

**Tacit knowledge as the missing link –
knowledge transformation in the *Idée suisse* project**

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Roadmap of the workshop

- I The Idée suisse project:
Scrutinizing stakeholders' perspectives on stories in newswriting
- II The Lebanon case:
Transferring good practice from the bottom of the organization
- III The OFCOM experience:
Narration as key factor of implementation from the top
- + Discussion
Lessons learned

- I.1 Research frameworks
- I.2 A research project
- I.3 Macro level findings
- I.4 Knowledge transformation from the bottom
- I.5 Conclusion

1 Research frameworks: joint dynamic learning

- Ethnography, Grounded Theory, RST, Dynamic Systems Theory
- real life problems
- change and stability, agency and structure
- Practitioners and researchers bring in their knowledge as experts, and they collaborate to learn from each other.
- As they learn, they adjust their goals, methods, and findings in cycles
- They produce new, emergent, situated knowledge:
What works for whom under which circumstances

2 The research project: *Idée suisse*

- whether and how the Swiss Public Service Broadcaster, SRG, caught between **societal remit** and **market forces**, should, actually does, and could **stimulate public discourse**.
- Perrin, Wyss, Schanne, Burger, Gnach, Fürer
- Swiss National Science Foundation, EUR 200,000
- Data collection and initial findings 2005-2008

3 Findings on macro level: Political remit vs. management stance

- “Konzession“ 2007, article 2 (programming mandate), paragraph 2:
“In ihren Programmen fördert sie [SRG] das Verständnis, den Zusammenhalt und den Austausch unter den [...] gesellschaftlichen Gruppierungen. [...].“
- Managers’ decisions in propositional reconstruction:
“Public service media are not the institutions to solve social problems”

4 Framing the macro results, knowledge transfer from the bottom

- In the *hypocrisy* frame, political organizations such as Swiss Radio and Television only survive due to their inner “hypocrisy” (Brunsson, 1995): these organizations are exposed to contradictory expectations from their environments. To survive, they have to respond to all these contradictory expectations – with contradictory outputs, with actions far away from talk, provided by different organizational units and roles.
- In the **hidden knowledge frame**, single exponents such as experienced journalists fill the slots left open by management. They develop and apply sophisticated strategies to meet both organizational and public needs at the same time. Locating and transferring this knowledge to the whole organization would augment organizational success in terms of both market pressure and political demands.

Interpretation of the findings as ...		externally functional	
		-	+
internally functional	+	Hypocrisy frame “double faced but adequate”	Hidden knowledge frame “promising”
	-	Consonance/dissonance frame “failure”	Functional dysfunction frame: “irritating but adequate “

Fig. 9: Matrix of approaches framing divergences in an organizations’ situated activity

Having a closer look: The story of the two stories



Writing situation

- **Professional biography.** E.S., [...] studies in history and German and Scandinavian languages, [...] Scandinavia correspondent for Swiss quality newspapers and TV; journalist at Swiss “Tagesschau” [...]
- **Professional embedding:** Criticises the loss of influence of the journalists in the newsroom, [...] **Dares doing “forbidden things”** (such as closing a news with a quote) if he thinks this enhances the quality of the news.
- **Text production patterns:** [...] takes the pictures to the cutter’s workplace, **together they compose the video, then he writes the text.** [...] Has a clear idea of the start – and counts on having ideas for the rest while writing [...]



Writing actions

Writes the introduction for the anchorwomen himself, as the first text, before the news itself.

Auch gestern nacht endeten alle Abstimmungen über den 15. Sitz im UNO-Sicherheitsrat ohne Resultat. Weder Venezuela noch Guatemala vermochte das die nötige Zweidrittelmehrheit zu erreichen. Der Zweikampf zwischen diesen Staaten ist zu einem Duell zwischen Amerika, amerika-feindlichen und amerika-freundlichen DStz Staaten geworden - mit den Freunden Washingtons leicht im Vorteil. und am

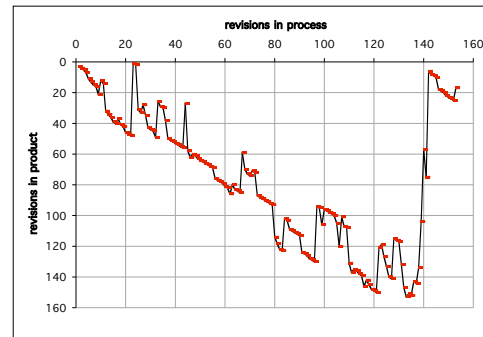
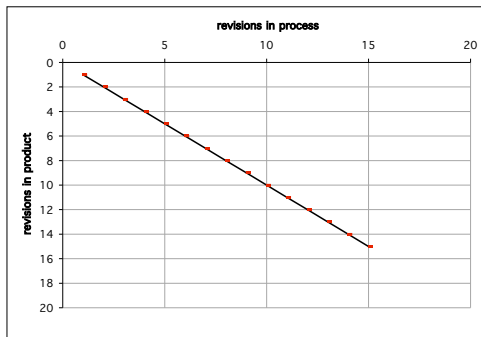


Fig. 3 Progression graphs of the background story for the anchor (left) and of the recent story (right)



Writing strategies / protocol

0066 und was ich jetzt da versuche ist eigentlich die geschichte
0067 die schlicht mal einfach eine wahl ist in den sicherheitsrat sozusagen
0068 in den kontext zu setzen

0082 das sind zwei verschiedene geschichten die man da erzählt
0083 und mit den bildern
0084 kann ich natürlich die zweite geschichte schlecht erzählen
0085 das sind konkrete bilder auf denen man den wahlablauf sieht
0086 wo die quotes sind die sich wohl nur indirekt auf das beziehen
0087 das heisst in der moderation muss ich jetzt versuchen
0088 den kontext sozusagen zu umschreiben
0089 und weil wir ja sehr aktualitätsbezogen sind
0090 muss ich irgendwie schauen dass es eine aktualität hat

0098 chavez das ist noch schwierig in zwei drei sätzen
0099 für leute die nicht wissen was chavez für eine rolle spielt

Writing strategies / propositional format

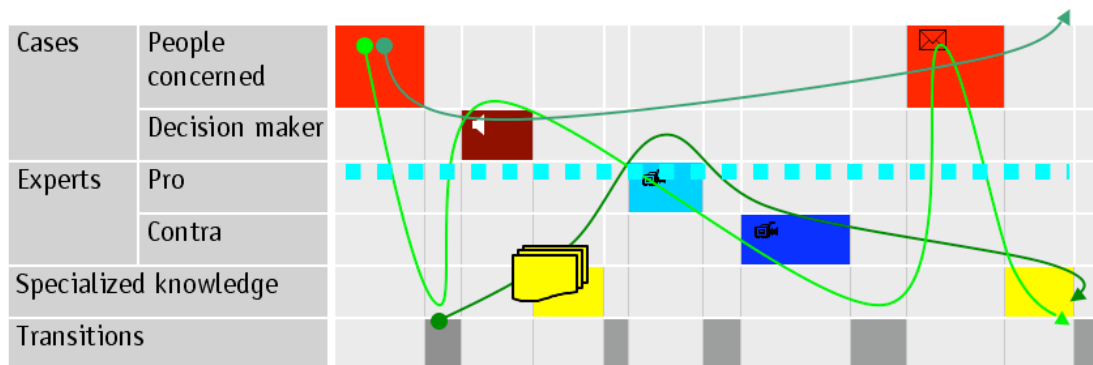
strategy format: to do X, because Y is true / to achieve Y

- Distinguish between two stories: the **recent story** and the **background/"context" story**.
- Tell the **recent story** in the **news text**, because it fits the **recent pictures** we have.
- Tell the **background story** because not all the **audience** is up to date with this news item.
- Tell the **background story** in the **anchor text** because there are no pictures.

Talking about “story” ...

100<	Geschichte (305), Quote (161), Text (158), Beitrag (150)
50<	Moderation (83), Interview (61), Sendung (54)
20<	O-Ton (48), Duplex (39), Pressekonferenz (28), PK (23), Karte (21), Schlagzeile (21), Bericht (20), Einblender (20), Meldung (20)
10<	Dokfilm (19), Agentur (17), Studio (15), Mail (14), Rede (14), Statement (14), Anmoderation (13), Nachricht (13), Zusammenschnitt (12), Flash (11), Reportage (11), Grafik (10)
5<	Hintergrund (9), Modi (9), Rückblick (9), Artikel (8), Gespräch (8), Vorschau (8), Zitat (8), Einstieg (7), In-Statement (7), News (7), Screen (7), Agenturmeldung (6), News (6), Schaltung (6), Studiogespräch (6), Film (6), Communiqué (5), Einführung (5), Einführungsbild (5), Geschichtchen (5), Papier (5), Rampe (5), Reax (5)
4	Anspieler, Aufhänger, Berichterstattung, Diskussion, Kassensturzbeitrag, Notiz, Primeur, Sommaire, Unterlage
3	Chronologie, Dopesheet, Einleitung, Kommentar, Lehrstückchen, Leitbild, Modi-Vorschlag, Protokoll, Rückblende, Schlusseinblender, Sendebblatt, Showbusiness, Story, Tagesgeschichte, Telefongespräch, Video
2	Anfangssequenz, Antexte, Background, Beschreibung, Bildbeschreibung, Bildsujet, Börse, Definition, Dok, Dreiminutenbeitrag, Einordnung, Einvernahmeprotokolle, Factsheet, Feature, Fernsehbeitrag, Formular, Geschichtlein, Hintergrundinformation, Kurzmeldung, Laudatio, Liste, Manuskript, Message, Moderationsvorschlag, Paper, Politgeschichte, Portrait, Rauschmeißer, Schlussbild, Schlussequenz, SDA-Meldung, Setting, Stellungnahme, Überleitung, Vorgespräch, Werbespot
1	Abhandlung, Agenturtext, Anekdote, Anmoderationsvorschlag, Anmodi, Ansage, Ansprache, Anspieler Archivmaterial, Archivzeug, Aufreger, Auslandnews, Backflash, Bearbeitung, Biographie, Börsensendung, Brückchenbeitrag, Brücke, Einführungssequenz, Einspieler, Erzählung, Feature, Feinmaterial, Filmtext, Fußballgeschichte, Gegengeschichte, Gerücht, Google-Karte, Hintergrundmaterial, Interviewausschnitt, Interviewstück, Kassensturzlehrstück, Kondensat, Konsumentenstückchen, Kontextgeschichte, Konzept, Kurzkontroverse, Kurznews, Lebenslauf, Lehrstück, Leichter Beitrag, Liveschaltung, Livevideo, Magazinsendung, Märchen, Mediengespräch, Modebeitrag, Muster, Nachtsendung, Nachzug, Originalton, Polizeimitteilung, Portrait, Presseerklärungen, Programm, Prozessberichterstattung, Rahmengeschichte, Rückschau, Schlagzeilevorschlag, Schlusssujet, Schlussteil, SDA, SDA-Agentur, SDA-Meldung, Sendekritik, Skript, Slow-motion, Studiogast, Sujet, Swissairfilm, Unfallbericht, USA-Karte, Verlautbarung, Videofile, Wortmeldung, Zeitungsartikel, Zwanzig-Sekunden-Quote, Zwischenmodi, Zwischenstück, Zwischentext (...)

The story score in news journalism



The good practice story

Whereas critical situations denote exemplary constellations of circumstances which could lead to failure in, for instance, promoting public understanding, good practices stand for potential success in terms of the journalists', chief editors', managers', and politicians' criteria, as they are reconstructed in the project.

The *background-recency split* practice emerged in the journalist's conflict with two basic strategies and practices: He had to cover market and public demands at the same time; on the one hand, the pictures he had only covered recent events, on the other hand, he needed to provide background information. However, he decided not to compromise – not to overburden the pictures with inappropriate text, and not to sacrifice background information due to the lack of appropriate pictures. Instead, he opted for an emergent third way: reaching both goals properly by writing two different texts. For the news item text itself, he took into account recent events, the market for short and well-illustrated news, and the pictures available. For the anchorwoman's introduction, he supplied the background information he expected to be useful for the less informed of the audience. This is how he practiced promoting public understanding.

The good practice story > dramaturgy

journalist

editorial office

production patterns

collaboration patterns

assignment

production conflicts

product

focus of analysis

emergent solution

lessons (to be) learned

exposition >> complication >> resolution >> coda

The good practice story > working definition

TD research based narrative

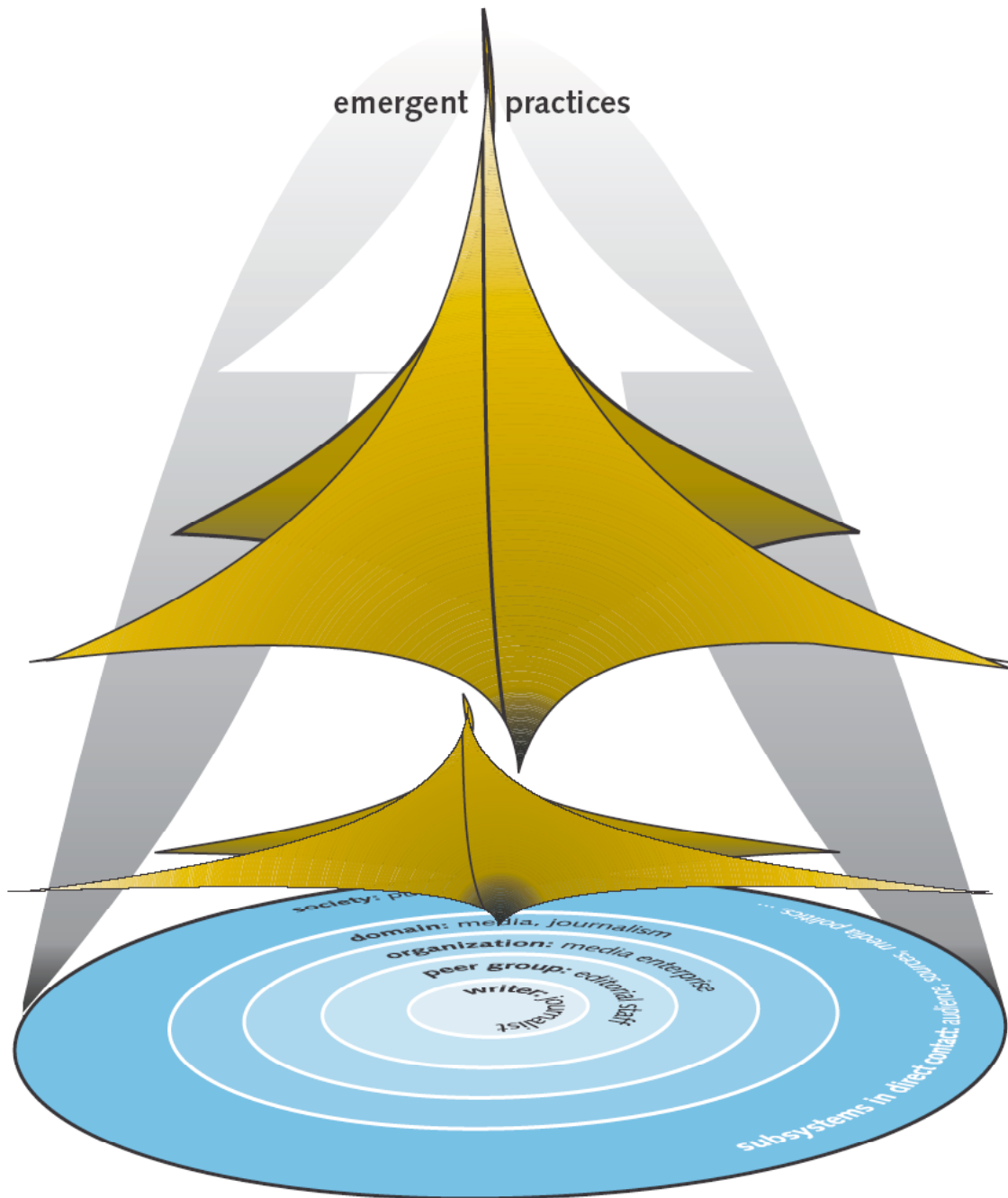
documenting success of journalistic news production

according to criteria from theory, media politics, editorial policy, ...

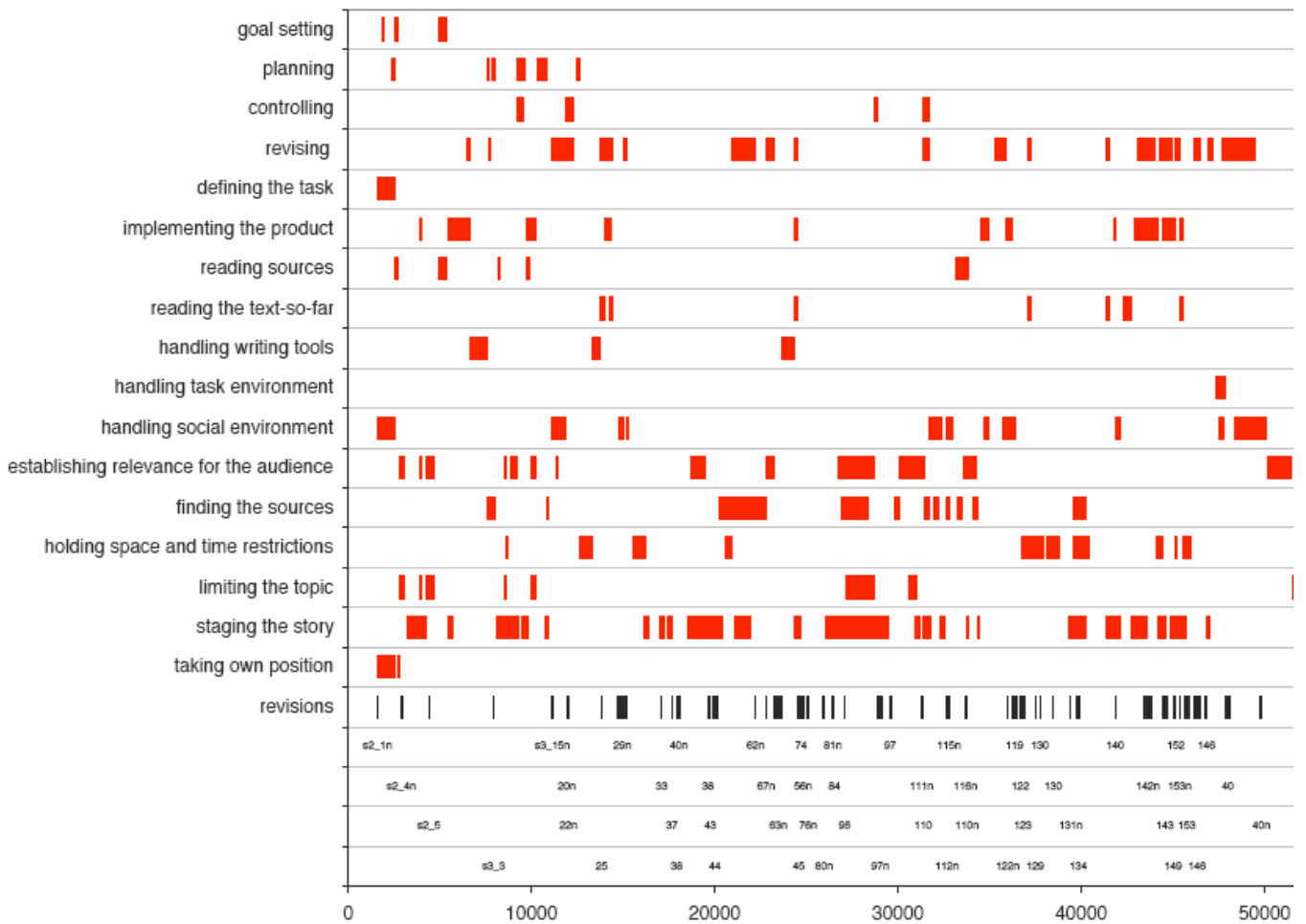
and thus providing a relevant example

of “what works for whom in what circumstances” (Pawson & Tilley, 1997)

Explaining emergent practices as exemplary third ways out of conflicts



Strategies score of good practice: Do the right thing at the **right time**



Identifying the transformation potential of research frameworks

Sampling focus	Research framework	Knowledge transformation
Individual cases ...	Ethnography	Divergence of micro talk&action
in a structured sample ...	Grounded Theory	Experienced vs. unexperienced
from an organization ...	TD Action Research	Controlling the quality circle
in a stratified world ...	Integrative Social T.	Good practice in macro talk&action
and dynamic co-adaptation	Dynamic Systems T.	Scaled emergence and change

5 **Conclusion: From hidden knowledge to transdisciplinary cooperation**

- Some journalists (positive deviants) do a pretty good job – analyze!
- Journalist tell stories – learn!
- Knowledge transformation fosters trustbuilding – collaborate!
- Transformation knowledge is needed – facilitate!
- e.g. with narrative knowledge transformation from the bottom

Discussion

Assessing our projects and activities against key question: Are we ...

- Lacking or getting institutional support?
- Struggling over or blending timescales?
- Losing or making use of disciplinary focus?
- Missing or combining mode 1 depth and mode 2 breadth?
- Misjudging or grasping the complexity of problems?
- Ignoring or reflecting the diversity of views of the problems?
- Compromising on or blending “incommensurable” targets?
- Threatening or stimulating practitioners’ superiors?
- Patronizing or collaborating with practitioners?
- Copying or integrating practitioners’ views?
- Neglecting or achieving generalization?
- Juxtaposing or linking abstract and case specific knowledge?
- Killing or bringing to fruition tacit knowledge by making it explicit?

