Site managers and project managers solve complex problems in their day-to-day work; however, the industry does not capture this and may even not realise its significance. If this knowledge was collected, structured and disseminated then there would be significant benefits to the companies.

The Approach is simple and low cost yet robust, fitting in with the ways people and companies work. Each week, the manager dictates a problem-solving event into a Dictaphone in order to Capture knowledge. These recordings contain the personal knowledge and thinking of the manager. To see the significance of these events and to Transform the knowledge in order to make it accessible to others, the managers are debriefed each month about the set of recorded events. Once the significant knowledge is made explicit, it can then be Disseminated within the company and the industry.

The personal knowledge that is embedded in the recorded events is very complex as it depends heavily on the context and developing circumstances of the event. This knowledge is referred to as TACIT knowledge and is not generally available outside the person. However in practice, sometimes knowledge transformation and dissemination does take place through managers telling stories about their work. However, this knowledge is not validated nor is the process dependable. In addition, site managers and project managers work away from the body of the organisation and have fewer opportunities to communicate this way.

The Approach works with these ideas but in a more formal way.

The longer-term objective is that the companies can learn to operate the Approach by themselves as part of their general operation.
**What is Knowledge Management?**

People have Knowledge when they can make use of information from the past events for a current situation.

Knowledge-Management involves appreciating this Knowledge base and actively collecting it, sharing it and creating new knowledge within an organisational setting.

For Information on the Project
Professor David Boyd, Dr Hong Xiao,
School of Property and Construction
University of Central England
Perry Barr
Birmingham, B42 2SU
Tel: 0121 331 5151
Email: David.Boyd@uce.ac.uk

Or
Professor Charles Egbu, Ms Cynthia Lee
School of Built Environment
Glasgow Caledonian university
Cowcaddens Road
Glasgow G4 0BA
Tel: 0141 331 8968
Email: c.egbu@gcal.ac.uk

**Benefits**

The Approach will benefit the individuals, the companies and the industry:

- Managers learn from their experience and develop greater self worth
- Companies develop their knowledge base becoming more competitive and sustainable.
- Companies appreciate their human assets and grow as communities of practitioners
- The Industry provides a better service to clients more economically

The 18-month project will evaluate the Approach and deliver refinements and training to operate it. This will be reported to industry workshops, disseminated in leaflets and broadcast on a dedicated web site:
http://www.be.uce.ac.uk/kem4construction

The companies involved are part of the new progressive thinking in the industry and demonstrate their own willingness to be the champions of change.

**The Industry Partners**