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# Act of Knowledge Leadership by Top of Business Unit and Its Effect

## —A Case Study of Knowledge Management in the Business Unit of IT Companies—

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In the SE division of IT companies, business is a project system. Since the project has the characteristic of "one and only", it is important in the next project to utilize the deliverables and experienced persons of similar projects in the past. It is essential to accumulate experience as knowledge and make use of it in corporate management. From this, every executive officer of an IT company is a knowledge manager.

In knowledge management, the SECI model is famous. However, since the SECI model is a metamodel, tailoring is necessary to apply it to the Projects and organizations site. It is quite difficult even for experienced people and KM experts. Because it is necessary to devise a way to use the SECI model. In addition, it is not easy to educate talent who has acquired it.

Within the company, business is conducted on a business unit level where executive officers are top. Executive officer as a top of Business Unit will

demonstrate leadership as a knowledge manager. In Japanese companies, top of business Unit change over several years, so it has been repeated to incorporate new knowledge management every time they change. The knowledge assets owned by the organization are inherited, but role sharing and methods of knowledge creation change, and in some cases confused. It is necessary to cause "fluctuation", but it is difficult to balance it.

In this paper, in a corporate organization with the top of the business Unit, knowledge creation and inheritance of organization knowledge is targeted. Specifically, it covers IT companies that understand KM. This company is a major vendor in IT companies in Japan.

The SE group of the company has promoted KM for many years according to Nonaka's theory. Within the company, the words SECI model, "Ba", tacit knowledge are used regularly. Therefore, each top of Unit is an excellent knowledge manager. Approximately 10 business chief directors of the IT company, I asked him to look back on the time when he was Inaugurated top of business Unit. I interviewed what kind of knowledge creation had been done at that time. This paper is based on "five functions of the four missions and knowledge vision that the top should demonstrate" stated by Nonaka and Umemoto (2001). The paper research on the following.

- What value does knowledge management have in solving business problems
- What kind of priority did the top of business Unit to solve problems?
- What kind of knowledge leadership did the top of business Unit for followers?

Prior to the interview, we set up 18 confirmation points in advance and organized the results of the interview at that point. Comparing it, I examined the existence of trends and the relevance between items. They top of business Unit himself devised policies and methods to create knowledge using his own experience and deep knowledge of KM. Each of them actively acted to visualize knowledge assets of our organization, to demonstrate leadership to followers and to improve the knowledge assets of the organization.

As a result, I clarified the following.

- Each top of business Unit considered the value of knowledge management and the flow that leads to the solution of business problems properly.
- The top of business Unit had a clear policy on what kind of priority should be given to knowledge management.
- The existence of the relationship between knowledge leadership of top of business Unit and knowledge problem.

As a result, it was cleared that "the four functions to be demonstrated by the top and the five functions of knowledge vision" are suitable for corporate KM activities. Among them, I showed a mechanism model between business problem solution and knowledge creation, and devised a model showing the flow of priority. Practically, on the way to convert knowledge into value, the way of thinking of priority. It shows to the knowledge manager how to effectively use the four resources of people, materials, money and information.