

12th ICCRTS

“Adapting C2 to the 21st Century”

Paper Title: Cross-Generational Knowledge Flows in Edge Organizations

Topics: Organizational issues, social issues, tacit knowledge transfer

Dr. Jay Liebowitz (Full Professor), Hang Nguyen (Student), Nirmala Ayyavoo (Student)

POC: Dr. Jay Liebowitz

Johns Hopkins University

Graduate Division of Business and Management, Dept. of Information Technology

9605 Medical Center Drive, Suite 228

Rockville, Maryland 20850

Tel: 301-315-2893; Fax: 301-315-2892; jllebow1@jhu.edu

ABSTRACT (Unclassified Work)

As the graying workforce increases and the work patterns of our younger workers are more mobile, knowledge retention, attrition, and transfer become key determinants of the longevity of an organization. This is particularly true in edge organizations where middle management level is reduced and senior personnel are placed at the edge with “increased decision-making responsibility, allowing them to respond in a more agile and adaptive fashion to changes in their operational environment” [1].

In order for workforce development and succession planning to be effective in edge organizations, cross-generational knowledge flows are paramount towards achieving an innovative and agile organization. Very little research has looked at cross-generational knowledge flows, particularly in the context of edge organizations. The focus of the proposed research looks at: (1) examining how cross-generational knowledge flows affect edge organizations in terms of organizational effectiveness and organizational forms, and (2) developing and testing a model to enhance cross-generational knowledge flows in edge organizations. Specifically, the factors that affect inter-generational tacit knowledge transfer are determined, and then mapped to the

characteristics of an edge organization. Then, a model of cross-generational knowledge flows in edge organizations is built, and then tested on a Navy site.