Motivation

- Increasing dynamism of environments intensifies need for balancing exploration and exploitation
- Hereto, an organization’s ability to transfer collective knowledge is one important lever
- A collective level mechanism is organizational routines, because they
  - embody collective level aggregates
  - of individual representations of knowledge

Research Question

How do organizations succeed in balancing exploration and exploitation by transferring knowledge across interrelated organizational routines?

Results & Discussion

Proposition 1: Knowledge stored in the ostensive parts of organizational routines is transferred via elements of either the abstract idea or concrete performances that are shared across organizational routines.

→ Knowledge is stored as procedural memory (know-how), declarative memory (know-what) and transactive memory (know-who) in the ostensive part of organizational routines and mobilized in the respective performative part.
→ Interrelatedness of organizational routines originates in shared elements (i.e. actors and artifacts) of the performative and/or ostensive parts of more than one organizational routine.

Proposition 2: The transfer of new knowledge and the subsequent mobilization in interrelated organizational routines enables organizations to answer the need for exploration and exploitation in different organizational routines.

→ Interrelatedness can be a property of the relationship between hierarchically equal (horizontal interrelatedness) and hierarchically different (vertical interrelatedness) organizational routines.
→ Organizational routines have the inherent capacity to explore new and exploit available knowledge in each iteration and to transfer different kinds of knowledge via the shared elements that constitute the interrelatedness.
→ New knowledge are continuously explored within lower level organizational routines and exploited within the higher level organizational routine.