## Sticky Knowledge

A conceptual model based on integration of communications theory and knowledge transfer milestones.

Stickiness is a product of the transfer process, and can be predicted by examining a number of conditions relating to the knowledge, its source, and the context of the transfer, and the characteristics of the recipient.

Initiation and Implementation

Ramp up and Integration

**Formation of Transfer**

* Early recognition that a gap in knowledge or use of knowledge exists, or that someone discovers better knowledge or an improved way of doing things.

**Decision to Transfer**

* Decision process that is often a formal one involving a governing or decision-making body in the organization or the signing of a contract.

**First Day of Use**

* Knowledge is activated in this milestone. Signs include physical switch to a new process, abandonment of an old system, or switching personnel roles.

**Achieving Satisfactory Performance**

* This last milestone takes more time to reach and can be apparent in an audit to monitor changes and results.

### NINE predictors of stickiness

1. **Casual Ambiguity**
   1. Precise reasons for success or failure of knowledge transfer are unknown.
   2. Exact conditions of best practice cannot be reproduced.
   3. New environment is not completely understood.
2. **Unproven Knowledge**
   1. Lack of evidence can arouse suspicion and cause recipient to view knowledge with caution.
3. **Motivation of Source**
   1. Source of knowledge may be unwilling to share knowledge.
4. **Credibility of Source**
   1. Trustworthiness and credibility of source is likely to facilitate transfer of knowledge.
5. **Recipient Motivation**
   1. Reluctance of recipients to accept knowledge (foot-dragging, passive sabotage, or fake acceptance) can harm transfer of knowledge.
6. **Recipient Absorptive Capacity**
   1. If recipient has prior knowledge, existing skills, or ability to recognize value and seek sources of support, they will be better able to apply new knowledge successfully.
7. **Recipient Retentive Capacity**
   1. Sustainability is more likely where the new knowledge is used sufficiently to lose its novelty value.
   2. Retention is more likely if old knowledge is destroyed or made unavailable.
8. **Barren Organizational Content**
   1. Transfer of knowledge needs an acceptable and favorable environment.
9. **Arduous Relationship Between Source and Recipient**
   1. A reciprocal relationship between source and recipient is important in fostering a successful transfer of knowledge.



Information from: [Glyn Elwyn, Mark Taubert, Jenny Kowalczuk. Sticky Knowledge: A possible model for investigating implementation in healthcare contexts](http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2231385/)