

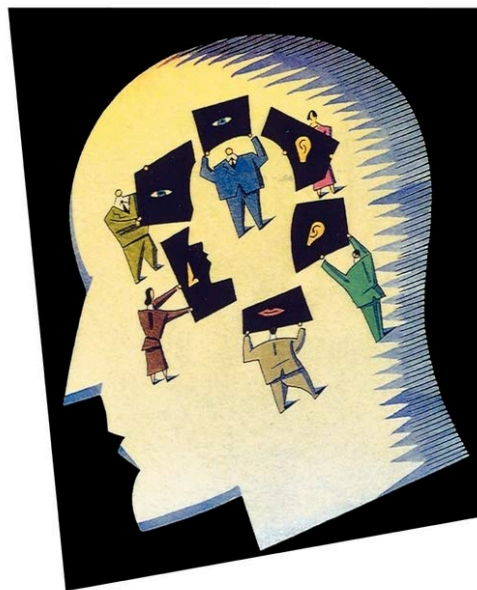
The Knowledge creating company

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# THE KNOWLEDGE-CREATING COMPANY

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How Japanese  
Companies  
Create the  
Dynamics of  
Innovation



**IKUJIRO NONAKA**  
**HIROTAKA TAKEUCHI**

As all my essays, I will start with the person which came to my mind when I finished the book. In this case his name is Jose Mari Luzarraga. Here you have his LinkedIn profile: <https://www.linkedin.com/in/jmluzarraga/>

We were in the last day of the first module of the Teaminn 12th edition (here you can meet the super team of this edition: [https://docs.google.com/document/d/1cyLopKMRu-B-zlkgyV\\_VHZApkgUPpUPfag7o8JFBxc/edit](https://docs.google.com/document/d/1cyLopKMRu-B-zlkgyV_VHZApkgUPpUPfag7o8JFBxc/edit) ).

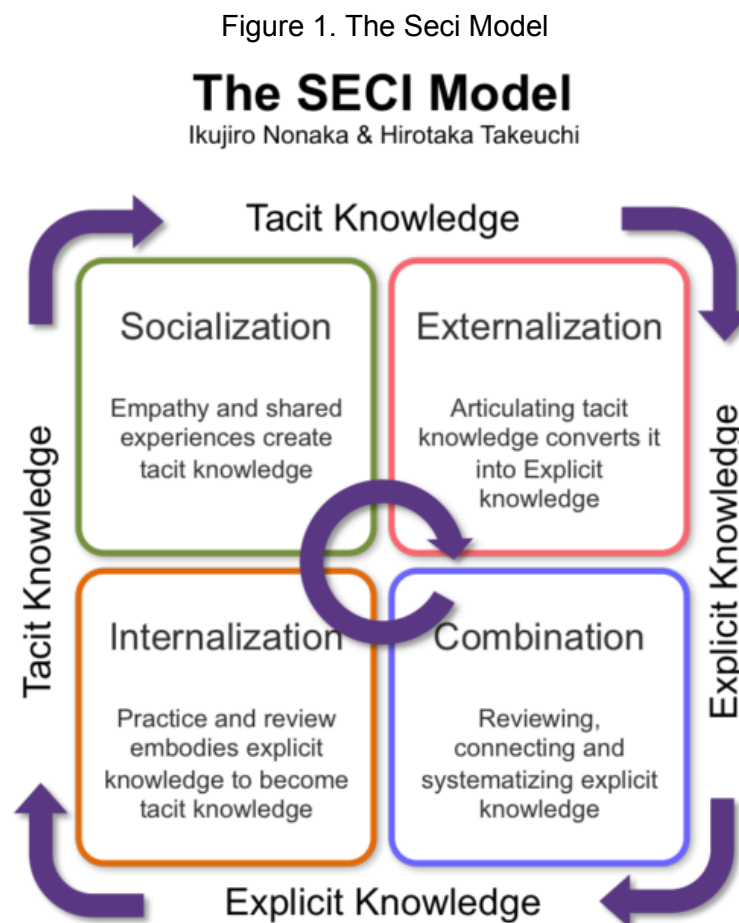
And why did I put this information? Because with the explanation that we received in the Oñati Rocking Lab the chaotic ideas that I had before began to have a sense of order and meaning.

I would categorize this book as a **complex** book. A book that I would like to read just when I am in the fourth year of experience at Mondragon Team Academy (yes, that's my commitment). I think that my comments and learnings will be different.

“LEINN (degree of which I am proudly part) is based on Nonaka and Takeuchi”. Well, the truth is that the surname Takeuchi is sometimes omitted.

And yes, if we go to the *Falkon Model* (link here: <https://drive.google.com/file/d/1lgJoyBm8HjdsSrDWgp8wFbMKVCyTnVu3/view?usp=sharing>) and you analyze the different learning processes Nonaka (and Takeuchi) are present in all the moments.

One of the main ideas is summarised in the following figure:

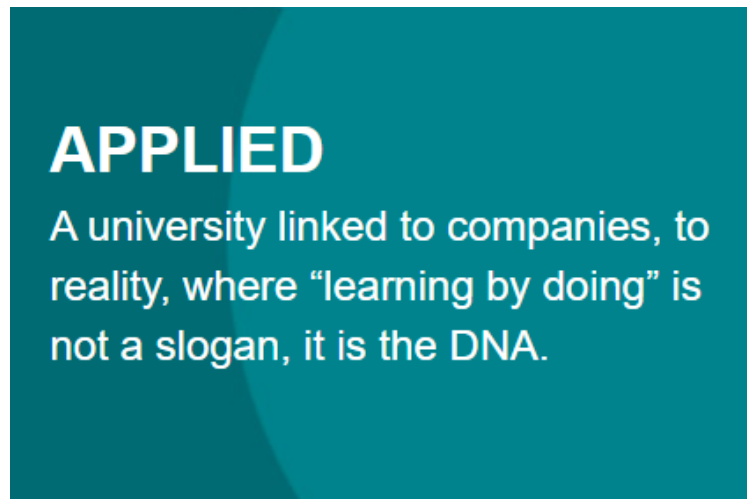


Source:

<https://www.pocketbook.co.uk/blog/2016/05/17/ikujiro-nonaka-knowledge-management/seci-model/>

In this spiral there are two main actions: **dialogue** (this essay can be useful to understand the importance of Dialogue: <https://docs.google.com/document/d/1q0EehgOshPFj2VI5rsoTGHAvAO7omXZ9m5jm-tw2kcw/edit?usp=sharing> ) for the Socialization and Externalization processes and **learning by doing** for Internationalization & Combination. About learning by doing and Mondragon Unibertsitatea I only can put this figure:

Figura 2. Mondragon Unibertsitatea and learning by doing



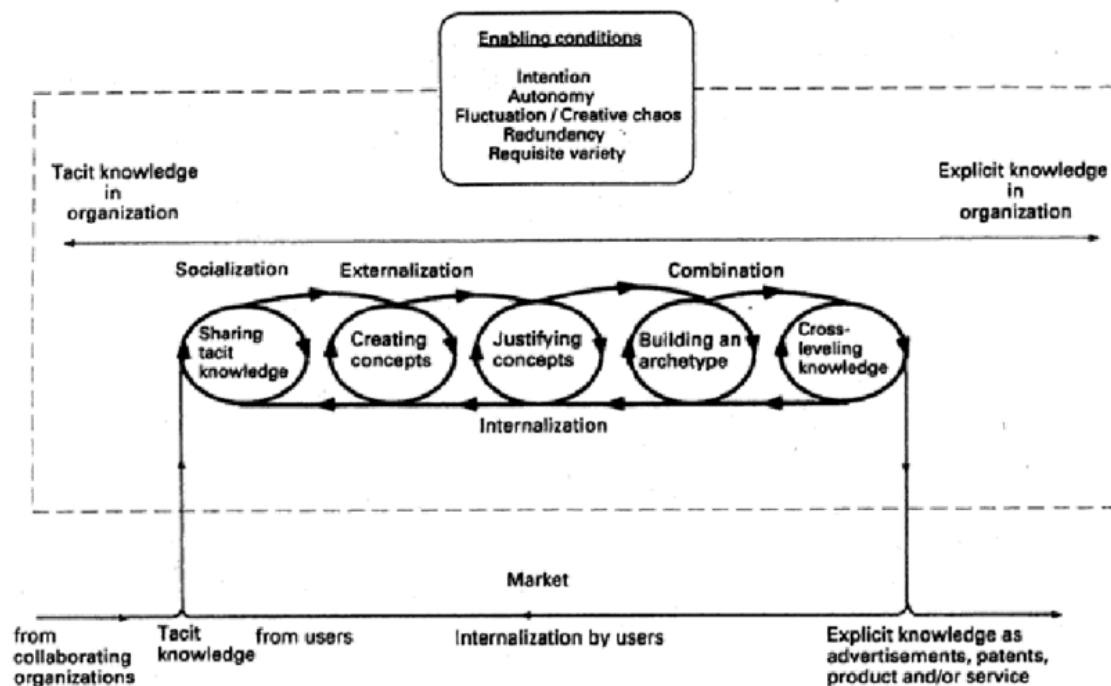
Source: <https://www.mondragon.edu/en/home>

But in Leinn we may go further and more than learning by doing, we need more creation. That's why we need to tattooing on our skin this sentence:

### *Team learning by creating*

Related to this concept, in the book there is a really interesting figure called “A five phase model of the knowledge creation process” that integrates the processes of the SECI Model.

Figure 3. A five phase model of the knowledge creation process



Source:

[https://www.researchgate.net/publication/228980329\\_Knowledge\\_creation\\_and\\_integration\\_in\\_project\\_teams\\_a\\_study\\_of\\_international\\_telecommunications\\_companies\\_in\\_Singapore/figures?lo=1](https://www.researchgate.net/publication/228980329_Knowledge_creation_and_integration_in_project_teams_a_study_of_international_telecommunications_companies_in_Singapore/figures?lo=1)

In the figures 1 and 3 (and perhaps in all the book) the words that are repeated are tacit and explicit knowledge. Which is the difference between each other?

**Tacit** (subjective): knowledge of experience (body), simultaneous and related to practice.

**Explicit** (objective): knowledge of rationality (mind), sequential and related to theory.

We need to combine tacit and explicit knowledge to have complete knowledge. What do we need to understand this idea?

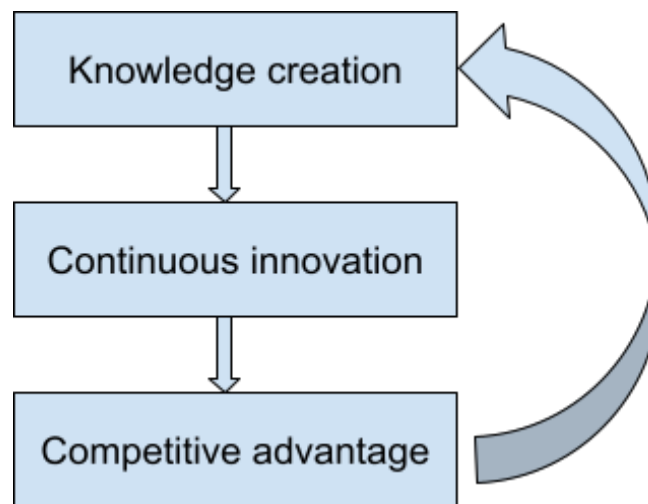
Realize that:

- You can not separate theory and practice.
- You learn with the body, not only with the mind.

And...Why is knowledge important?

In the book on page 6 we have the justification in the form of a figure. Here I included that figure with an additional arrow (the one that comes from competitive advantage to knowledge creation).

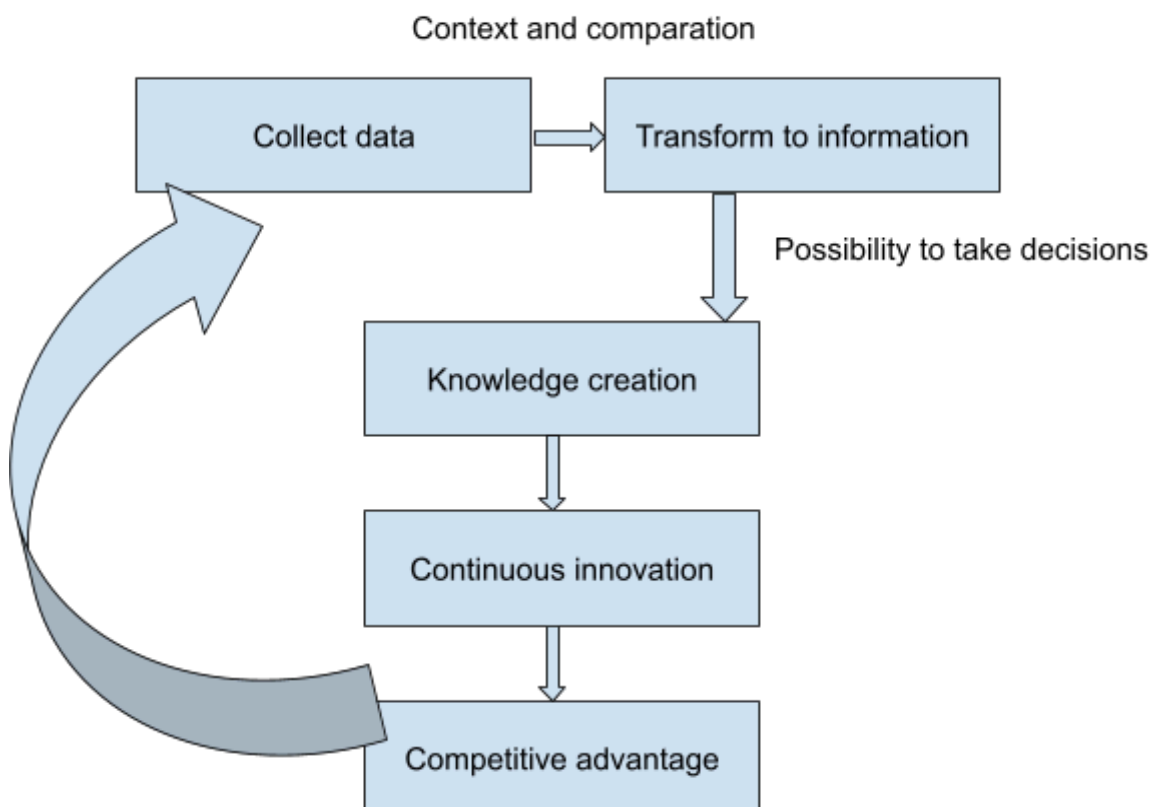
Figure 4. Knowledge creation process



Source: Nonaka & Takeuchi (1990)

The truth is that I would like to add a few preliminary steps to reach the knowledge:

Figure 5. Combining research process and knowledge creation



Source: own elaboration

In this combining process of the research and the knowledge creation process, a question came to my mind: Which type of research technique would you use to collect explicit data/knowledge? And...In the case of tacit data/knowledge?

We are in the dichotomy of quantitative and qualitative research. And as in the case of explicit/tacit knowledge, which is the best option? To combine!

(Related to collecting different types of data, I recommend this simple book: [https://docs.google.com/document/d/1RxdDeSr\\_4Jkmrw5jvT7Q73vEfvq49boS15HuuMDQs4I/edit?usp=sharing](https://docs.google.com/document/d/1RxdDeSr_4Jkmrw5jvT7Q73vEfvq49boS15HuuMDQs4I/edit?usp=sharing) )

When I finish this book I realize that only a few ideas of this book were important for me in this actual moment. We only internalise what we are currently interested in.

So, yes before I finish the last comments about the book, I want to mention some interesting ideas (these are the ones that are important but I am not using it in this moment):

A) The top down model provides only partial conversion focused on combination (explicit to explicit) and internationalization (explicit to tacit). The bottom up approach only partial conversion focused on socialization (tacit to tacit) and externalization (tacit to explicit). So, there is another option: **middle-up-down model**.

B) Depending on the level the relationship with the knowledge is different. Knowledge practitioners (front line employees), knowledge engineers (middle managers) and knowledge officers (top managers) (perhaps we can relate the practitioners with data, engineers with information and officers with knowledge).

C) Front line employees dialogue with the market (Important: more mature, more tacit knowledge).

D) Objective: A hypertext organization is an open system that also features continuous and dynamic knowledge interaction with consumers and companies outside the organization.

And then I cite four ideas for reflection:

W) The authors mention: The only certainty is uncertainty. What about the actual situation? Do we know to live in uncertainty?

X) In 1990 knowledge was power, a competitive resource. What about the actual situation? What is the relationship between the society and the knowledge?

Y) According to Schumpeter Capitalism...is by nature a form or method of economic change and not only never is but never can be stationary. Can slow life speed be an option to go against capitalism? Can this be an option in a World that we know that we have a short period of time in life?

Z) The authors mention in the book that there is a danger of overadaptation to past success. Sometimes I say: "Don't look at the past with the eyes of the present". It is curious because I write this just in the anniversary of our PhD thesis defense:

<https://jotadoce.es/tesis-doctoral-en-diferentes-formatos>

*Aurrera, beti aurrera, noizean behin geldituz eta elkarrekin sortuz eta hizketan*

Next book I would like to read related to this book:

