

Tacit Knowledge Sharing Influence on Innovativeness. The Sector Analysis

With most tangible assets readily available to firms, leaders are increasingly looking to intangible assets for unique, sustainable competitive advantage. Perhaps the hardest intangible to identify and manage is tacit knowledge. Tacit knowledge is a new, "fresh" knowledge, highly personal, and hard to express, sometimes only existing subconsciously (e.g., intuition). By recognizing and enabling the sharing of tacit knowledge assets, firms can differentiate themselves in unique ways.

For innovative economies looking to develop, tacit knowledge creation and sharing offers tremendous opportunities. Unlike explicit knowledge, tacit knowledge often entails more impactful learning rather than slight improvements. As such, tacit knowledge can be the source of real competitive advantage and accelerated economic growth. The theory concerning tacit knowledge is not complicated.

But in practice, tacit knowledge sharing is a very demanding process. Sharing such informal knowledge does not come naturally to many employees. Proper incentives must be in place as formal sharing structures often don't work.

Consequently, developing deeper insights concerning tacit knowledge and its use is a worthwhile objective. We need to understand better motives, conditions, and factors influencing tacit knowledge sharing. We need to see how these variables might differ across industries. This project lead by the Polish-American team is designed to achieve that goal. In addition, we will study how these variables differ across nations, specifically the developed, innovative US economy compared with rapidly growing Poland. The results will be especially useful in improving innovation in Poland but lessons learned should apply in numerous other environments, e.g., education of new innovators.