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A knowledge management synchronized with activating knowledge- workers and organization
—A Case Study of R&D department at PFU —

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This paper discusses a new view on knowledge management which approached from the activation of knowledge- workers and organization.The backgrounds of this research it that there has been increasing interest in the field of knowledge management to promote creativity and innovation in most organizations. And, the R&D organizations particularly need the most creativity and innovation as they play a most important role in knowledge society.However, in this type of organizations, workers have usually too many tasks to perform and the R&D projects is usually in a chaos, which results in less autonomy and time for creativity. For this reason, a knowledge management that enables the company to overcome that issue, and consequently give more autonomy and space for creativity is needed.

  Based on a case study of Knowledge management at an IT company, called PFU, we conclude that the basis of knowledge management is not the system but the autonomy creative action of knowledge-workers. This basis is composed of three elements. First one is to set some "Ba" to stimulate the autonomous of knowledge-workers and teams. The second is the practice of Visualization –Activities. The third one is the construction of interfused-knowledge networks. From these findings, we mention some implications as how to change the workers and the organization aiming to this new type of knowledge management.