

---

## Index

---

### A, B, C

- accountability, 60, 62, 209, 223
- aggregated, 134
- articulated, 14, 22, 133, 134, 301, 307
- barriers, 6, 7, 9, 10, 15, 16, 59, 70, 193, 250, 272, 305
- British NHS, 222, 223
- business case, 33, 34, 37
- capitalism, 57
- case study, 29, 127, 130, 143, 154, 239, 268
- Central and Eastern Europe (CEE), 49, 51, 52, 53, 57, 59, 60, 61, 69, 70
- challenges, 17, 42, 49, 51, 53, 57, 60, 69, 207, 169, 288, 291, 306
- change management, 209, 210, 214, 216, 217, 223, 226, 228, 237, 239, 240
- characteristics of knowledge, 21, 134
- collectivized intelligence, 251
- combination, 132, 133, 134, 178, 295, 301, 302, 303, 305, 307
- communication, 10, 15–17, 22, 27, 54, 57, 58, 61, 66, 68, 129, 136, 139, 140, 169, 171, 179, 183, 188, 249, 250, 251, 253, 254–257, 261, 264, 272, 281, 300, 302
- communism, 52, 53, 57, 59, 60, 63, 66
- communities of practice, 54, 250, 263
- competitive advantage, 2, 3, 9, 25, 49, 50, 55, 127, 128, 134, 136, 153, 296, 297
- complexity, 21, 28, 29, 36, 37, 59, 175, 218, 299
- convergent, 293
- conversion modes, 304, 307
- cultural, 168, 173, 174, 179, 180, 182, 183, 186, 51, 53, 60, 257

**D, E**

delving down, 215, 217, 222, 224, 226, 240  
 dispositional, 210, 212, 234, 237  
 divergent, 293  
 doctors, 27, 209, 210, 222, 228, 229, 234, 236, 237, 238  
 dynamic knowledge, 131  
 eCH, 21, 29, 31, 32, 33, 34, 36, 37, 39, 40, 41, 42, 43, 45  
 efficacy, 220, 229, 234  
 efficiency, 5, 41, 128, 209, 213, 215, 219, 220, 222–224, 227–238, 239  
 e-government, 21, 29, 30, 31, 33, 37–39, 41–43, 45  
 exchange, 1–4, 6, 7, 10, 13–17, 21, 33, 127–130, 134–136, 140–142, 250, 253, 254, 256, 264, 274, 280, 305  
 explicit knowledge, 10, 22, 23, 132–134, 141, 216, 299, 300, 301, 302, 303, 305, 307  
 external, 5, 13, 15, 27, 134, 173, 177, 178, 180, 181, 185, 186, 290, 305  
 externalization, 132, 225, 301, 302, 303, 305, 307

**F, G, H**

feasibility reasons, 258  
 further research, 240  
 generic competencies, 60, 61  
 goals, 30, 33, 37, 38, 39, 50, 54, 56, 64, 66, 176, 179, 257, 261, 291, 296, 297  
 groups, 35, 37, 40–44, 128, 134, 135, 146, 148, 168, 170, 173, 180, 181, 212,

216, 218, 222, 236–238, 240, 251–255, 261, 262, 274, 300  
 health reforms, 239  
 hierarchy, 133, 218, 219  
 high potentials, 51, 61, 64, 65, 66, 67, 68, 70  
 hospitals, 208–211, 218–220, 222, 225–228, 230, 231, 234–238  
 human memory, 168, 169, 171, 174–178, 189, 197

**I, K**

incorporate, 5, 55, 66, 55, 66, 127, 128, 129, 130, 134, 135, 136, 137, 140, 141, 142, 143, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155  
 implicit  
   learning, 208, 216, 221, 222, 239, 240  
   norms, 213–215, 237  
 information  
   flow, 1, 10, 11  
   technology, 30, 142, 167, 169, 170, 172, 208, 249, 272, 287  
 innovation, 5, 27, 31, 34, 37, 127–130, 137, 141, 143, 145, 146, 148, 150, 154, 155, 185, 220, 228, 229, 234, 287, 289, 292  
 innovativeness, 54, 60, 64  
 internal, 4, 5, 8, 27, 51, 66, 134, 186, 209, 223, 225, 226  
 internalization, 62, 132, 133, 301–303, 305, 307  
 IT role, 288, 289

- knowledge  
   creation, 3, 5, 6, 26, 27, 154, 289, 291, 293–296, 299, 300, 302–304, 306–308  
   model, 304  
     theory, 299  
   exchange, 1–9, 11, 12, 14–17, 128, 129, 142, 143  
   facilitator, 3, 4, 13  
   hoarding, 1, 2, 6, 7, 15, 16  
   in organizations, 130, 131, 142  
   management, 21, 25, 26, 130, 136, 137, 142, 156, 194, 196, 207, 253, 289, 291, 292–294, 299, 304, 306, 308  
   networks, 21, 27, 28  
   release, 1, 10, 15  
   sharing, 4, 6, 10, 11, 13, 16, 54, 145, 194, 260, 264, 276, 281, 295  
   transfer, 1, 2, 4–7, 11, 14, 21, 27, 28, 135, 183, 186, 208–210, 213, 219, 238, 273
- L, M**
- lack  
   of acceptance, 60, 63  
   of knowledge transfer, 226  
 leadership, 58, 61, 69, 142, 146, 154, 212  
 learn up, 208, 209, 213, 215, 217, 222, 224, 226, 227, 234, 236, 237, 239, 240  
 learning  
   challenges, 69  
   network, 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 13, 14, 15, 16, 17, 143  
   organization, 190, 215, 287, 289, 290, 292, 293, 294, 295, 296, 297, 299, 304, 306, 307  
     theory, 296, 299  
   level of responsibility, 60, 62  
   logics, 210, 211, 212, 214, 218, 219, 221, 234, 237, 238  
   low value of training, 68  
   management implications, 155  
   member interaction, 7, 9  
   micro-firm, 1–10, 14–17  
   middle managers, 193, 210, 229  
   motivation, 23, 44, 56, 66, 67, 233, 262, 264
- N, O**
- network  
   boundaries, 4, 11, 13, 16  
   exchange, 1, 2, 6, 7  
 new model, 70, 177, 197  
 NHS  
   British, 222, 223  
   Portuguese, 226, 227  
 normative, 210, 212, 214, 229, 234, 237, 238, 306  
 norms, 3, 4, 129, 179, 180, 185, 193, 210, 212, 213, 215, 251  
 nurses, 209, 210, 218, 219, 222–224, 226, 228, 234, 236–239  
 operational logics, 209, 215, 219, 220, 234, 240  
 organizational

culture, 26, 66, 131, 141–143, 190, 192, 215–217, 236, 237, 240, 287–290, 292–294, 296, 304, 306  
 learning, 55, 70  
 logics, 210, 219, 220, 222, 237  
 memory dysfunctions, 189  
 memory, 26, 167, 171, 177, 184, 186, 188, 189, 195  
 remembering, 174, 183  
 structure, 27, 28, 142, 252  
 trust, 136, 137  
 organizationally distributed memory, 175, 177

## P, R

pediatric hospital, 228, 230, 234, 235, 238  
 people, 3, 11, 13, 22, 23, 25, 27, 28, 32, 42, 44, 50, 51, 66, 128, 134, 139, 145, 156, 157, 167, 178, 179, 186, 188, 189, 196, 208, 216, 228, 230, 232–234, 237, 249–251, 253–256, 260, 261, 263–265, 268, 291, 298  
 personal development, 232, 235  
 Poland, 49, 52, 53, 57, 58, 60, 61, 64, 65, 67, 68, 69  
 poor assessment skills, 60, 64, 65  
 poor evaluation systems, 60, 64  
 Portuguese NHS, 226, 227  
 practical  
   aspect, 274, 280  
   logics, 210, 212, 214, 234, 238

problem, 4, 13, 23, 27, 33, 56, 59, 128, 169, 174, 187, 193, 194, 209, 224, 225, 227, 234, 235, 255, 267, 268  
 proposed model, 169, 183  
 purposeful engagement, 220, 232, 235  
 reflections, 132, 258, 287  
 relative autonomy, 217, 222, 232, 235, 238  
 rules, 22, 57, 59, 180, 189, 210, 212, 213, 215, 222, 263

## S

scenario, 1, 250, 251, 254, 256, 261, 267, 306  
 security, 24, 49, 59, 220, 232, 235  
 senior administrators, 210, 211, 228, 229, 238  
 shared experience, 2, 4, 11, 15, 172, 186, 187, 274  
 situational, 138, 210, 212–214, 218, 235, 237, 238  
 smart collectives, 264  
 social, 9, 21, 52, 54, 55, 59, 132, 139, 140–142, 168, 173, 193, 194, 209, 212, 213, 215, 219, 222, 224, 228–232, 235, 238, 239, 250–253, 255–259, 261–263, 265, 268, 276, 293, 299, 300, 303, 308  
   exchange theory, 140  
 socialization, 132, 212, 301–303, 305, 307  
 some concepts, 289  
 spiral  
   construction, 258, 277  
   of knowledge, 249, 259, 269, 273, 303, 304, 307

stakeholders, 27–30, 36, 38,  
41, 42, 207, 218  
structuring, 249, 272  
success, 6, 16, 28, 42, 44, 45,  
50, 60, 63, 66, 69, 128, 136,  
137, 142, 153, 197, 213,  
227, 295

## **T, W**

### **tacit**

knowledge, 3, 11, 12, 14,  
22, 23, 36, 132–134, 180,  
196, 197, 208, 212, 213,  
216, 221, 222, 239, 240,  
299, 300–303, 305  
rules, 213, 214, 215, 237

talent development, 51, 53,  
55–57, 60, 62, 65–69  
transfer, 3, 6, 7, 12, 14, 21,  
26–28, 33, 35, 134, 136,  
153, 157, 193, 211, 249,  
281, 292  
transformational influences,  
53, 57  
trust, 1, 3, 6, 10–13, 15–17,  
32, 66, 67, 127–130, 136–  
141, 143–152, 154–156, 232  
willingness to learn, 60, 64