



KNOWLEDGE AS A SOURCE OF PURPOSE

By *Daniela Campos*

If everyone talks, who listens? I heard that phrase not long ago in a master class by the French sociologist Dominique Wolton and I immediately remembered Rubem Alves, a great thinker of education in Brazil, when he said: "I always see public speaking courses advertised. I have never seen an advertised listening course. Everyone wants to learn to speak. No one wants to learn to listen. I thought of offering a listening course. But I don't think anyone will sign up. Listening is complicated and subtle..." In the area of Knowledge

Management, listening is precious and can be a source of purpose generation within a company. Employees, whatever area or level they are in, have something they master, a well-developed competence, a skill that others recognize. When the company is able to identify what these contributions are, it gains relevance as a catalyst for professional achievement. As stated by Viktor Frankl, recognized as one of the greatest psychiatrists in history, one of the main sources of individual fulfillment lies in his creative values:

what he does for the world, his brand, his work, his legacy. It's worth it for life, it's worth it professionally. However, work only becomes a source of meaning when people find what they can do and what expresses their uniqueness, his mission before life. Something where she can make her best contribution, in a unique, special way. It has always been a great challenge for the Human Resources area and for leaders to correlate the strengths, skills and competences of someone with a given position as closely as possible: that function that

equally generates results for the company and fulfillment for the professional. It seems simple, but in practice we know that it is a complex exercise. The research carried out by Survey Monkey application with more than 300 professionals, from 21 Brazilian states and 14 countries, revealed that 36.52% of professionals are unhappy with the work they do and 64.24% would like to do something different from what they do today to be happier. Finding the right person for a given position or finding the right role for each person depends on our ability to develop alterity, to look at the other and perceive him as a singular and subjective person. It is the same with knowledge. Being able to look at the people or teams that collaborate in your company, listening, recognizing and validating the knowledge they use on a daily basis and which can be shared goes through the exercise of otherness. I see many areas of knowledge management focused on delivering standardized information, courses and training, but few dedicated to building them from the diversity of inputs they have in the organization itself. Of course, it's important to seek cutting-edge knowledge, bring in experts, oxygenate thoughts with external sources, but mixing and complementing, for me, is even better, because it generates purpose. When I validate my collaborator's knowledge, I shed light on their creative value, their brand, their best contribution and, as we saw with Frankl, this is a source of meaning. Knowledge and recognition form a virtuous circle. They feed back. One word fits inside the other. With etymological origin in the Latin *recognoscere*, to recognize means to take knowledge, to bring to mind again, to certify. From RE-, "again", plus COGNOSCERE, "to know, to know together". What a beautiful linguistic insight: when we acknowledge, we are knowing together once more. We see ourselves through the eyes of others. We find identity in what the look of the other attributes to us. To be seen is to

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receive a qualification. And in it you can find the purpose, what gives meaning to what we do. If we already knew through self-knowledge, it helps us to confirm; if not, help us find out. Attentive listening and the sensitive look of a good observer can sometimes surprise. Having a Knowledge Management – and (Re)Knowledge – area guided by this philosophy increases engagement, develops the collective feeling and spirit of cooperation between people and teams, makes the environment more conducive to innovation and creativity and stimulates individual and collective professional development. From the point of view of the employee who shares his knowledge, it brings belonging, fulfillment, commitment, generates new learning and better relationships.

Everyone has something to learn and teach. Moments when they should be learners or they can be teachers. Its oratory and listening spaces, as Rubem Alves said. Creating an environment that favors this exercise, this possibility of transition between roles, regardless of position or area, creates a powerful connection network. We need to bring more collaborators to cohabit the place of knowledge in the organizations where we are. For purpose, on purpose.

