Summaries

Trine Schreiber: Videnstyring som analyse af organisationens viden. (Knowledge management as an analysis of knowledge in the organisation)
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The aim of the article is to focus on the knowledge analysis in relation to the literature of knowledge management. Knowledge management needs to strengthen its analytical perspective. Therefore, the article evaluates different knowledge analyses, which exist in the literature.

In the field of knowledge management the knowledge analysis varies according to two aspects. One is the definition of knowledge management. The other is the definition of knowledge. In relation to the theories of knowledge, the analyses presented in the article are based on such different theories as the pragmatism, the constructivism and the social constructivism. For these theories knowledge are defined as the experiences of the everyday life, as an individual or as a social construction.

First, the article explains why the analytical perspective does not seem to have had high priority in the literature of knowledge management. Second, it describes and compares the chosen analyses from the literature. Third, it discusses the meaning of the analysis in relation to projects of

knowledge management. Fourth, it proposes a combination of two different analyses. The first has a focus on the organisational conditions for learning and the second wants to identify the experiential processes in the organisation.

The result of an analysis is an understanding of the organisational knowledge. The analysis cannot give a recipe for innovation. Thus, there is a gap from the understanding of the knowledge processes to the proposal of how to change them. Anyway, the analysis will always be an important step to take before starting the changes. The article concludes that the combination of the two analyses mentioned above seems to give the understanding of knowledge in relation to an organisation. However, further research concerning the capacity of the analyses is necessary.

Mette Enemærke og Stine Kjellerup Pedersen: Mod-Mening-Mulighed. Vejen til den motiverede videndeler. (Courage-Purpose-Viability. The road to motivation for knowledge sharing)
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While knowledge management and knowledge sharing have been hot topics in recent years, management often discover that in the everyday life of the organization employees lack motiva-

tion to participate in the knowledge sharing activities.

This article considers the reasons for why it can be difficult to engage employees in knowledge sharing activities. It is argued that the lack of motivation is due to a set of characteristics inherent to the knowledge sharing activities. These characteristics give rise to a range of barriers that can negatively influence employees' willingness to participate in knowledge sharing.

In order to overcome these barriers the authors argue that employees must feel a sense of courage, purpose and viability in relation to the knowledge sharing activities. This sense of courage, purpose and viability can be achieved by management trying to change and influence the culture and structure of the organization as well as the job-attributes. The article concludes with the creation of a model that illustrates how the various factors work together to motivate employees to take part in the knowledge sharing activities.

Camilla Moring: Videnstyring og videnregnskaber: perspektiver på videnregnskabets anvendelse i organisationen. (Knowledge management and the management of intellectual capital: Perspechives on the use of an intellectual capital approach in organizations)
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This article is taking its point of departure in the increased interest in managing intellectual capital in modern organizations. The idea of intellectual capital has close connections to the field knowledge management. Although this connection can be verified both theoretically and in practice there exits very few descriptions on how the management of intellectual capital contributes to the development of knowledge management. Therefore this article seeks to analyze and discuss how this development can be activated.

By using the intellectual capital approach to systematize and render visible knowledge resources, the organization has a tool to evaluate and communicate its knowledge management efforts. The evaluation is here seen simply as a result of a comparison between the organizations knowledge

management strategy and its concrete efforts in managing its knowledge resources. Related to this evaluation, the organization should stimulate different kinds of actions, which can support different kinds of organizational learning. Through this the organization opens up the possibility of developing knowledge management.

By communicating externally, how the organization manages intellectual capital and knowledge resources, the organization in some way justifies its knowledge management efforts. Using the concept auto-communication, it is discussed how the organization can use the external communication to relate to itself, so that it helps the organization to internally communicate and confirm its knowledge management strategy. It is concluded that the evaluation and the auto-communication together plays an important role in developing the organizations knowledge management.

Rikke Møller: En narrativ forståelse af videnfortællingen. (A narrative understanding of the use of stories in knowledge management)
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The article examines whether and how stories can be used as a sensemaking tool, in relation to knowledge management in organizations. The article takes a communicative perspective on knowledge management, and takes a main focus on how people make sense and construct meaning, through communication. The article uses narrative theory to demonstrate the forms and means of a narrative understanding of a story. This is used to analyse an existing story about the compagny Coloplast. The narrative theory and the analysis, is used as the background on which the article outlines some principles to construct sensemaking and meaningfull stories for organizations, in connection to the communicative perspective. By means of a narrative understanding of stories, organizations and their members can make sense of the artefacts (technology) and processes (sharing knowledge) within knowledge management.

Karen Harbo: Videnstyring som tværorganisatorisk samarbejde mellem bibliotek og uddannelse.

(Knowledge management as cross-organisational collaboration between library and education)

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Based on the constructivist approach to learning, development trends are outlined and discussed in relation to study and learning environments in higher education.

This is viewed in connection to the library's role in supporting and facilitating learning, teaching and research at the Aarhus School of Business. The possibility of improving and optimising the facilitation of the learning processes within these environments, and whether such an initiative will bring about changes to the organization, is also treated. The idea of the learning organization is discussed in connection with concrete goals at the Aarhus School of Business regarding the accomplishment of this task. Knowledge sharing and inter-institutional co-operation within the organization are also areas at focus.

REVIEW

Kurt Klaudi Klausen: At kaste lys over lederne og ledelsen i danske biblioteker. (Throw light on the leaders and the leadership in Danish libraries)

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In cooperation with the Danish Union of Librarians in 2001 a survey of Danish library directors was conducted. The book "Leaders and leadership in Danish libraries" is the presentation of the results. Kurt Klaudi Klausen describes the book as the report of a thoroughly and comprehensive survey of particular interest. It gives the possibility to look at many different topics concerning the leaders perceptions of their roles and future challenges. The survey confirms the assumption that leaders in the public sector emphasize the role of strategy making and adapting the organisation to a changing environment.