

## Knowledge Governance

### Knowledge Governance

Social is based on knowledge relation, a relationship of global and historical dimension of knowledge. Knowledge relation is general foundation for social interaction (Mäkinen, 2008, Mäkinen, 2008/13, Mäkinen, 2009/14). The development of knowledge presupposes a governance system, Knowledge Governance.

Meaning of knowledge, its transferability and continuity in social relationships, foundation of knowledge relation, is based on management of global risks. It is socially realized in information security management. The object of Knowledge Governance is development of qualified, meaningful knowledge. This presupposes management of all forms of knowledge.

Knowledge governance is a management system for development of meaningful knowledge. According to knowledge strategy are directed functions of knowledge governance and information security management.

Knowledge Governance is responsible for the quality of knowledge. ICT-governance concerns the procedures for technical information processing. Information security governance concerns preservation of knowledge value and quality.

### Knowledge

The forms of social knowledge relation are (Mäkinen, 2008, Mäkinen, 2009/9, Nonaka - Takeuchi, 1995, Takeuchi – Nonaka, 2004):

- Conceptual knowledge (information), transferable independently of spatiotemporal dimensions
- Tacit knowledge attached with the action of personnel and processes
- In global environment conceptual knowledge exists as network information whose social meaning is build on risk management.

Systems of knowledge processing cannot be developed regarding a single form of knowledge. Information processing on action based knowledge did fall into crisis in the early phases of ICT development: there was a crisis of tacit knowledge. Its solution was development of database systems, where action was built on foundation of knowledge and not on the contrary (Mäkinen, 2008).

Systems based on development of conceptual knowledge are insufficient in global environment: there is a crisis of conceptual knowledge. The great majority of knowledge is network information that has no meaning if it is not adopted as tacit knowledge and developed into conceptual knowledge supporting interaction primarily in information society services. Knowledge meaning considers the continuity of probable social relations. Knowledge creation, development and processing is a social process whose meaning is build at information security (Mäkinen, 2009/10, Mäkinen, 2009/11, Mäkinen, 2009/14).

### Functions of Knowledge Governance

Starting point of development process based on knowledge strategy is the specification of valuable knowledge and identification of information and knowledge assets to be developed.

Knowledge governance creates and maintains processes which make possible the creation and development of knowledge. Knowledge creation and application takes place in value creating processes. Knowledge governance describes functional procedures for treatment of information and knowledge.

Difference between processes creating value or knowledge prerequisites, knowledge governance, is based on forms of knowledge relation. Value creating processes specify the knowledge required for production of specific results intended. This knowledge is conceptualized. Knowledge governance processes maintain

knowledge transferability in social networks.

### ICT-Governance

ICT-governance provides technical prerequisites for knowledge relation supporting primarily conceptual knowledge and management of network information. Information technique has no genuine social significance. Information and communications technologies are primarily carriers of knowledge global dimension, but they can be utilized also in functional interaction. Technology is changing the environment where rational risk management happens.

Conceptual information that is suitable into ICT-systems, mediates social relations in structure form. This form of knowledge is dominant only in instrumental rationality. Generally global knowledge functions in forms whose meaning is based on the ways information security is managed. In information society knowledge mediating interaction is based on probability distributions of meaning build in a social process for building connection of global and history (Mäkinen, 2008/13, Mäkinen, 2009, 14).

ICT-strategies settle prerequisites for interaction based on forms of knowledge that are independent of spatiotemporal dimensions. Additionally must be specified the procedures for creating and transferring knowledge interactively in processes. This is especially important in information society services where knowledge and its security are global.

More reasonable than to talk about ICT – Information and Communications Technologies - should be concept KCS – Knowledge and Communications Services.

### Knowledge Development Environment

Knowledge development environment is a network whose social relations are specified by the result, meaning of knowledge developed. The principles of this environment are specified by value creating processes.

Knowledge development environment consists of two parts:

- Environment constituted by information carriers as ICT-operations, and physical arrangements
- Functional interactive environment

Operations environment can be local or global. There exists interaction mediated by conceptual forms of knowledge (Mäkinen, 2009/14).

### Knowledge Governance and Information Security

Knowledge relation in all its forms presupposes information security. On its foundation is build the meaning of knowledge as continuity of social relations.

### Knowledge Governance Development

Knowledge governance development consists of specifications for:

- **Management's knowledge governance and management strategy** to define information and knowledge assets for development
- **Knowledge Governance process organisation**

### Literature

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