

Glossary



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A	
Actions	Actions are the human processes of thinking, feeling, and moving. These processes vary in complexity, and may be performed individually or collaboratively to create results. Accurate understanding of guidance (“knowing how”) is the basis for action. Note that a particular action can be accomplished by numerous behaviors that are carried out in an indefinite number of different situations. For example, paying money can be done by using a credit card, writing a check, or passing metal or paper currency. Each of these can be done in an open-ended variety of situations.
Adapt	Adapt is the ninth dimension of Knowledge Asset Management. To adapt means to improve the outputs and cycle time associated with an intellectual asset. As assets are applied, new knowledge will emerge. People need to know how to record their learning and systems for capturing ongoing learning need to be in place so that knowledge assets continually evolve and mature.
Aggregate	To aggregate is to combine knowledge assets together so as to create a new knowledge asset. Whether or not a knowledge asset may be aggregated with other assets depends upon its use rights. The opposite of aggregation is disaggregation, which entails breaking down a knowledge asset into multiple parts.
Apply	Apply is the seventh dimension of Knowledge Asset Management. Within this dimension, target performers begin to use knowledge assets to improve their actions and results in their daily work.
Architecture	An architecture is an organized framework which consists of principles, rules, conventions, and standards that serve to guide development and construction activities so that all components of the intended system/structure will work together to achieve the ultimate objective of the structure.
Attention	Attention is the first stage of perception. Maintaining extended, high-quality attention is an important knowledge-worker skill.
Attribute	Attribute is a property or characteristic of an entity. An attribute has a name and a value. Attributes are used to identify and distinguish between entities and to provide descriptions of entities. Names of attributes are singular, generic nouns.

B	
Baseline	A baseline is a standard for comparisons and measuring progress. The baseline can be used to differentiate between a current and a future representation of a knowledge asset.
Benchmarking	Benchmarking is a method of measuring processes or equipment items against those of recognized leaders. Benchmarking helps establish priorities and targets leading to improvements.
Best Practice	A best practice is a way or method of accomplishing a process that is considered to be superior to all other known methods.
Broca's area	Broca's area is a region in the lower part of the left frontal lobe that has been associated with speech production, the analysis of complex sentences, and verbal short-term memory.
Business Practice	A business practice is the formal or usual way in which business, or an activity is conducted.
C	
Capable	Capable is an adjective reserved to describe individuals who accomplish work using 4d software. The individual is more capable because just-in-time guidance and support information from a knowledge asset enhances the individual's ability to think and perform in a wide variety of contexts and domains.
Climate	Climate is the quality that describes the extent to which the people in the organization are receptive to changes associated with managing knowledge assets.
Cognitive Structures	Cognitive structures (knowledge structures) are frameworks or forms of thinking that change with experience.
Cognitive Neuroscience	Cognitive Neuroscience is the study of how cognitive processes (language, memory, perception, reasoning, action) area carried out by the brain.
Collaboration	Collaboration is working together in a group or team to achieve common goals, by sharing the knowledge needed to accomplish the goals, as well as the rewards and recognition that accrue to those groups who achieve successful results. The best thinking of each member of the team is available to all team members.
Collaborative Culture	A collaborative culture is a way of working within an organization where collaboration is both encouraged and supported by the organization's policies, procedures, and

	norms.
Collaborative Technology	Collaborative technologies are electronic products focused on supporting the interaction and coordination of information, ideas, and opinions within a group of individuals.
Community	A community is a group of individuals that exists to perform a specific mission and achieve associated goals and objectives. A community could be a company, school, government agency, etc.
Community Learning	Community learning is a process that occurs when the learning experiences of community members are harvested, organized and applied for community gain.
Compensation System	The set of policies and procedures within an organization that specifies how rewards and recognition will be awarded to stakeholders.
Container	A container is a way to encapsulate unique sets of guidance and support information. In Action Learning Software, the container is a frame or window containing special sets of interface objects.
Corporate Memory	The corporate memory is the interrelated network of a group's decisions, rationales, process knowledge, best practices, policies and procedures that exists independently of the tenure of individuals who contribute to it. Corporate memory resides in a digital repository, where it evolves over time into the long-term memory for a group of people. Corporate memory exists to support the decisions and work of all stakeholders. Corporate memory is an essential prerequisite for organizational learning. Corporate Memory = Knowledge Assets + Metaknowledge
Contributor	A contributor is someone who willingly shares his or her implicit knowledge.
Cost	The price or attributed value of a resource assigned to an activity that is consumed while producing the products and services of that activity.
Critical Business Processes	Those business processes for which exceptional results are required for the organization to stay ahead of its competition. Those capabilities that provide you with significant competitive advantage.
Critical Thinking	Critical thinking is evaluative and directed towards evaluating the accuracy, worth, or authenticity of information.
Culture	Culture is the dominant pattern of shared values and beliefs that bring about certain norms of behavior.

Customer	The recipient of an output product or service. May be internal or external to the community.
D	
Data	Data are symbols representing instances or occurrences of specific meanings in the real world.
Database	A database is a collection of related data, often with controlled redundancy, organized according to a schema to serve one or more independent applications, stored with security, privacy, and integrity controls.
Date	Date is the day and time when instance-related metaknowledge is captured.
Decomposition	Decomposition is the process of breaking down a task into lower-level component elements.
Dimension (1-d, 2-d, 3-d, 4-d)	A dimension denotes the level of functional capability of a learning medium. 1-d = the asset provides support information. 2-d = the asset provides support information and guidance information. 3-d = the asset provides support information, guidance information, and record-keeping. 4-d = the medium provides support information, guidance information, record-keeping, and the capability to create metaknowledge.
E	
Element	Elements are the smallest possible messages (expressions) of guidance (how to) information necessary to perform an individual task.
Elicit	To elicit means to effectively guide a contributor through the process of saying what he or she knows about a particular topic. Elicit is the third dimension of Knowledge Asset Management. In this dimension, an interviewing methodology is used to elicit both tacit and explicit knowledge from people who are most knowledgeable about a process, strategy, product, or equipment item.
Elicitor	The elicitor is the other half of the Knowledge Harvesting session. The elicitor prompts, guides and excavates the hidden knowledge shared by the contributor.
Evaluate	Evaluate is the eighth dimension of Knowledge Asset Management. During Evaluations, we

	1. Create aggregate measures (and charts) for an individual's, team's, or unit's memory. 2. Determine meta-knowledge parameters and a process for use and administration. 3. Evaluate a knowledge asset's effectiveness, efficiency, and patterns of use. 4. Communicate the value of assets to stakeholders. Additional measurements can be focused on speed, reliability, and quality (accuracy, clarity, maturity, etc.) of an organization's ability to share knowledge. 5. Evaluate the effectiveness of results and actions for the organization as a whole, work groups, teams, projects, and individuals.
Expertise	Expertise is the guidance and support information that reside inside the heads of an organization's most knowledgeable stakeholders. Expertise is gained through a combination of understanding (through formal education / training) and numerous opportunities to perform over time (experience).
Expressed (Explicit) Knowledge	Expressed knowledge is knowledge which has been articulated in formal language and transmitted among target learners. Expressed knowledge is knowledge that has been written down or recorded in some way.
F	
4d Software	Applications which are comprised of software modules that: 1. are constructed using guidance information as the organizing framework. 2. contain the Smart Help System. This system provides content-specific support information for each task and element in the structure. A user can access support information at point of need, in the amount required by his/her unique background and situation. Enables users to learn while doing, so that they can come up to speed in their work with any process: 1. as quickly as possible. 2. with minimal assistance from others. 4d Software provides an electronic infrastructure to enable organizational learning.
Find	Find is the second dimension of Knowledge Asset

	Management. Finding involves determining what knowledge is required to accomplish the target process, and then identifying people who are the most knowledgeable about the process to participate in knowledge harvesting. Additional sources of knowledge may include support information from existing publications and other printed and electronic media.
Focus	Focus is the first dimension of Knowledge Asset Management. To focus means to identify core processes that are seen as strengths, weaknesses, or opportunities for improvement. Focus can also be used to identify processes that have not yet been described and mapped.
Fourth Dimension	The fourth dimension is the capacity of meaning. In software, it is derived based on analysis of metaknowledge – records about how knowledge was applied.
G	
Global Organization	A global organization is an organization that is a presence in the worldwide marketplace.
Grammar	Grammar is a database, algorithm, protocol, or set of rules that governs the form and meaning of words and sentences in a language.
Guidance Information	Guidance Information is a written or spoken message (expression) that describes how to perform an action, by listing components at each of 4 levels of detail – Process/Project, Activity, Task, and Element, as well as the order in which the components should be performed. Guidance information is essential for enabling human actions (thinking, doing, and feeling).
H	
Hierarchy	Hierarchy is a common organizational tool which helps a learner perceive finite levels of detail.
I	
Imperative	Imperative is the form of a verb used in making a command.
Implicit Knowledge	Implicit knowledge is the know-how and contextual cues that reside in the heads of top performers. It is the knowledge that was previously believed to be incapable of articulating. Via Knowledge Harvesting, it can now be written down (and therefore, shared with others). The essence of implicit knowledge is primarily related to the human capability of thinking (as opposed to moving or

	feeling).
Implicit Learning	Implicit learning is slow and accumulates through repetition over many cycles.
Information technology	Information technology is a set of equipment and/or systems related to data and/or communications that can be used as an enabler of process reengineering.
Input Question(s)	The input question(s) are particular types of questions and help to fulfill the elemental thinking process in use.
Instance (Cycle)	An instance is specific, single act of learning – an experience. It has a beginning and an end (certain duration). The instance also serves as a means of analysis for the “4th dimension.” Information associated with an instance and created every time knowledge is retained in a resource. The more a knowledge asset is used, the more valuable it becomes because the experiential, meta-knowledge base grows (the fourth dimension).
Intelligence	Intelligence is the ability to solve problems.
K	
Knowledge	Knowledge is the outcome of a human being’s accessing support information and guidance information, and then constructing an approach to perform. Knowledge is anything that offers the potential of personal accomplishment and/or understanding. Knowledge is actualized when it is comprehended in the form of a resource as directed to a specific need or project.
Knowledge Assets	Knowledge assets are digitally stored sets of support information and guidance about processes, strategies, products, and equipment. Collectively, these assets serve as the corporate memory and are delivered to organizational stakeholders in order to enhance work results. Contents of knowledge assets are primarily harvested from the organization’s experts. Knowledge assets are one type of intellectual property.
Knowledge Asset Management	Knowledge Asset Management is the practice of deliberating managing an organization's knowledge assets for corporate gain.
Knowledge Audit	A Knowledge Audit measures the quantity and usefulness of the organization's tangible knowledge assets. Knowledge assets are codified, digitally stored know-how about processes, strategies, products, and equipment. Collectively, these assets are the corporate memory. They are selectively delivered to organizational members in order to enhance

	work actions. Contents of knowledge assets are primarily harvested from the organization's experts. Knowledge assets are one type of intellectual property. Planning and conducting a Knowledge Audit is a function of: 1) selecting the organizational units (scope) and 2) selecting the statistical analyses which will be used for evaluating knowledge asset cycles and outcomes.
Knowledge Harvesting	Knowledge Harvesting® is a replicable approach for helping people articulate and package what they know so that others can personalize, apply and adapt valuable knowledge. Knowledge Harvesting results in knowledge assets. The Knowledge Harvesting framework consists of tasks from these dimensions: Focus, Find, Elicit, Organize, and Optimize. Knowledge Harvesting is a registered trademark of Knowledge Harvesting, Inc.
Knowledge Management	Knowledge Management is a strategic approach to capture, organize, share, and value what community members know... and fulfill the community's goals.
Knowledge Transfer	Knowledge transfer is a "generic" label for the work associated with capturing, organizing, and distributing expertise.
Knowledge Map (Knowledge Scene)	A Knowledge Map visually and verbally depicts information about nine interrelated dimensions: individuals' perspectives and organizational priorities, people, processes, projects, places, paper, proprietary information, and performance. Note: Ultimately, these "9Ps" serve as the schema" for organizing and managing corporate memory. Designing a Knowledge Map is based on the "priorities." Depending on the organization's current strategic imperatives, varying levels of details (associated with all Ps) are charted.
Knowledgeable Stakeholders	Those stakeholders whose actions produce or contribute to outstanding results. When harvested and shared, this knowledge has the potential to help others perform the work more efficiently and effectively. These are the people within an organization who are recognized and acknowledged as experts by their managers and peers.
L	
Language	Language is an efficient means of communication, especially for abstract concepts. Language exists both as an artifact in the external world - a collection of symbols in combinations -

	and as the embodiment in the brain of those symbols and the principles that determine their combinations. Language is used as a categorical tool to organize mental representations of objects, relations, and events.
Learning	Learning is the process by which a person takes in support information and guidance, and then uses his/her unique cognitive (thinking and feeling) abilities to construct or create personal meaning. To learn means you have gained understanding or the capacity to act. Learning is a change in the meaning of experience. Learning is an activity of the mind which results in assimilation of information such that it becomes part of memory. When you learn, you process new information so that it physically modifies memory (in the brain).
Learning Organization	A learning organization is a systems-level concept with particular characteristics or a metaphor for the organization. A learning organization has been characterized as one that has the capability to adapt to changes in its environment and to respond to lessons of experience by altering its behaviors.
Learning Preferences	Learning preferences are individual ways and means of gaining understanding and know-how.
Lexicon	A lexicon is set of words or a dictionary. The mental lexicon is a person's knowledge of the words of his or her language.
M	
MEG	Magnetoencephalography is the measurement of the magnetic signals given off by the brain.
Memory	Memory is the means by which knowledge is retained over time.
Metacognition	Metacognition is thinking about thinking
Metaknowledge	Metaknowledge is: 1) descriptive information added to a knowledge asset for the purpose of finding, using, and/or managing this asset, and 2) statistical information about how the knowledge was applied.
Module	Module is the second highest level of guidance information within 4d Software. A module provides users with the guidance information necessary to perform a sub-process.
O	
Object	An object is something material that may be perceived by the senses.

Ontology	An ontology is a formal, structured representation of a domain of knowledge.
Operational Performance Measurements	Operational performance measurements are focused, non-financial measurements that guide and monitor the performance of each work unit within an organization toward achievement of the organization's strategic measurements.
Opportunity	An opportunity is a situation in which some action can be realized in order to produce a more desirable situation.
Organizational Change Initiative	A change initiative is a different way of thinking, feeling, and doing that affects all stakeholders within an organization.
Organize	Organize is the fourth dimension of Knowledge Asset Management. The knowledge that has been elicited from all the knowledgeable people who participated in harvesting is carefully examined for recurring patterns and trends, as well as gaps and inconsistencies. The harvested knowledge is then structured into guidance (programs, modules, tasks, and elements), and the support information for each level of guidance is put in its appropriate place. Organizing also involves synthesizing the organized information in such a way that gaps and inconsistencies are resolved. This often results in reordering and restructuring a process so that the flow from task to task is smoother and more logical, and the modules, tasks, and elements are more clearly identified.
P	
Paradigm	A paradigm is a pattern, example, or model. The interrelationship of many factors, such that a change in one, of necessity, requires changes in all others. Paradigm changes are revolutions.
Perception	Perception is the process by which the mind selectively collects information. When perceiving, the mind works as an active, self-organizing system which allows incoming experience to organize with what is known. Perception, in turn, is related to memory storage and recall and to how each human being organizes knowledge and uses language.
Performance	Performance is set of thoughts and feelings that lead to actions that produce results.
Performance Measurements	Performance Measurements are objective assessments of the extent to which strategic, operational, and individual process goals have been achieved.

Principle	A principle is a basic assumption such as an important underlying law or assumption required in a system of thought.
Problem Solving	Problem solving is the ability to close the gap between where you are and where you want to be. Often in a problem, a solution is discovered when you acquire additional information, exclude irrelevant information or gain better ways for managing information.
Process	Process is the highest level of guidance information within 4d software applications. An application provides users with an overview of the guidance information necessary to perform an entire process. It is guidance at the “macro” level. Process is the unifying perspective used to structure applications. A process enables a result at a unit or enterprise level; it usually consists of 2 to 20 modules.
Process improvement	Process improvement is the betterment of an organization's business practices through the analysis of activities to reduce or eliminate non-value-added activities or costs, while at the same time maintaining or improving quality, productivity, timeliness, or other strategic or business purposes as evidenced by measures of performance.
Process Reengineering	Process reengineering is a radical improvement approach that critically examines, rethinks, and redesigns mission, product, and service processes within a political environment. It achieves dramatic performance gains from multiple customer and stakeholder perspectives. It is a key part of a process-management approach for optimal performance that continually evaluates, adjusts, or removes processes.
Process-centric	To be process-centric is to perceive and organize work around the logical flow of the processes required to accomplish positive results.
Profile	A profile is an individual's description of the unique set of results and actions that comprise his/her work. This set defines the scope of personal work. The profile also defines the individual's personal preferences for modifying the behavior of learning objects used during learning experiences.
Q	
Quality	Quality is the degree of excellence possessed by a product,

	service, or other output of an activity or process.
R	
Reasoning	Reasoning is the mindability which discovers an explanation for the relationship between two or more objects, and applies it in solving a problem.
Recursion	Recursion is a procedure that invokes an instance of itself.
Results	Results are outcomes that are produced, delivered, or provided by the actions (thinking, feeling, and doing) of human beings. The result of an action is the state of affairs that has been brought about by the attempt to carry out the action. These outcomes may be tangible or intangible. Results make possible the achievement of an organization's operational and strategic plans, and ultimately contribute to its reason for existence. Note: These two words - actions and results - provide an effective vocabulary for any organizational stakeholder to describe his/her work.
Retention of knowledge	In the mind, retention takes place as a pattern of connections among neurons, the nerve cells that serve as the brain's basic building blocks. In fact, almost every memory is made of many different patterns of neural connections, some for sounds, some for sights, some for smells or textures--tens of thousands of neurons firing off minute electric impulses simultaneously.
Role	A role is a personal skill or capability which is used in Action Learning Software as a way to associate modules with individuals.
S	
Semantics	Semantics are the parts of a rule or lexical entry that define the meaning of a word, phrase, or sentence.
Sequence	The sequence is the pattern of navigating from knowledge asset to knowledge asset. Sequence may be predetermined by the harvester (expository learning) or the sequence may be determined by the learner (discovery learning).
Session	A session is a scheduled meeting in which the elicitor and the contributor work towards articulating the know-how that will serve as the content of a knowledge asset.
Share	Share is the sixth dimension of Knowledge Asset Management. This sub-process involves incorporating the process-related knowledge asset into the Knowledge Asset Management system, so that it can be accessed as needed by

	the organization's stakeholders. This dimension also addresses all people-related issues and strategies for managing knowledge assets, including communication and facilitation.
Skill	Skill is the ability to perform a task or function to an agreed-upon-criterion.
Stakeholders	Stakeholders are all persons who have an interest in an organization and its success.
Strategic Performance Measurements	Strategic performance measures are focused, non-financial measurements that guide and monitor the performance of the entire organization. They provide a "finger on the pulse" of the organization's operations.
Strategic Plan	A strategic plan is an organization's mission, vision, critical success factors, business strategies, and strategic performance measurements.
Syntax	Syntax is the component of grammar that arranges words into phrases and sentences.
Support Information	Support information is a written or spoken message (expression) that exists to improve understanding of the Who, What, Where, When, and Why of a given action. Provision of adequate support information for each level of guidance within Action Learning Software (Application, Module, Task, and Element) is essential for users to learn the process. Examples of support information include encouragement messages, explanations of inputs, explanations of outputs, definitions of terms, purpose statements, and performance measures.
T	
Tacit Knowledge	Tacit knowledge is knowledge that cannot be written down. Tacit knowledge is embedded in experience and involves intangible like beliefs, perspectives, and values. Tacit knowledge primarily relates to the human capabilities of feeling and moving. The essence of these capabilities is impossible to write down.
Target Learner	A target learner is an individual who will use a knowledge asset in order to understanding, performance, and documentation of work.
Task	Task is the third highest level of guidance information within Action Learning Software. A task provides users with guidance information about the steps within a module, in the order that they should be performed.
Task, non-	A non-value-added task is:

value-added	• An activity that results in waste of resources or that can be eliminated or reduced without deterioration of service to customers. For example, a corrective process or activity performed because the function initially failed to comply with customer specifications is a non-value added process or activity. • Any activity that provides a negative return on the investment or allocation of resources to that activity. In general, the community benefits by allocating fewer resources to non-value added activities
Task, value-added	A value-added task is: • An activity in a process that adds value to an output product or service. The activity merits the cost of the resources it consumes in production. It contributes to producing a designated product or service that meets customers' requirements and that the customer is willing to pay for. • Any activity that contributes directly to accomplishing a mission, and could not be eliminated without impairing the mission.
Technology	Technology is anything – device, artifact, method – that amplifies a basic human ability to think, feel, or move.
Thinking	Thinking is what happens when you mentally represent something that exists in the world or in you and manipulate these representations in order to attain some goal. Thinking is a process in which an individual creates understanding and determines how to act.
Thinking Skills	Thinking skills are processes based on perception, introspection, or memory through which an individual obtains knowledge or conceptual understanding. Thinking skills are interrelated, higher-order cognitive skills that enable humans to comprehend experiences and information, apply knowledge, express complex concepts, make decisions, criticize and revise inappropriate ideas, and solve problems.
Trigger	A trigger is the state of affairs that must be present for the action to be carried out ("turned on so that the target learner can interpret the guidance and respond accordingly).
Verb	The part of speech that typically refers to an action or state.