



# The knowledge collaboration framework: a review of AI in organisational learning & knowledge management

Litvinenko, 2026

## Context

AI is transforming organisational learning (OL) and knowledge management (KM), yet its effects are not uniform. Whether human-AI-collaboration enhances or undermines these processes depends on the type of knowledge involved (tacit vs. explicit) and the mode of human-AI collaboration (automation vs. augmentation). This review synthesises 149 peer-reviewed studies into a Knowledge Collaboration Matrix that maps these two dimensions to identify where AI strengthens organisational learning and knowledge management (like efficiency and scalability), and where it introduces risks (like bias and deskilling).

## Key Insights

### AI's effect on OL & KM depends on configuration

- AI performs strongly when automating explicit, codified processes (e.g. structured data retrieval, standardised routines) but risks bias, opacity and deskilling without oversight
- Automating tacit, judgement-heavy knowledge carries the highest risk: context loss, hallucination and misapplication
- Assistive AI applied to explicit knowledge offers the most manageable risk-benefit balance, combining pattern discovery with human decision authority
- Assistive AI on tacit knowledge can surface hidden expertise and connect "know-who" across teams, but excessive mediation reduces interpersonal trust and spontaneous creativity

### Overreliance undermines gains across all configurations

- Overreliance is associated with worsened critical thinking, communication and adaptive expertise
- Employees may resist sharing tacit knowledge with AI due to fear of replacement or loss of power
- Effective integration depends on organisational culture, data governance maturity & employee training

## Implications

- Where in your firm is AI used on codified, rule-based processes versus tacit, judgement-heavy tasks? How deliberately was that configuration chosen, and what alternatives were considered?
- What mechanisms exist to protect employees' critical thinking, contextual expertise and autonomy as AI tools become more embedded in daily workflows?
- How might a knowledge collaboration audit help determine which decisions should remain with human experts and which can be appropriately supported or automated by AI?

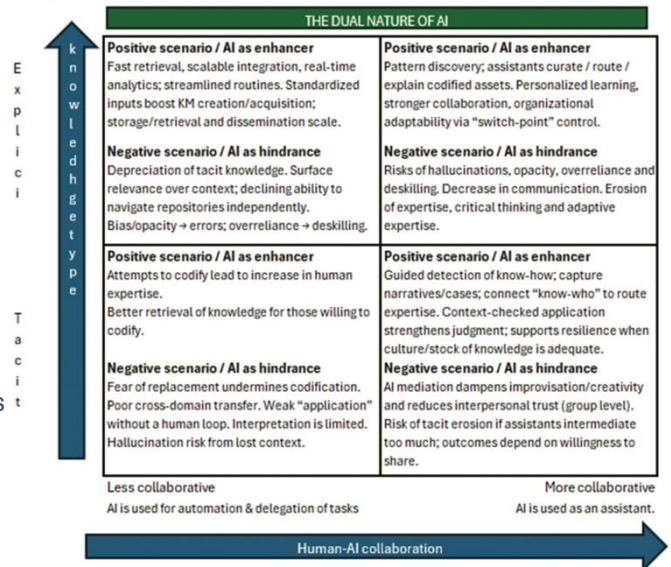


Figure 2. AI as enhancer or hindrance: the knowledge collaboration matrix. Source: created by the author.

“Switch point” identifies when control should shift between AI & humans based on task complexity & emotional dynamics