High accessibility to knowledge base by individual members

Organizational vision, culture, databases, etc.

Dynamic knowledge cycle continuously creates, exploits and accumulates organizational knowledge

Collaboration among project teams to promote knowledge creation

Teams are loosely coupled around organizational vision

Team members form a hyper network across business-systems

Figure 1: Hypertext Organization – An Interactive Model of Hierarchy and Nonhierarchy [4, p. 34]
Figure 2  The conceptual design of a DIS in a business unit of a hyperknowledge organization.
Agents work and monitor work as a whole, including its computerized aspects, by drawing on partly shared and partly role-centric languages, resources and rules.

**Primary Services**: Browsing, Simulated Enactment, and Benchmarking of inter-connected roles.

**Role-Centric Technology-Enabled and Constrained Language** (sharing redundant information according to norms and rules negotiated in the project layer).

**Primary Services**: Work Coordination and Enactment, Breakdown Management, Learning, and Performance Monitoring (Benchmarking).

**Role-Centric Knowledge System**

**Shared Knowledge System of the Business Unit**

**Transparent Problem Processing System**

**Figure 3** The conceptual design of the business and breakdown layers of a Dual Information System.
Basic Elements

- Tacit knowledge
  (rooted in human action and commitment)

- Explicit knowledge
  (refers to formal, systematic language)

- Process (role participates)

- Process with explicit knowledge as input

Knowledge Creation

- Externalization
  (tacit knowledge is converted to explicit knowledge)

- Internalization
  (explicit knowledge is converted to tacit knowledge)

- Combination
  (explicit knowledge is reconfigured to create new explicit knowledge)

- Socialization
  (tacit knowledge is created through interaction between agents)

Figure 4: Notations of the KCN language [48], [49]
Figure 5: The organizational interface of the business unit
Figure 6: The organizational interface of the credit checkers. The role-centric benchmarking service has been activated
Figure 7: Credit check using the Embedded Credit Application System
Figure 8: The cast form of the organizational interface
Figure 9: The audit trail form