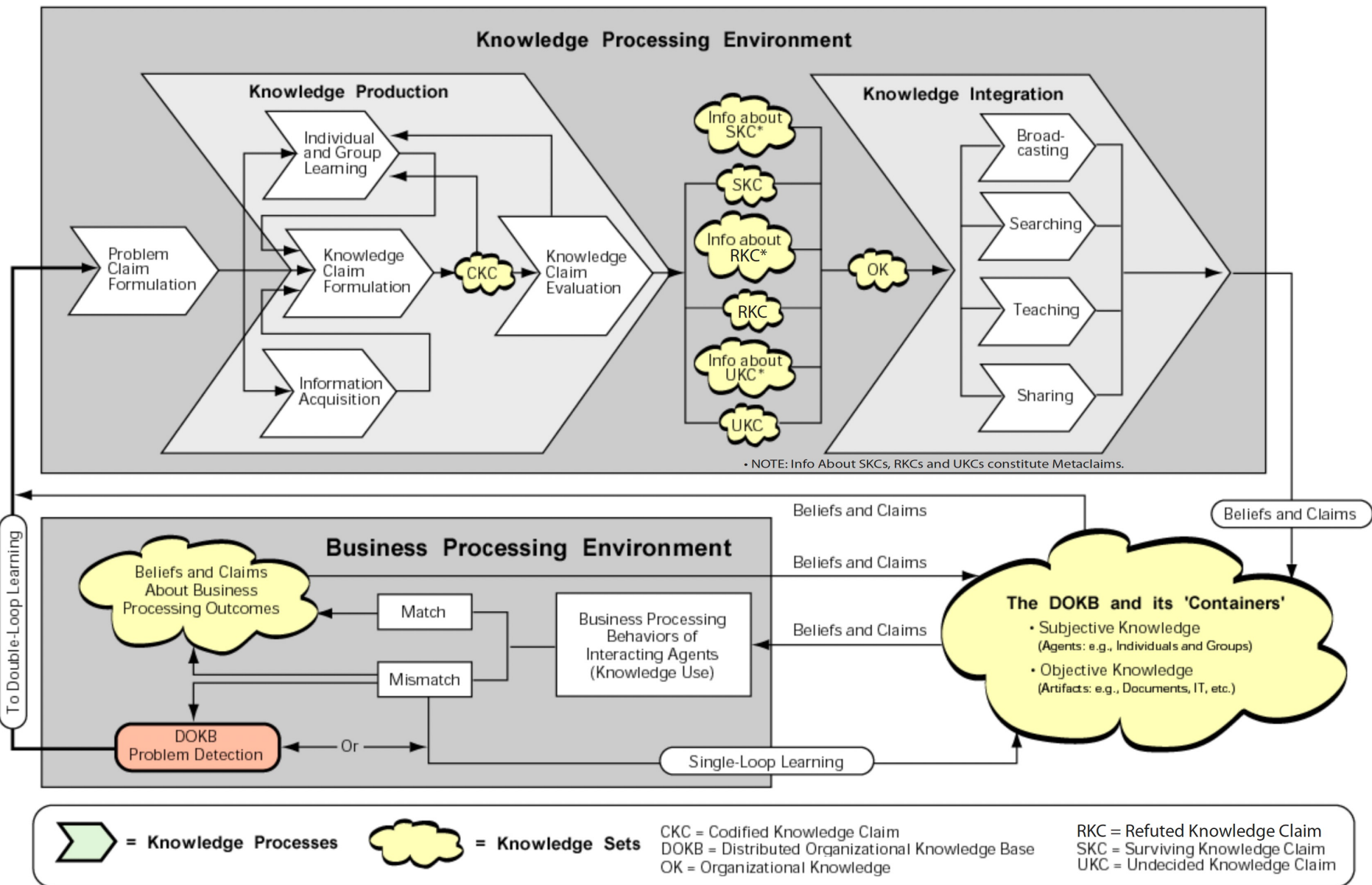


The Knowledge Life Cycle (KLC)



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(See Narrative on Following Page)

Understanding the KLC – A Brief Narrative

- Organizational knowledge is held both ‘subjectively’ in the minds of individuals and groups and ‘objectively’ in recorded or expressed form. This is the *Distributed Organizational Knowledge Base* (DOKB) of an enterprise.
- *Knowledge Use* in the *Business Processing Environment* results in outcomes that either satisfy expectations (*Matches*) or fail to do so (*Mismatches*).
- *Matches* reinforce knowledge previously used, thereby leading to its re-use.
- *Mismatches* initially lead to adjustments in Business Processing behavior based on choices made from within a range of pre-existing knowledge in the DOKB – this is *Single-Loop Learning* (Argyris and Schon).
- Successive failures from single-loop learning to produce matches in expected or desired outcomes leads to doubt about and/or rejection of pre-existing knowledge (problem detection), thereby triggering knowledge processing efforts to produce and integrate new knowledge – this is *Double-Loop Learning* (Argyris and Schon).
- *Problem Claim Formulation*, an attempt to learn and state the specific nature of the detected knowledge gap (or “problem”), is a precursor to *Knowledge Production*.
- *New Knowledge Claim Formulation* follows in response to validated problem claims, with input via *Information Acquisition* and *Individual and Group Learning*, all under the influence of content contained in the current DOKB.
- New knowledge claims are tested and evaluated via *Knowledge Claim Evaluation* using a variety of criteria.
- *Knowledge Claim Evaluation* leads to: (1) *Surviving Knowledge Claims* (i.e., new Organizational Knowledge), (2) *Refuted Knowledge Claims*, or (3) *Undecided Knowledge Claims*, and also produces *information about* each of these outcomes, or *Metaclaims* (altogether, 6 types of outcomes).
- The record of all such outcomes, both the claims themselves and their corresponding metaclaims, enter the DOKB via several means of *Knowledge Integration*, a mix of ‘push’ and ‘pull’ methods, along with the active response of agents to *Knowledge Integration* communications and activities.
- Once integrated into the DOKB, claims and metaclaims become subject to use in *Business Processing*.
- Experience gained from the use of knowledge contained in the DOKB gives rise to new claims and metaclaims regarding knowledge validity and value. The resulting *Beliefs and Claims About Outcomes*, in turn, change the DOKB’s content and determine its growth.
- The cycle repeats itself endlessly.