

Knowledge Management and Narratives

Organizational Effectiveness Through Storytelling

Edited by

Georg Schreyögg
Jochen Koch

With articles by

Jean Caussanel, Con Connell,
Stephen Denning, Willemijn Dicke, Rik van Duifhuizen,
Christine Erlach, Daniel Geiger, Edeltraud Hanappi-Egger,
Roswitha Hofmann, Jonathan H. Klein, Jochen Koch,
Edgar Meyer, Piers Myers, Gary R. Oliver, Martin Parker,
Georg Schreyögg, David J. Snowden, Eddie Soulier,
Karin Thier, Barbara Torell

ERICH SCHMIDT VERLAG

Bibliographic information published by Die Deutsche Bibliothek

Die Deutsche Bibliothek lists this publication in the Deutsche Nationalbibliografie;
detailed bibliographic data are available in the Internet at <http://dnb.ddb.de>.

For further information concerning this title please follow this link:

ESV.info/3 503 09029 0

ISBN-13: 978 3 503 09029 7

ISBN-10: 3 503 09029 0

All rights reserved

© Erich Schmidt Verlag GmbH & Co., Berlin 2005

www.ESV.info

This paper fulfills the requirements of the
Frankfurter Forderungen of Die Deutsche Bibliothek
and the Gesellschaft für das Buch concerning the paper permanence
and meets the tight regulations of American National Standard
Ansi/Niso Z 39.48-1992 as well as ISO 9706

Printing and Binding: Strauss, Mörlenbach

Table of Contents

Preface	V
<i>Georg Schreyögg/Jochen Koch: Linking Organizational Narratives and Knowledge Management: An Introduction</i>	1
Part 1: Storytelling in Organizations	
<i>Gary R. Oliver/David J. Snowden: Patterns of Narrative in Organizational Knowledge Sharing: Refolding the Envelope of Art-Luddism and Techno-Fabulism</i>	15
<i>Stephen Denning: Stories that Tame the Grapevine</i>	73
Part 2: Storytelling and Knowledge Transfer	
<i>Edgar Meyer/Con Connell/Jonathan H. Klein: A Narrative Approach to Knowledge Exchange: An Empirical Investigation in Two Contrasting Settings</i>	101
<i>Karin Thier/Christine Erlach: The Transfer of Tacit Knowledge with the Method “Story Telling”</i>	123
Part 3: The Structure of Narratives	
<i>Jochen Koch: Reflecting on Complexity: Knowledge, Narratives and Aesthetic Experience</i>	145
<i>Jean Caussanel/Eddie Soulier: HyperStoria: Acquiring, Representing, Understanding and Sharing Experiences Through Narration</i>	173
Part 4: The Tacit Dimension of Organizational Narratives	
<i>Daniel Geiger: The Dark Side of Narrations: Narrations as Paradox Genres</i>	195
<i>Edeltraud Hanappi-Egger/Roswitha Hofmann: Narratives, Gender and Organizations</i>	215
<i>Piers Myers: Unlabelled Metaphor and the Knowledge-Narrative Link in Organizations</i>	229

Part 5: Sensemaking Through Narratives

Barbara Torell: The Role of Narration in High Stakes Decision Making:
“Translating Knowing into Telling” 247

Willemijn Dicke/Rik van Duijhuizen/Martin Parker: “Thou Shalt Not Obey Me”:
The Dynamic Ambiguity in Narratives of Managerial Empowerment 273

Part 6: Reframing the Knowledge-Narrative Link

Georg Schreyögg/Daniel Geiger: Reconsidering Organizational Knowledge:
Knowledge, Skills, and Narrations 291

About the authors 313