Radical Organizational Change and Organizational Memory Systems. Edition No. 1

Description: In today's turbulent times, organizational leaders are reviewing how their organizations are run. Many use voluntary early retirement options (VEROs) and reductions-in-force (RIFs) to restructure their organization and address staff imbalances. One potential result is the loss of organization memory. As people leave, they may take the knowledge of how work is done. This research study explored the impact radical change initiatives such as large VEROs or RIFs have on the organizational memory system (OMS), specifically the tacit and explicit knowledge held by individuals. Findings identified how the OMS devices (people, social networks, knowledge centers, computer-based technologies, and other knowledge retention devices) were used before, during, and after the change initiatives. Findings also show how a management team strongly committed to change, protention of thinking, and continuous communication can influence the degree of organizational memory lost. Through sensemaking, succession planning, automation, and training, an organization can manage to develop and increase its memory system to retain tacit and explicit knowledge.

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