

Index

- absorptive capacity and knowledge transfer 183–184
- access to information 127–130, 131
- accessibility of information 275–276
- actor-determined relationships 33
- adoption *see* knowledge transfer
- advice seeking in a bureaucracy 225–226
- agenda setting by management 249–250
- asymmetric relationships 33
- attitudes, development of 173, 178–181
- authority relationships, focus in formal structures 89
- awareness of knowledge 21

- bandwidth hypothesis 229–230
- bandwidth issues in decision making 264
- behavioral decision school 261–263
- beliefs and information seeking 237–238
- Bell Laboratories 193
- betweenness centrality 50–51
- boundaries of networks, defining 38
- boundary spanning 136–138, 139
see also brokers
- boundaryless organization, future directions for KN research 289
- bridge relationships 45
- broadcast of messages 51–52
- brokerage in knowledge transfer 184, 185–186
- brokering researchers and practitioners 140–143
- brokering structural holes 47–48
 in consortia 151–156
 Cooperative Research Centre for Freshwater Ecology 158–159
- brokers, external brokers 185–186
- brokers of structural holes in consortia 156–157
- bureaucracy *see* formal structures

- Cancer Information Service Research Consortium 148–151
- cases
 - advice seeking in a bureaucracy 225–226
 - applying the Comprehensive Model of Information Seeking to work–life 236–239
 - brokering researchers and practitioners 140–143
 - Cancer Information Service Research Consortium 148–151
 - clinical and translational science 171–172
 - Cooperative Research Centre for Freshwater Ecology 158–159
 - designing for innovation 192–194
 - echo in Project 2 227–230
 - external brokers 185–186
 - How Doctors Think* 259–260
 - lost knowledge of Stradivari 19
 - relationship between internal and external boundary spanning 137–138
 - two ignorance studies 22
- cause maps (cognitive maps) 273
- centrality indicators 50–51
- centralization index 87–88
- centralization issues with IT 119–120
- centralized hubs in networks 50
- channels of information 109–111
- clinical and translational science 171–172
- clinical decision making, *How Doctors Think* 259–260
- clinical decision support systems 267–268
- cliques, network indices 52–53
- closeness centrality 50–51
- closer ties model 152–156
 differentiation and integration 155
 homophily 154–155
 shared interests and threats 153–154
 trust 155
- coercion, use in consortia management 162
- cognitive complexity and KN role 270–273
- cognitive limits to information processing 270–273
- cognitive maps 273–274
- cohesion theory of social contagion 42–44
- cohesive groups, limitations for decision making 263–264
- collaborative relationships outside the organization 135
see also consortia
- commitment and information sharing 216–218
- common ground, consortia management challenge 161–162

- communication channels, network analysis 34
see also information carrier technologies
- communication gradients 127–130, 131
- communication structure research, formal and informal approaches 3, 5–6
- communigrams 26, 38–42
- communities of practice (CoPs) 25–26
 Cancer Information Service Research Consortium 148–151
 consortia 147–151
 social networking 107
- competitive advantage, knowledge as source of 14–15
- complementarity of resources 108
- complexity (horizontal differentiation) index 87
- Comprehensive Model of Information Seeking (CMIS) 236–239
- configurational approaches to strategy 208
- congruence, contingency approaches to context 59–60
- connectiveness of groups, network indices 52
- conscious ignorance 21
- consortia 139–143, 144–147, 148–151, 153, 157
 barriers to success 144–147
 brokering structural holes in 151–156
 brokers of structural holes 156–157
 closer ties model 152–156
 communities of practice (CoP) 147–151
 definition and purpose 139
 differentiation and integration 155
 homophily 154–155
 importance to organizations 135
 potential costs and benefits to organizations 139–143, 144–147
 shared interests and threats 153–154
 trust 155
- consortia management challenges 157–159, 160, 163
 common ground 161–162
 contextual issues 162–163
 government regulations 162–163
 inertia 159, 160
 one-party issues 159–161
 relational issues 161–162
 resistance to change 161
 shared interests 162
 third-party interference 163
 threats to relationship development 159–160, 161
 use of formal authority, coercion 162
 vision 162
- content of expressed symbols 33–34
- context
 bureaucracy *see* formal structures
 comparison of structural frameworks 63–64, 65
 congruence and contingency 59–60
 contingency approaches 59–60
 electronic markets 67–68, 72–73
 exchange relationships *see* market approach to structures
 formal structures 63–65
 frameworks and governance structures 60–73
 governance structures 60–73
 hierarchies *see* formal structures
 importance for KN 57
 informal structures 63–64, 65–66
 market approach to structures 62, 63–64, 65, 66–68, 70
 match (fit) and contingency 59–60
 negotiated ordering of relationships 71–73
 organizational climate and culture 58–59
 organizational information environment 73–76
 organizational structure and information processing 61–63
 organizational structure as governance framework 61–63
 professional guilds/clans 62, 63–64, 65, 70–71
 professional links outside the organization 73
 senses used in organizational research 57–58
 shaping by individuals and groups 76
 situational definition 58–59
 transaction cost perspective 71–72
 world outside the organization 73–76
- context and individual action, future directions for research 284–287
- contextual issues in consortia management 162–163
- contextually determined relationships 33
- contingency approaches to context 59–60
- control issues with IT 119–120
- Cooperative Research Centre for Freshwater Ecology 158–159
- CoPs *see* communities of practice
- corporate architecture, symbolic value 123
- corporate yellow pages 118–119
- cospecialization of resources 108
- costs of seeking information 223–224
- creation–transfer–implementation framework for ideas 173–174
- creativity 174–176
 and change in organizations 169
 challenges for organizations 169–170, 171–172
 definition 170
 effects of group size and diversity 173, 175–176
 impacts of network structures 174–175
- critical mass for knowledge transfer 186
- criticality of an individual's position 51
- crowding 130–131
- cultural and societal norms, influence on decision making 262–263
- cultural factors in knowledge transfer 181–182
- customer-based approach to design 92, 95

- dashboards 113–114
 data, definitions 11, 12
 data bases 116–117
 data mining programs 118
 data storage 115–116
 security issues 115–116
 verification and quality control 115–116
 viability of information 116
 data transformation 118–119
 data transport 117–118
 decision making
 accessibility of information 275–276
 attention given to information seeking 259–260,
 268–270
 bandwidth issues 264
 behavioral decision school 261–263
 cognitive complexity trait 270–273
 cognitive limits to information processing
 270–273
 cognitive maps 273–274
 consequences of poorly made decisions 258,
 259–260
 echo in cohesive groups 264
 exploration vs. exploitation 264–268
 groupthink concept 258
 How Doctors Think 259–260
 influence of cultural and societal norms
 262–263
 information load 262
 information search limitations 274–275
 information used to support decisions 262–263
 limitations of cohesive groups 263–264
 programmed and non-programmed decisions
 264–268
 role of KN 258–260
 satisficing 268–270
 search methods and priorities 275–276
 time allocated to information seeking 259–260,
 268–270
 uncertainty 261–263
 decision support systems 267–268
 declarative knowledge 15
 degree centrality 50–51
 del.icio.us 107
 denial, definition 23
 density of groups, network indices 52
 design choices 91–92, 93, 94, 97
 design decisions, implementation of innovation
 173, 191, 192–194
 design of formal communication structures
 89–101
 deciding on what is central 90–97, 100
 dilemmas of design 92, 100–101
 focus on authority relationships 89
 functions of the organizational chart 101–102
 influences on design approach 90–97, 100
 planned ignorance 90–98
 principles of successful design 89–90, 92
 strengths 101–102
 symptoms of poor design 89
 uncertainty reduction and information flow
 90–100
 weaknesses and limitations 101
 work unit communication patterns 90–100
 designing for innovation 192–194
 Diamond Lounge 108
 differentiation and integration, closer ties model
 155
 differentiation and knowledge transfer 182–183
 differentiation and specialization in formal
 structures 80–82
 diffusion *see* knowledge transfer
 dissemination *see* knowledge transfer
 disturbed reactive organizational environment
 74–76
 domain-based design 93–94
 downward communication in formal structures
 82–84
 echo hypothesis 229–230
 echo in cohesive groups, effects on decision
 making 264
 echo in Project 2 227–230
 effectiveness, definition 196–200
 effectiveness of networks 206–208
 configurational approaches to strategy 208
 resource-based view 206–208
 role of integrated IT 207–208
 efficiency, definition 196–200
 efficiency of networks 197–200, 203–206
 effort expended in information seeking
 205–206
 information-seeking cost/benefit analyses
 205–206
 match between structure and performance 204
 small-group communication networks 204–205
 Zipf's law 206
 electronic markets (EM) 67–68, 72–73
 and IT 108–109
 electronic medical records (EMR), health
 information exchanges (HIEs) 144–147
 embedded knowledge *see* tacit knowledge
 employee assistance programs (EAPs), seeking
 information about 236–239
 error, definition 23
 ethical issues with KN 278–281
 human subject protection 280–281
 informed consent 280–281
 intellectual property 278–279
 privacy issues 279–280
 exchange relationships, market approach 62,
 63–64, 65, 66–68, 70

- executive information systems (EIS) 114
 expert's paradox 12
 explicit knowledge transfer 17–18
 explicit vs. tacit knowledge 16–20
 external brokers 185–186
- face (loss of), and information seeking 224–226
 Facebook 107
 false truths, definition 23
 FATCAT software 31–32
 feedback in formal structures 82–83
 feedback seeking
 about performance 242–246
 strategies for individuals 244–246
 fields of information 124–125
 management's role in creating 255–256
 flow states 232–233
 formal authority, use in consortia management 162
 formal communication structure
 downward communication 82–84
 factors affecting information load 80
 focus on differentiation and specialization 80–82
 formal authority context 86
 grapevine communication 85–86
 horizontal communication 85–86
 lack of feedback on performance 82–83
 management assumptions 86
 management by exception 84
 motivations to withhold/hoard information 82–84
 negative feedback to upper management 84–85
 organizational chart (organigram) 80, 81–82
 study approaches 79–80
 traditional views 80–82
 upward communication 84–85
 see also design of formal communication structures
 formal organizational structure, influence of technology 104–105
 formal structural relationships *see* indices of formal structural relationships
 formal structures 63–65
 formalization (formal rules) index 88
 frame concept 60–61
 framework concept 60–61
 frameworks as context 60–73
 free-riders 218
 Friends of a Friend (FOAF) project 107
 functional approach to design 91–93
 functions of a relationship, network analysis 33–34
 future directions for KN research 284–290
 context and individual action 284–287
 nature of relationships 288–289
 planned vs. emergent views of structures 289–290
 the boundaryless organization 289
- global centrality 50–51
 global positioning satellite systems 117–118
 Google® 118
 governance structures as context 60–73
 government regulations, consortia management challenges 162–163
 GRADAP (Graph Definition and Analysis Package) 31
 gradients (communication gradients) 127–130, 131
 grapevine communication within formal structures 85–86
 graph theory 49
 graphic representations of efficiency and effectiveness 197–200
 graphic representations of networks 25, 26, 38–42
 group decision support systems (GDSS) 267–268
 group processes, effects on information seeking 226–230
 group size and diversity, effects on creativity 173, 175–176
 groups, network indices 52–53
 groupthink concept 258
- Hägerstrand's time-space paths 131, 132
 health information exchanges (HIEs) 144–147
 hierarchical level index 87
 hierarchies *see* formal structures
 homophily, closer ties model 154–155
 horizontal communication in formal structures 85–86
 horizontal differentiation (complexity) index 87
How Doctors Think 259–260
 human agency in IT integration 120
 human aspects of KN
 commitment 216–218
 free-riders 218
 group processes 226–230
 ignorance 218–223, 225–226
 knowledge as a public good 218
 loss of face 224–226
 motivations not to seek information 220–223, 225–226
 motivations to share information 216
 organizational demography 210–213
 potential costs of seeking information 223–224
 role ambiguity 213–216
 social barriers to KN 223–226, 227–230
 status 224–226
 human subject protection in network analysis 280–281
 hybrid designs 95

- IBM 107–108
 IDEO 185–186
 ignorance 20–22, 23, 218–223, 225–226
 and productivity 201
 awareness of knowledge 21
 classification scheme 20–23
 conscious ignorance 21
 costs and benefits of differing levels 294–297
 definition 23
 denial 23
 dysfunctional consequences 219
 error 23
 false truths 23
 ignorance explosion 20–21
 knowledge gaps 21
 known unknowns 21
 meta-ignorance 21
 motivations not to seek information 220–223,
 225–226
 potential causes 220
 promoting ignorance in organizations 23
 psychological perspectives 220–223
 relation to knowledge 13, 20
 taboo 23
 unconscious knowledge 21
 unknown unknowns 21–23
 ignorance explosion 20–21
 ignorance within organizations about important
 issues 3
 implementation of innovation 174, 186–191
 influence of structure 174, 186–187
 managers' design decisions 173, 191,
 192–194
 organizational change 190–191
 paradoxical forces 173, 191, 192–194
 persuasive strategies 189–190
 reducing uncertainty 187–188, 189–190
 types of power used to promote it 173, 188–190
 importance, relative status of interactants 33
 indices of formal structural relationships 87–88
 centralization 87–88
 complexity (horizontal differentiation) 87
 formalization (formal rules) 88
 hierarchical level 87
 span of control 88
 individual information-seeking strategies 232–247
 accessibility 240
 flow states 232–233
 influence of opinion leaders 235–240
 information acquisition as a life skill 233
 information foraging 246–247
 knowing where to look 234–235, 236–239
 knowing who knows what 240–241
 role of training programs 233
 seeking feedback about performance 242–246
 small-world strategies 235, 241–242
 strategies for individual feedback seeking
 244–246
 timeliness and quality of response 240
 transactive memory 240–241
 individual patterns of relationships 42–48
 individual positioning indices 50–52
 inertia, consortia management challenge 159,
 160
 informal elements in communication structures 3,
 5–6
 informal structures 63–64, 65–66
 information 11, 13
 amount and complexity (information load)
 13
 definitions 11–12
 expert's paradox 12
 implications of an information society 13–14
 information load 12–13
 recognition of patterns 13
 relevancy 13
 senses and properties 11–14
 to overcome uncertainty 12
 information and referral centers 118–119
 information carrier technologies 109–114, 115
 channels 109–111
 defining relationships in KN 112–114, 115
 information-seeking matrix 110, 112
 interpersonal channels 111
 messages 109–111, 112
 sources 109–112
 information exchange relationships, market
 approach 62, 63–64, 65, 66–68, 70
 information fields 124–125
 management's role in creating 255–256
 information flow, echo in Project 2 227–230
 information foraging 246–247
 information load 12–13
 and decision making 262
 factors affecting 80
 information overload, and productivity 201
 information politics in organizations 103–104
 information search limitations 274–275
 information search methods and priorities
 275–276
 information seeking, applying the CMIS to
 work-life 236–239
 see also individual information-seeking
 strategies; management's role in KN
 information-seeking cost/benefit analyses
 205–206
 information-seeking matrix 110, 112
 information society 13–14
 information technology *see* IT
 information terminals 132–133
 information underload, and productivity 201
 information used to support decisions 262–263

- information withholding/hoarding in formal structures 82–84
- innovation
 - and change in organizations 169
 - challenges for organizations 169–170, 171–172
 - definition 170
 - role of knowledge management 5
- innovation diffusion *see* knowledge transfer
- innovation process, impacts of organizational structure 170–173
- integration and knowledge transfer 182–183
- intellectual property issues in KN 278–279
- Internet 49, 50, 118
- interpersonal channels 111
- interpretation of expressed symbols 33–34
- intuition 21
- invention, definition 170
- IT (information technology)
 - centralization issues 119–120
 - complementarity of resources 108
 - control issues 119–120
 - cospecialization of resources 108
 - dashboards 113–114
 - decision support systems 267–268
 - electronic markets 67–68, 108–109
 - essential functions in organizations 109
 - factors affecting successful use 103–104
 - health information exchanges (HIEs) 144–147
 - human agency in IT integration 120
 - impacts on organizational communication 105–109
 - impacts on organizational structures 105–109
 - influence on organizational forms 6
 - information politics in organizations 103–104
 - potential impacts 103–104
 - productivity paradox 103–104
 - social networking 108
- IT integration, and effectiveness of networks 207–208
- KM *see* knowledge management
- KN *see* knowledge networks
- knowledge
 - as a public good 218
 - data 11, 13
 - definition of key concepts 11–15
 - definitions 13, 14–15
 - higher-order terms 11, 13
 - information 11–14
 - learning 15
 - social consensus 15
 - source of competitive advantage 14–15
 - wisdom 11, 13, 15
- knowledge-based approach to design 95–97
- knowledge classifications 15–20
 - declarative–procedural–structural scheme 15
 - tacit vs. explicit 16–20
 - work of Polanyi 16–17, 20
- knowledge codification 15, 17–18
- knowledge creation and transfer, purposes 4
- knowledge flow *see* pathways
- knowledge gaps 21
- knowledge in organizations
 - effects of current trends on employees 2–4
 - effects of specialization and segmentation 2–4
 - formal approaches 2–3
 - informal approaches 2–3
 - information overload 2
 - loss of control by management 2–4
 - members' ignorance about important issues 3
 - negative consequences of KN 3–4
 - right of access to information 4
 - trends in information context evolution 1–2
- knowledge infrastructure of organizations 115–119
 - corporate yellow pages 118–119
 - data bases 116–117
 - data mining programs 118
 - data security issues 115–116
 - data storage 115–116
 - data transformation 118–119
 - data transport 117–118
 - information and referral centers 118–119
 - telecommunications systems 117–118
 - verification and quality control 115–116
 - viability of information 116
- knowledge management (KM)
 - and innovation 169
 - as innovation and meta-innovation 5
 - challenges of creativity and innovation 169–170, 171–172
 - concept 5
 - outcome of effective KM 5
 - pro-innovation bias 170
 - purposes 4
 - role in innovation 5
- knowledge network design *see* formal communication structure
- knowledge networks (KN)
 - collaborative relationships outside the organization 135
 - creation–transfer–implementation framework 173–174
 - fluidity of 25–26
 - functions in organizations 1–2
 - importance of consortia 135
 - importance of context 57
 - importance to organizations 25–26
 - knowledge from outside the organization 135
 - negative consequences 3–4
 - role in decision making 258–260

- knowledge transfer (diffusion) 177–186
 absorptive capacity 183–184
 barriers 181–184
 brokerage 184, 185–186
 clinical and translational science 171–172
 critical mass 186
 cultural factors 181–182
 development of attitudes 173, 178–181
 differentiation 182–183
 explicit knowledge 17–18
 facilitators 173, 184–186
 innovation diffusion scenario 177–178
 integration 182–183
 shared symbols and meanings 15, 17–18
 social factors 177–178
 “stickiness” of information 183
 tacit knowledge 18–20
 threshold 186
 trust 184
 known unknowns 21
- learning, definition 15
 liaison role 26, 44–48
 brokering structural holes 47–48
 emergence of liaisons 45–46
 functions in management 46
 life skills, information acquisition 233
 LinkedIn.com 107
 links (relationships) between nodes 25,
 26–35
 local centrality 50–51
 loss of face and information seeking 224–226
- M-form design (product-driven) 93–94
 Mage 3D Visualization 38
 management by exception 84
 management’s role in KN 247–256
 agenda setting 249–250
 communication of information 248–249
 creating rich information fields 255–256
 facilitating information seeking 252–256
 management’s KN 250–251
 strategies used to acquire information
 250–251
 worker education on information carriers
 254–255
 managers as liaisons 46
 managing KN 290–294
 dilemmas 291–294
 paradoxes 290–291
 market approach to structures 62, 63–64, 65,
 66–68, 70
 mash-ups (customized information) 113–114
 match (fit), contingency approaches to context
 59–60
 matrix approach to design 94–95
- Meetup 107
 messages 109–111, 112
 meta-ignorance 21
 mobility of individuals 131, 132
 motivations not to seek information 220–223,
 225–226
 motivations to share information 216
 free-riders 218
 knowledge as a public good 218
 organizational commitment 216–218
 MultiNet software 31–32
 multiplex networks 35–36
 Myspace 107
- NEGOPY software 31–32
 NetDraw software 38
 NetMiner software 31, 38
 network, definition 25, 26
 network analysis 5–6
 actor-determined relationships 33
 applications 6
 approach to communication structure research
 3, 5–6
 asymmetric relationships 33
 combining link properties 35–37
 communication channels 34
 content of expressed symbols 33–34
 contextually determined relationships 33
 distinction between interpretation and content
 33–34
 fluidity of KN 25–26
 functions of a relationship 33–34
 graphic portrayal of networks 6, 25, 26
 human subject protection 280–281
 importance of KN to organizations 25–26
 influence of IT on organizational forms 6
 informal elements in communication structures
 3, 5–6
 interpretation of expressed symbols 33–34
 links as relationships 25, 26–35
 methods 27–29
 multiplex networks 35–36
 nodes and their relationships (links) 6, 25,
 26–35
 range of applications 25
 reciprocity in relationships 33
 relationships (links) between nodes 6, 25,
 26–35
 relative importance of interactants 33
 rules of interaction 34–35
 software 30–32, 38
 strength of links 34
 strong ties 37
 weak ties 36–37
 work-dependent relationships 33
 network closure and information flow 229–230

- network configurations 37–53
 - bridge relationships 45
 - brokering structural holes 47–48
 - cohesion theory of social contagion 42–44
 - communigrams 26, 38–42
 - defining boundaries of networks 38
 - graphic representations of networks 26, 38–42
 - individual patterns of relationships 42–48
 - liaison emergence 45–46
 - liaison functions in management 46
 - liaison role 26, 44–48
 - managers as liaisons 46
 - network indices 48–53
 - network roles 26, 44–46
 - nonparticipants in networks 26, 44
 - participants in networks 26, 44
 - social contagion 42–44
 - software for generating communigrams 38
 - structural equivalence theory of social contagion 42–43, 44
- network indices 48–53
 - centrality indicators 50–51
 - cliques 52–53
 - connectiveness of groups 52
 - criticality 51
 - density of groups 52
 - groups 52–53
 - individual positioning indices 50–52
 - levels-of-analysis problems 48–49
 - methods of spreading messages 51–52
 - pathways (knowledge flow) indices 49–50
 - transaction alternatives 51
- network roles 26, 44–46
- network structures, impact on creativity 174–175
- nodes and their relationships (links) 6, 25, 26–35
- nonparticipants in networks 26, 44
- one-party issues in consortial relationships 159–161
- opinion leaders, influence of 235–240
- organizational boundaries
 - boundary spanners 136–138, 139
 - boundaryless organization (future research) 289
 - defining boundaries of networks 38
- organizational change, implementation of innovation 190–191
- organizational chart (organigram) 80, 81–82
 - functions 101–102
- organizational climate and culture as context 58–59
- organizational demography and knowledge transfer 210–213
- organizational information environment 73–76
- organizational structure
 - and information processing 61–63
 - and the innovation process 170–173
 - as governance framework 61–63
 - designing for innovation 192–194
 - impacts of IT 105–109
- organizations, contextualizing the world outside 73–76
- Pajek software 38
- participants in networks 26, 44
- path
 - definition 49
 - length of 49
- pathways (knowledge flow)
 - centralized hubs in networks 50
 - closed walk 49
 - definition of a path 49
 - definition of a trail 49
 - definition of a walk 49
 - definition of reachability 49
 - indices 49
 - length of a path 49
 - “stickiness” of information 49
- perceptions of organizational innovativeness 227–230
- performance *see* effectiveness of networks
- performance feedback in formal structures 82–83
 - see also* feedback seeking
- persuasive strategies to promote innovation 189–190
- physical environment and relationships 125–133
 - access 127–130, 131
 - communication gradients 127–130, 131
 - crowding 130–131
 - information terminals 132–133
 - mobility of individuals 131, 132
 - privacy 130
 - proximity 126–130, 131
 - social density 126, 127–130, 131
- physical environment of organizations
 - definitions 123–124
 - functions 123–124
 - impacts on organizational communication 123–124
 - symbolic value 123
- placid, clustered organizational environment 74
- placid, randomized organizational environment 74
- planned ignorance 90–98
- Polanyi, work on knowledge classification 16–17, 20
- policy issues, trends in the information environment 281–283
- power, types used to promote innovation 173, 188–190
- privacy
 - and the physical environment 130
 - issues in KN 279–280
- procedural knowledge 15

- product-driven design 93–94
 productivity, definition 196–200
 productivity and communication 200–203
 amount of communication required 201–203
 ignorance 201
 information overload 201
 information underload 201
 minimalist perspective 202
 structural equivalence approach 202–203
 tacit understandings 203
 productivity paradox with IT 103–104
 professional communities, social networking 108
 professional guilds/clans 62, 63–64, 65, 70–71
 professionals, links outside the organization 73
 proximity 126–130, 131
 psychological perspectives on ignorance 220–223
 public good, knowledge as 218
- reachability, definition 49
 reciprocity in relationships 33
 relational issues in consortia management
 161–162
 relationships, future directions for KN research
 288–289
 relationships and the physical environment
 125–133
 access 127–130, 131
 communication gradients 127–130, 131
 crowding 130–131
 information terminals 132–133
 mobility of individuals 131, 132
 privacy 130
 proximity 126–130, 131
 social density 126, 127–130, 131
 relationships (links) between nodes 6, 25, 26–35
 researcher–practitioner relationships 140–143,
 158–159
 resistance to change, consortia management
 challenge 161
 resource-based view of network efficiency
 206–208
 role ambiguity 213–216
- salience and information seeking 237
 satellite communications systems 117–118
 satisficing, decision making 268–270
 scripts (remembered sequences of behavior)
 273–274
 serial replication of messages 51–52
 Sermo online community 107–108
 shared interests, consortia management challenge
 162
 shared interests and threats, closer ties model
 153–154
 sharing of knowledge *see* knowledge transfer
 situational definition of context 58–59
- small-group communication networks 204–205
 small-world information-seeking strategies 235,
 241–242
 small-world studies 49–50
 Smith, Adam 80–82
 social barriers to KN 223–226, 227–230
 group processes 226–230
 loss of face 224–226
 potential costs of seeking information 223–224
 status 224–226
 social consensus and knowledge 15
 social contagion 42–44
 social density 126, 127–130, 131
 social factors in knowledge transfer 177–178
 social networking 108
 software
 generating communiograms 38
 network analysis 30–32
 sources of information 109–112
 span of control index 88
 spatial distribution
 and communication structures 122–123
 as context for interaction 122–123
 see also physical environment
 status
 advice seeking in a bureaucracy 225–226
 and information seeking 224–226
 “stickiness” of information 49
 and knowledge transfer 183
 “sticky” knowledge 18
 see also tacit knowledge
 Stradivari, Antonio, lost knowledge 19
 strategy, configurational approaches 208
 strength of links between nodes 34
 strip maps (cognitive maps) 273
 strong ties 37
 structural autonomy 50
 structural equivalence theory of social contagion
 42–43, 44
 structural holes
 brokering 47–48
 brokering researchers and practitioners
 140–143, 158–159
 structural holes in consortia
 brokering 151–156
 brokers of 156–157
 structural knowledge 15
 structure and performance, optimum match 204
 STRUCTURE software 32
 structures
 approaches to communication structure
 research 3, 5–6
 designing for innovation 192–194
 future directions for research 289–290
 influence on implementation of innovation 174,
 186–187

- supply chains, electronic markets 67–68
 symbolic value of physical factors 123
- taboo, definition 23
- tacit knowledge, lost knowledge of Stradivari 19
- tacit knowledge transfer 18–20
- tacit vs. explicit knowledge 16–20
 work of Polanyi 16–17
- technology
 and formal organizational structure 104–105
 definition 103
 impact of information processing technologies 103–104
 potential impacts 103–104
 productivity paradox with IT 103–104
 see also IT (information technology)
- telecommunications systems 117–118
- third-party interference, consortia management challenge 163
- thresholds for knowledge transfer 186
- trail, definition 49
- transaction alternatives 51
- transaction cost perspective on context 71–72
- transactive memory 240–241
- transfer of knowledge *see* knowledge transfer
- transfer of messages 51–52
- trust
 closer ties model 155
 role in knowledge transfer 184
- turbulent field organizational environment 74–76
- U-form design (functional approach) 91–93
- UCINET software 32, 38
- uncertainty and decision making 261–263
- uncertainty reduction
 and information flow 90–100
 implementation of innovation 187–188, 189–190
- unconscious knowledge 21
- unknown unknowns 21–23
- upward communication in formal structures 84–85
- utility of a medium, and information seeking 238
- Visio®: a drawing tool 81–82
- vision, consortia management challenge 162
- visualization (in relation to dashboards) 114
- walk
 closed 49
 definition 49
- weak ties 36–37
- Web 107, 113
- wisdom, definitions 11, 13, 15
- work-dependent relationships 33
- work–life balance 236–239
- work unit communication patterns 90–100
- Xerox 193, 246
- Yahoo! groups 107
- Zipf's law 206