

ECKM 2007

8th European Conference on Knowledge Management

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Keynote presentation: Knowledge as Love; How metaphors direct our efforts to manage knowledge in organizations

In this talk, Professor Andriessen will address the way knowledge is conceptualized in knowledge management literature and practice. Using the groundbreaking work of Lakoff and Johnson on metaphors he will show how people use metaphors to think and talk about abstract concepts. He will illustrate this by showing the metaphors we use when we think about time.

He will then present the results of a systematic metaphor analysis of knowledge management literature that reveals that we use at least 22 different metaphors for knowledge. Further research shows that these metaphors are primarily Western metaphors while in Eastern philosophy many other metaphors for knowledge are used. This triggers the question whether the Western dominated KM literature is suitable for Asian organizations.

The choice of metaphors for knowledge has great influence about the way we think about knowledge management. They determine what we diagnose as KM problems in organizations and what we develop as KM solutions. Professor Andriessen will present the results of an exercise set up to determine the effect of metaphors on knowledge management approaches in which two challenging metaphors for knowledge were used: *knowledge as water* and *knowledge as love*. He encourages you to analyse the role of metaphor in your own knowledge management research and practice.

Prof. Dr. Daniel Andriessen

Dr. Daniel Andriessen is Professor of Intellectual Capital at INHOLLAND University of professional education, The Netherlands, and director of the INHOLLAND Centre for research in Intellectual Capital, a research group set up to study the impact of the intangible economy on people and organizations. Recently, his centre organized the very successful Intellectual Capital Congress 2007 in May in Haarlem (The Netherlands), a congress that will be repeated in May 2009 (www.iccongress.com). Through his Weightless Wealth Research Group he offers help to companies, governmental and educational organizations, academics, and students on the subject of knowledge management and intellectual capital valuation and measurement (www.weightlesswealth.com). He is a popular speaker at conferences and likes to do guest lectures, presentations, and training sessions on a variety of subjects related to the growing importance of intangibles.

Daniel received his Ph.D. degree at Nyenrode University in The Netherlands and he holds a masters degree in political and administrative science at the Free University, Amsterdam. His publications include Value-Based Knowledge Management: Creating the 21st Century Company: Knowledge Intensive, People Rich (Addison-Wesley, 1998), with Prof. Dr. René Tissen and associate professor Frank Lekanne Deprez. Together with Prof. Dr. René Tissen he wrote Weightless Wealth: Find Your Real Value in a Future of Intangibles Assets (Financial Times Prentice Hall, 2000). His PhD thesis was published in 2004 by Elsevier Butterworth Heinemann and was entitled Making Sense of Intellectual Capital; Designing a Method for the Valuation of Intangibles. In his recent research Daniel explores the role of metaphor in knowledge construction and science. When he realized that the term Intellectual Capital is in fact based on specific metaphors for knowledge he decided to analyze the various metaphors we use for knowledge and their impact on knowledge management. An analysis of metaphors in the work of Stewart, Davenport & Prusak and Nonaka & Takeuchi was published in the Journal of Intellectual Capital: Andriessen, D. (2006) On the metaphorical nature of intellectual capital: a textual analysis, Journal of Intellectual Capital, vol. 7 (1).