Organizing distributed knowledge for collaborative action: Structure, functioning, and emergence of organizational transactive memory systems

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Citation for published version (APA):
Schakel, J. K. (2013). Organizing distributed knowledge for collaborative action: Structure, functioning, and emergence of organizational transactive memory systems. Amsterdam: Vossiuspers UvA.

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Theorems

by doctorate dissertation of Jan-Kees Schakel

Organizing Distributed Knowledge for Collaborative Action
Structure, Functioning, and Emergence of Organizational Transactive Memory Systems

Amsterdam, 23 May 2013
1. When viewing an organization through a cognitive lens, we see -in essence- a transactive memory system (based on this dissertation).

2. By stimulating potential transactivity among knowledge resources, the flexibility, adaptivity and robustness of an organization can be increased (based on this dissertation).

3. In the ongoing process of organizing (i.e. dividing work and coordinating integration), artifacts such as structures, protocols, ICT, and other means are created to represent or influence the ostensive or performative aspects of the organizational TMS (based on this dissertation).

4. Different TMS may overlap in terms of people, artifacts, relationships, and type and content of informational interactions (i.e. transactions). TMS overlap may result in synergy, but also in conflict. The latter may originate -and be solved- at strategic, tactical, or operational level (based on this dissertation).

5. Stress has a corrupting influence on collaborations. It reduces the network horizon of those involved (who’s in) and draws attention from strategic to tactical to operational level agency (based on this dissertation).


7. Knowledge management and information management are oxymora.

8. Performance: a governor should attempt to ‘ride the wave’ rather than controlling it. The latter is futile and signals a lack of understanding of both the wave and the relation between the governor and the wave.

9. The wish of academic journals to publish short papers with singular theoretical contributions favors quantitative over qualitative research.

10. One should take life a little less serious and playing a little more, as essential skills to survive are acquired through play.

11. Where the sky is your limit, the sky’s limit is your imagination.

Jan-Kees Schakel
Amsterdam 2013