Knowledge management and innovation: networks and networking

Jacky Swan, Sue Newell, Harry Scarbrough and Donald Hislop

The authors

Jacky Swan is Reader in Organizational Behaviour, Warwick Business School, University of Warwick, UK (irobjs@wbs.warwick.ac.uk).
Sue Newell is Professor of Innovation and Organizational Behaviour, Nottingham Business School, Nottingham Trent University, UK (s.newell@ntu.ac.uk).
Harry Scarbrough is Professor of Organizational Analysis, Leicester University Management Centre, Leicester University, UK (hs28@le.ac.uk).
Donald Hislop is Senior Lecturer in Organizational Behaviour and Human Resource Management, Sheffield Business School, Sheffield Hallam University, UK (d.w.hislop@shu.ac.uk).

Abstract

Begins with a critical review of the literature on knowledge management, arguing that its focus on IT to create a network structure may limit its potential for encouraging knowledge sharing across social communities. Two cases of interactive innovation are contrasted. One focused almost entirely on using IT (intranet) for knowledge sharing, resulting in a plethora of independent intranets which reinforced existing organizational and social boundaries with electronic "fences". In the other, while IT was used to provide a network to encourage sharing, there was also recognition of the importance of face-to-face interaction for sharing tacit knowledge. The emphasis was on encouraging active networking among dispersed communities, rather than relying on IT networks. Argues for a community-based model of knowledge management for interactive innovation and contrasts this with the cognitive-based view that underpins many IT-led knowledge management initiatives.

Introduction

From the 1990s onwards an emphasis on innovation has been seen to replace efficiency and quality as the main source of competitive advantage for firms (Bolwijn and Kumpe, 1990). Reflecting this emphasis a huge body of literature has emerged which aims to identify "best practice" in both the diffusion of innovation to users, and in the implementation of innovation within user firms (for reviews, see Wolfe, 1994; Slappendel, 1996). This literature emphasises the importance of networks and networking for innovation. So for example, individual employee involvement in professional associations has been shown to facilitate the diffusion and adoption of new ideas (Swan *et al.*, forthcoming). Through such external networking activity individuals become aware of new technologies, which may be relevant to their own organizations. Individuals thus acquire knowledge and information through boundary spanning activity. It is also necessary to convince others within their organization of the potential advantages of the new technology and to bring together the necessary skills and knowledge needed to implement and appropriate it. So internal networking is also important. However, while networks and networking are clearly central to understanding innovation processes, there has been a change recently in how these processes are conceived.

The literature on innovation has been extremely broad incorporating perspectives as diverse as traditional structuralist approaches through to more process-oriented approaches. From the structuralist perspective, innovation is seen as a "thing" or entity with fixed parameters (e.g. a new technology or management practice) which is developed externally, packaged ("blackboxed") by suppliers and then transferred to potential users where it can be seen to offer them competitive advantage (Wolfe, 1994). Around this, models of innovation have been aimed, either at helping suppliers to diffuse the latest best practice innovations (e.g. Rogers, 1983), or at helping users to implement them (e.g. Damanpour, 1987). From this perspective then, networks are treated as structures

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knowledge sharing and innovation by sparking new connections ideas and practices Yet these informal networks are often misunderstood and poorly managed Building on the groundbreaking bestselling first edition Knowledge Management Handbook Collaboration and Social Networking Second Edition focuses on two key elements in knowledge management collaboration and social networking To Innovate Connect the People Jay Liebowitz one of the top knowledge management authorities in the world brings together 15 articles by researchers and practitioners who are among the leaders in their fields They present numerous applications concepts techniques methodologies issues and trends related to collaboration and social networking in a knowledge management context They also point out areas that need more work such as how to measure the impact of knowledge sharing efforts in terms of innovation profits and customer perceptions What Can You Learn from Your Informal Organization Packed with case studies this handbook explores how you can share knowledge make connections and generate new ideas through collaboration and interaction It is a valuable reference and classroom text for those engaged in knowledge management particularly from a collaboration and social networking perspective *Cross-Cultural Knowledge Management* Manlio Del Giudice,Elias G. Carayannis,Maria Rosaria Della Peruta,2011-12-14 Cross cultural knowledge management an elusive yet consequential phenomenon is becoming an increasingly essential factor in organizational practice and policy in the era of globalization In order to overcome culturally shaped blind spots in conducting research in different settings this volume highlights how the structuring of roles interests and power among different organizational elements such as teams departments and management hierarchies each comprised of members from different intellectual and professional backgrounds generates various paradoxes and tensions that bring into play a set of dynamics that have an impact on learning processes In this context such questions often arise How is knowledge shared in the multicultural organization What problems and issues emerge How do different mentalities affect people s responses to new knowledge and new ideas How can knowledge sharing processes be improved Under which conditions do ideas generated by units or groups of different cultural traditions have a chance of being heard and implemented Such questions translate into an investigation of potential managerial dilemmas that occur when different but equally valid choices create tensions in decision making The authors draw from experiences working with a wide variety of organizations and insights from such fields as sociology and psychology to shed new light on the dynamics of knowledge management in the multicultural enterprise In so doing they help to identify both obstacles to successful communication and opportunities to inspire creativity and foster collaboration The authors note that in order to enable organizations to transfer knowledge effectively mechanisms for dispute settlement mediation of cultural conflict and enforcing agreements need to be in place **Knowledge Management in the Sharing Economy** Elena-Mădălina Vătămănescu,Florina Magdalena Pînzaru,2017-11-14 This volume explores the challenge of engaging knowledge management in a sharing economy In a hyper competitive business environment everything tends to be digital virtual and highly networked which raises the issue of how knowledge management can support the decision whether

or not to share strategic resources or capabilities The book answers questions such as to what extent does the sharing economy preserve or compromise the competitive advantage of organizations And what are the knowledge management strategies for competitive yet cautious sharing dynamics **Proceedings of the 10th International Conference on Intellectual Capital, knowledge Management and Organisational Learning** Dr Annie Green,2013-01-09 *Knowledge Management, Innovation and Big Data* Patricia Ordóñez de Pablos,Miltiadis D. Lytras,2019-12-31 The evolution of knowledge management theory and the special emphasis on human and social capital sets new challenges for knowledge driven and technology enabled innovation Emerging technologies including big data and analytics have significant implications for sustainability policy making and competitiveness This edited volume promotes scientific research into the potential contributions knowledge management can make to the new era of innovation and social inclusive economic growth We are grateful to all the contributors of this edition for their intellectual work The organization of the relevant debate is aligned around three pillars SECTION A DATA KNOWLEDGE HUMAN AND SOCIAL CAPITAL FOR INNOVATION We elaborate on the new era of knowledge types and the emerging forms of social capital and their impact on technology driven innovation Topics include Social Networks Smart Education Social Capital Corporate Innovation Disruptive Innovation Knowledge integration Enhanced Decision Making SECTION B KNOWLEDGE MANAGEMENT BIG DATA ENABLED INNOVATION In this section knowledge management and big data applications and systems are presented Selective topic include Crowdsourcing Analysis Natural Language Processing Data Governance Knowledge Extraction Ontology Design Semantic Modeling SECTION C SUSTAINABLE DEVELOPMENT In the section the debate on the impact of knowledge management and big data research to sustainability is promoted with integrative discussion of complementary social and technological factors including Big Social Networks on Sustainable Economic Development Business Intelligence Encyclopedia of Communities of Practice in Information and Knowledge Management Coakes, Elayne,Clarke, Steve,2005-10-31 This encyclopedia will give readers insight on how other organizations have tackled the necessary means of sharing knowledge across communities and functions Provided by publisher Knowledge Management Murray E. Jennex,2008-01-01 Provides comprehensive in depth coverage of all issues related to knowledge management including conceptual methodological technical and managerial issues Presents the opportunities future challenges and emerging trends related to this subject

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Table of Contents Knowledge Management And Innovation In Networks

1. Understanding the eBook Knowledge Management And Innovation In Networks
    - The Rise of Digital Reading Knowledge Management And Innovation In Networks
    - Advantages of eBooks Over Traditional Books
2. Identifying Knowledge Management And Innovation In Networks
    - Exploring Different Genres
    - Considering Fiction vs. Non-Fiction
    - Determining Your Reading Goals
3. Choosing the Right eBook Platform
    - Popular eBook Platforms
    - Features to Look for in an Knowledge Management And Innovation In Networks
    - User-Friendly Interface
4. Exploring eBook Recommendations from Knowledge Management And Innovation In Networks
    - Personalized Recommendations
    - Knowledge Management And Innovation In Networks User Reviews and Ratings

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