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# A knowledge management synchronized with activating knowledge- workers and organization —A Case Study of R&D department at PFU —

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This paper discusses a new view on knowledge management which approached from the activation of knowledge- workers and organization. The backgrounds of this research it that there has been increasing interest in the field of knowledge management to promote creativity and innovation in most organizations. And, the R&D organizations particularly need the most creativity and innovation as they play a most important role in knowledge society. However, in this type of organizations, workers have usually too many tasks to perform and the R&D projects is usually in a chaos, which results in less autonomy and time for creativity. For this reason, a knowledge management that enables the company to overcome that issue, and consequently give more autonomy and space for creativity is needed.

Based on a case study of Knowledge management at an IT company, called PFU, we conclude that the basis of knowledge management is not the system but the autonomy creative action of knowledge-workers. This basis is composed of three elements. First one is to set some “Ba” to stimulate the autonomous of knowledge-workers and teams. The second is the practice of Visualization –Activities. The third one is the construction of interfused-knowledge networks. From these findings, we mention some implications as how to change the workers and the organization aiming to this new type of knowledge management.