

Knowledge Productivity and Productive Networks

Knowledge Management or Flow?

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7 March 2012

World Bank's Learning Council Washington DC



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**POST-
CAPITALIST
SOCIETY**

- ◆ Knowledge:
- ◆ a product?
- ◆ a personal capability?
- ◆ a social process of knowing?



Dilemma I: The limits of organizing

◆ Knowledge revolution: ◆ Productivity revolution:

curiosity, dedication,
passion, autonomy,
freedom and self-
direction.

directions & standards,
security rules,
central command and
quality control



THE WAR FOR TALENT

Ed Michaels • Helen Handfield-Jones • Beth Axelrod

HARVARD BUSINESS SCHOOL PRESS



Dilemma II: a new generation conflict?

- | | |
|---|--------------------------------|
| ◆ How to become attractive for talents? | ◆ Running a large organization |
| ✓ Interesting networks | ✓ Job descriptions |
| ✓ Meaningful work | ✓ Loyalty, obedience |
| ✓ Respect, fairness and sustainability | ✓ Job security and position |
| | ✓ Status and power |



Examples (1)

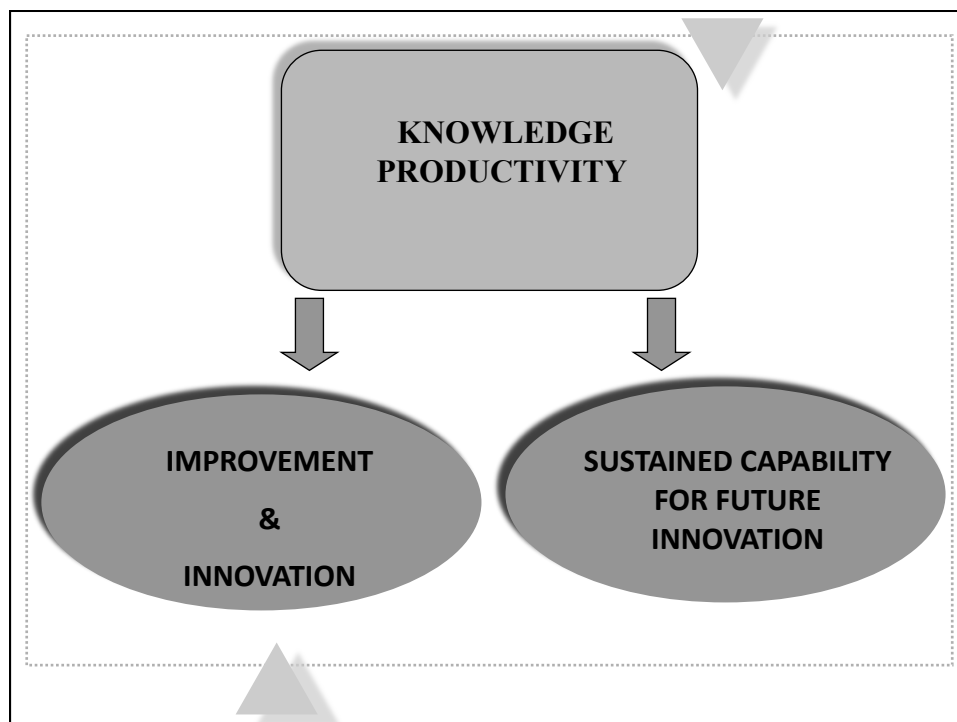
◆ Producers of knowledge on education:

- 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





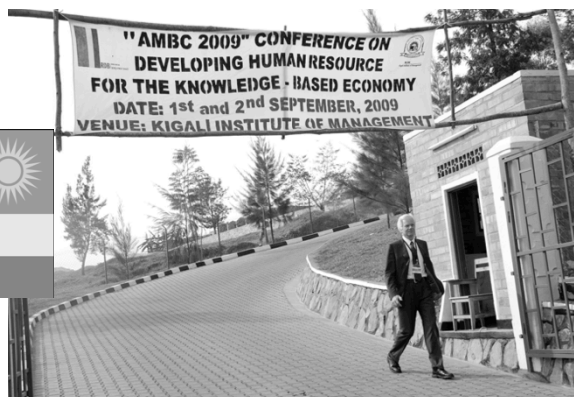
EXAMPLES (2)

Rabobank

- ◆ 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



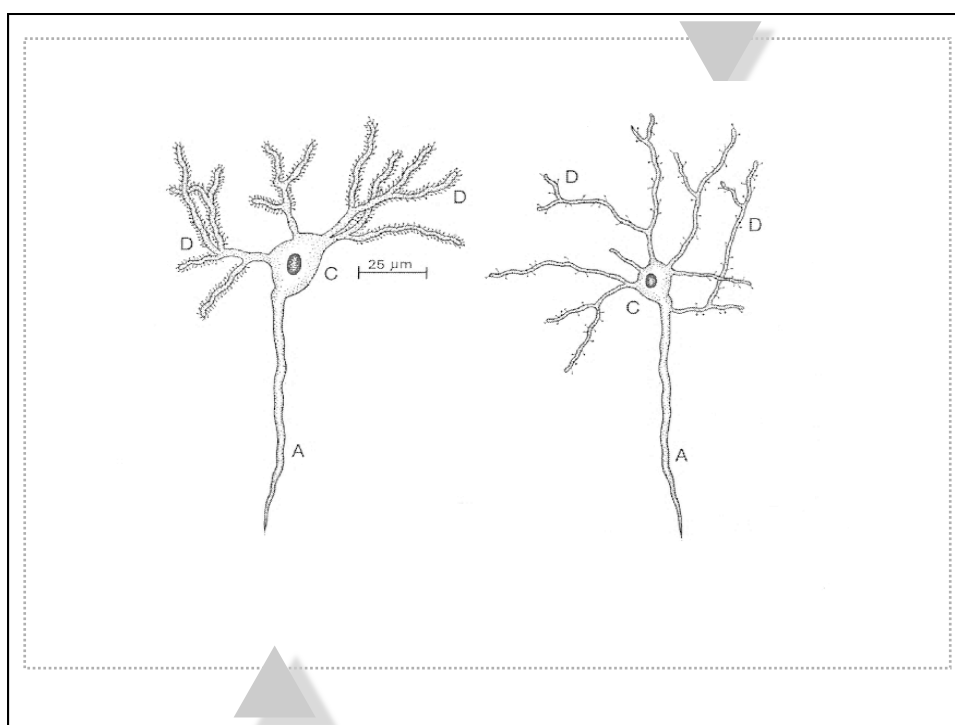
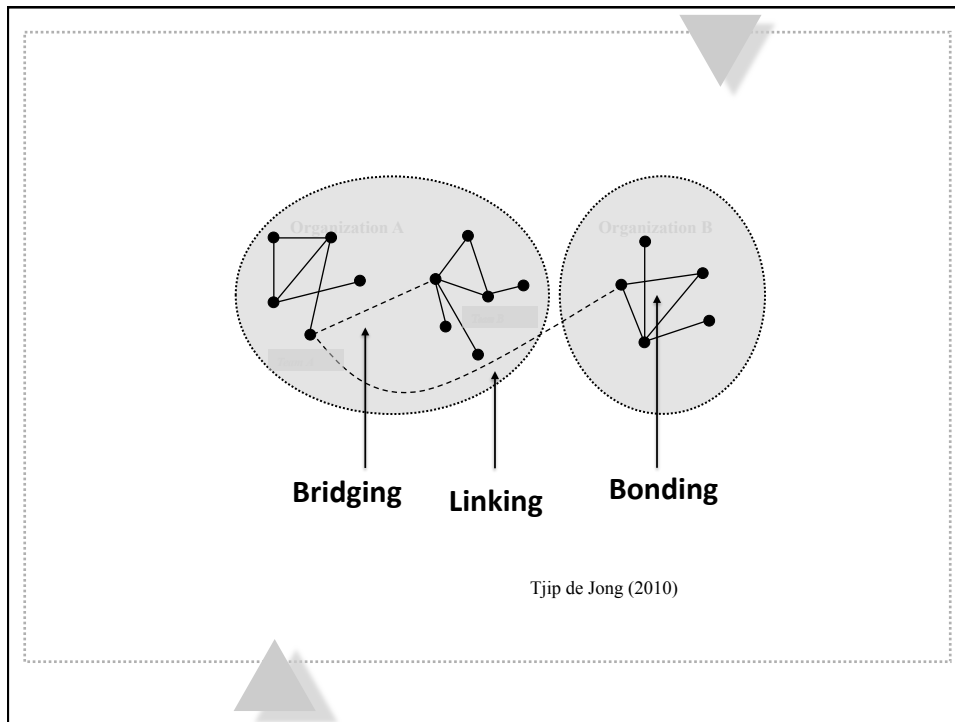
- ◆ Necessary for cooperative action and knowledge work

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





Examples (4)

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



KNOWLEDGE PRODUCTIVITY

Value Creation

Reputation
image

CSR
sustainability

Client
satisfaction

Revenue - profit

Employee
satisfaction





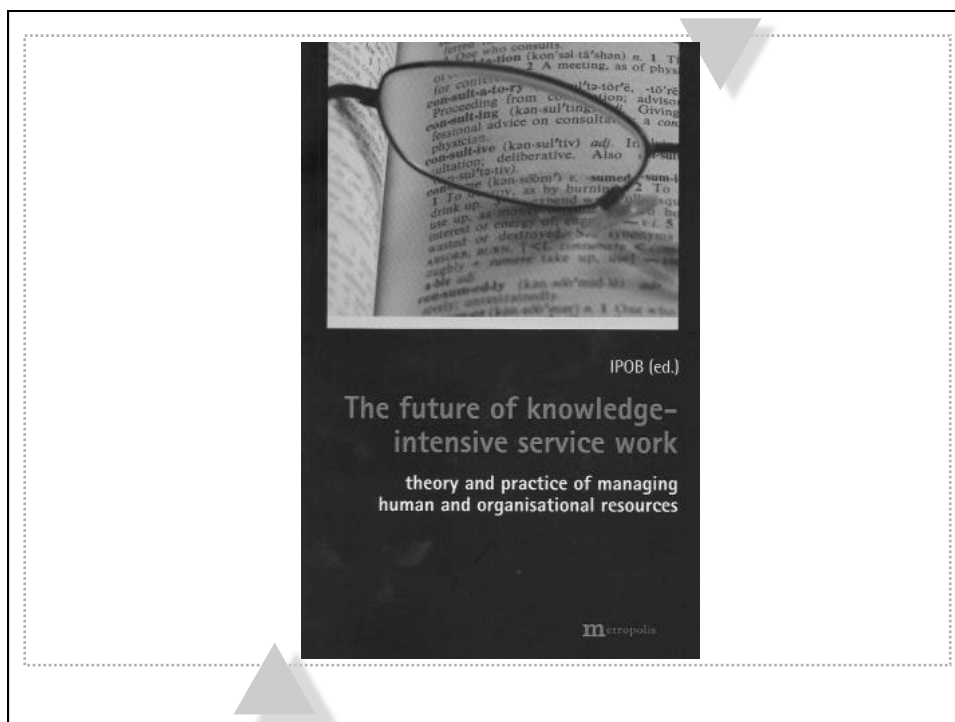
Self-Determination Theory

Intrinsic motivation

Basic needs:

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

(Ryan & Deci, 2000)



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)



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