



**Code of Ethics & Conducts  
for Tacit Knowledge Management  
Professional (TKMP)**

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Global Think-Tank of Organizational Tacit Knowledge Management  
(Abbreviated as “GO-TKM”) is a not-for-profit organization based in  
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[www.go-tkm.org](http://www.go-tkm.org)



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# Code of Ethics & Conducts for Tacit Knowledge Management Professional (TKMP)

## A. Introduction

### 1. Purpose of the Code

A Code of Ethics & Conducts is essential for promoting ethical behavior, professionalism, and trust in the field of Tacit Knowledge Management (TKM), operating with integrity and contributing positively to their organizations and society.

Setting a Code of Ethics & Conducts for Tacit Knowledge Management Professionals (TKMP) serves several important purposes:

#### a) The Framework and Standards

It serves as the foundation for establishing ethical practices.

- **Establishing Standards:** It provides a framework of professional standards that guide behavior and decision-making, ensuring that professionals act in a manner consistently with the values of integrity, respect, and accountability.
- **Enhancing Professionalism:** By adhering to a code of ethics, professionals demonstrate their commitment to high standards of practice, which enhances the overall professionalism of the field.
- **Supporting Continuous Improvement:** It encourages ongoing reflection and improvement of practices, promoting a culture of ethical awareness and responsibility in knowledge management.

#### b) Ethical Behavior and Integrity

These are critical for navigating challenges and maintaining professionalism.

- **Promoting Integrity:** It encourages integrity and accountability, helping professionals navigate ethical dilemmas and promoting responsible behavior.
- **Addressing Ethical Challenges:** It prepares professionals to handle



ethical challenges that may arise in the management and sharing of tacit knowledge, ensuring they act in the best interests of all parties involved.

- **Guiding Conflict Resolution:** The Code provides a basis for resolving ethical dilemmas and conflicts of interest, helping professionals navigate complex situations effectively.

### c) Trust and Collaboration

Trust and Collaboration are enhanced through ethical practices, facilitating effective knowledge sharing.

- **Promoting Trust:** A clear code fosters trust among colleagues, stakeholders, and the broader community by ensuring professionals handle sensitive information ethically and responsibly.
- **Facilitating Collaboration:** By outlining expected behaviors, the Code encourages collaboration and knowledge sharing among professionals, which is crucial in managing tacit knowledge.

### d) Confidentiality and Knowledge Protection

It focuses on safeguarding sensitive information and tacit knowledge, further promoting ethical behavior and trust.

- **Protecting Confidentiality:** It emphasizes the importance of confidentiality and the ethical handling of proprietary or sensitive information, which is vital in tacit knowledge management.
- **Protecting Knowledge Assets:** A Code can help safeguard tacit knowledge assets by promoting respectful and ethical knowledge sharing among individuals and organizations.

## 2. Scope

The Code of Ethics & Conducts for TKMP should apply to a variety of activities and groups, including but not limited to:

- **Knowledge Professionals:** Individuals responsible for managing and sharing tacit knowledge within organizations, such as knowledge managers, librarians, and information specialists.
- **Research and Development Teams:** Groups involved in innovation and product development, where tacit knowledge plays a crucial role in creativity and problem-solving.
- **Training and Development:** Professionals who facilitate learning and development, emphasizing the importance of sharing experiential knowledge among employees.
- **Consultants and Advisors:** External professionals who provide guidance on knowledge management practices and strategies.
- **Leadership and Management:** Executives and managers who influence



organizational culture and practices related to knowledge sharing and collaboration.

- **Communities of Practice:** Groups formed around shared interests or professions, where members exchange tacit knowledge and experiences.
- **Ethical Considerations:** All stakeholders involved in knowledge-sharing activities should adhere to ethical standards regarding confidentiality, respect for individuals' contributions, and responsible use of knowledge.

## B. Code of Ethics

### 1. Respect for Individual Knowledge and Experience:

- **Principle:**

Recognize that tacit knowledge is deeply personal and valuable. Treat knowledge holders respectfully and acknowledge the effort required to share their expertise.

- **In Practice:**

Avoid forcing or pressuring individuals to share. Provide clear benefits and incentives for knowledge sharing. Ensure proper attribution and recognition for contributions.

### 2. Respect for Confidentiality and Privacy:

- **Principle:**

Tacit knowledge often originates from deeply personal experiences, unique insights, professional networks, and confidential interactions. Professionals must handle this knowledge with the utmost discretion, respecting individual privacy and maintaining confidentiality as paramount.

- **In Practice:**

**Informed Consent is Crucial:** Always obtain clear and informed consent before gathering, capturing, analyzing, documenting, or sharing any tacit knowledge. Explain the purpose, potential uses, and any risks involved in an easily understood way.

**Anonymization and Aggregation:** Whenever possible, take steps to anonymize or aggregate data to protect the identities of individuals who have contributed tacit knowledge. This helps to separate the knowledge from its source, mitigating privacy concerns.

**Secure Platforms for Sharing:** Utilize secure platforms and technologies for storing, managing, and sharing tacit knowledge. Implement robust access controls, encryption methods, and data protection protocols to prevent unauthorized access or breaches.



**Secure Platforms:** Implement secure and confidential platforms for capturing, storing, and sharing sensitive tacit knowledge.

**Clear Guidelines:** Establish comprehensive guidelines outlining what information can be shared, with whom, and for what purposes.

**Confidentiality Agreements:** When appropriate, confidentiality agreements should be used to protect sensitive knowledge shared during the whole process of the TKM project.

### 3. Transparency and Clarity in Knowledge-Sharing:

- **Principle:**

Despite the difficulty in tracing tacit knowledge back to its precise origin, professionals must strive for transparency throughout the entire knowledge management process. Acknowledging the contributions of individuals and teams, even when direct attribution is challenging, is essential for fostering trust and ethical practices.

The challenge of tacit knowledge lies in its implicit nature. Professionals must bridge the gap between the unspoken and the understood, using clear language and relatable methods to make the intangible-tangible.

- **In Practice:**

**Context is King:** Provide sufficient context when sharing tacit knowledge, explaining the "why" behind the "what."

**Encourage Dialogue:** Foster a safe space for questions, clarifications, and feedback to ensure mutual understanding.

**Diverse Communication:** Employ a variety of methods—storytelling, analogies, simulations, visual aids—to convey tacit knowledge effectively.

**Documenting Sources:** Maintain clear and detailed documentation of tacit knowledge sources whenever possible. Record the context, date, participants involved, and any other relevant information that can help provide transparency.

**Recognizing Contributions:** Develop mechanisms for recognizing and acknowledging the contributions of individuals and teams who have shared their tacit knowledge, even if the knowledge itself cannot be directly attributed. This could involve public acknowledgments, internal rewards systems, or other forms of appreciation.

### 4. Integrity and Objectivity:

- **Principle:**

Tacit knowledge, by its very nature, can be subjective, context-dependent, and open to multiple interpretations. Professionals must strive to remain



objective, avoid letting personal biases influence their handling of this knowledge, and ensure the accuracy and reliability of the information they manage.

- **In Practice:**

**Encouraging Diverse Perspectives:** Actively seek out and encourage diverse perspectives when gathering, interpreting, and validating tacit knowledge. Engaging individuals with different backgrounds, experiences, and viewpoints can help mitigate biases and provide a more comprehensive understanding.

**Implementing Validation Mechanisms:** Establish rigorous validation mechanisms, such as peer reviews, feedback loops, or expert evaluations, to ensure the quality, accuracy, and objectivity of the tacit knowledge being captured and shared.

## 5. Accuracy and Reliability:

- **Principle:**

Strive to capture and convey tacit knowledge with accuracy and reliability. Recognize that tacit knowledge is often unclear, even to the person holding it, and acknowledge the risks of subjectivity and misinterpretation inherent in this process.

- **In Practice:**

Treat the capturing of tacit knowledge as a collaborative and iterative journey.

Use diverse elicitation methods to uncover knowledge holistically, recognizing that it often emerges through shared discovery. The facilitator plays a critical role in guiding this process—helping to move insights from the unconscious to the conscious, and then structuring and expressing them clearly.

Encourage critical reflection and validation from multiple perspectives to ensure reliability.

Document the knowledge with clarity, embedding context to support understanding. When successful, examples can transcend their original context, evolving into patterns that provide broader insights. This complexity, however, demands a more nuanced approach than what current methods may fully address.

## 6. Inclusivity and Equity:

- **Principle:**

Ensure that TKM processes are inclusive and equitable. Consider the diverse perspectives and experiences within the organization and avoid biases in





knowledge capture and sharing.

- **In Practice:**

Use inclusive language and methods. Create opportunities for participation from individuals with different backgrounds and experiences. Address any power imbalances that may hinder knowledge sharing.

## 7. Beneficence and Avoiding Harm:

- **Principle:**

TKMPs are responsible for using the knowledge they handle for ethical and beneficial purposes. They must carefully consider the potential impact of their actions, anticipating and mitigating any risks that could lead to harm, discrimination, or unfair advantages.

- **In Practice:**

**Impact Assessments:** Conduct thorough impact assessments before sharing or applying tacit knowledge. Consider the potential consequences for individuals, teams, the organization, and other stakeholders. Identify and address any possible negative impacts proactively.

**Ethical Guidelines:** Develop and adhere to clear ethical guidelines for handling sensitive tacit knowledge. These guidelines should address issues such as confidentiality, consent, appropriate use, and data security.

## 8. Continuous Learning and Improvement:

- **Principle:**

The field of TKM is constantly evolving, with new technologies, research findings, and ethical considerations emerging regularly. Professionals are obligated to engage in continuous learning and professional development to remain informed about best practices and adapt their skills accordingly.

- **In Practice:**

**Professional Development:** Actively seek out and participate in professional development opportunities, such as workshops, conferences, online courses, and certifications related to tacit knowledge management, ethics, and data privacy.

**Community Engagement:** Engage with communities of practice, professional networks, and online forums to stay abreast of the latest trends, share experiences, and learn from other professionals in the field.

## 9. Responsible Use of Technology:

- **Principle:**

Technology plays a vital role in capturing, storing, analyzing, and



disseminating tacit knowledge. However, professionals must use these tools responsibly, ensuring that data security, individual privacy, and ethical data handling practices are prioritized throughout the entire process.

- **In Practice:**

**Selecting Ethical Technologies:** Carefully select and implement technologies that align with ethical guidelines, data privacy regulations, and organizational values. Conduct thorough due diligence to assess the security and privacy features of any technology before adoption.

**Transparency in Data Handling:** Be transparent with individuals about how technology is being used to collect, store, and manage their tacit knowledge. Provide clear explanations in accessible language and obtain informed consent before deploying any.

## C. Professional Conducts

Tacit knowledge, the intangible wisdom gained through experience and often difficult to articulate, presents unique challenges for its management. Professionals in this field play a crucial role in bridging the gap between individuals and teams, fostering knowledge-sharing culture that fuels innovation and organizational success. To navigate this complex landscape effectively, professionals should adhere to these essential professional conducts:

### 1. Foundational Principles

#### a) Maintaining the Reputation of the Profession

- **Integrity and Honesty:** TKMPs must conduct themselves with the highest degree of integrity. This includes being transparent in their processes, avoiding misrepresentation, and ensuring that all shared knowledge is accurate and reliable.
- **Professional Competence:** TKMPs are encouraged to engage in continuous professional development. This involves staying updated on the latest trends, methodologies, and technologies in knowledge management to enhance their expertise and contribute effectively to their organizations.
- **Respect for Confidentiality:** Professionals must respect the confidentiality of the knowledge they manage. Sensitive information should be handled with discretion, ensuring that proprietary or personal data is not disclosed without appropriate authorization.
- **Promotion of Ethical Practices:** TKMPs should advocate for ethical practices within their organizations and the broader community. This includes discouraging practices that could undermine the integrity of knowledge sharing, such as plagiarism or the unauthorized use of intellectual property.



- **Commitment to Collaboration:** Building a positive reputation requires fostering a collaborative environment. TKMPs should engage with colleagues, stakeholders, and the community to share insights and promote a culture of trust and mutual respect.
- **Responsibility in Communication:** Communication should be clear, respectful, and constructive. TKMPs should be mindful of their language and tone, ensuring that their communication promotes understanding and does not alienate others.
- **Advocacy for the Profession:** TKMPs should actively advocate for the value and importance of TKM within their organizations and beyond. By promoting the benefits of effective knowledge sharing, they contribute to the profession's overall reputation.

#### b) Legal & Statutory Obligations & Duties

- **Understanding of Relevant Laws:** TKMPs must be knowledgeable about the legal frameworks and regulations that govern knowledge management practices, including intellectual property laws, data protection regulations, and industry-specific compliance requirements.
- **Adherence to Data Protection:** Professionals must ensure that all knowledge management practices comply with applicable data protection laws (such as GDPR, CCPA, etc.). This includes obtaining consent for data collection, ensuring data security, and allowing individuals to exercise their rights regarding their personal data.
- **Intellectual Property Rights:** TKMPs must respect intellectual property rights when managing knowledge. This includes appropriately attributing sources, obtaining necessary permissions for use, and ensuring that proprietary knowledge is safeguarded from unauthorized access or distribution.
- **Ethical Use of Knowledge Resources:** Professionals must ensure that all knowledge resources, including proprietary information and research, are used ethically and legally.
- **Duty of Care:** TKMPs have a duty of care to their organizations and stakeholders. This involves taking reasonable steps to ensure that the knowledge shared is accurate, relevant, and beneficial, preventing potential harm that may arise from misinformation.
- **Compliance with Organizational Policies:** Professionals should familiarize themselves with and adhere to their organization's policies regarding knowledge management, confidentiality, and data handling. Compliance ensures that their practices align with organizational standards and legal requirements.
- **Reporting Obligations:** TKMPs should be aware of their reporting obligations regarding unethical practices or breaches of legal requirements.



They must report any such incidents to the appropriate authorities within their organizations to uphold the profession's integrity.

- **Promoting a Culture of Compliance:** Beyond individual compliance, TKMPs should foster a culture of legal and ethical adherence within their organizations. This includes providing training, resources, and support to colleagues to ensure that everyone understands their responsibilities.

## 2. Professional Conduct & Relationships

### a) Contracting

- **Clarity and Transparency:** Ensure that all contracts are clear, comprehensive, and easily understandable. Each contract should detail the scope of work, deliverables, timelines, fees, payment schedules, and any contingencies. This ensures that all parties have a mutual understanding and can refer back to the document to resolve disputes.
- **Legal Compliance:** Adhere to all applicable laws, regulations, and standards. Contracts must be crafted in accordance with legal requirements to ensure they are binding and enforceable. Consider consulting with legal professionals to review contracts for compliance and enforceability.
- **Mutual Agreement:** Engage in open and honest negotiations with clients to ensure that contract terms are mutually acceptable. Both parties should have the opportunity to discuss and negotiate terms before finalizing the agreement.
- **Amendments and Revisions:** Clearly outline the process for amending or revising contracts. Any changes should be documented in writing, agreed upon by all parties, and appended to the original contract.

### b) Organization & Employee Conducts

- **Professional Integrity:** Maintain high standards of honesty and integrity in all professional activities. Employees should act in ways that uphold the reputation and values of the organization, ensuring trustworthiness in all interactions.
- **Confidentiality:** Implement strict policies and procedures to protect the confidentiality of organizational and client information. Regularly train employees on data protection practices and ensure compliance with relevant data privacy laws.
- **Continuous Learning:** Promote a culture of continuous professional development. Encourage employees to engage in ongoing education and training to stay informed about industry developments, emerging technologies, and best practices.
- **Accountability:** Establish clear roles and responsibilities within the organization to ensure accountability. Encourage employees to take responsibility for their actions and decisions.



### **c) Recognizing Equality & Diversity**

- **Inclusive Environment:** Create a workplace that celebrates and values diversity. Implement policies that support diversity and inclusion, ensuring that all employees feel respected and valued regardless of their background.
- **Anti-Discrimination:** Develop and enforce policies that actively prevent discrimination and harassment. Provide training to employees on recognizing and addressing discriminatory behaviors.
- **Cultural Competence:** Encourage employees to develop cultural competence by recognizing and respecting cultural differences among clients and colleagues. Offer training to enhance understanding and adaptability to diverse cultural contexts.
- **Equal Opportunities:** Ensure that recruitment, promotion, and development opportunities are accessible to all employees based on merit and performance without bias.
- **Decolonization of Knowledge:** Commit to recognizing and challenging the dominance of Western-centric knowledge systems by valuing and incorporating diverse, Indigenous, and marginalized perspectives. Encourage practices and policies that respect and uplift alternative ways of knowing, fostering an inclusive environment where multiple knowledge systems coexist and thrive.
- **Epistemic Justice:** Promote fairness in knowledge sharing and production by ensuring that individuals from all backgrounds have equal opportunities to contribute their ideas and experiences. Address power imbalances that may privilege certain voices over others, and create structures that amplify the knowledge and perspectives of historically marginalized groups.

### **d) Maintaining Proper Relationships with Clients**

- **Respect and Courtesy:** Foster respectful and courteous interactions with clients. Demonstrate empathy and understanding, ensuring that client needs and concerns are addressed thoughtfully.
- **Responsiveness:** Establish clear communication channels and respond promptly to client inquiries and requests. Ensure that communication is professional, clear, and tailored to the client's needs.
- **Client Feedback:** Actively seek and value client feedback to improve services. Implement mechanisms for clients to provide feedback and engage in constructive dialogue to enhance client satisfaction.
- **Trust Building:** Build and maintain client trust by consistently delivering on promises and exceeding expectations. Be transparent about processes and decisions that affect clients.

### **e) Consent from Clients**

- **Informed Consent:** Obtain explicit informed consent before collecting or using



client data. Clearly explain the purpose, scope, and implications of data collection and use, ensuring clients fully understand.

- **Voluntary Participation:** Ensure that client engagement in knowledge management activities is voluntary. Clients should make informed decisions without coercion.
- **Withdrawal Rights:** Inform clients of their right to withdraw consent at any time. Ensure that withdrawal does not result in negative consequences and is handled respectfully.
- **Data Protection:** Implement robust data protection measures to safeguard client information, respecting their privacy and ensuring compliance with relevant data protection regulations.

#### **f) Professional Boundaries**

- **Role Clarity:** Clearly define and communicate the professional's role and responsibilities in relation to the client. Establish clear boundaries to avoid misunderstandings and ensure professional behavior.
- **Avoid Dual Relationships:** Refrain from engaging in dual relationships that could impair professional judgment or create conflicts of interest. Maintain professional distance to ensure objectivity.
- **Boundary Maintenance:** Establish and maintain appropriate boundaries with clients to protect both parties. Regularly review and reinforce these boundaries within the professional context.
- **Ethical Conduct:** Adhere to ethical guidelines and standards in all professional interactions, ensuring that personal interests do not interfere with professional responsibilities.

#### **g) Conflict of Interest**

- **Disclosure:** Promptly disclose any actual or potential conflicts of interest to all relevant parties. Transparency is key to maintaining trust and integrity in professional relationships.
- **Objective Advice:** Provide unbiased advice and recommendations, unaffected by personal interests. Prioritize client needs and interests in all decisions.
- **Recusal:** Recuse oneself from decision-making processes where a conflict of interest exists.

#### **h) Termination of Contract**

- **Termination Clause:** Include a clear termination clause in all contracts, outlining conditions under which the contract can be terminated.
- **Notice Period:** Provide adequate notice before terminating a contract, allowing time for transition and resolution of outstanding issues.
- **Post-Termination Obligations:** Honor any remaining obligations, such as



returning confidential information or completing final reports.

## D. Ethical Standards for Training Service Providers in TKM Accreditation

TKM involves recognizing, sharing, and applying knowledge that is not easily codified. Training service providers play a crucial role in facilitating the development of professionals in this field, the following in-depth ethical standards are proposed to ensure that the training provided is effective, responsible, and ethical.

### 1. Integrity and Honesty

- **Transparency:** Providers must be transparent about the trainer's qualifications, experience, and competencies. All training materials and methodologies should be clearly described to participants.
- **Authenticity:** Training service providers must ensure the content delivered is accurate, well-researched, and relevant to tacit knowledge management.
- **Avoiding Misrepresentation:** Providers must refrain from making exaggerated claims about the training outcomes or the potential benefits of accreditation.

### 2. Competence:

- **Qualified Trainers:** Trainers must possess relevant qualifications and experience in TKM and adult education principles.
- **Continuous Professional Development:** Training service providers should engage in ongoing professional development to stay current with industry standards and best practices.
- **Curriculum Development:** Programs should be developed based on established competencies and frameworks recognized within the TKM profession.

### 3. Respect for Participants

- **Individual Diversity:** Training providers must recognize and respect participant's diverse backgrounds, experiences, and learning styles.
- **Inclusivity:** Programs should be designed to be accessible and inclusive, accommodating participants with different needs, including those with disabilities.
- **Empowerment:** Focus on empowering participants by fostering critical thinking, creativity, and collaborative learning.

### 4. Ethical Communication



- **Open Dialogue:** Encourage open communication and feedback between trainers and participants to enhance the learning experience.
- **Confidentiality:** Maintain the confidentiality of participants' personal information and insights shared during training sessions.
- **Intellectual Property:** Respect intellectual property rights, ensuring that all materials and resources used in training are properly cited and authorized.

## 5. Accountability

- **Evaluation and Feedback:** Implement regular assessment of training programs to assess effectiveness and areas for improvement. Encourage participant feedback to continuously enhance the quality of training.
- **Reporting Standards:** Establish clear guidelines for reporting training outcomes, including success rates and areas of improvement.
- **Ethical Dilemmas:** Provide a framework for addressing ethical dilemmas that may arise during training and ensure that participants are aware of the processes in place.

## 6. Commitment to Professionalism

- **Professional Standards:** Adhere to the established professional standards and codes of conduct in the field of tacit knowledge management.
- **Professional Relationships:** Foster respectful and constructive relationships with participants, other trainers, and relevant stakeholders.
- **Community Engagement:** Engage with the broader community of TKMPs to share best practices and contribute to the development of the field.

## 7. Responsibility to Society

- **Social Impact:** Acknowledge the broader societal implications of TKM and strive to contribute positively to the community.
- **Ethical Use of Knowledge:** Promote the ethical sharing and application of tacit knowledge in various contexts, ensuring it serves the greater good.
- **Environmental Considerations:** Consider the environmental impact of training activities and strive to minimize negative effects through sustainable practices.

## 8. Conclusion

- The ethical standards outlined above serve as a guideline for training service providers in the field of tacit knowledge management. By adhering to these principles, providers can contribute to the professional development of individuals while fostering a culture of ethical practice and social





responsibility within the industry.

## E. GO-TKM Brand

The GO-TKM (Global Think-Tank of Organizational Tacit Knowledge Management) logo is a vital representation of our mission and values. As a global not-for-profit organization dedicated to promoting TKM worldwide and a go-to body for all TKMPs, the proper use of our logo is essential for maintaining our brand integrity and visibility.

- **Logo Description:** The GO-TKM logo is a distinctive representation of our brand. It consists of the design, color palette, shapes, font used in the logo and any specific shapes or symbols used in the logo.



- **Permitted Uses:**

- 1) The logo may be used in promotional materials, including brochures, websites, and advertisements, to represent GO-TKM.
- 2) The logo can be displayed on merchandise, provided it aligns with our brand values and standards.
- 3) Partners and affiliates may use the logo in their communications with prior written approval.

- **Prohibited Uses:**

- 1) Do not alter, distort, or modify the logo in any way, including changing colors, proportions, or adding elements.
- 2) Avoid using the logo to imply endorsement or partnership without prior permission.
- 3) Do not overlay text or images on top of the logo.
- 4) The logo should not be used in any offensive or misleading context.

- **Spacing and Size:** Ensure adequate spacing around the logo to maintain its integrity. A minimum clear space of 2mm should surround the logo at all times. The logo should not be resized to a point where it becomes unrecognizable.

- **Color Variations:** The logo may be used in its full-color version or in black and white. Ensure that the color contrast remains clear and legible.

- **Approval for Use:** If you wish to use the GO-TKM logo for any purpose, please get in touch with us at [ethics@go-tkm.org](mailto:ethics@go-tkm.org) for approval. We want to ensure that our logo is used consistently and aligned with our mission.



## F. Writing & Publishing

### 1. Introduction

- Writing and publishing in the field of TKM requires adherence to high ethical standards. These standards ensure that professionals contribute valuable knowledge while maintaining integrity and respect for the research community. The following in-depth requirements focus on five key areas: Honesty in Research, Data Integrity, Permissions, Collaboration, and Authorship.

### 2. Honesty in Research

- **Truthfulness:** TKMPs must present their findings and conclusions honestly, avoiding any form of deception, fabrication, or falsification of data.
- **Acknowledgment of Limitations:** Researchers should openly acknowledge the limitations of their studies, including potential biases, methodological constraints, and areas for further investigation.
- **Responsible Reporting:** All research findings should be reported responsibly, ensuring that the significance and implications of the results are accurately conveyed without overstating their impact.

### 3. Data Integrity

- **Accurate Data Management:** TKMPs must ensure that data is collected, stored, and analyzed accurately, using appropriate methods and technologies.
- **Data Security:** Ensure that all data is securely stored and protected from unauthorized access, loss, or alteration, particularly when dealing with sensitive or confidential information.
- **Transparency in Data Sharing:** Researchers should make their data available for verification and replication, subject to ethical considerations, ensuring that any shared data does not compromise participant confidentiality or privacy.

### 4. Permissions

- **Obtaining Consent:** Before conducting research that involves human subjects, TKMPs must obtain informed consent from participants, clearly explaining the purpose, procedures, and potential risks of the study.
- **Copyright and Licensing:** Professionals must seek permission for any copyrighted materials used in their work, including texts, images, and data, and clearly state the licensing agreements associated with such materials.
- **Institutional Approvals:** Researchers should obtain any necessary



approvals from institutional review boards or ethics committees before commencing research, ensuring adherence to ethical guidelines.

## 5. Collaboration

- **Respectful Engagement:** Collaborators must engage with one another respectfully, valuing each member's contributions and perspectives throughout the research process.
- **Open Communication:** Maintain open lines of communication among collaborators regarding research goals, methodologies, and findings to ensure that all parties are aligned and informed.
- **Conflict Resolution:** Establish clear mechanisms for addressing and resolving conflicts that may arise during collaboration, prioritizing constructive dialogue and mutual respect.

## 6. Authorship

- **Clear Criteria for Authorship:** TKMPs must establish clear criteria for authorship based on significant contributions to the conception, design, execution, or interpretation of the research.
- **Acknowledgment of Contributions:** All individuals who contributed substantially to the research should be appropriately acknowledged, regardless of authorship status.
- **Ethical Considerations in Authorship:** Avoid practices such as "gift authorship" (listing individuals who did not contribute significantly) or "ghost authorship" (omitting contributors who have made a significant impact), ensuring that all authorship decisions reflect ethical standards.

By adhering to these standards, professionals can contribute to the advancement of TKM while upholding the values of accountability and ethical conduct.

## G. Reporting Mechanisms and Consequences of Violations

### 1. Reporting Procedures

- a) Reporting Channels & Information needed
  - Online Portal: Provide a secure online form for submissions.
  - Send e-mail to the GO-TKM ethical committee via designated email: [whistleblower@go-tkm.org](mailto:whistleblower@go-tkm.org)
  - Reports can be made anonymously if preferred.

- b) Reporting Procedure Steps

Step 1: Identify the Violation: Ensure the individual understands what constitutes a violation.



Step 2: Choose Reporting Method: online or e-mail.

Step 3: Provide Details: Encourage reporters to provide specific details, including:

- Nature of the violation
- Date and time of the incident
- Individuals involved
- Any supporting evidence (if available)

Step 4: Submit Report: Guide them through the submission process for their chosen channel.

c) Investigation Process

- Acknowledgment: Confirm receipt of the report to the individual (if not anonymous).
- Investigation Team: Assemble a qualified team to investigate the report, ensuring impartiality and confidentiality.
- Timeline: Investigation process shall be activated within 1 week and keep the reporter informed of progress.

d) Ensure Fair Investigation

- Impartiality: Ensure investigators are unbiased and not connected to the report.
- Documentation: Maintain detailed records of all investigations.

e) Follow-Up and Resolution

- Outcome Communication: Inform the reporter about the outcome of the investigation, respecting confidentiality.
- Action Taken: If appropriate, communicate what actions were taken as a result of the violation.

f) Feedback Mechanism

- Survey Post-Report: After the investigation, solicit feedback from the reporter on the reporting process to identify areas for improvement.

g) Continuous Improvement

- Regular Review: Periodically review the reporting procedures and make necessary adjustments based on feedback and changing needs.

h) Encourage a Speak-Up Culture

- Leadership Support: Ensure that leadership actively supports and promotes a culture where individuals feel safe to report violations without fear of retaliation



## 2. Whistleblower Protection

- After reporting, it is crucial to ensure that individuals who come forward are protected. This protection encourages reporting by safeguarding whistleblowers from retaliation or negative consequences.
- GO-TKM is committed to providing a safe and confidential environment for reporting suspected violations of this Code. We encourage anyone who witnesses or experiences unethical behavior to report it without fear of retaliation. Retaliation against anyone who reports a concern in good faith is strictly prohibited and will be subject to disciplinary action.

## 3. Consequence for Violation

Once a report is made, it is important to outline the potential consequences for those who violate the Code. This sets clear expectations and underscores the seriousness of breaches.

- Any violation of this Code of Conduct will be taken seriously. Consequences for violations may include but are not limited to
  - ✓ Formal reprimand or censure
  - ✓ Suspension of Membership & Right to use GO-TKM designation
  - ✓ Revocation of Membership & Accreditation Certificate
- The severity of the disciplinary action will be determined on a case-by-case basis, considering the nature and severity of the violation.
- Disciplinary procedures will be fair and conducted in a timely manner, allowing for an opportunity to respond to allegations.

## 4. Rehabilitation

- TKMPs found in violation of this Code may be offered rehabilitation options, including additional training or counseling, to help restore ethical conduct.
- Successful completion of rehabilitation programs will be considered in future evaluations of the TKMP's conduct.



## H. Acknowledgment

### 1. Sign-off

All TKMP is required to sign an acknowledgment form confirming they have read, understood, and agree to abide by this Code of Ethics & Conducts.

I have read, understood, and agree to abide by this Code of Ethics & Conducts for TKMP.

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TKMP's Signature

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Date

### 2. Annual Confirmation

TKMP must undergo annual free online training and confirm their understanding and adherence to this Code of Ethics & Conducts. This process is compulsory to ensure the validity of your accreditation, ongoing compliance and awareness of ethical standards.

If you have any questions/suggestions, please contact: [contact@GO-TKM.org](mailto:contact@GO-TKM.org)

Steering Committee  
of Code of Ethics & Conducts for TKMPs  
Global Think-Tank of Organizational Tacit Knowledge Management (GO-TKM)