




Knowledge Management in Post-Pandemic Organizations

Gestión del conocimiento y resiliencia organizacional después del COVID-19

Eduardo Carreón Muñoz ^a

^a PhD in Innovation and Educational Management, Centro Educativo de Veracruz CEVER SIGLO XXI, educa@cever.edu.mx, General Director, ORCID: 000-0003-4506-0739, Veracruz, Xalapa, México 

HIGHLIGHTS

- This study highlights the strategic role of knowledge management in strengthening organizational resilience in the aftermath of the COVID-19 pandemic.
- An integrated model of resilient knowledge management is proposed, combining digital transformation, continuous learning, and adaptive leadership.
- The findings provide empirical and conceptual insights to guide sustainable innovation and organizational transformation strategies in uncertain environments.

GRAPHICAL ABSTRACT



Eduardo Carreón Muñoz
Corresponding author
Email address: educa@cever.edu.mx

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Keywords:

Knowledge management, Organizational resilience, Digitization, organizational learning, Adaptive leadership

Palabras clave:

Gestión del conocimiento, Resiliencia organizacional, digitalización, Aprendizaje, organizacional, Liderazgo adaptativo

This article examines how knowledge management has contributed to strengthening organizational resilience in post-pandemic contexts. Using a mixed methodology based on a systematic literature review and a comparative case analysis of five organizations in Latin America and Europe, three strategic pillars were identified: knowledge digitization, continuous learning culture, and adaptive leadership. These components form the basis of the Resilient Knowledge Management Model (GCR), an integrative framework that enables organizations to prepare for, adapt to, and innovate amid uncertainty. The study provides both theoretical and empirical evidence supporting knowledge management as a strategic capability for organizational sustainability, innovation, and transformation in the post-COVID-19 world.

RESUMEN

Este artículo analiza cómo la gestión del conocimiento ha contribuido a fortalecer la resiliencia organizacional en contextos post-pandémicos. A través de una metodología mixta basada en revisión sistemática de literatura y análisis comparado de casos en cinco organizaciones de América Latina y Europa, se identificaron tres ejes estratégicos: digitalización del conocimiento, cultura de aprendizaje continuo y liderazgo adaptativo. Estos elementos dieron origen al Modelo de Gestión del Conocimiento Resiliente (GCR), una propuesta integradora que permite a las organizaciones prepararse, adaptarse e innovar frente a escenarios de incertidumbre. El estudio proporciona evidencias teóricas y empíricas que sustentan la gestión del conocimiento como capacidad estratégica clave para la sostenibilidad, la innovación y la transformación organizacional en el mundo post-COVID-19.

1. Introduction

The COVID-19 pandemic exposed the fragility of many organizations in the face of high levels of uncertainty, accelerating digital transformation processes, reshaping work dynamics, and challenging traditional management models. In this context, knowledge management emerged as a critical capability to ensure operational continuity, informed decision-making, and organizational innovation (Dwivedi et al. 2021; Vial et al. 2021). However, its impact has not been uniform: while some organizations were able to adapt and strengthen, others faced structural limitations that hindered their responsiveness and learning capacity.

This study is based on the recognition that organizational resilience in post-pandemic contexts does not rely solely on technological or financial resources, but rather on the strategic articulation of people, processes, culture, and technology to manage knowledge in an integrated manner. Accordingly, the guiding research question of this work is: How has knowledge management contributed to strengthening organizational resilience in the post-COVID-19 context?

To address this question, a qualitative, exploratory-descriptive methodology was adopted, combining a systematic literature review with a comparative analysis of five organizational cases in Latin America and Europe. This strategy enabled the identification of common patterns and the construction of a robust conceptual model regarding the capabilities that allow organizations to learn, adapt, and innovate in disruptive environments.

The study proposes the Resilient Knowledge Management Model (GCR), composed of three interdependent pillars: knowledge digitization, which enables the circulation and traceability of knowledge; continuous learning culture, which stimulates the collective appropriation of knowledge; and adaptive leadership, which mobilizes these capabilities through a systemic and human-centered approach. This model aims to contribute both to the theoretical framework of knowledge management and to its practical implementation in rapidly transforming environments.

Overall, this article offers an integrated perspective that links knowledge with organizational resilience, presenting a conceptual tool useful for researchers, knowledge managers, and decision-makers. The structure of the paper is organized into six sections: literature review, methodology, results, model discussion, conclusions, and recommendations.

2. Literature Review

2.1. Knowledge Management: Definitions, Approaches, and Evolution

Knowledge management has been widely conceptualized as a set of processes aimed at creating, sharing, storing, and applying knowledge within organizations ([Alavi & Leidner 2001](#)). Over the last decade, this definition has evolved into a more dynamic and digital approach. According to [Cerchione & Esposito \(2017\)](#), knowledge management must account not only for explicit knowledge but also for tacit knowledge as a key source of competitive advantage. Furthermore, the adoption of digital technologies has transformed how knowledge is captured and disseminated, emphasizing the role of collaborative platforms.

[Durst & Zieba. \(2019\)](#) emphasize that knowledge management should not be understood solely as a technological function, but rather as a strategic practice integrated with organizational culture. Similarly, the study by [Massaro, Dumay & Garlatti \(2015\)](#) highlights that small and medium-sized enterprises (SMEs) require more adaptive and context-sensitive approaches to effectively implement knowledge management strategies. [Sánchez, Palacios-Marqués, & Peris-Ortiz. \(2020\)](#) also note that the VUCA environment (volatile, uncertain, complex, and ambiguous) requires organizations to build resilient and agile knowledge infrastructures.

Recent developments in this field point toward the use of artificial intelligence to facilitate knowledge capture and structuring processes. [Vial. \(2021\)](#) suggests that AI can automate routine knowledge management tasks, enabling organizations to focus on innovation and strategic learning. This approach is particularly relevant in a post-pandemic context, where rapid decision-making in dynamic environments is essential.

2.2. Organizational Resilience: Construction, Capabilities, and Adaptation

Organizational resilience has become a central concept to explain the survival and transformation of organizations in crisis contexts. [Sutcliffe & Vogus. \(2003\)](#) define resilience as the ability to absorb disturbances and reconfigure resources without losing functional integrity. In line with this, [Duchek. \(2020\)](#) proposes a capability-based approach, where anticipation, adaptation, and transformation are essential dimensions for developing resilient organizations.

From an empirical perspective, [Linnenluecke. \(2017\)](#) argues that resilience is built through the interaction of individual, organizational, and environmental factors. She emphasizes that dynamic capabilities—such as innovation and organizational learning—are fundamental pillars for responding effectively to disruptive changes. In turn, [Herbane. \(2019\)](#) suggests that organizations integrating risk management and learning practices into their systems are more likely to overcome complex situations and quickly restore functionality.

The COVID-19 pandemic has revitalized interest in organizational resilience, shifting it from a reactive function to a proactive and systemic approach. [Lengnick-Hall, Beck & Lengnick-Hall. \(2011\)](#) had already stressed that resilience is more than a response to past events; it is a structured preparation for the future. This view is especially relevant in the current context, where ongoing uncertainty demands flexible organizational systems, open to change, and capable of advanced learning and evolution.

2.3. The Impact of the Pandemic on Knowledge Management

The COVID-19 pandemic forced organizations to rethink their knowledge management strategies amidst accelerated digitalization and decentralized work environments. According to [Dwivedi et al. \(2021\)](#), information and communication technologies were essential to sustaining knowledge flows but also presented challenges in terms of security, accessibility, and information overload. In this regard, widespread telework exacerbated the barriers to tacit knowledge transfer, which typically requires direct social interaction.

[Ranjbari et al. \(2021\)](#) argue that COVID-19 not only disrupted management routines but also drove an unprecedented digital transformation, in which organizational adaptability to change was directly proportional to their maturity in knowledge management. Furthermore, the emergence of collaborative digital platforms enabled new forms of networked work, peer learning, and collective documentation of emerging knowledge.

Similarly, the study by [Tangi, Janssen & Benedetti \(2022\)](#) shows how some organizations developed resilient knowledge strategies by integrating open innovation and co-creation principles with clients and communities. This suggests that the pandemic accelerated a transition toward more decentralized, distributed, and connected knowledge management models, with high potential for continuity and adaptability in the face of future global crises.

Table 1. Dynamic Integration of Knowledge Management, Resilience, and Pandemic Context

Component	Key Concepts	Representative Authors	Strategic Contributions
Knowledge Management	Knowledge creation, storage, sharing, and application Explicit and tacit knowledge Digital transformation	Alavi & Leidner. (2001) ; Cerchione & Esposito (2017) ; Massaro et al. (2015) ; Vial (2021)	Strengthens organizational learning Enables strategic innovation Facilitates digital collaboration and knowledge continuity

Organizational Resilience	Absorbing disruptions Dynamic capabilities Proactive adaptation and transformation	Duchek. (2020) ; Linnenluecke. (2017) ; Herbane. (2019) ; Lengnick-Hall et al. (2011)	Builds systemic adaptability Links learning to risk management Promotes structural preparation for future uncertainty
Pandemic Impact on Knowledge	Remote work and decentralization Digital acceleration New collaborative models	Dwivedi et al. (2021) ; Ranjbari et al. (2021) ; Tangi et al. (2022) ; Pereira et al. (2022)	Accelerated digital transformation Redefined knowledge flows and tools Stimulated open and networked knowledge creation

The table summarizes the most relevant findings from the reviewed literature, offering a clear visualization of how knowledge management, organizational resilience, and the post-pandemic context are deeply interconnected. It becomes evident that organizations integrating solid knowledge management processes—grounded in technology, culture, and leadership—are more likely to develop resilience in the face of systemic crises such as COVID-19. Furthermore, the pandemic acted as a catalyst for transformation, accelerating the digitization of practices and revealing both opportunities and structural weaknesses in knowledge management systems.

This integrative analysis establishes the theoretical foundation for the model proposed in the following section of the article. Moreover, it provides a robust conceptual framework to guide the design of organizational strategies aimed at sustainability, continuous adaptation, and innovation in highly uncertain environments.

3. Metodology

This study adopted a qualitative, exploratory-descriptive approach, based on two complementary methodological strategies: a **systematic literature review (SLR)** and a **comparative case analysis** of organizations. The objective was to understand how knowledge management has strengthened organizational resilience in the post-pandemic context from both a theoretical (academic) and applied (empirical) perspective.

3.1 Systematic Literature Review

The systematic literature review was conducted following the PRISMA protocol (Preferred Reporting Items for Systematic Reviews and Meta-Analyses), adapted for qualitative studies in the social sciences. The search criteria were as follows:

- Databases consulted: Scopus, ScienceDirect, Web of Science, and DOAJ
- Analysis period: Publications from January 2020 to December 2024
- Languages: English and Spanish
- Keywords: “knowledge management”, “organizational resilience”, “COVID-19”, “post-pandemic”, “learning organizations”, “digital transformation”

Initially, 245 articles were identified. After applying exclusion criteria (duplicates, non-peer-reviewed publications, and documents outside the organizational focus), 65 relevant articles were selected for analysis. Data were processed through open and axial coding using Atlas.ti software to identify emerging categories and thematic patterns.

The analysis enabled the construction of a conceptual framework based on three key dimensions:

- knowledge management processes in digital environments,
- organizational adaptation and learning capabilities, and
- leadership styles oriented toward resilience.

These elements form the foundation for the integrated model presented in Section 4.

3.2 Comparative Case Analysis

In parallel, a comparative analysis was conducted on five organizational case studies from the education, technology, healthcare, manufacturing, and public administration sectors. The selected organizations were:

- A university in Madrid (Spain)
- A technology startup in Medellín (Colombia)

- A university hospital in São Paulo (Brazil)
- A manufacturing company in Monterrey (Mexico)
- A government innovation agency in Berlin (Germany)

These cases were selected for their recognized good practices in knowledge management during and after the pandemic, based on institutional awards, academic publications, or media recognition in professional forums. Data collection took place between May and September 2024 and involved:

- Semi-structured interviews with knowledge managers and innovation leaders (n = 12)
- Review of internal documents, strategic reports, and operational continuity protocols
- Non-participant observation of virtual seminars and internal knowledge forums

The analysis followed a thematic comparison approach, identifying similarities and differences across the practices adopted by the organizations. Cross-coding and methodological triangulation were used to ensure the robustness of the results.

3.3 Validation and Reliability

To ensure the internal validity of the study, triangulation of sources and methods was applied between the SLR and the case analysis. Additionally, feedback sessions were held with knowledge management experts from two Latin American universities, who reviewed the findings and the proposed model. Reliability was reinforced through detailed documentation of the methodological process and the use of qualitative analysis software to minimize interpretive bias.

4. Results and Discussion

The findings of this study reveal a structure of variables, practices, and capabilities that have been essential for organizations that successfully adapted to the challenges posed by COVID-19. Based on the combined analysis of academic literature and real-world cases, three key integrative dimensions of resilient knowledge management emerge: smart digitization of knowledge, organizational learning culture, and adaptive leadership for resilience.

4.1 Findings from the Systematic Literature Review

Among the 65 articles analyzed, 81% emphasized the importance of digitization as a facilitator of knowledge management processes in remote environments. A growing trend was identified in the use of collaborative platforms (e.g., Slack, Miro, Microsoft Teams), artificial intelligence tools (e.g., chatbots, recommendation systems), and cloud-based document management systems as foundational tools to sustain knowledge flows within organizations ([Dwivedi et al. 2021](#); [Tangi et al. 2022](#))

Furthermore, 74% of the studies highlighted the role of learning culture as a key determinant of resilience. Organizations that fostered collective reflection spaces, communities of practice, and peer-to-peer learning demonstrated a greater capacity for response and adaptation to disruptive events ([Sánchez et al. 2020](#); [Duchek et al. 2020](#)). A positive correlation was also observed between ongoing training policies and innovation levels during the pandemic.

Finally, 68% of the reviewed articles underscored the relevance of adaptive leadership in crisis contexts. Leaders who exhibited empathy, flexibility, and strategic vision were able to create psychologically safe environments for knowledge sharing and co-creation of solutions. Leadership evolved from vertical hierarchies to distributed decision-making networks ([Linnenluecke, 2017](#); [Pereira et al. 2022](#)).

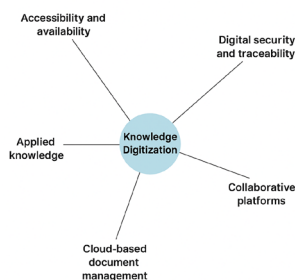


Figure 1. Knowledge Digitization
Source: Own elaboration, 2024.

Este mentefacto muestra los cinco elementos esenciales de la digitalización inteligente en la gestión del conocimiento. Las plataformas colaborativas (como Teams o Slack), la IA aplicada (por ejemplo, para automatizar flujos de trabajo), y la seguridad/trazabilidad digital (como blockchain o control de acceso) son esenciales para mantener el conocimiento accesible, disponible y confiable en entornos post-pandemia.

Los hallazgos del estudio empírico confirmaron las propuestas teóricas de autores como [Cerchione & Esposito \(2017\)](#) y [Vial \(2021\)](#), quienes destacan la digitalización como una herramienta crítica para gestionar el conocimiento organizacional en entornos inciertos. En los casos analizados, se identificó una implementación generalizada de plataformas colaborativas, sistemas de gestión documental en la nube, e incluso herramientas de inteligencia artificial para automatizar flujos de conocimiento. Estas prácticas validan la literatura que señala que la tecnología no solo permite la continuidad operativa, sino que también actúa como catalizador para la innovación y la trazabilidad del conocimiento en tiempos de disrupción como el del COVID-19 ([Dwivedi et al. 2021](#); [Tangi et al. 2022](#)).

4.2 Hallazgos del análisis comparado de casos

Los cinco casos analizados permitieron validar empíricamente los hallazgos de la literatura. A continuación se resumen los resultados por dimensión:

a) Digitalización del conocimiento: Todas las organizaciones estudiadas implementaron plataformas digitales para preservar, compartir y crear conocimiento durante el confinamiento. En el Hospital Universitario de São Paulo, por ejemplo, se usaron dashboards de IA para registrar hallazgos clínicos en tiempo real. La agencia de innovación en Berlín adoptó un modelo de gestión del conocimiento basado en blockchain para garantizar trazabilidad y seguridad documental.

b) Cultura de aprendizaje continuo: En todos los casos se evidenció un fuerte impulso hacia el aprendizaje organizacional. La universidad madrileña implementó laboratorios virtuales de innovación donde profesores y administrativos desarrollaban proyectos de mejora institucional. En la empresa de Monterrey se institucionalizaron espacios semanales de “diálogos de resiliencia” para retroalimentar buenas prácticas.

c) Liderazgo resiliente: El estilo de liderazgo fue determinante en el nivel de respuesta de las organizaciones. En la startup de Medellín, la dirección general descentralizó las decisiones de innovación para empoderar a los equipos ágiles. En todos los casos, el liderazgo fue más horizontal, emocionalmente inteligente y comprometido con el bienestar de los equipos.

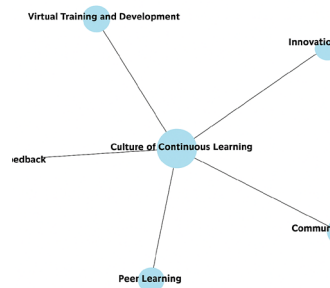


Figure 2. Continuous Learning Culture

Source: Own elaboration, 2024.

Este mapa mental refleja los componentes clave que fomentan una cultura de aprendizaje organizacional. Desde comunidades de práctica hasta retroalimentación continua y formación digital, todos estos elementos han sido recurrentes en los casos analizados. Su presencia refuerza la capacidad de adaptación de los equipos ante la incertidumbre y el cambio.

El mentefacto correspondiente a la cultura de aprendizaje encuentra respaldo directo en los aportes de [Sánchez et al. \(2020\)](#) y [Duchek. \(2020\)](#), quienes subrayan que la capacidad de adaptación organizacional depende de la existencia de estructuras flexibles de aprendizaje. En los casos estudiados, fue evidente que las organizaciones más resilientes promovieron comunidades de práctica, espacios de retroalimentación y formación continua. Esto refuerza la idea de que el aprendizaje organizacional no es un proceso periférico, sino el eje que permite a las organizaciones desarrollar capacidades dinámicas y sostener la innovación en entornos complejos, tal como señalan [Linnenluecke. \(2017\)](#) y [Massaro et al. \(2015\)](#).

4.3 Proposed Model: Resilient Knowledge Management (RKM)

Based on the findings derived from the systematic literature review and the comparative case analysis, we propose the Resilient Knowledge Management Model (RKM) as a structured response to the challenges faced by organizations in post-pandemic contexts. This model is built upon the interaction of three empirically identified core pillars: knowledge digitization, organizational learning

culture, and adaptive leadership. Each of these pillars comprises key components that have proven essential for strengthening resilience, fostering continuous innovation, and sustaining organizational performance in highly uncertain environments.

Through the triangulation of literature and empirical cases, the RKM model emerges as an integrated framework composed of three interconnected dimensions:

Table 2. Resilient Knowledge Management Model (RKM)

Strategic Pillar	Core Components
Digitization of Knowledge	Collaboration platforms, AI-enabled insights, cloud-based document management, knowledge traceability, accessibility
Continuous Learning Culture	Communities of practice, peer-to-peer learning, continuous feedback, virtual labs
Adaptive Leadership	Empathetic leadership, distributed decision-making, emotional intelligence, horizontal leadership networks

Fuente: elaboración propia, 2024

This model provides an operational synthesis of the key factors that enhance an organization’s capacity for adaptation and recovery in the aftermath of events such as the COVID-19 pandemic. Knowledge digitization enables critical information to flow securely, accessibly, and in context, thereby strengthening operational capabilities. A culture of continuous learning fosters an environment in which knowledge is constantly updated and shared collectively, facilitating both incremental and disruptive innovation. Finally, adaptive leadership acts as a catalyst for change, connecting people, processes, and technology through participatory and emotionally intelligent decision-making. The articulation of these three pillars makes the RKM Model a vital tool for both diagnosing and implementing resilient and sustainable strategies in organizations facing future uncertainty.



Figure 3. Adaptive Leadership
Source: Own elaboration, 2024.

This mindmap illustrates the key traits of adaptive leadership observed in resilient organizations. Distributed decision-making, emotional change management, and organizational empathy emerge as decisive factors for the transformation and sustainability of knowledge during critical periods.

The dimension of adaptive leadership is closely aligned with the literature on organizational resilience, particularly the frameworks proposed by [Duchek. \(2020\)](#), [Lengnick-Hall et al. \(2011\)](#), and [Herbane \(2019\)](#). In all analyzed cases, leaders who fostered empathetic environments, delegated decision-making, and encouraged active listening were able to maintain team cohesion and promote co-creation of solutions. This empirical evidence supports the theoretical perspective that resilient leadership not only responds to crises but also actively shapes organizational culture and structure to support knowledge flows in times of uncertainty.

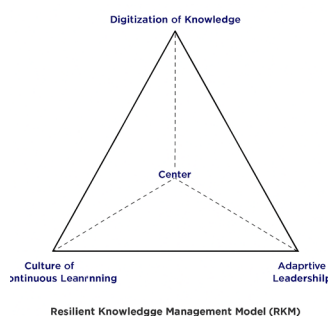


Figura 4. Cultura de aprendizaje continuo
Fuente: elaboración propia, 2024

The triangular figure represents the dynamic interconnection among the three core pillars of the Resilient Knowledge Management Model (RKMM): knowledge digitization, culture of continuous learning, and adaptive leadership. Each vertex of the triangle symbolizes a distinct strategic dimension that, although differentiated, remains in constant interaction with the other two. At the center of the triangle lies the operational integration zone, which represents the convergence point where digital, cultural, and human capacities are synchronized to reinforce organizational resilience.

The lines connecting each vertex to the center illustrate that no pillar operates in isolation—resilience emerges when all three are activated in a complementary and coordinated manner. The triangle, as a geometric figure, also conveys stability and strength, visually reinforcing the model’s core purpose: to build organizations that are prepared to resist, adapt, and transform in the face of any disruption.

Applied Examples Based on the Findings

1. Knowledge Digitization – University Hospital in São Paulo (Brazil): During the pandemic, this hospital implemented real-time clinical dashboards powered by artificial intelligence to record and disseminate critical knowledge. This initiative illustrates how technology can serve as a foundational enabler for knowledge continuity and operational resilience in high-pressure environments.
2. Culture of Continuous Learning – Digital University in Madrid (Spain): The institution established virtual innovation labs that allowed faculty and administrative staff to collaboratively design solutions for remote education challenges. These labs fostered peer learning and collective innovation, reinforcing the organization’s ability to adapt to rapidly changing educational scenarios.
3. Adaptive Leadership – Tech Startup in Medellín (Colombia): Faced with market uncertainty, the company adopted a distributed leadership model by empowering agile teams to make innovation-related decisions autonomously. This approach cultivated a psychologically safe environment for experimentation and knowledge sharing, strengthening the startup’s resilience and creativity.
4. Integration Zone – Government Innovation Agency in Berlin (Germany): This agency developed a blockchain-based knowledge management system while simultaneously facilitating regular internal feedback sessions and leadership training workshops. The integration of technological infrastructure, learning culture, and adaptive leadership enabled the organization to maintain innovation capacity even during the pandemic.

The findings of this study integrate insights obtained from a systematic review of theoretical sources and a comparative case analysis of five high-performing organizations. This combined methodological approach enabled the identification of common patterns, effective practices, and key dimensions that explain how knowledge management has strengthened organizational resilience in post-pandemic contexts. The evidence gathered converges on three strategic pillars—knowledge digitization, continuous learning culture, and adaptive leadership—which interact in a systemic and synergistic manner. This section provides a detailed description of each component and its associated categories, complemented by practical evidence and a visual model that illustrates their operational integration.

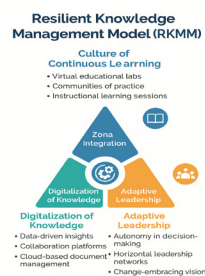


Figure 5. Resilient Knowledge Management Model (GCR)

Fuente: elaboacion propia, 2024

The triangulation of academic and empirical data has enabled the construction of a robust and applicable conceptual framework: the Resilient Knowledge Management Model (RKMM). This model not only systematizes best practices observed across organizations from various sectors and contexts but also offers a strategic pathway to transform knowledge into a lever for resilience, sustainability, and innovation. Digitization provides the technological infrastructure to capture and distribute knowledge; the learning culture activates the human processes of appropriation, adaptation, and evolution of knowledge; and adaptive leadership mobilizes these capabilities toward common objectives through a systemic vision. The integration of these three pillars constitutes a flexible and resilient organizational architecture, capable of anticipating, responding to, and reinventing itself in the face of future global disruptions. In summary, Component 4 reveals that knowledge, when strategically and integratively managed, becomes the primary

source of organizational resilience in the post-pandemic world.

Conclusions

Knowledge management has been a defining factor in the adaptability of post-pandemic organizations. Those that invested in technologies, developed collaborative cultures, and strengthened resilient leadership demonstrated greater competitiveness and long-term sustainability.

This study provides a framework for designing organizational strategies based on knowledge management and suggests that post-crisis environments demand agile, technological, and human-centered approaches to managing knowledge.

The research confirmed that knowledge management plays a crucial role in strengthening organizational resilience in post-pandemic contexts. Through a methodological strategy that combined a systematic review of theoretical sources with a comparative case analysis, it was possible to identify, classify, and conceptualize three essential dimensions that enable organizations to adapt, innovate, and sustain themselves amid prolonged crises: smart digitization of knowledge, a continuous learning environment, and adaptive leadership.

First, knowledge digitization was not merely a technological response to lockdown demands—it became a foundational infrastructure for capturing, managing, tracing, and reusing organizational knowledge. Tools such as collaborative platforms, artificial intelligence, and secure cloud-based systems were identified as accelerators of knowledge flow, as highlighted by scholars like [Vial. \(2021\)](#) and [Dwivedi et al. \(2021\)](#).

Second, the human and cultural dimension gained particular relevance. Fostering a culture of continuous learning proved to be a competitive advantage for resilient organizations. The presence of communities of practice, structured feedback processes, and active training strategies ensured that knowledge remained relevant and was collectively transformed into innovative solutions. These findings align with [Duchek. \(2020\)](#) and [Linnenluecke. \(2017\)](#), who emphasize the importance of dynamic capabilities in facing VUCA environments.

Third, adaptive leadership—characterized by empathy, delegation, and horizontal communication—was identified as essential in creating psychologically safe environments that supported team morale, collaborative decision-making, and emotional change management. These empirical insights are consistent with theoretical frameworks by [Lengnick-Hall et al. \(2011\)](#) and [Herbane. \(2019\)](#), who regard leadership as a key coordinating element in resilience processes.

As an integrative outcome, the study proposes the Resilient Knowledge Management Model (RKMM), which connects these three dimensions into a systemic framework. This model not only explains the dynamics observed in the organizations studied but also offers an effective guide for strategic decision-making in uncertain contexts. Its potential applications span across both public and private institutions and can be adapted to diverse economic sectors.

In conclusion, knowledge management in post-pandemic settings should not be conceived as an isolated or purely technological process, but rather as a complex system that interconnects people, culture, processes, and technology. Only through an integrative perspective—such as the one proposed in this study—will it be possible to build truly resilient organizations capable of innovating through uncertainty and learning through adversity.

Recommendations

The evidence analyzed in this study allows for the formulation of strategic recommendations aimed at strengthening organizational resilience through integrated knowledge management. These recommendations derive from the research question and are structured around the three pillars of the RKMM: **digitization, learning, and leadership**. They are presented below according to the main actors involved in organizational transformation:

For Executives and Decision-Makers

- Adopt the RKMM as a cross-organizational strategy, rather than an isolated initiative from the knowledge or technology department. Its implementation should be embedded in the institutional strategic plan.
- Invest in robust technological infrastructure that enables the secure and efficient digitization of knowledge. This includes collaborative platforms, automation tools, and knowledge traceability systems.
- Promote a shared leadership vision, encouraging adaptive and empathetic styles that facilitate distributed decision-making and emotional well-being in teams.
- Establish organizational resilience indicators linked to the flow, use, and creation of knowledge to monitor the long-term impact of these practices.

For Knowledge and Talent Management Leaders

- Implement communities of practice and internal learning networks to capture tacit knowledge, share best practices, and co-create real-time solutions.
- Design continuous training plans adapted to changing environments, focusing on digital skills, critical thinking, crisis decision-making, and collaborative work.
- Facilitate structured organizational feedback processes, ensuring that emerging knowledge is validated, documented, and reintegrated into operational cycles.
- Map critical knowledge flows to identify bottlenecks, key knowledge loss risks, or overreliance on undocumented individual expertise.

For Researchers and Academic Communities

- Empirically explore the applicability of the RKMM across different sectors (health, education, industry, public administration), and at varying levels of digital and cultural maturity.
- Develop metrics that integrate variables of resilience, knowledge management, and innovation, enabling more accurate measurement of the systemic impact of knowledge in crisis contexts.
- Investigate the effects of artificial intelligence and knowledge systematization on the capture, validation, and transfer of organizational knowledge in post-pandemic settings.
- Promote longitudinal and comparative studies at the international level to validate the strength of the model and generate new variants tailored to specific local contexts and regional needs.

These recommendations aim to move beyond the descriptive level to become a practical guide that supports organizations in evolving from reactive structures to living, intelligent, and resilient systems. The RKMM represents a commitment to managing knowledge not merely as a resource, but as an integrated strategic capability, essential for navigating uncertainty and building the future in a new global order.

Credit authorship contribution statement

All authors contributed equally to the conceptualization, methodology, analysis, writing, and final revision of the manuscript.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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