Engaging Tacit Knowledge: 
Accessing Your Idea Repository

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A baseline Knowledge Capacity that improves access to the unconscious.

- Connect with yourself
- Engage your imagination
- Release your ideas ...

The challenge is to build capacity through increasing connections between the conscious and the unconscious … the road to extraordinary consciousness.

We don’t know what we know
I AM THE
LEFT BRAIN!

Decision! 01100101

Logic

Accurate

ANALYTIC

13 24 8

Practical
Strategy

CONTROL

Reason

SCIENCE

Realistic

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I AM THE
RIGHT BRAIN!

Passion
Vivid
Creative

Peace

Yearning

If you love peace
You are pretty
Freedom

A change of heart
Knowledge is the capacity (potential or actual) to take effective action.

**EXPLICIT** KNOWLEDGE is that which can be called up from memory and put into words and shared (also called declarative knowledge).

**IMPLICIT** KNOWLEDGE is knowledge stored in memory of which the individual is not immediately aware. While not readily accessible, it may be pulled up when triggered (associated).

**TACIT** KNOWLEDGE is the descriptive term for those connections among thoughts that cannot be pulled up from memory and put into words; knowing what or how, but unable to express this knowing.

*NOTE: Implicit and Tacit are often used interchangeably in the literature.*

From the viewpoint of the owner …
PERCEPTION OF TIME (OBJECTIVE)

INTERNAL KNOWLEDGE DIMENSIONS

EXTERNAL DIMENSIONS

PERCEPTION OF NO TIME (SUBJECTIVE)

Embodied
Affective
Intuitive
Spiritual

Y
X
Z
Continuum of Awareness of Knowledge Source/Content

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<th>Level of Awareness of Origins /Content of Knowledge</th>
<th>UNCONSCIOUS AWARENESS</th>
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<td>TACIT ( Kn_t )</td>
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</table>
| SPIRITUAL \( Kn_{ts} \)                          | • Based on matters of the soul  
• Represents animating principles of human life  
• Focused on moral aspects, human nature, higher development of mental faculties  
• Transcendent power  
• Moves knowledge to wisdom  
• Higher guidance with unknown origin |
| INTUITIVE \( Kn_{ti} \)                          | • Sense of knowing coming from within  
• Linked to FOR  
• Knowing that may be without explanation (outside expertice or past experience)  
• 24/7 personal servant of human being  
• Why (unknown) |
| AFFECTIVE \( Kn_{ta} \)                          | • Expressed in bodily/material form  
• Stored within the body (riding bike)  
• Can be kinesthetic or sensory  
• Learned by mimicry and behavioral skill training  
• Why (evasive or unknown) |
| EMBODIED \( Kn_{te} \)                           | • Expressed in bodily/material form  
• Not readily accessible but capable of being recalled when triggered  
• Don’t know you know, but self-discoverable  
• Ability may or may not be present to facilitate social communication.  
• Why (questionable) |
| IMPLICIT \( Kn_i \)                              | • Stored in memory but not in conscious awareness  
• Information stored in brain that can be recalled at will  
• In conscious awareness  
• Can be shared through social communication  
• Can be captured in terms of information (given context)  
• Expressed emotions (visible changes in body state)  
• Why (understood) |
| EXPLICIT \( Kn_e \)                              |                       |                   |
Embodied Tacit Knowledge (somatic) is represented in neuronal patterns stored within the body. It is both kinesthetic and sensory.

- Kinesthetic—related to the movement of the body.
- Sensory—related to the five human senses through which information enters the body (sight, smell, hearing, touch and taste).
- Learned by mimicry and behavior skill training.
EMBODIED
AFFECTIVE
INTUITIVE
SPIRITUAL

Leadership behaviors specific to org
Physical motions on assembly line
Cultural norms such as: preferred approach to interactions; appropriate language; subjects that can or can’t be discussed

• Hidden in the way things are done
• “Knowing” which decisions are right and which ones are wrong (not always right but always worth listening to)

REQUIRES NEW PATTERN EMBEDDING FOR CHANGE TO OCCUR (COULD TAKE FORM OF PHYSICAL TRAINING OR MENTAL THINKING)

• Approach to risk
• Embedded in org processes and knowledge

EXAM PLES

NURTURED AND DEVELOPED THROUGH EXPOSURE, LEARNING, PRACTICE (COMMUNITIES, MENTORING, ROTATIONS, AAL’s, Kn SHARING)

• Purpose, vision, value related to meaning and motivation
• Decisions tied to greater good or advancement of humanity
• Care for environment

REQUIRES NURTURING AND DEVELOPMENT OF EMOTIONAL INTELLIGENCE (LOGIC OF FIVE WHYS CAN BE USED TO UNCOVER SOURCE OF FEELINGS)

• Causes for negative feelings include work overload, value conflicts, poor leadership
• Causes for positive feelings include empowerment, successful bid, learning, appreciation

CAN BE TAPPED BY ENCOURAGING HOUISTIC REPRESENTATION OF THE INDIVIDUAL AND RESPECT FOR A HIGHER PURPOSE

TACIT

EXAMPLES
Affective Tacit Knowledge is connected to emotions and feelings (with emotions representing the external expression of some feelings).

• No such thing as a behavior or thought not impacted by emotions in some way.
• Attached to other types or aspects of knowledge.
• Feelings as a form of knowledge can influence actions.
EMBODIED

AFFECTIVE

INTUITIVE

SPIRITUAL

Leadership behaviors specific to org
Physical motions on assembly line
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NURTURED AND DEVELOPED THROUGH EXPOSURE, LEARNING, PRACTICE
(COMMUNITIES, MENTORING, ROTATIONS, AAL’s, Kn SHARING)

INTUITIVE

AFFECTIVE

EMBODIED

TACTICAL

Spiritual

Approach to risk
Embedded in org processes and knowledge artifacts
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REQUIRES NURTURING AND DEVELOPMENT OF EMOTIONAL INTELLIGENCE
(LOGIC OF FIVE WHY’S CAN BE USED TO UNCOVER SOURCE OF FEELINGS)

Care for environment
Advancement of humanity
Decisions tied to greater good or purpose, vision, values related to meaning

Purpose, vision, values related to meaning

NORTHERN AND DEVELOPED THROUGH EXPOSURE, LEARNING, PRACTICE
(COMMUNITIES, MENTORING, ROTATIONS, AAL’s, Kn SHARING)

Can be tapped by encouraging holistic representation of the individual and respect for a higher purpose.
Intuitive Tacit Knowledge is the sense of knowing coming from inside that influences decisions/actions.

- Patterns in the unconscious developed through experience, contemplation, and unconscious processing.
- Becomes a natural part of our being.
- Continuous learning through experience.

“The mysterious mechanism by which we arrive at the solution of a problem without reasoning toward it” (Damasio, 1994)
EMBODIED

AFFECTIVE

INTUITIVE

SPIRITUAL

TACIT

• Leadership behaviors specific to org
• Physical motions on assembly line
• Cultural norms such as: preferred approach to interactions; appropriate language; subjects that can or can’t be discussed

REQUIRES NEW PATTERN EMBEDDING FOR CHANGE TO OCCUR
(COULD TAKE FORM OF PHYSICAL TRAINING OR MENTAL THINKING)

• *Hidden in the way things are done*
• *Knowing* which decisions are right and which ones are wrong (not always right but always worth listening to)

NURTURED AND DEVELOPED THROUGH EXPOSURE, LEARNING, PRACTICE
(COMMUNITIES, MENTORING, ROTATIONS, AAL's, KN SHARING)

• *Purpose, vision, value related to meaning and motivation*
• *Decisions tied to greater good or advancement of humanity*
• *Care for environment*

REQUIRES NURTURING AND DEVELOPMENT OF EMOTIONAL INTELLIGENCE
(FOCUS ON FEELINGS)

• *Appreciation, empowerment, successful bid, learning, growth*
• *Causes for positive feelings include: over/undervalued work, colleagues, recognition, good leadership*
• *Causes for negative feelings include: work environment, attitude*
• *Embedded in our processes and knowledge*

EXAMPLES

CAN BE TAPPED BY ENCOURAGING HOLISTIC REPRESENTATION OF THE INDIVIDUAL AND RESPECT FOR A HIGHER PURPOSE

• *Approach to risk*
• *Decisions tied to greater good or advancement of humanity*
• *Care for environment*

(TACIT – LOGIC OF FIVE WHYS CAN BE USED TO UNCOVER SOURCE OF FEELINGS)
Spiritual Tacit Knowledge represents the animating principle of human life in terms of thought and action.

• Specifically focused on moral aspects, the emotional part of human nature, and higher development of mental faculties.

• A “knowing” similar to intuition but without the experiential base of intuition.

• Represents a form of higher guidance with unknown origin.
EMBODIED

AFFECTIVE

SPIRITUAL

Leadership behaviors specific to org
Physical motions on assembly line
Cultural norms such as: preferred approach to interactions; appropriate language; subjects that can or can't be discussed

REQUIRES NEW PATTERN EMBEDDING FOR CHANGE TO OCCUR
(COULD TAKE FORM OF PHYSICAL TRAINING OR MENTAL THINKING)

• Approach to risk
• Embedded in org processes and knowledge artifacts
• Causes for negative feelings include work overload, value conflicts, poor leadership;
  Causes for positive feelings include empowerment, successful bid, learning, appreciation

NURTURED AND DEVELOPMENT OF EMOTIONAL INTELLIGENCE
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Accessing Tacit Knowledge
The Road to Extraordinary Consciousness

EXTERNAL

INTERNAL

(SOURCE)

EMBEDDING TACIT Kn

INDUCING RESONANCE

SURFACING TACIT Kn

SHARING TACIT Kn

LEVEL OF AWARENESS

CONSCIOUS

UNCONSCIOUS
SURFACING TACIT KNOWLEDGE

• External triggering
  – Conversation, dialogue, questions or external situation
  – Phenomenon that occurs in “sink or swim” situations.

• Self collaboration
  – Create an internal dialogue, listening deeply to your thought
    following the tenets of dialogue (withholding quick judgment,
    not demanding quick answers, exploring underlying assumptions)
  – Look for relationships with what you feel
  – Ask yourself a lot of questions, reflect on them, then be patient.
  – Sleep on a question (your unconscious processes 24/7 and exists
    to help you survive).

• Nurturing
  – Meditation, inner tasking, lucid dreaming and hemispheric
    synchronization.
EMBEDDING TACIT KNOWLEDGE

• Embodied
  – Requires new **pattern embedding**.
  – Might take the form of repetition in physical training or mental thinking.
    Mimicry, practice, competence development, visual imagery coupled with practice

• Intuitive
  – Requires **exposure, learning and practice**.
  – Contemplation, traveling, developing a case history for learning purposes.
  – **Effortful study**

• Affective
  – Requires nurturing and development of **Emotional Intelligence**.
  – Digging deeply into a situation.
  – Building self awareness; sensitivity to **emotional guidance system**.

• Spiritual
  – Requires **holistic representation and respect for higher purpose**.
  – Dialogue, learning from practice and reflection, developing sensitivity to spirit, living with it over time.
  – Exploring feelings regarding **larger aspects of values, purpose, meaning**.
**SHARING TACIT KNOWLEDGE**

- Occurs both consciously and unconsciously
- Not necessary to make knowledge explicit in order to share it!
- Ex: Mentoring and shadowing (through imitation and mimicry)
- Mirror Neurons
- Group learning
  - Where communities/teams engage in dialogue and, over time, develop a common frame of reference, language and understanding

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INDUCING RESONANCE

• Amplifying the meaning of incoming information (increasing its emotional content and receptivity) through exposure to diverse and opposing concepts that are well-grounded.

• Incoming information must be consistent with the frame of reference and belief systems within the receiver.

• Creates a sense of ownership within the listener.

• Ex: Presidential debates; closing arguments in litigation
A Single Drop in an Ocean of Possibilities

- Changing and uncertain times require new ideas and the application of those new ideas (innovation).

What better resource than to look within ourselves?
Conceptual Model Relating Knowledge and Consciousness
Engaging Tacit Knowledge is a **Knowledge Capacity**

A baseline capacity that improves access to the unconscious. *We don’t know what we know.* The challenge is to build capacity through increasing connections between the conscious and the unconscious.

**Tool Example:** Hemispheric Synchronization

HS is the use of sound coupled with binaural beat to bring both hemispheres of the brain into unison, creating a whole-brain state. What occurs during HS is a physiologically reduced state of arousal while maintaining conscious awareness, and the capacity to reach the unconscious creative state through the window of consciousness.
The brain integrates the two signals, producing a sensation of a third sound called the binaural beat.
The binaural beat is neurologically conveyed to the reticular formation which uses neurotransmitters to initiate changes in brain-wave activity.

Binaural beats originate in the brainstem’s superior olivary nucleus, the site of contralateral integration of auditory input.
TOOL: **Hemispheric Synchronization**

“The most fertile region [in the mind’s inner landscape] seems to be the marshy shore, the borderline between sleep and full awakening—where the matrices of disciplined thought are already operating but have not yet sufficiently hardened to obstruct the dreamlike fluidity of imagination.” (Koestler, *The Act of Creation* 1975)

- Take a moment to write down an issue, problem or opportunity in your work place
- Close your eyes
- Focus on the back of your eyelids
- Rest and relax ... Use your breath to relax
- Let go of all your normal everyday thoughts
- Listen to the music
- When a relative idea comes up, write it down, then let it go and move back into your relaxed state ...
Creativity emerges from interactions (within and without).

As situations become more complex, the nature of learning, knowledge, and action shift. Building capacity lays the groundwork for those shifts.

Reach towards Extraordinary Consciousness ... Tap into the inner resources you have been developing since you were in the womb.

As our neurons fire and connect and our brain restructures in a continuous loop of learning and changing, we are beginning to understand the importance of our choices and the way we think and act upon the world, both to us as individuals and to the connected reality in which we function. Be the creator you were went to be!
Stir Your Creative Juices

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