From Knowledge Sharing to Collaborative Decision Making

Pierre-Emmanuel Arduin, Michel Grundstein and Camille Rosenthal-Sabroux
LAMSADE, Paris Dauphine University
Place du Maréchal de Lattre de Tassigny, 75775 Paris Cedex 16, France
pierre-emmanuel.arduin@dauphine.fr, mgrundstein@mgconseil.fr, Camille.Rosenthal-Sabroux@dauphine.fr

ABSTRACT

This paper introduces an approach developed at AXA, a main French insurance company, in order to retain the knowledge acquired by outsourcing teams. This approach is based on the assumption that sharing and disseminating knowledge are two key factors for actually getting knowledge retention. It has been used, tested and improved within AXA France's industrial environment.

By presenting the problem raised by knowledge retention within organizations and the different ways envisaged to improve it, we propose a discussion about their efficiency, and describe our approach in order to retain knowledge in a specific case.

This approach, based on our approach of Knowledge Management, has implied Collaborative Decision Making, which will be highlighted in this paper.

Bridging Knowledge Management and Collaborative Decision Making has been a means to reinforce the ability of the stakeholders to actually retain knowledge and to easily elaborate a consensus, the starting point of an efficient Collaborative Decision Making.

Keywords: Knowledge Management, Knowledge Retention, Collaborative Decision Making, Ba, Semi-opened Infrastructure Model (SoPIM).