

***Innovatie als waardeversneller:  
Outimagining the competition***

Hogeschool Zuyd

Heerlen

13 maart 2007

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# **Program**

- 1. (L)earning for a Living**
- 2. Innovatie als waardeversneller:  
Outimagining the competition**

## *Part 1*

# (L)earning for a Living



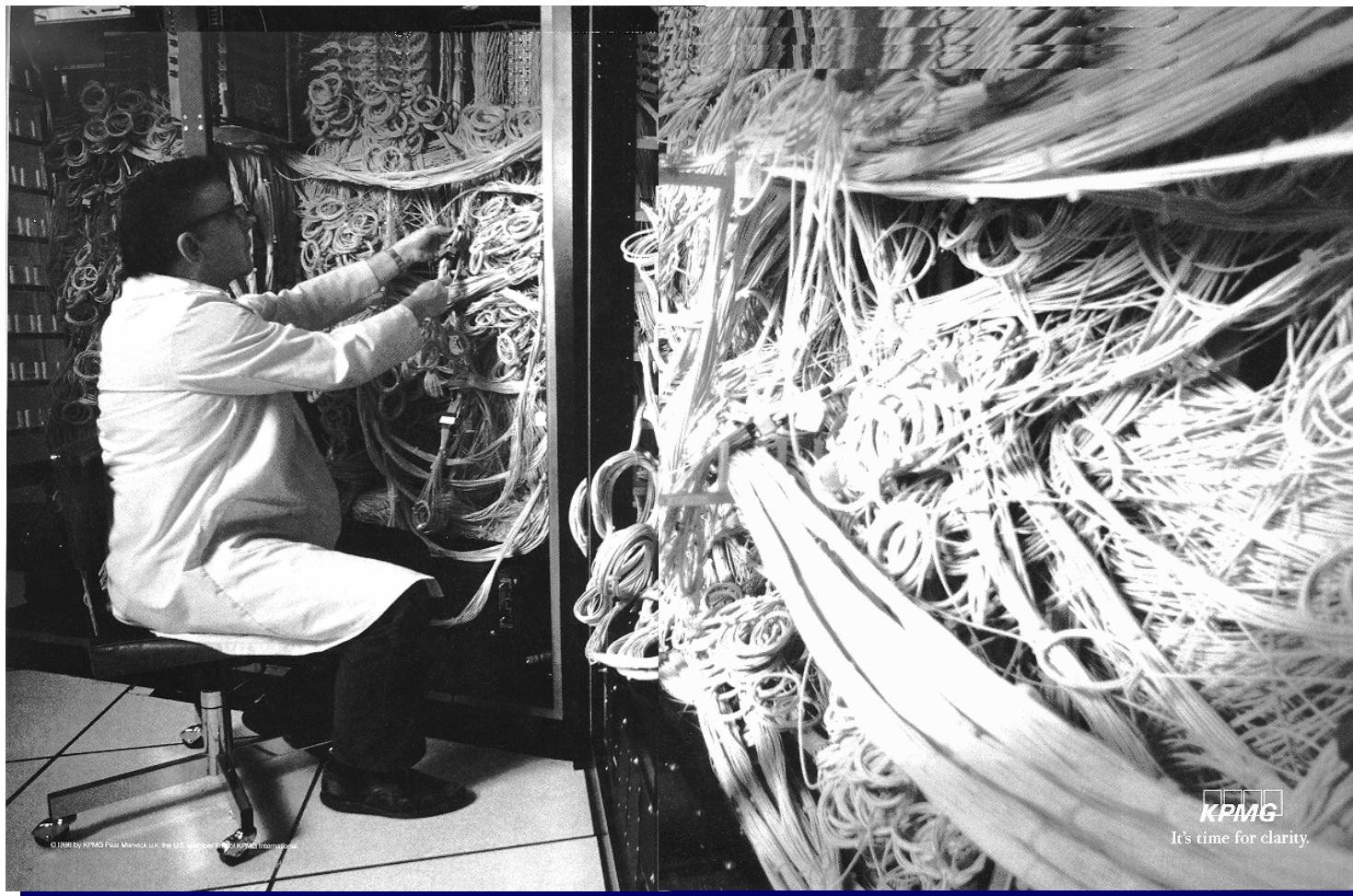
# 1. Information is like...

*In the Industrial Age,  
information was like gold.  
In the Digital Age,  
information is like milk,  
use it quickly.*

*Information Strategy, 1998*

**1. Never before has so much technology and information  
been available to mankind.**

**Never before has mankind been so utterly confused.**



# 1. Twice As Smart?

- n Now about 18 months or less, the amount of information available in the world doubles.
- n That doesn't mean the world gets twice as smart every 18 months, but there is more information available.
- n What it really means is: "It gets twice as much more difficult to find anything."

Source: Roy Barton, CEO Dialog, Information Outlook, 2004  
(Needle in a haystack - syndrome)

# 1. How Much New Information Is Created In 2002?

- § Newly created information is stored in four physical media: print/paper, film, magnetic (hard disks, video/audio tape), optical (DVD, CD) and four electronic channels: telephone, radio, TV, internet.
- § Berkeley University (SIMS) has been studying how much *new* information is created each year.
- § Total new information in physical media in 2002: 5 exabytes (1.000.000.000.000.000)
- § Physical Media (Stock: guestimate percentage for 2002) :
  - Ø Print/paper      %
  - Ø Film                %
  - Ø Magnetic          %
  - Ø Optical            %

[Five exabytes of information is equivalent in size to the information contained in *half a million new libraries* the size of the Library of Congress (=19 million books; 10 terabytes) *print collections!*]

# off the mark

by Mark Parisi

www.offthemark.com

THAT'S CORRECT, KAITLIN,  
BUT NEXT TIME JUST  
RAISE YOUR HAND...



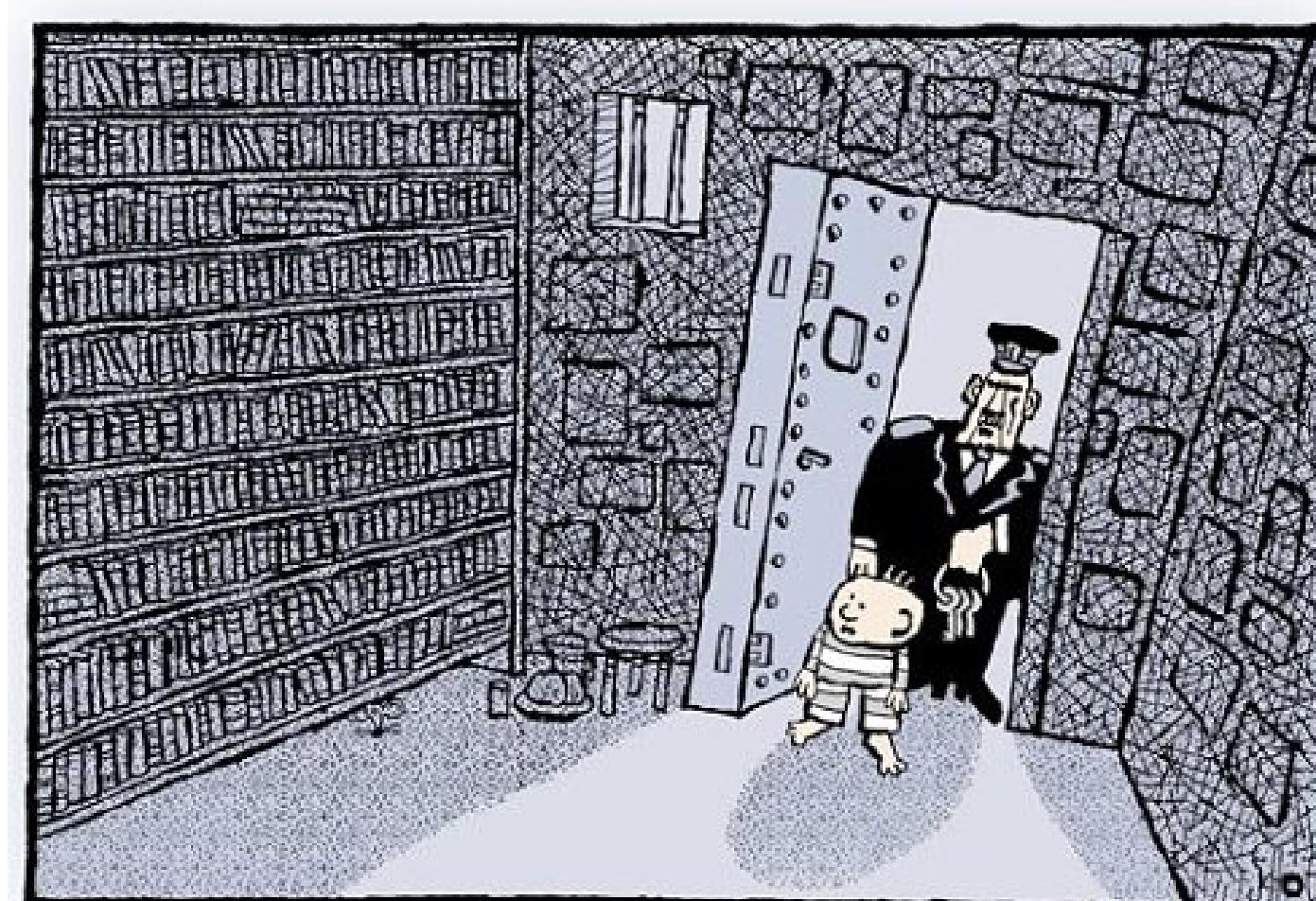
# 1. It's a Mad Mad World at...

Hogeschool  
Zuyd



Frans Jacobs

# 1. Lifelong Learning?



# **1. At some point there's a limiting factor – and that's human attention**

**“If attention goes one place,  
then it can’t go another”**

Source: Davenport & Beck, Attention Economy, 2001

# 1. De tirannie van het moment...

**“ Steeds meer mensen geven toe dat,  
om iets substantieels te verrichten,  
ze uit hun kantoor moeten en thuis  
moeten werken, of zelfs in een  
afgelegen hutje.”**

Erikson, 2003, p. 174

# 1. The ‘always - on’ society...

- „ Als je de mensen op straat, op busstations, in auto's, overal mobiel ziet bellen denk je dat er een oorlog uitgebroken is of een familielid op sterven ligt.
- „ Wat bij al deze *bereikbaarheid* verloren gaat is een moment waarop je ongestoord kunt kijken, denken of voelen, mijmeren, mediteren of niks doen.

Henk Smeijsters, 2007

# 1. Professioneel niets doen...

**De kunst is even naast  
iemand te zitten *zonder iets*  
*te doen...***

**(Professionals in  
verpleeghuizen)**

# 1. Maar we doen toch niks...



## **1. Formaticide**

**Alles moet volgens een  
format gebeuren.**

**Zonder ingevuld format  
geen gesprek mogelijk...**

# 1. The 30% - 70% Rule for Managing Conceptual Work

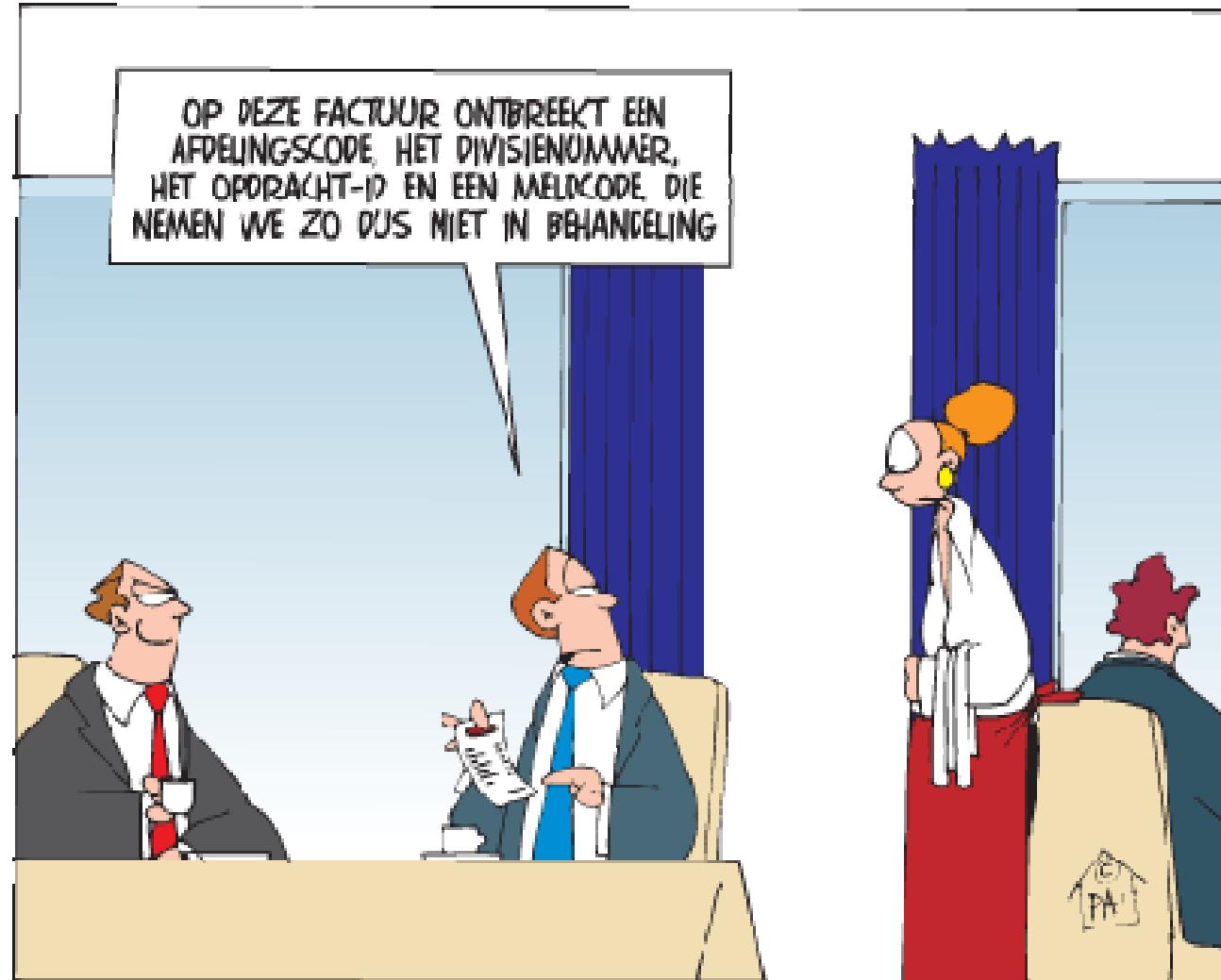
- n The rule within such an environment should be that people do 30% specified work and 70% "free" work.
- n **Never present a professional with a finished product , service or process**
- n “Only ever give them a 30% solution that basically defines it, then leave a 70% ‘space’ that they can fill with their contribution (Newman, 2006)”

# 1. Mental Space (“Zeromindedness”)

**“One always fears that in certain corporate environments Thomas Edison might not had the freedom to invent the lightbulb. Instead, Mr. Edison might have come up with – a *bigger candle*”**

**Source: Philip E. Rollhaus, 1986**

# 1. Hoezo bureaucratie...



## **1. Hoezo bureaucratie... (vervolg)**

**“De ene helft van het jaar schrijven  
we onze plannen op, de andere helft  
van het jaar zijn we kwijt aan  
verantwoording over de resultaten”**  
**(P. Frissen, 2005)**

# 1. Erosie van vakkennis?

- n **Vakkennis doe je als professional op terwijl je één enkele zaak zo goed mogelijk tracht te doen.**
- n **Aan de andere kant is het belangrijk dat je laat zien veel *verschillende* dingen tegelijkertijd te kunnen.**
- n **Je verdiept je nergens écht in. Je bent trots op je wendbaarheid. Deze "oppervlakkige" kennis zorgt voor optimale flexibiliteit (Sennet, 2006).**
- n **Kortom, maakt teveel diepgang een professional nu kwetsbaar?**

# 1. Wel op de zaak, niet met de zaak...

- § “**Een kenniswerker is gemotiveerd totdat ie zijn/haar baas ontmoet (Harry Starren, 2005)**”
- § **Ervaart verlies van het vermogen om ‘ervoor te gaan’. Gevolg:**
  - § gebrek aan ‘flow’ (een toestand van optimale ervaring waarin alles vanzelf lijkt te gaan en inspiratie als een vloeiende creatieve stroom het beste in ons naar boven brengt)
  - § gebrek aan passie, bevlogenheid en drive
  - § weinig betrokkenheid, vervlakking,
  - § afname van inspiratie (het vermogen om van binnen uit met nieuwe oplossingen te komen voor problemen en uitdagingen)
  - § brainstorming wordt...
  - § komt er bij u nog iemand aan het bureau die iets wil?
- **Manager als inspirator? Voordat je anderen kunt inspireren moet je zelf eerst geïnspireerd raken.**

# 1. Are There Three Types of Employees?

## n **Engaged**

- Employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward (**27% are “Passionates”**)

## n **Not – Engaged**

- Employees are essentially “checked out”. They are sleepwalking through their workday, putting time – but not energy or passion – into their work” (**59% are “Sleepwalkers”**)

## n **Actively Disengaged**

- Employees aren’t just unhappy at work; they are busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish (**14% are “Survivors”**)

Source; The Gallup Organization, January 12, 2006,  
based on a representative sample of 1.000 employed adults

# **Vraag van een lid van een Chinese delegatie die een bezoekbrengt aan Europa...**

**Naar aanleiding van een presentatie over de 35 – urige werkweek in Europa vraagt een lid van de Chinese delegatie die aan Europa een bezoek brengt:**

**What do you do here on Tuesday morning after eleven o'clock (AM)?**

Source:Tom Peters,Presentation Nyenrode 2006.

# 1. The Search for Talent

- n Talented people need organizations less than organizations need talented people (Pink, 2005)
- n For companies the main task is *simply* to end up with more talented people than their competitors (Economist, 2006)
- n The Impact of a *broken string* on talent and organizations (Springborg, 2006)
  - If you break a string on your guitar in the middle of a concert, you end up playing a lot of things you would not normally play - some would call that errors. Some of it might be wonderful or interesting or surprising or awful, but the point is you might never have thought of playing the piece just like that, unless you had lost the string right then and there.
  - Errors have an almost magical ability to change people's focus from a preset schedule to an intense listening experience. Maybe that is why it is a well known fact among musicians that some of the best ideas come when we play something 'wrong'.

# 1. To the Highest Bidder? Pitfalls in The Battle for Brainpower

## (Pfeffer, 2001, Economist 2006)

- 1. Overemphasis on the individual, underemphasis on the team**
  - The assumption is that there are individual stars. It makes sense to provide these stars differentiated rewards that recognize their stardom. Behavioral implications? Excessive internal competition instead of sharing ideas and problems + 'people who come for money leave for money'!
- 2. The glorification of outsiders**
  - The tendency to think that the person hired from outside has better competencies and qualifications than those inside. There is the mystery of the outsider (a person from outside with a good reputation will look 'larger than life')
- 3. The self-fulfilling prophecy, working in reverse**
  - The very labeling of people will affect their performance: high expectations increase performance and low expectations will decrease performance (battle for attention: high talented versus low talented: who's the best and who's the rest)
- 4. Underestimate the impact of good organizational design**
  - Build a culture and a set of management practices that permits everyone to perform as if he or she were in the top 10%
- 5. Hire the best...and they will learn nothing**
  - If you hire the best people who think (or even know) they are the best, how likely are they to be willing to listen and learn?

# 1. Professionals slaan terug...

- n **Gebrek aan talent**
- n **Gebrek aan ervaring**
- n **Gebrek aan professionals**
  
- n **Vertelt u eens: waarom zou ik voor uw organisatie gaan werken?**
- n **Het zelfvertrouwen onder professionals neemt weer toe...**

# 1. R & D Vision

From  
“The Lab Is Our World”



“The World Is Our Lab”

**Source: Gerjan van der Walle, Philips/MiPlaza,  
*EIRMA SIG III, 20/21 April 2006***

# 1. The old adage is truer than ever in the Knowledge- Based Economy

- n **It's not what you know, it's who you know**
- n ... But nowadays, it's especially important *who knows you!*

***WEB 2.0: MySpace, Hyves, Digg.com, YouTube***

# 1. The world is...



## 1. ...Round:

- Five hundred years ago, Columbus returned safely to prove definitively that the world was round.

## 2. ...Flat (Friedman, 2005):

- Friedman believes that the world is flat (for the elites). Thanks to the advances in technology, the global playing field has been leveled. Everyone's a player, no matter where on the surface of the earth he or she may reside. In a flat world you can innovate without having to emigrate.

## 3. ...Spiky (Florida, 2005).

- Florida believes that the international economic landscape is not flat but "spiky". In terms of both sheer economic horsepower and cutting-edge innovation, surprisingly few regions truly matter in today's global economy.

What's more, the tallest peaks – the cities and regions that drive the world economy – are growing even higher, while the valleys mostly languish. For example: when it comes to actual economic output, New York's economy alone is about the size of Russia's or Brazil's!

# 1. Living in the Conceptual Age



Source : Daniel Pink, 2005

# 1. The Conceptual Class Rules...

“The past few decades have belonged to a certain kind of person with a certain kind of mind—computer programmers who could crank code, lawyers who could craft contracts, MBAs who could crunch numbers.  
***But the keys to the kingdom are changing hands.***

The future belongs to a very different kind of person with a very different kind of mind—creators and empathizers, pattern recognizers and meaning makers.

***These people—artists, inventors, designers, storytellers, caregivers, consolers, big picture thinkers—will now reap society’s richest rewards and share its greatest joys.”***

Source : Dan Pink, A Whole New Mind

# 1. US Employment Growth and Composition of Employment by Type of Worker, 1950 - 2000

Type of Worker	Annual Rate of Growth of Employment (in percent)					
	1950–60	1960–70	1970–80	1980–90	1990–2000	1950–2000
Knowledge	1.7	3.5	3.7	3.4	3.1	3.1
Data	2.7	3.3	2.8	1.9	1.8	2.5
Services	3.4	1.9	2.8	2.0	1.7	2.4
Goods	-0.6	-0.1	1.0	1.0	-0.4	0.2
Total Information	2.5	3.3	3.0	2.2	2.1	2.6
Total Non-Information	0.2	0.5	1.6	1.3	0.5	0.8
Total	1.1	1.8	2.3	1.8	1.4	1.7
Percent Distribution of Employment						
	1950	1960	1970	1980	1990	2000
Knowledge	7.5	8.0	9.6	11.0	12.9	15.2
Data	29.2	34.2	39.6	41.5	41.9	43.6
Services	10.2	12.8	13.0	13.6	13.9	14.2
Goods	51.7	43.5	36.0	31.4	29.0	24.3
Total Information	36.8	42.2	49.1	52.5	54.8	58.9
Total Non-Information	63.2	57.8	50.9	47.5	45.2	41.1
Total	100.0	100.0	100.0	100.0	100.0	100.0

Note: Information workers are defined as knowledge and data workers. Non-information workers are service and goods workers.

Source: Wolff, 2005, p. 40

# **1. Blijft het aantal kenniswerkers in Amerika in 2000- 2010 stabiel?**

- n In de periode 1950 – 2000 is het aantal informatiewerkers sterk gestegen (van 37% naar 59%)**
- n In de jaren 90 werd de grootste groei van het aantal kenniswerkers veroorzaakt door investeringen in ICT.**
- n Prof. Wolff verwacht dat het substitutie –effect zijn werk heeft gedaan (het meeste productiewerk is vervangen door informatie – en kenniswerk)**
- n Daarnaast zal door outsourcing een groot percentage routine kennis en onderzoekwerk buiten USA gaan plaatsvinden.**

**Source: Wolff, 2005**

## 1. Knowledge Worker's Paradox

**“As more and more workers focus on processing information, researchers have less and less information about how these workers create value, and managers have greater difficulty measuring, managing and optimizing work”**

Source: Aral, Brynjolfsson, van Alstyne, 2006

# 1. R - Professionals versus I - Professionals

- n **Routine/Repetitive Knowledge Professionals (80 – 85%):**
  - Doing the same things faster (“doing better”)
  - Strive for efficiency: the ability to provide the effect wanted without waste of time, energy etc..
  - Repetitive, volume based work, predictable
- n **Innovative/Improvising Knowledge Professionals (15- 20 %):**
  - Developing new activities, applications, business processes (“doing different”)
  - Strive for effectiveness by modifying activities or develop something completely different. They organize innovative ideas, concepts in an understandable and attractive format
  - One-of-a kind, volume-of-one, unpredictable

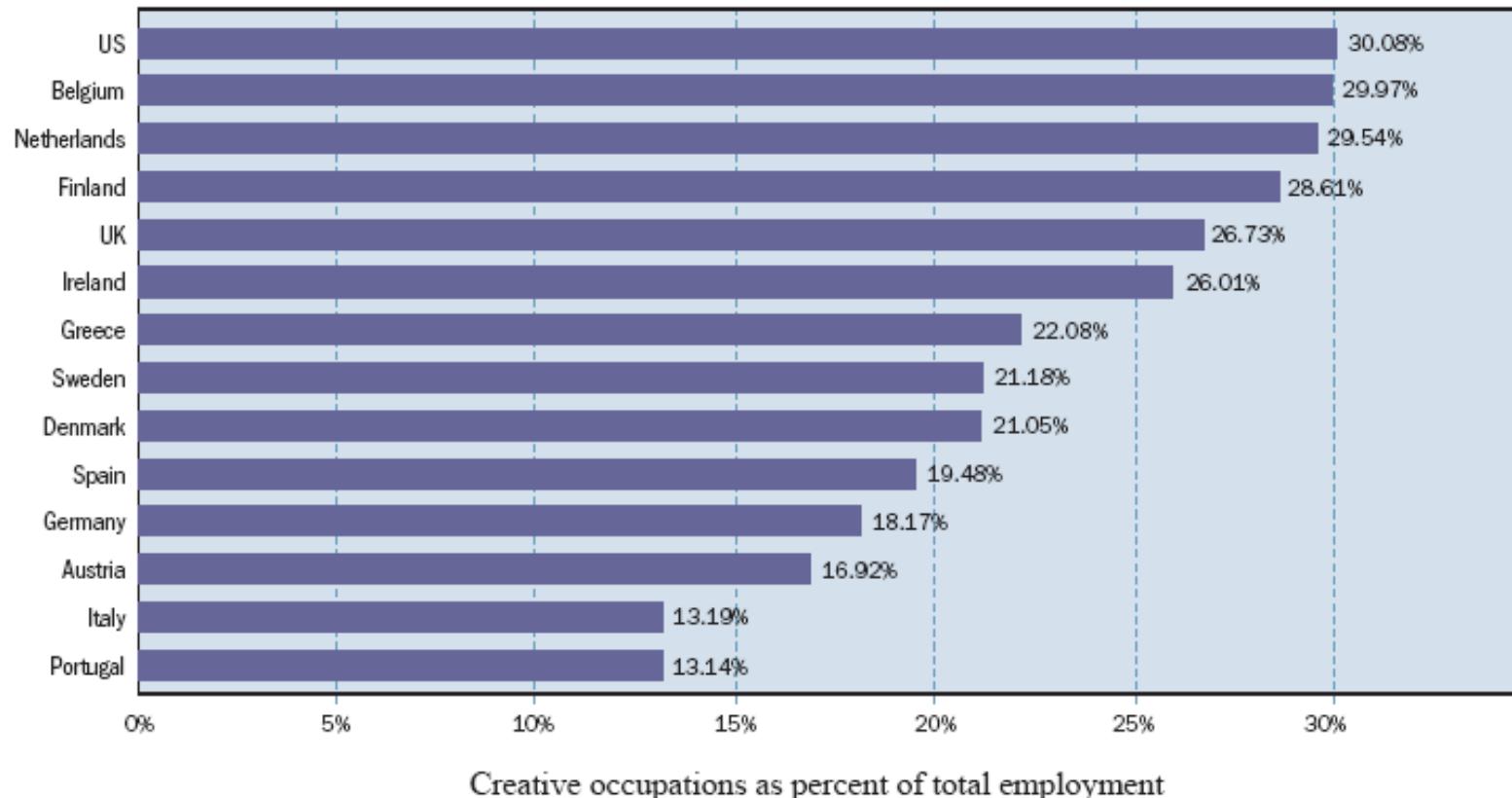
Source: M. Weggeman, 2000

# 1.The Intellectual Workers Rule....

EUROPE IN THE CREATIVE AGE

• FEBRUARY 2004

**Figure 2: The Euro-Creative Class Index**  
*Creative Occupations as a percent of Total Employment (2000)*



Source: ILO, LABORSTA Labour Statistics Database, <http://laborsta.ilo.org> for European countries, US Bureau of Labor Statistics for the United States. Note: All the data referring to European countries are classified according the ISCO-88 standard. Last available year for Ireland, United Kingdom, US: 1999, Belgium: 1998; all other countries refer to year 2000.

Source: R. Florida 2004

# 1. Going Mobile in Europe...

**European Foundation for the Improvement of Living and Working Conditions (2005):**

Geographical mobility:

- § ...% of EU citizens have ever moved to another country in the European Union
- § ...% has ever moved to another country outside the EU
- § ...% says they might move to another EU country in the next five years.

Source: *Mobility in Europe (2005)* , European Foundation for the Improvement of Living and Working Conditions

# 1. In 2006 the Dutch are “Next Best Performers....”

- n The “Global Innovation Scoreboard” report (GIS) compares the innovation performance of the EU25 to that of the other major R&D spenders and emerging economies in the world: Argentina, Australia, Brazil, Canada, China, Hong Kong, India, Israel, Japan, New Zealand, Republic of Korea, Mexico, Russian Federation, Singapore, South Africa and the US.
- n Of the 25 indicators used to measure innovation performance in the European Innovation Scoreboard (EIS), GIS data were available for 12 of them. Innovation performance is measured by use of a composite indicator, the Global Summary Innovation Index (GSII) decomposed into 5 composite indices measuring 5 key innovation dimensions: Innovation drivers, Knowledge creation, Diffusion, Applications and Intellectual property.

Based on the ranking of their GSII scores, the countries analysed can be divided into four groups:

- n Finland, Sweden, Switzerland, Japan, the US, Singapore and Israel are the *global innovation leaders*.
- n The group of *next-best performers* includes Germany, Denmark, **Netherlands**, Canada, the UK, Republic of Korea, France, Iceland, Norway, Belgium, Australia, Austria, Ireland, Luxembourg and New Zealand.
- n The group of *follower countries* includes the Hong Kong, Russian Federation, Slovenia, Italy, Spain, Czech Republic, Croatia, Estonia, Hungary and Malta.
- n The group of *lagging countries* includes Lithuania, Greece, China, Slovakia, South Africa, Portugal, Bulgaria, Turkey, Brazil, Latvia, Mexico, Poland, Argentina, India, Cyprus and Romania.

Source: <http://trendchart.cordis.lu/scoreboards/scoreboard2006/index.cfm>

# 1. Global Innovation Scoreboard 2006

Table 2: GIS indicators and sources

1 INNOVATION DRIVERS	
1.1	New S&E graduates
1.2	Labour force with completed tertiary education
1.3	Researchers per million population
2 KNOWLEDGE CREATION	
2.1	Public R&D expenditures
2.2	Business R&D expenditures
2.3	Scientific articles per million population
3 DIFFUSION	
3.1	ICT expenditures
4 APPLICATIONS	
4.1	Exports of high-tech products
4.2	Share of medium-high/high-tech activities in manufacturing value added
5 INTELLECTUAL PROPERTY	
5.1	EPO patents per million population
5.2	USPTO patents per million population
5.3	Triad patents per million population

Source: <http://trendchart.cordis.lu/scoreboards/scoreboard2006/index.cfm>

# 1. Global Innovation Performance 2006

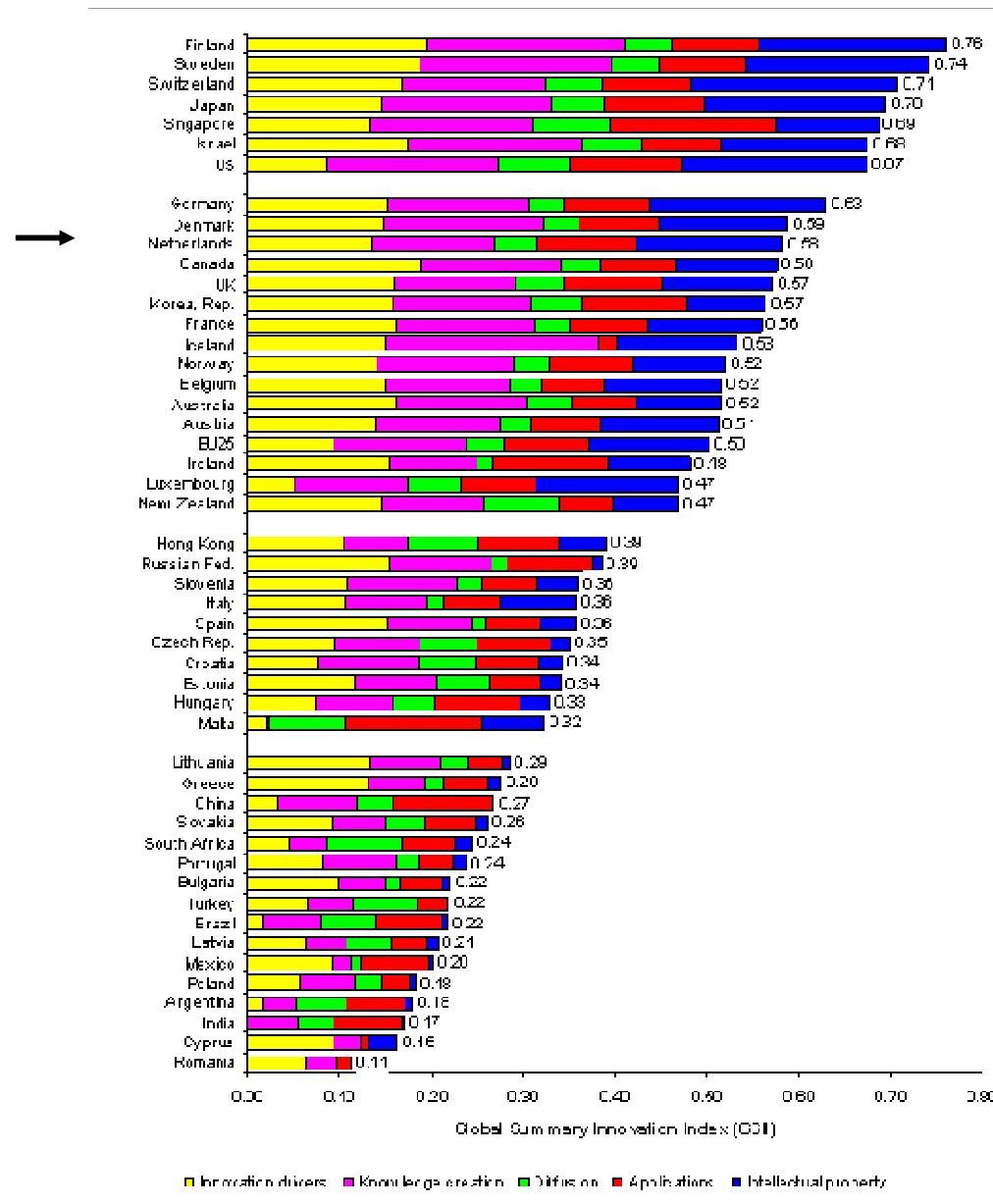
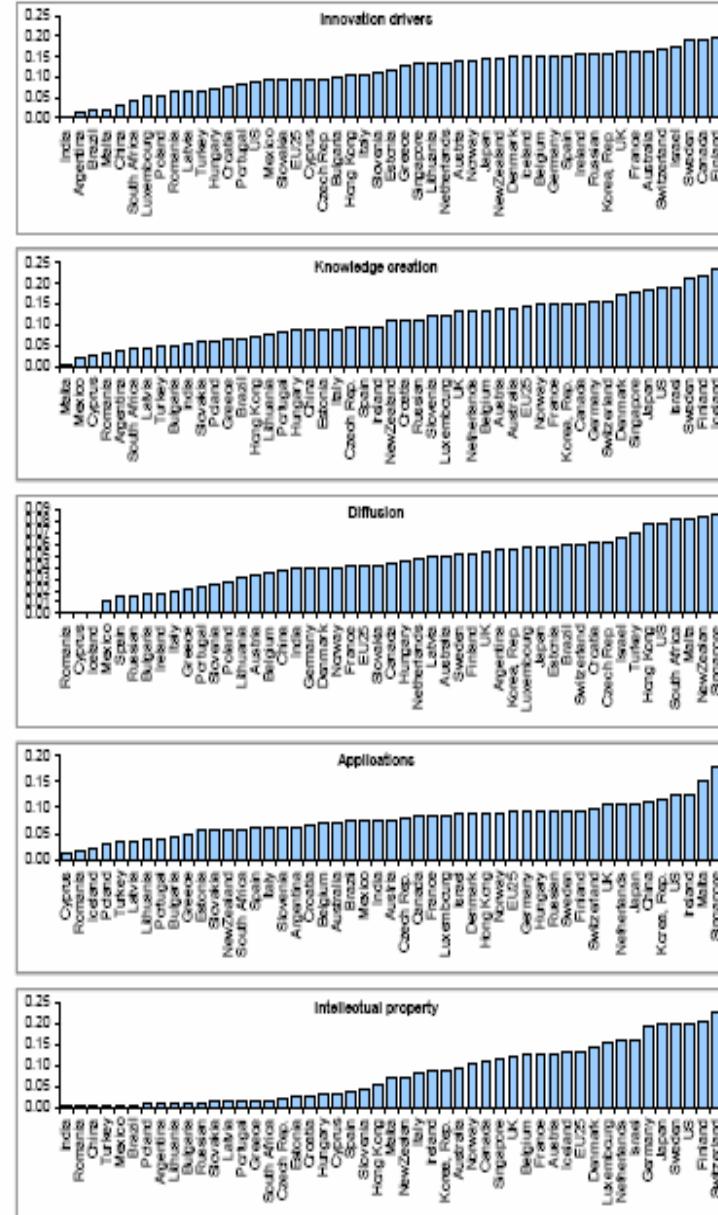


Figure 2: Innovation performance per category



Source: <http://trendchart.cordis.lu/scoreboards/scoreboard2006/index.cfm>

# 1 Nothing happens until somebody does something!

“This is so simple it sounds stupid, but it is amazing how few oil people really understand that **you**  
**only find oil if you**  
**drill wells.** You may think you’re finding it when you’re drawing maps and studying logs, but you have to drill.”

Source: The Hunters, by John Masters, Canadian O & G wildcatter  
Source: Tom Peters, Presentation Nyenrode, 2006

# 1. Dimension of Energy Problem (just one “shocking” example)

## Frankfurt Airport (2004)

520 jet departures per day, 50 Jumbo Jets (Boeing 747)

130 t of kerosene per Jumbo = 50 t of liquid hydrogen

For 50 Jumbo Jets per day:

(2,500 t LH<sub>2</sub>/day, 36,000 m<sup>3</sup> LH<sub>2</sub>/day, need 22,500 m<sup>3</sup> water/day)

Continuous output of eight 1-GW power plants needed  
for electrolysis, liquefaction, transport, transfer of LH<sub>2</sub>!

At least 25 nuclear power plants plus the entire water consumption of Frankfurt  
needed to serve all 520 jet aircrafts per day at Frankfurt Airport!

Energy problem cannot be solved by  
switching from fossil fuels to hydrogen

# 1. Innovatief (On)vermogen: Van Renovatie naar Innovatie

## Nederland Renovatieland:

- n Standaardisatie/Efficiëntie/Doing the same things faster
- n Nederland Kennix(s)land
- n Medewerkers geven acte de présence, maar zijn mentaal afwezig
- n Kleur heeft het verloren van zwart/wit
- n Het beste jongetje in de klas (SOX, Basell – 2 e.d.)
- n Formaticide
- n Risico- analyse
- n TBR voor ondernemers (BKR in Tiel)
- n Wereldkampioen “luchtgitaar spelen” (Publicatie: Kennis loont)

## Nederland Innovatieland:

- n doorspelen met een gebroken snaar
- n *Innovation back-shoring* programma: d.w.z. een programma dat alle innovatieve producten en diensten die ons land hebben – of dreigen te - verlaten, inventariseert, op hun waarde beoordeelt en tracht te “verleiden” naar ons land terug te keren

## **Part 2**

**Innovatie als waardeversneller:  
Outimagining the competition**



## **2. Wanneer voel je dat je iets slim hebt aangepakt?**

- n Graag deze vraag op een papiertje voor jezelf beantwoorden**
- n Jouw blaadje ruilen met je buurman/vrouw**
- n Beoordelingscriteria worden aangereikt.**

## 2. Een korte doch intensieve reis...

### Kennis:

- Zit in het hoofd (direct beschikbaar, maar veroudert snel)
- Beweegt tussen mensen (actualiseert snel, exclusief, onderscheidend)
- Is niet makkelijk te organiseren
- Kan worden vertaald in praktisch handelen (hoeft niet altijd!)
- Bevordert leren, maar ook het leren te ‘vergeten’ (managing organizational learning & forgetting)

## 2. Expertise

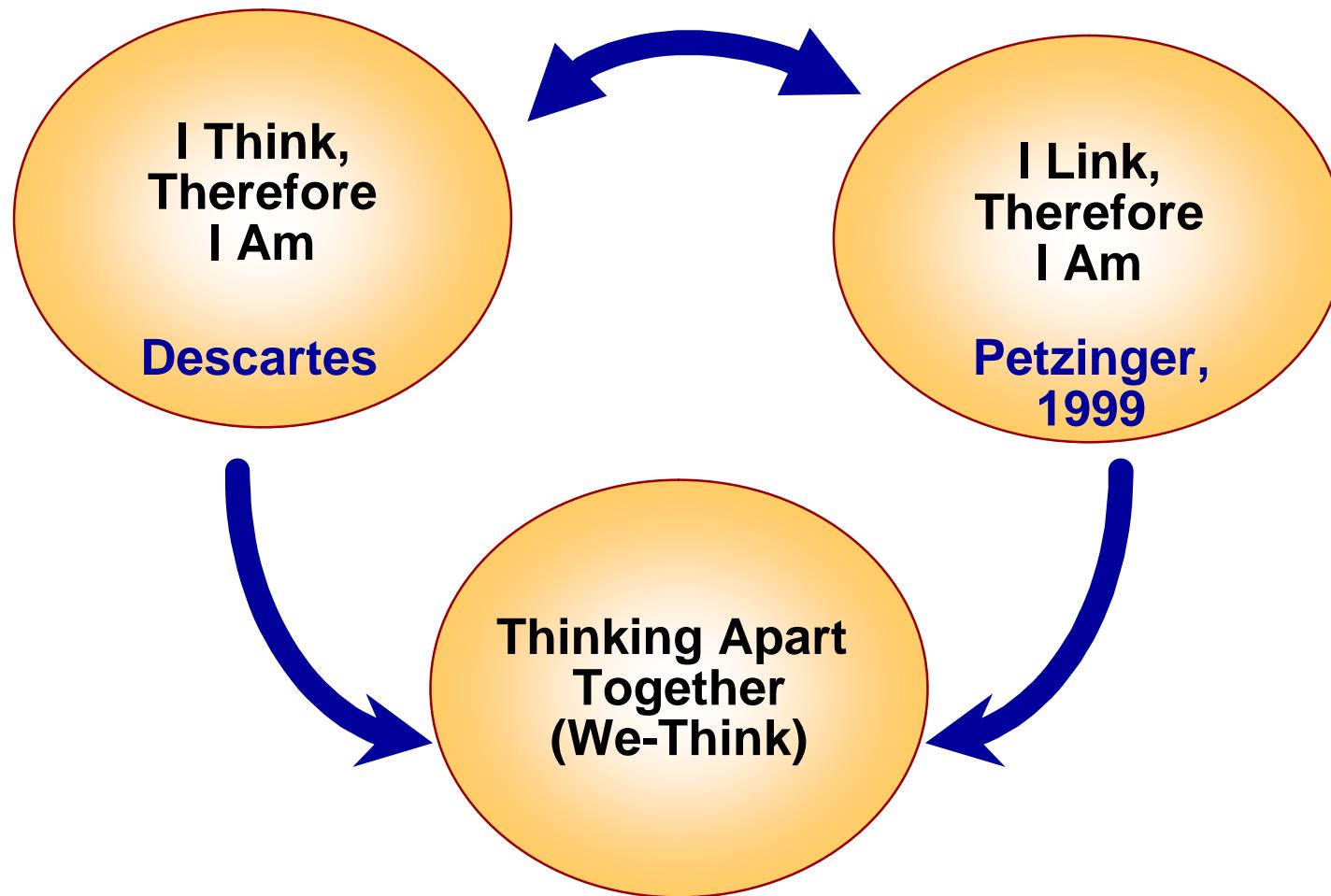
- n **Expertise heeft nu eenmaal te maken met hoge en buitengewoon goede prestaties die redelijk stabiel en voorspelbaar zijn.**
- n **Expertise wordt als domein - specifiek beschouwd. Experts zijn dus personen die op hun vakgebied uitstekende prestaties leveren waarbij deze prestaties geen eenmalige gebeurtenissen zijn maar over een lange tijd kunnen worden volgehouden.** Binnen deze context worden personen met een lage of matige prestaties als *niet - experts* gezien.
- n **Dus: zowel experts als niet - experts kunnen professioneel, beroepsmatig op hun vakgebied bezig zijn.**
- n **Een ‘expert organisatie’ - bijv. in de vorm van een expertisecenter - (her)kennen we door hetgeen deze voortbrengt: een nieuw inzicht, een nieuw idee, een slim product of dienst, of een grote aantrekkingskracht op high potentials.**

## 2. Kenniswerkers ...

- n zijn inhoudsgedreven
- n zijn (eigen)wijs
- n zijn betrokken ('crafting dreams with a deadline')
- n handelen bedachtzaam
- n creëren (eigen) tijd + mentale bewegingsruimte
- n verwachten "shared leadership"/ "portable leadership"
- n kunnen pieken opvangen (refresh and refocus)
- n stellen continue hun toegevoegde waarde ter discussie
- n willen continue op een hoger plan functioneren (maar... zit de opdrachtgever daar wel op te wachten?)

Bron: Frank Lekanne Deprez: Productiviteitsverbetering van kenniswerkers: mission (im)possible?, 2004

## 2. Knowledge Workers THINK, DO and DARE...



## **2. The Shelf Life of Knowledge...**

**“Knowledge is like fruit, intriguing  
when fresh, but it rots”.**

**Source: Richard McDermott, Masterclass, December 8, 2006, London, UK**

## 2. De betekenis van kennis in het innovatieproces

- n ***kennis volgt productie/dienstverlening***
- n ***innovatie volgt kennis***
- n ***talent volgt innovatie.***

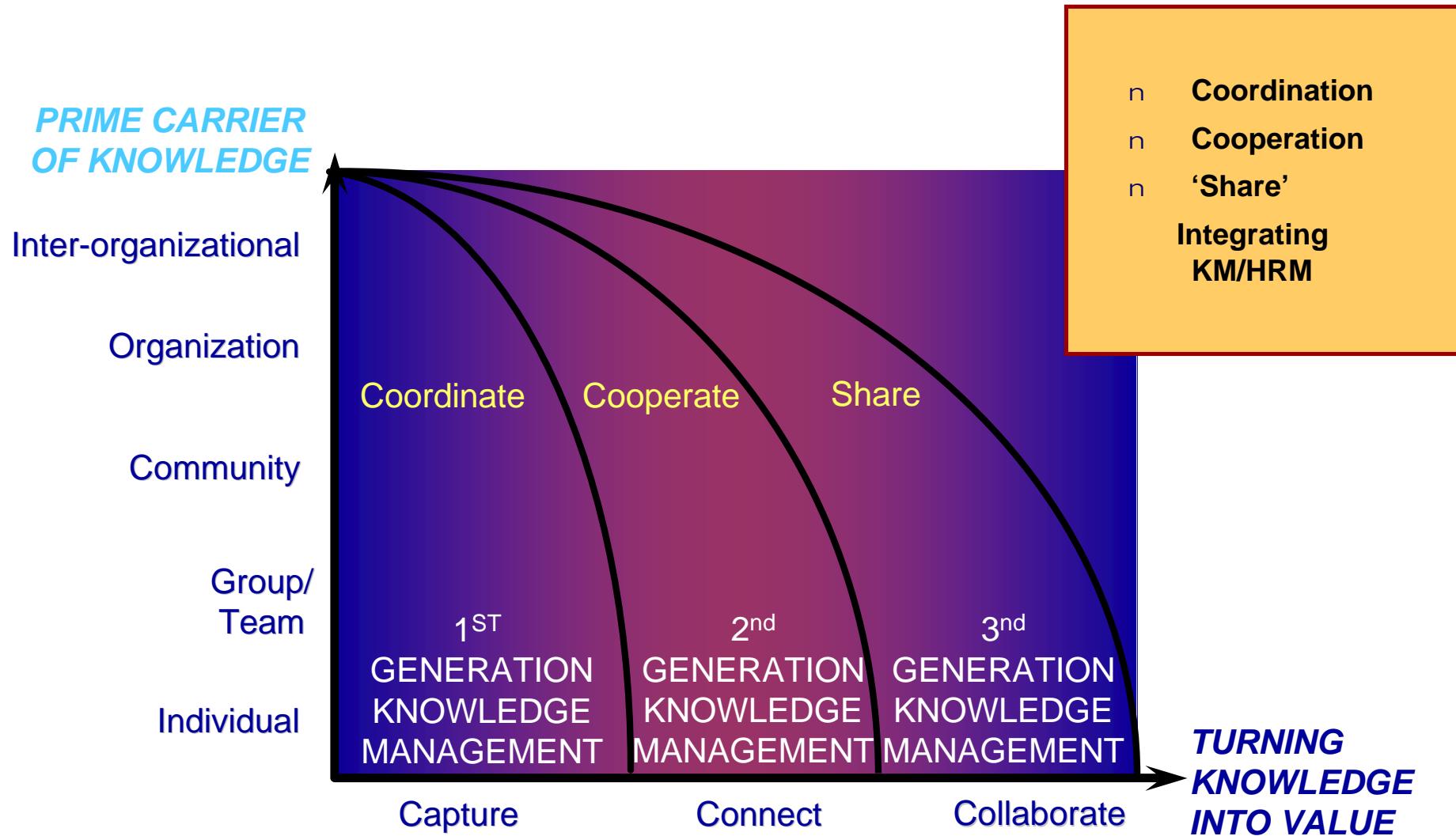
Tissen & Lekanne Deprez, 2004

## 2. Indian Companies are Moving Toward Knowledge Process Outsourcing and Beyond

- n "Instead of routine data work, Indian KPO – companies move towards more of information extraction, which involves a certain amount of judgment, interpretation, discretion and inference."
- n "You are seeing more of that happen. Instead of medical transcription, data entry and minimal inbound call support, people are now offering high-end research services."
- n "In this emerging market space, OfficeTiger, a New York City-based service provider with the heart of its delivery capabilities in *Chennai, India*. OfficeTiger offers high-end decision support services for clients, including some of the world's largest investment banks and financial institutions, legal firms and retail chains."

Source: Knowledge@Wharton, 2007

## 2. Drie generaties kennismanagement



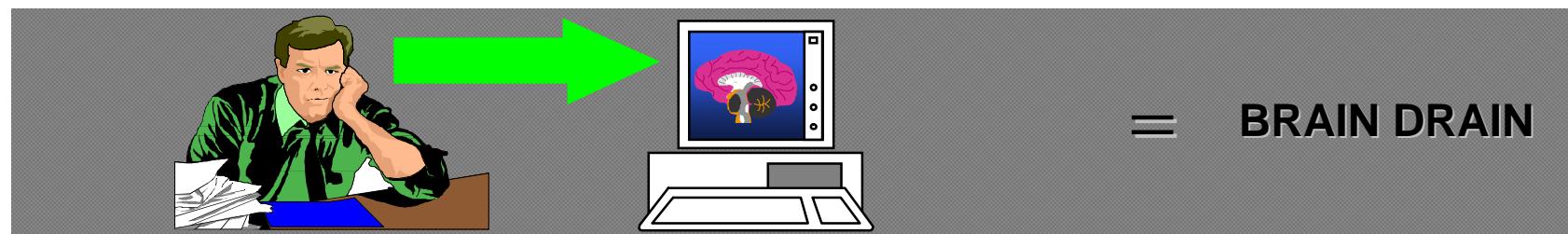
## 2. Eerste generatie KM

### Aanpak

- n **Focus is op ‘technisch’ vastleggen van kennis uit hoofden naar documenten**
- n **Specialistische kennis expliciet maken in documenten en video**
- n **Verwachting dat anderen deze kennis gaan gebruiken in het werk**

### Resultaat

- n **Duur en bewerkelijk interview werk dat snel aan actualiteit verliest**
- n **Medewerkers hebben moeite de algemene kennis toe te passen in hun specifieke situatie**
- n **Uiteindelijk is de expert nodig om verdieping en navraag te doen**



## 2. Tweede generatie KM

### Aanpak

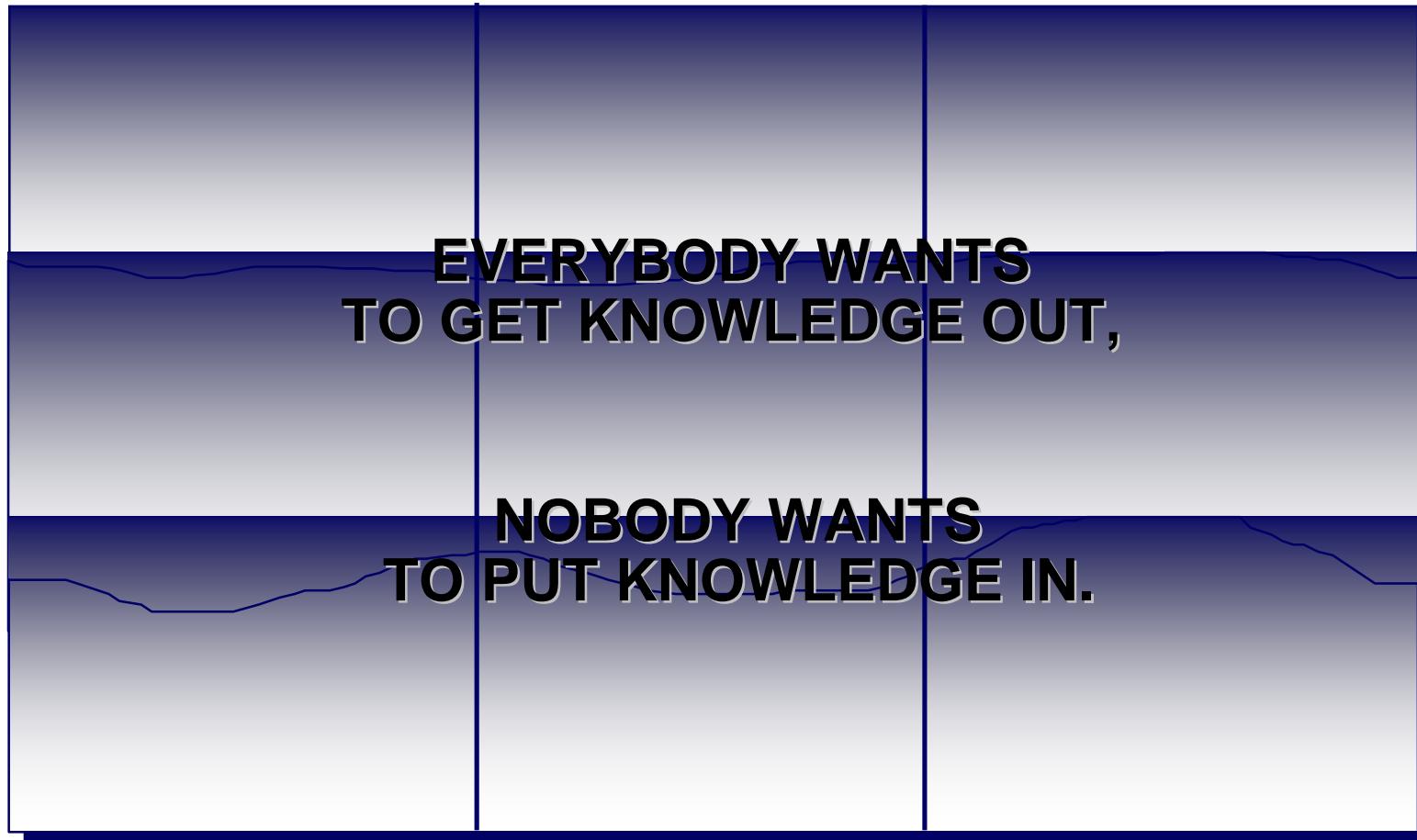
- Focus is op het elektronisch altijd en overal verbinden van medewerkers
- Organisaties installeren grote elektronische netwerken en verzekeren zich dat iedereen met elkaar verbonden is
- Verwachting: door mensen te verbinden mensen direct hun waardevolle en kwetsbare ideeën delen en expertise gebruiken

### Resultaat

- Grote elektronische organisatie - brede netwerken die stil blijven
- Mensen starten niet zomaar met uitwisselen van kennis
- Verbonden zijn betekent nog niet dat kennisuitwisseling plaatsvindt



## 2. Het probleem met kennissystemen



## 2. Derde generatie KM

### Aanpak

- n **Focus is op het creëren van intense en gefocust kennis uitwisselen**
- n **Organisaties ontwerpen gerichte gemeenschappelijke elektronische werkplekken waar medewerkers vanuit verschillende locaties als virtuele teams werken aan het gericht oplossen van de issues**
- n **Verwachting: het integreren van info, online bronnen, individuele expertise en gericht samenwerken resulteert in betere besluiten**

### Resultaat

- n **Confronterend. Gebaseerd op vertrouwen, integriteit en zichtbare waarde**
- n **Succes afhankelijk van vertalen resultaten in verbeterde processen**
- n **“Uit een groep komt niets als ze elkaar nooit ontmoeten”**

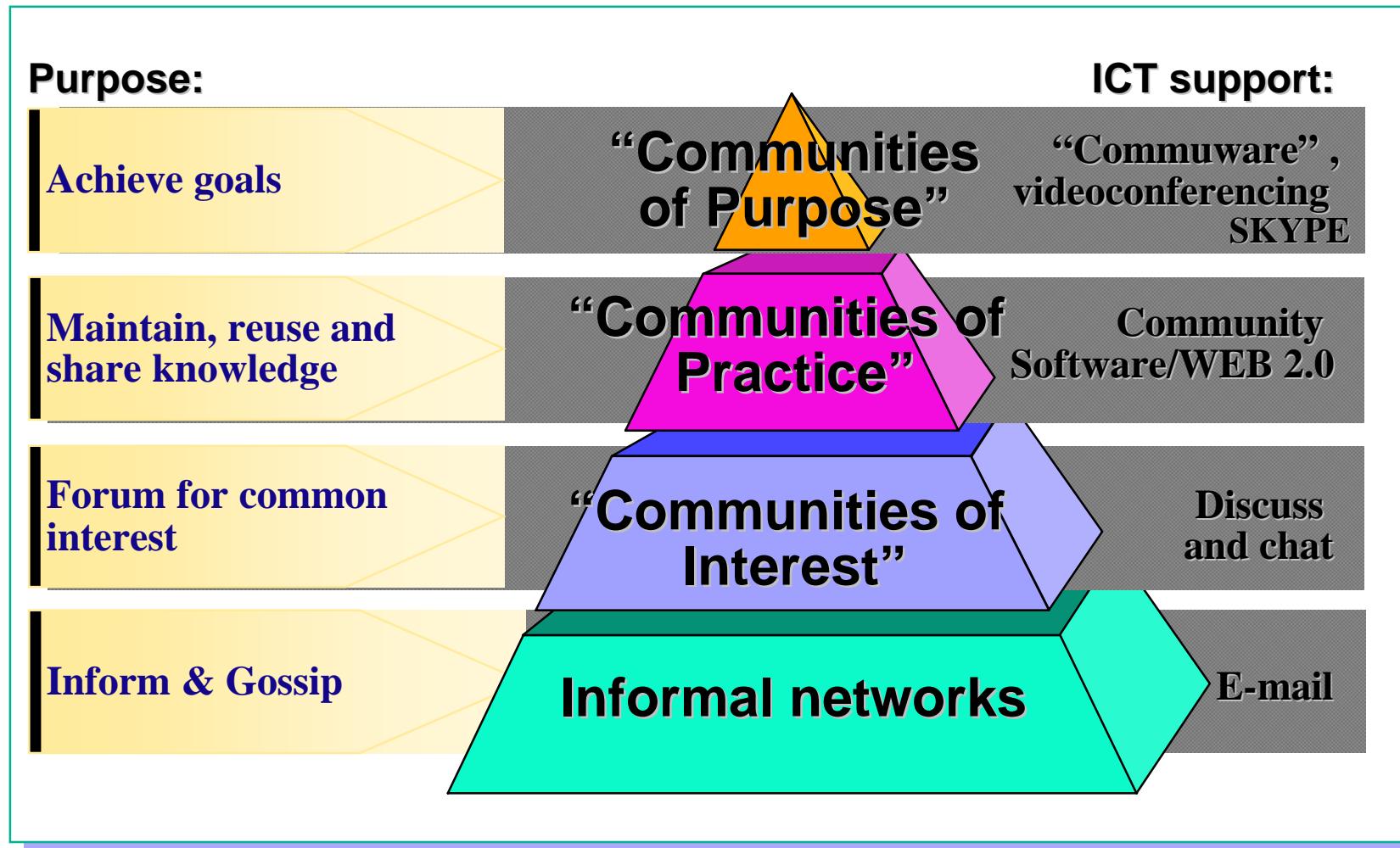


## 2. Organizing Communities

***Collaborative workspaces where people work from various locations on the job at hand and share a concern, a challenge, or a passion about a topic***



## 2. Communities link people and knowledge anytime, anyway, anyplace.



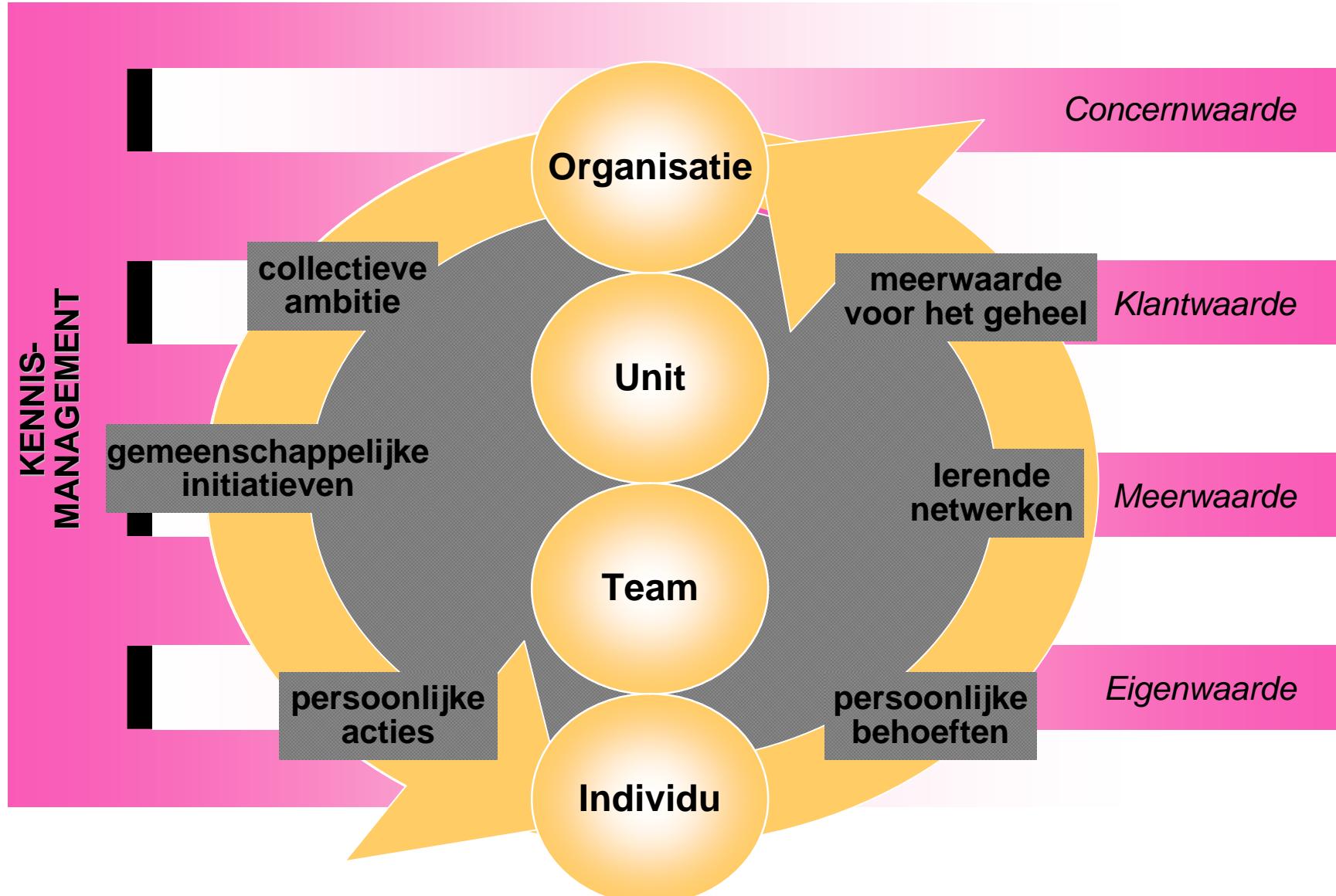
## 2. The ‘90-9-1 Rule’ of User Participation in Online Communities

**User participation in online communities often more or less follows a 90-9-1 rule:**

- **90% of users are ‘lurkers’ (i.e., read or observe, but don’t contribute).**
- **9% of users contribute from time to time, but other priorities dominate their time.**
- **1% of users participate a lot and account for most contributions: it can seem as if they don’t have lives because they often post just minutes after whatever event they’re commenting on occurs.**

Source: Nielsen, October 9, 2006

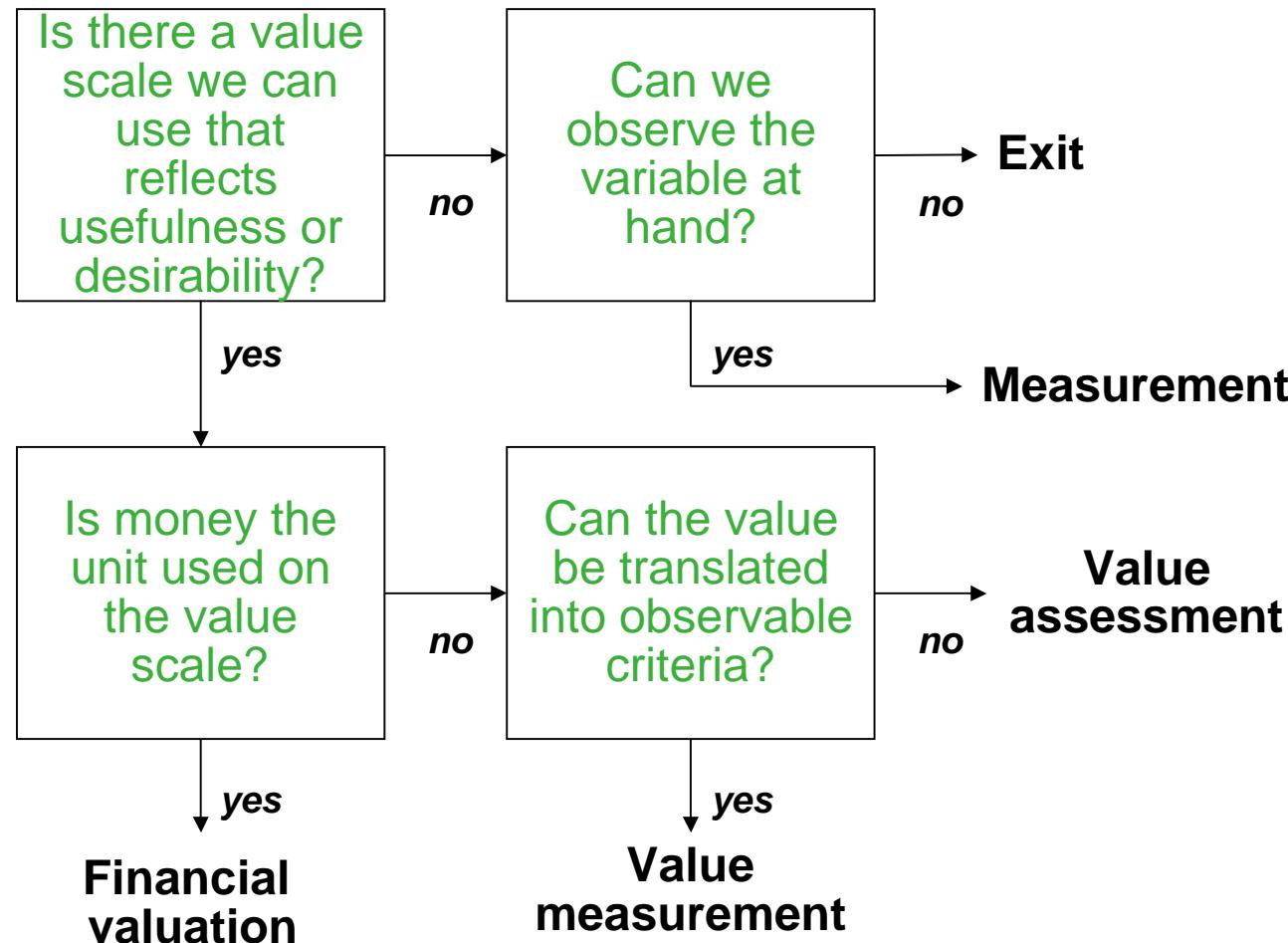
## 2. Kennismanagement als waardeversneller



## 2. What's Value?

- n **Value is the degree of usefulness or desirability of something, especially in comparison with other things**<sup>[ii]</sup>.
- n **The degree of usefulness or desirability depends on values. To determine a value, a person needs to apply values as yardsticks.**
- n <sup>[ii]</sup> D. Andriessen, *Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles*, Oxford: Elsevier Butterworth-Heinemann, 2004, p.264.

## 2. There Are Three Types of Valuation Methods



Source: Daniel Andriessen , 2004

## 2. There Are Three Types of Valuation Methods (cont.)

### n **Financial Valuation**

- Money is used as yardstick
- Allows for comparison
- Allows for mathematical transformations

### n **Value measurement**

- Use of other values as yardsticks (targets, goals, moral norms)
- Translation of yardsticks into observable phenomena
- Measurement of observable phenomena

### n **Value assessment**

- Use of other values as yardsticks (targets, goals, moral norms)
- No translation of yardsticks into observable phenomena
- Assessment by valuator

## 2. Prepared Minds: From Research to Pro-search

- n To thrive in the knowledge –based economy we need prepared minds.
- n It is no longer enough simply to outperform or outsmart the competition, you have to *outimagine* the competition as well.
- n Your activity in your organisation is all about turning knowledge into value.

## 2. Ways for sharing, distribution and reuse (1)

*Prevent to continually re-invent the obvious by ...*

1. Knowledge mapping
2. Personal libraries and knowledge bases
3. Appoint specialists, subject matter experts, or PRO- AM's
4. Formal and informal networks, trade-groups, virtual communities
5. Ad hoc internal project teams, sponsor projects
6. Question and answer databases, thematic discussion groups
7. Enable to contact a specialist in the area
8. Frequently asked questions, written know-how on what to do
9. Good and best practices, protocols, procedures and models
10. Project debriefing. Affirmative action reporting....

## 2. Ways for sharing, distribution and reuse (2)

*Prevent to continually re-invent the obvious by ... (continued)*

11. Skill programmes, training, permanent education in specific fields
12. Thematic days, management days
13. CV database, yellow pages
14. Automated expertise locator
15. Start pages for personnel and with thematic websites
16. Collected links to relevant external databases and feeds
17. E-mail newsgroups for each knowledge area to keep people
18. Individual information profiles and send alerts to new info
19. Use spiders on external news and trade publications websites
20. Intelligent search technology pushing and pulling information....

## 2. Valorisatie van (universitaire) kennis

- n **intellectueel eigendom** (octrooien, licenties, kwekersrecht, copyright)
- n **spin-offs en ondernemerschap** (spin-offs, start-ups, incubators en het stimuleren van ondernemerschap)
- n **contractonderzoek en advisering**
- n **samenwerking in R&D** (gezamenlijke R&D-projecten, sponsoring en onderzoek)
- n **delen van faciliteiten** (gezamenlijke laboratoria en huisvesting, medegebruik apparatuur, co-locatie en science parks)
- n **samenwerking bij onderwijs en training** (contractonderwijs/ training, bijscholing werknemers, gastcolleges, (mede)opstellen curricula en sponsoring van onderwijs)
- n **publicaties** (wetenschappelijke publicaties, co-publicaties met bedrijven en het doorzoeken van publicaties op bruikbare kennis)
- n **mobiliteit van mensen** (afleveren afgestudeerden, stages, dubbelaanstellingen van hoogleraren en tijdelijke uitwisseling/detachering)
- n **deelname conferenties, professionele netwerken en besturen** (uitwisseling in beroepsorganisaties en participatie adviescommissies/ organen overheid)
- n **overige informele contacten en netwerken** (vriendschappelijke netwerken, alumniverenigingen en andersoortige besturen)

Bron: **Valorisatiekrant , februari 2007**

# References

- n “Value-Based Knowledge Management”, René Tissen, Daniel Andriessen, Frank Lekanne Deprez, 1998, ISBN 90 6789 9291
- n “The Knowledge Dividend”, René Tissen, Daniel Andriessen, Frank Lekanne Deprez, 2000, ISBN:0-273-64510-2
- n “Zero Space: Moving Beyond Organizational Limits”, Frank Lekanne Deprez & René Tissen, San Francisco, Berrett – Koehler, 2002, ISBN:1-57675-182-1. ([www.zerospace.info](http://www.zerospace.info))
- n “The Future of Management (De Toekomst van management)”, René Tissen & Frank Lekanne Deprez, The Hague, Academic Service. (in Dutch)
- n Web site: [www.zerospaceadvies.nl](http://www.zerospaceadvies.nl) (see: overview of publications: NL and UK version available)



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