

The Strategy of Knowledge Management for Human Resource Development

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Knowledge management has fairly rapidly moved from the category of purely academic concepts to the organizational routines in corporate and government practices. It happened just in the last couple of decades, that the world's largest companies, consulting organizations, business schools, government agencies and international organizations started to pay increased attention to the topic.

There are three reasons for that. First, the development of information technologies, resulted in wide range of new tools for knowledge management. Second, the increased role of expert community and public in making business decisions. Third - is the rising cost of non-material (in fact, knowledge) component in the business processes.

One of the main problems is the people who are knowledge creators and knowledge bearers, thus establishing the competent human resources is the most important part of Knowledge Management. The alienation of knowledge from its founder and bearer is a subtle, complex and not always successful process.

In Russia, and in ROSATOM in particular, bearers of critical knowledge in the field of nuclear science and technology, as a rule, are people with the old tradition background without understanding the market-based approach to knowledge management. At the same time they are the real knowledge bearers - the knowledge, they possess, simply do not exist in any other, alienated, codified form that assumes its smooth transfer. Historically predefined generational gap in science and engineering schools is a barrier for the conversion of the richest knowledge accumulated during the Soviet era into commodity and further into market capitalization. Working with the bearers of critical knowledge is one of the main components of the effective knowledge management system, which is an attempt to create a system of formalization (if possible), transformation and transfer of this knowledge to the next generation.

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