Knowledge Productivity and Productive Networks

Knowledge Management or Flow?

Joseph Kessels

7 March 2012

World Bank’s Learning Council Washington DC
Knowledge:
- a product?
- a personal capability?
- a social process of knowing?
Dilemma I: The limits of organizing

- **Knowledge revolution:**
  - curiosity, dedication, passion, autonomy, freedom and self-direction.

- **Productivity revolution:**
  - directions & standards, security rules, central command and quality control.
Dilemma II: a new generation conflict?

- How to become attractive for talents?
  - Interesting networks
  - Meaningful work
  - Respect, fairness and sustainability

- Running a large organization
  - Job descriptions
  - Loyalty, obedience
  - Job security and position
  - Status and power
Examples (1)

Producers of knowledge on education:

- UK, Canada, US, Germany, Netherlands (Top 5)
- Almost no impact in schools
- Student achievement (PISA-OECD): Finland, Korea, Singapore, Shanghai (top ranks)
Knowledge Productivity

A process of:
- identifying, gathering and interpreting relevant information,
- using this information to develop new capabilities
- applying these capabilities to improve and radically innovate operating procedures, products and services
KNOWLEDGE PRODUCTIVITY

IMPROVEMENT & INNOVATION

SUSTAINED CAPABILITY FOR FUTURE INNOVATION
RABO bank: cooperative bank for farmers
- Long history of supporting agricultural improvement and building local networks, communities of practice
- NL top exporter of high quality agricultural products and services
Examples (3)

✦ Rwanda 2020:
Social Capital

- Necessary for cooperative action and knowledge work
Social Capital

Quality of Personal relationships as a resource for social action, based on:

- trust,
- respect,
- appreciation,
- reciprocal appeal,
- integrity,
- transparency
and shared norms and values.
Organization A

Team A

Organization B

Team B

Bridging

Linking

Bonding

Tjip de Jong (2010)
Examples (4)

- Korea studies: Leadership -> knowledge productivity and value creation

Logos of LG, Samsung, woongjin, and Shinhan Bank.
KNOWLEDGE PRODUCTIVITY

Value Creation

- Reputation image
- Client satisfaction
- Revenue - profit
- Employee satisfaction
- CSR sustainability
Leadership

- Visionary
- People orientation
- Challenge seeking
- Entrepreneurial
- Risk taking

 KNOWLEDGE PRODUCTIVITY
Self-Determination Theory

Intrinsic motivation

Basic needs:
- developing capabilities
  - (competence)
- expanding the room to move
  - (autonomy)
- building meaningful connections
  - (relatedness)

(Ryan & Deci, 2000)
The future of knowledge-intensive service work

theory and practice of managing human and organisational resources
CONDITIONS FOR KNOWLEDGE PRODUCTIVITY (1)

- Strong personal drive and passion for the innovation theme
- Trust, recognition and reward from management appear to be important
- Freedom and autonomy to experiment is favourable for innovation
- Careful planning and managerial control do not contribute to breakthroughs
CONDITIONS FOR KNOWLEDGE PRODUCTIVITY (2)

- Facilitate the initiator
- Focus on an intriguing and urgent question
- Encourage passion, drive, personal interest, and engagement
- Actively support the development of new skills
- Attention for interaction between network members (social capital)
Learning to innovate
CONDITIONS FOR KNOWLEDGE PRODUCTIVITY (3)

- Appreciate what already is, instead of focusing on what is missing
- Connect different worlds and disciplines (linking connections) (social capital)
- Facilitate mutual attractiveness and reciprocal appeal (social capital)
- Create something new, stop talking
You cannot be smart against your will.