



Center for Management
Development and
Knowledge Transfer
University of Augsburg

Knowledge Transfer in Management Systems

**Conscious Organization:
Augsburg School of Innovation
Coaching for higher
performance, agility and
innovation in business**

**1st Sino-German-Symposium on
„Knowledge Handling: Representation,
Management and Personalized
Application“ 6.11.2007**

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1. Knowledge Transfer in Management Systems: Starting Point

- Corporate Systems and Management Systems operate according to the knowledge and skills of corporate staff.
- Knowledge within Management Systems is the core resource that makes organizations function or malfunction.
- Transfer, development and sharing of knowledge is the major task and skill of Corporate Management

1. Knowledge Transfer in Management Systems: Starting Point

- Knowledge of people participating in organizational (e.g.) company processes
 - can be used constructively or neglected,
 - can be applied for synergetic optimization or can be reason to destructive conflict,
 - can dwindle away or can be developed systematically.

2. From Knowledge to Action

- **From pure information to practical consequences**
- **From knowledge to skills (learning outcome)**

| | |
|--|---|
| >> to know | e.g. general knowledge about project management |
| >> to know how | e.g. knowledge how to apply project management |
| >> to be able to do (to apply knowledge) | e.g. being able to apply project management knowledge in action |

3. Types of Knowledge in Management Systems

- functional knowledge
vs.
organizational / social knowledge
- conscious knowledge
vs.
unconscious “knowledge”
(emotional, intuitive, cultural)

4. Knowledge and Corporate Learning

- Better learning outcomes by
hearing > reading > seeing > discussing > doing
- Learning through
case studies > real life cases > action learning
- Learning Circle, Metaplan (Visualization), group
work, supervision etc. : interactive learning
- Lecturer becomes moderator of interactive mutual
learning processes

4. Knowledge and Corporate Learning



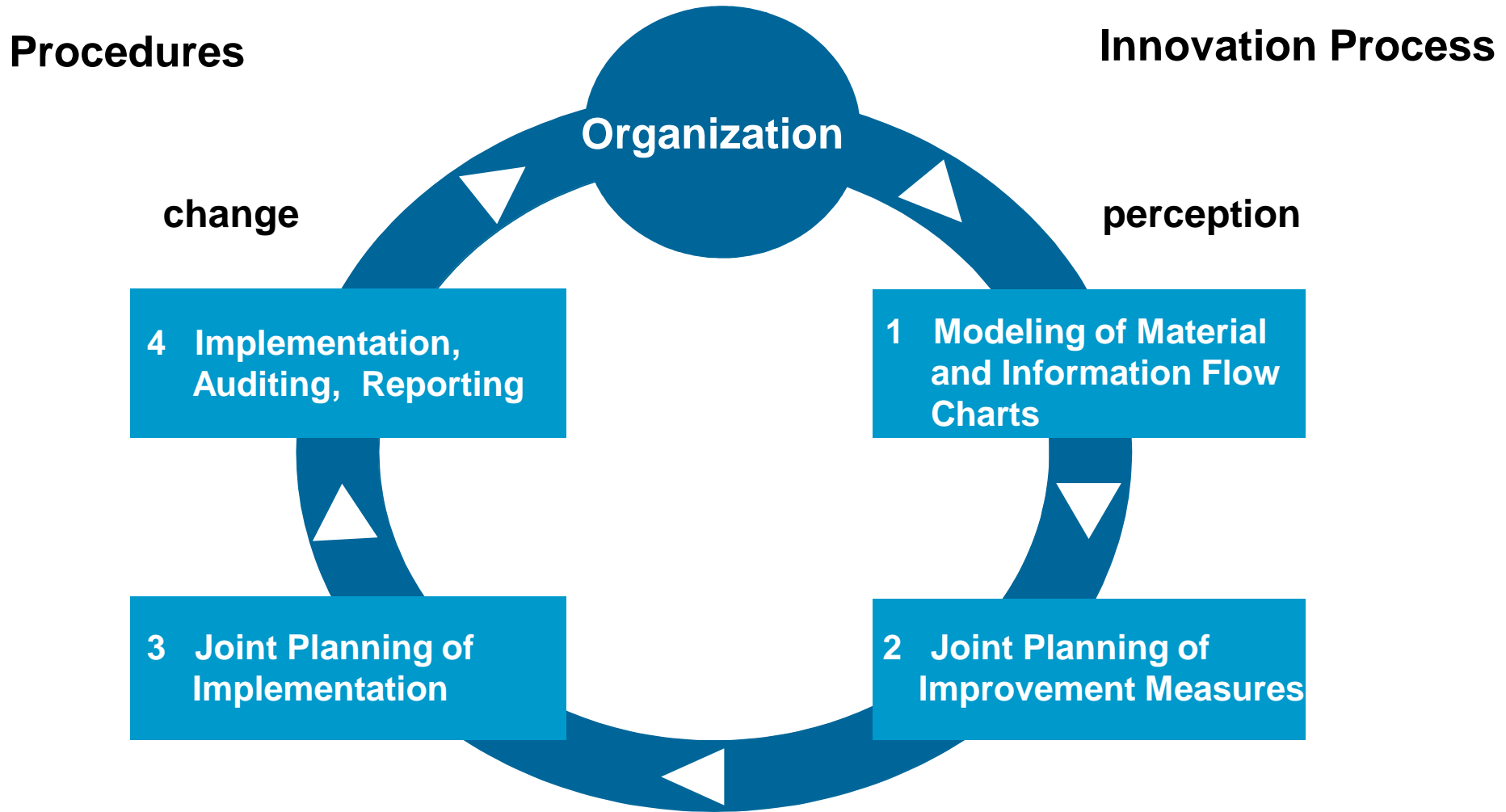
5. Augsburg Concept of Knowledge Transfer: Principles and Procedures

- **The „reality“ of an organization, is perceived highly different between participants**

Participants may communicate on perception of “reality” and come closer, congruence is not probable and not testable

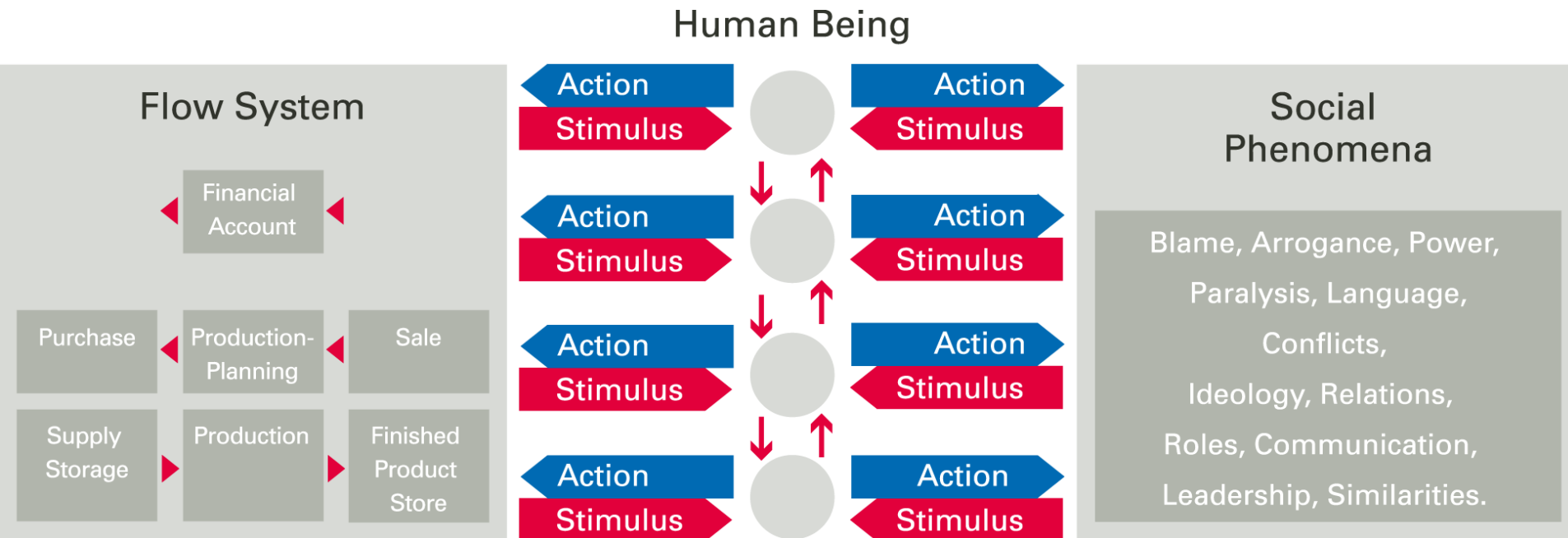
- **Knowledge transfer has to consider**
 - **people (emotions: fear, aggression, joy, courage, etc...) but also**
 - **structures (technology, architecture, procedure)**

5. Augsburg Concept of Knowledge Transfer: Principles and Procedures



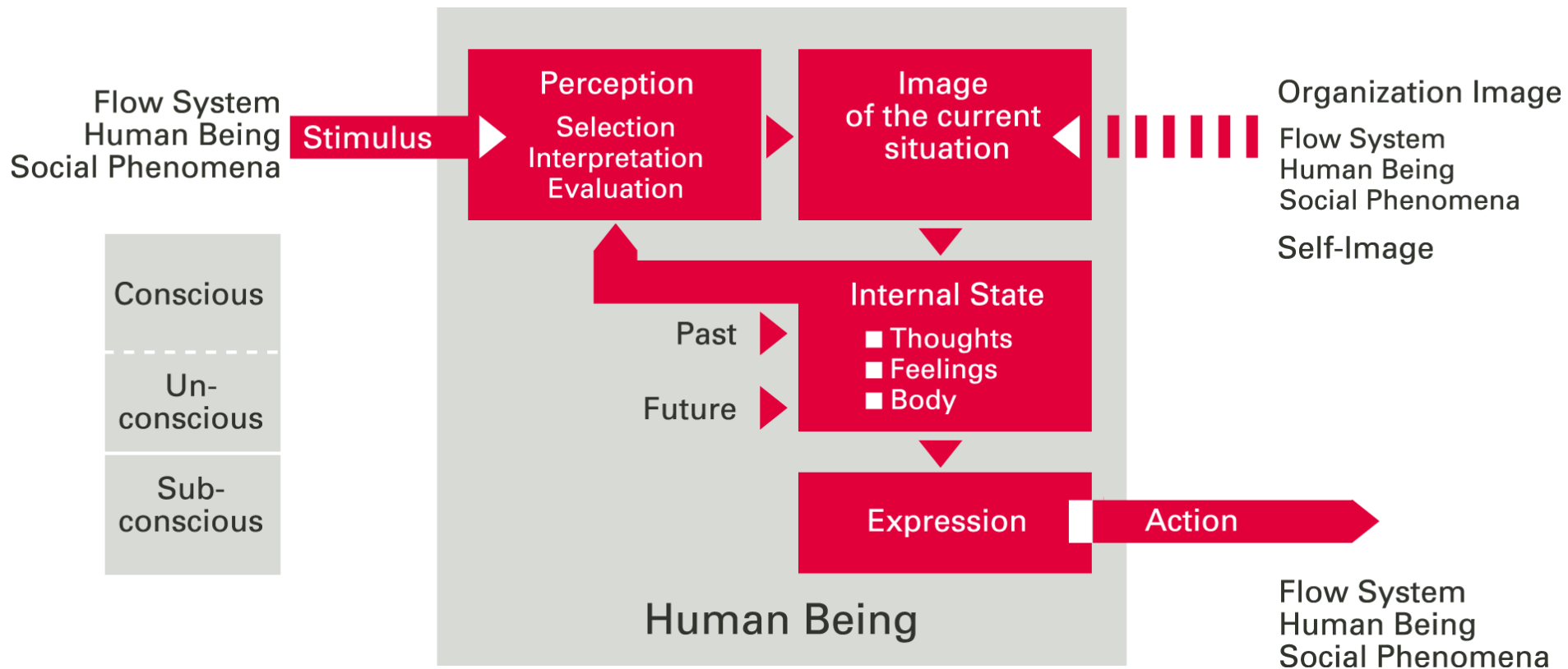
6. Example: Innovation Coaching

A Company is a complex-dynamic and non-linear social system.



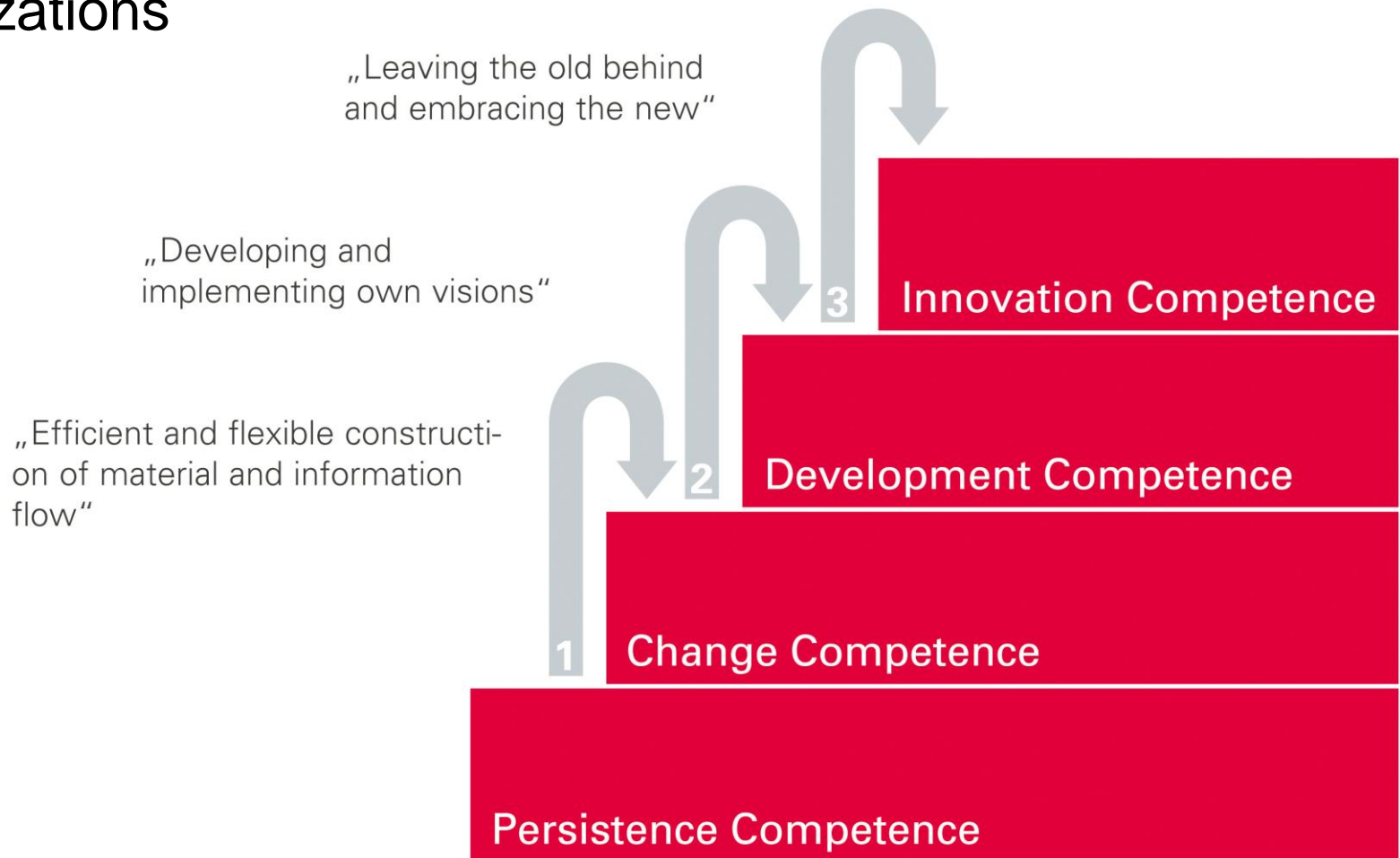
6. Example: Innovation Coaching

Constructivist perspective of man



6. Example: Innovation Coaching

Innovation strategies in organizations



6. Example: Innovation Coaching

Steps of the transformation process

Project Implementation

Building a team and making the project concrete

People involved: Creating transparency regarding objections, expectations and desires

Organization: Clarifying purpose, meaning and vision

Project: Defining the targets

Learning to see and assuming responsibility

Creating models for material, information and financial flow
Presenting the form, structures and processes of the organization

Becoming aware of the cooperation ability, the working climate and the motivation

Evaluating the current performance ability regarding the targets

Taking a look behind the scene and lifting the fog

Becoming aware of the main causes and connections

Resolution of old barriers, obstacles and dysfunctions

Finding new resources

Getting creative and innovative ideas to flow

Specifying the targets

Developing solutions and concepts

Developing concrete measures

Getting active

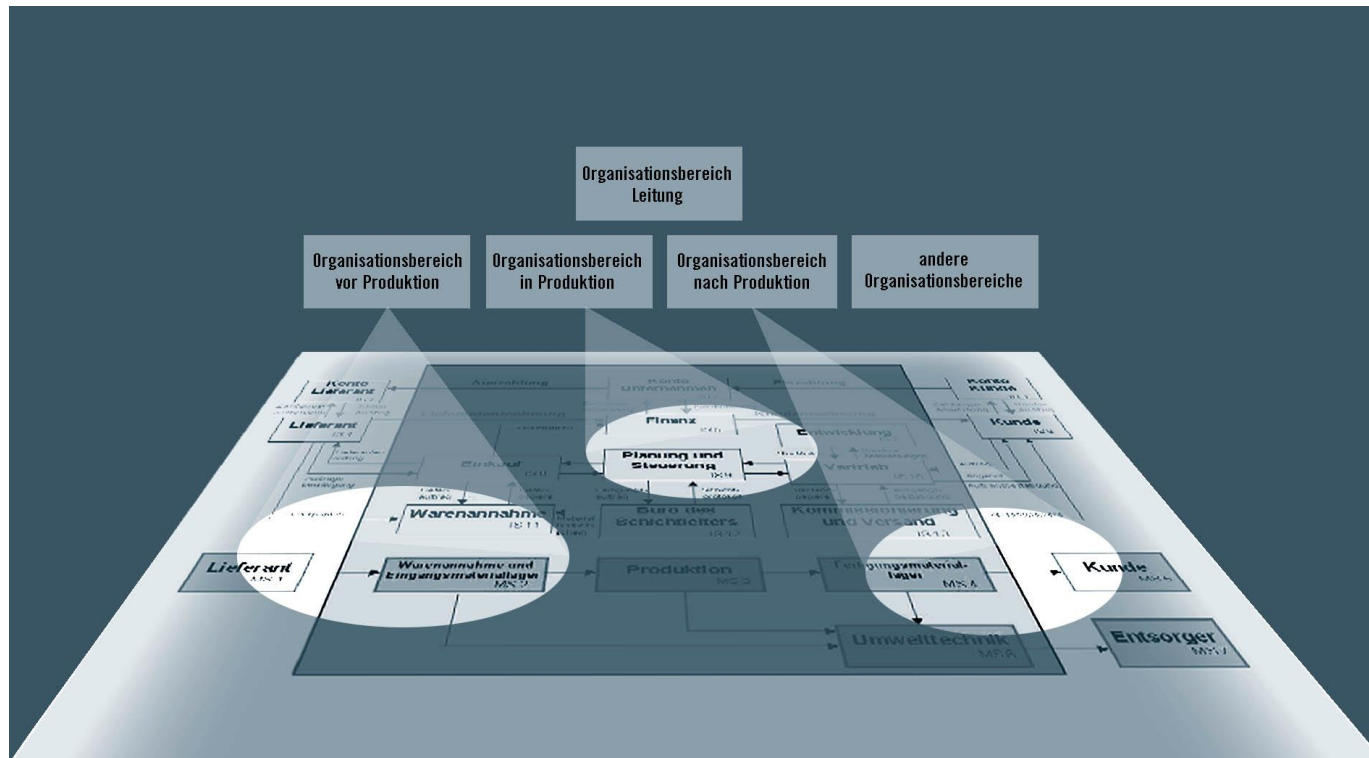
Implementing the measures

Gaining first experience

Modifying the program

6. Example: Innovation Coaching

Low competence level of organizations:



Flow System

- inefficient
- interface problems
- ineffective transfer

Human Being

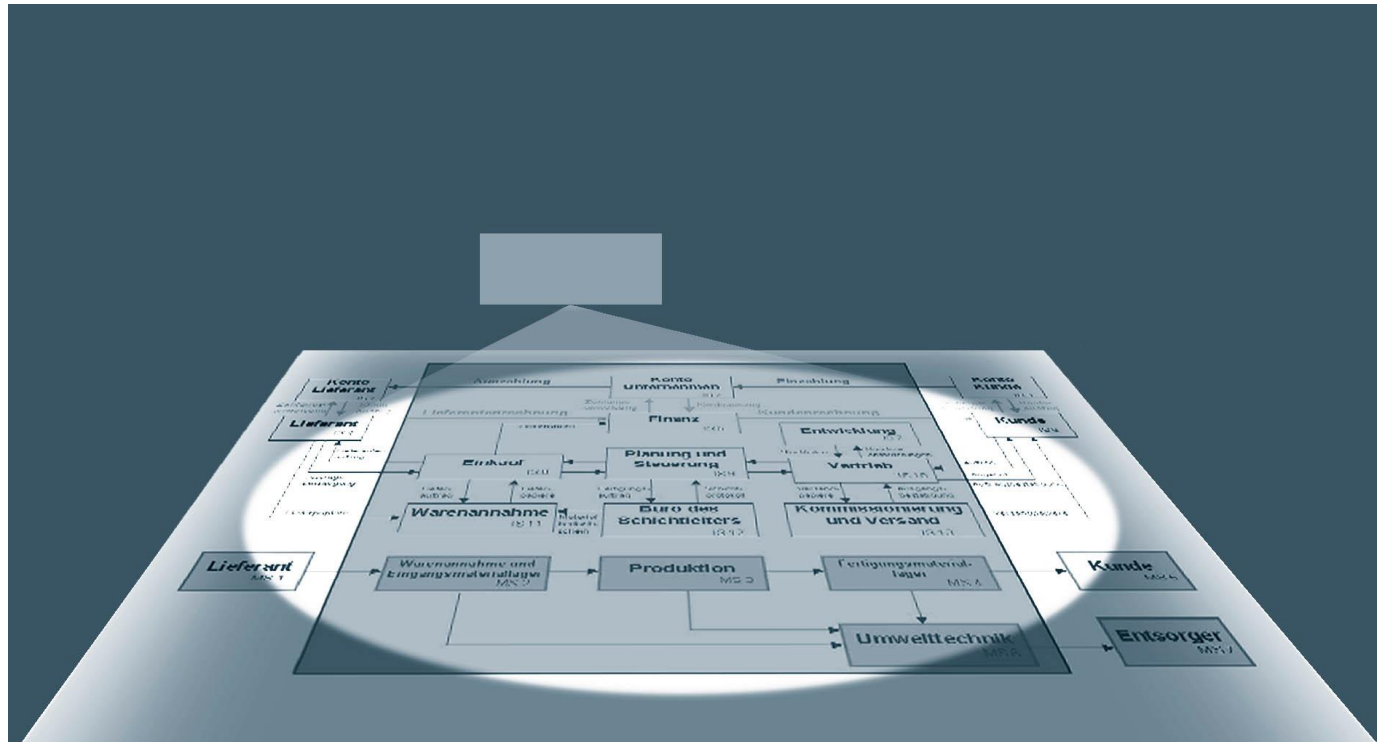
- highly valued job identity
- belief in objectivity
- to be right/dispense responsibility

Social Phenomena

- hidden conflicts
- power struggle
- ineffective communication

6. Example: Innovation Coaching

High competence level of the conscious organization:



Flow System

- effectiveness
- innovative strength
- flexibility

Human Being

- accept subjective perception
- assuming responsibility
- awareness

Social Phenomena

- open conflicts
- deep cooperation
- effective communication

6. Example: Sustainability Management

- Sustainability Management means
 - economically,
 - socially and
 - environmentally

sound performance of companies

7. Example: Sustainability Management

- **The target of Knowledge Transfer for Corporate Sustainability is**
 - a lasting organizational (not only individual) competence for learning and innovation,
 - dynamic professional project planning (plan-do-check-react-plan-...)
- **Unplanned effects are unavoidable. The steering power of managers is generally overestimated. Companies are self-organized systems.**

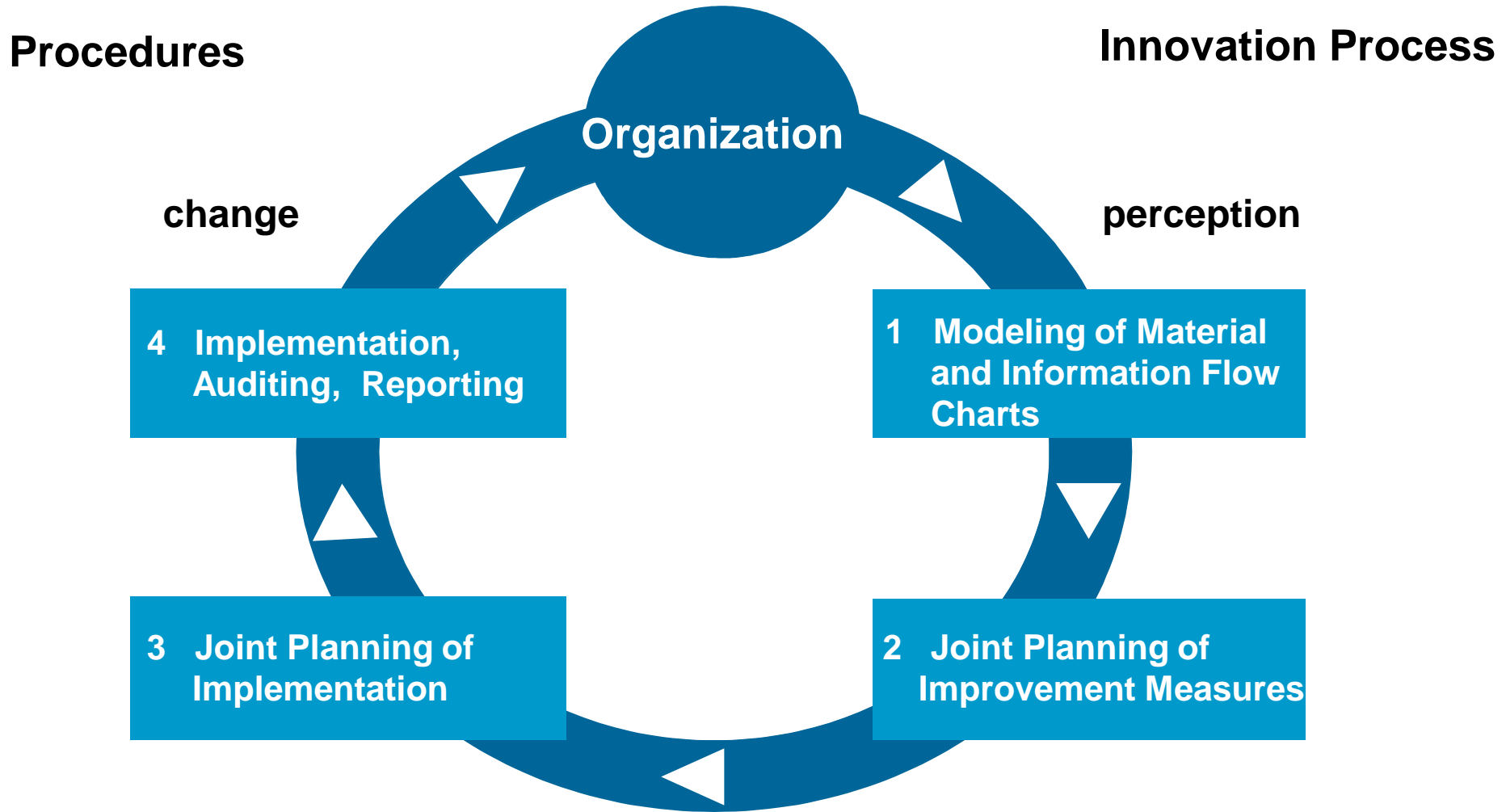
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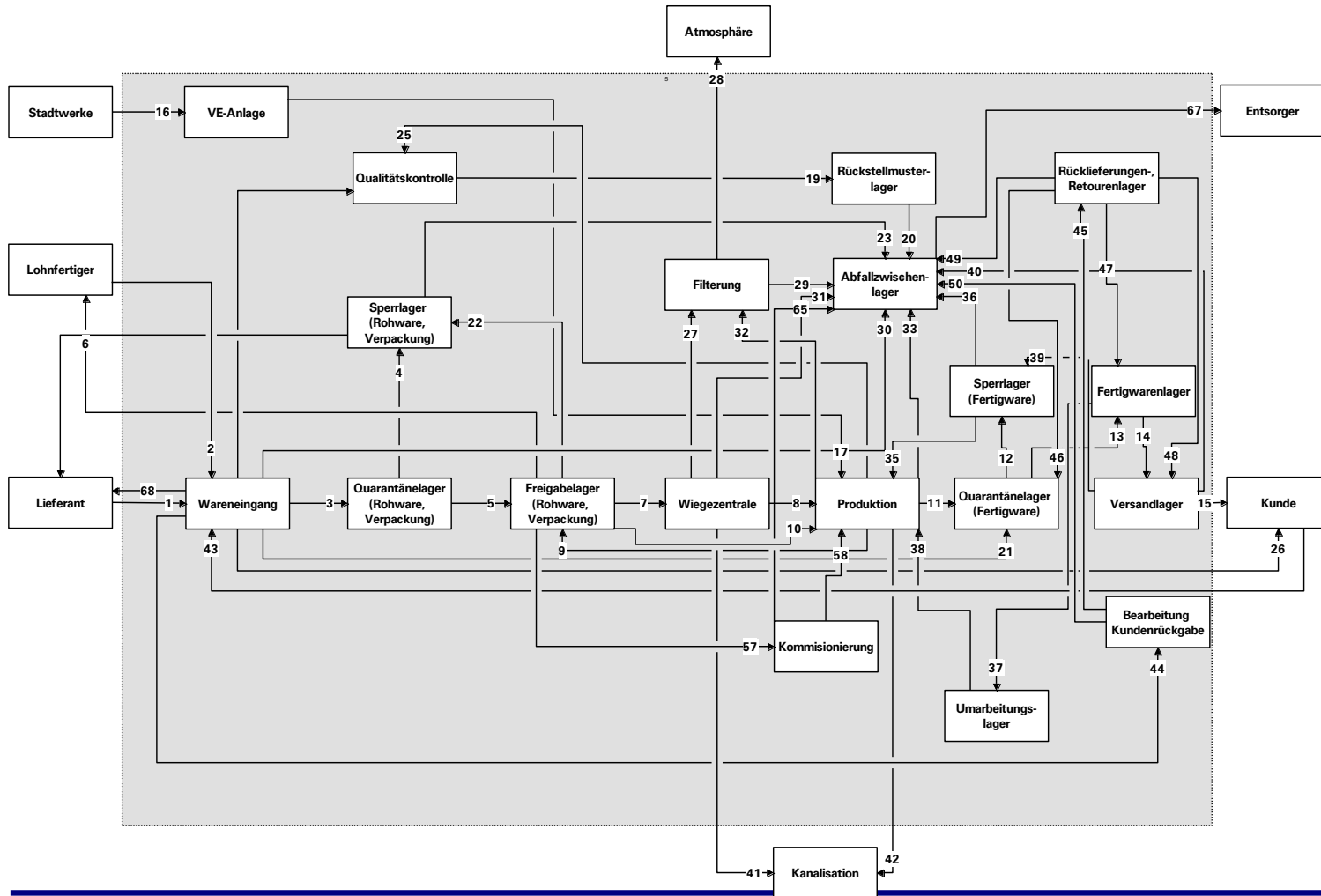
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7. Example: Sustainability Management

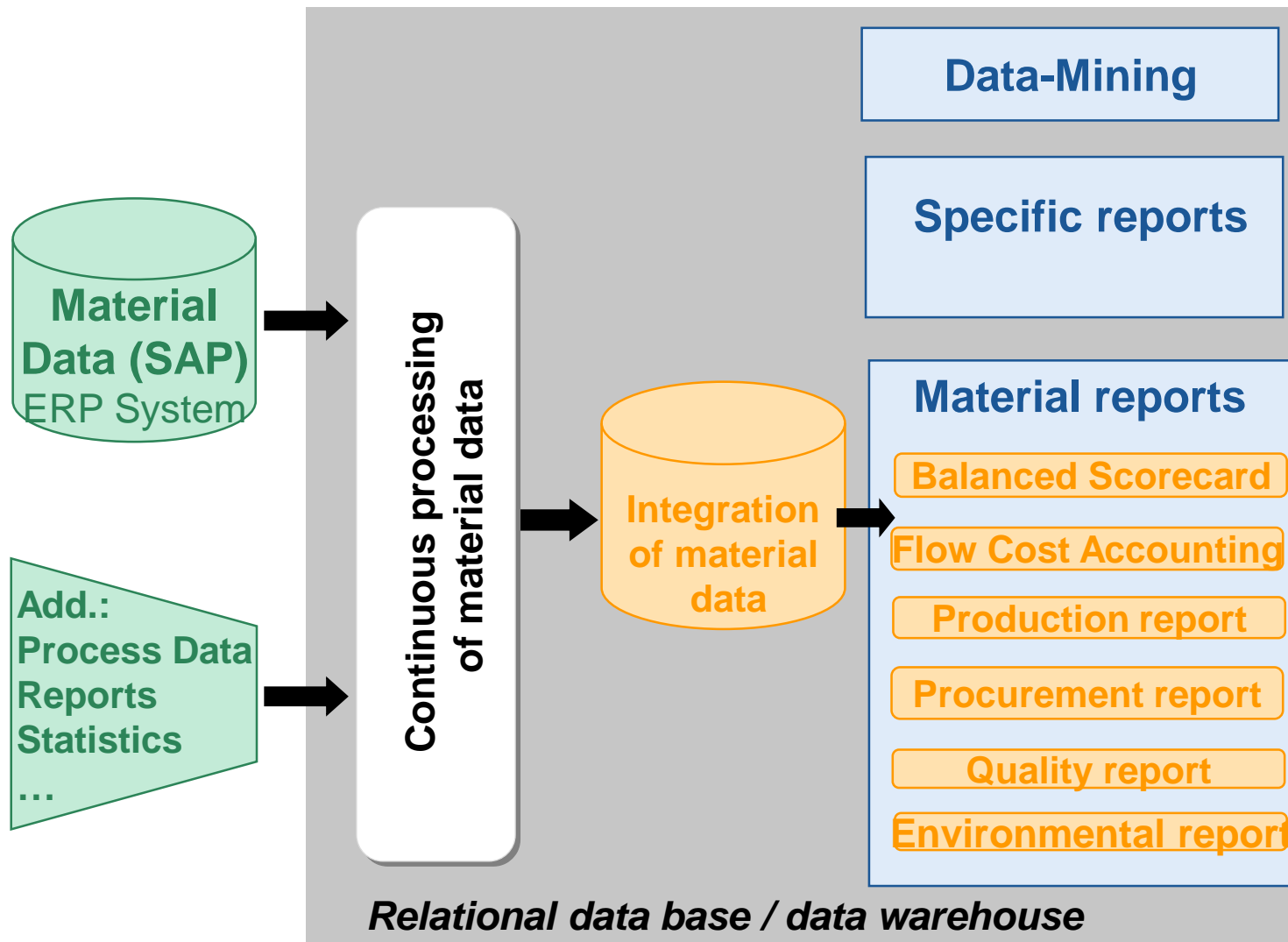


Material Flow Model (Pharma Industry)



ERP-integrated Solution:

Continuous Processing of Material Data



7. Example: Sustainability Management

- **Knowledge Transfer is a process of (therapeutical) interventions:**
coaching, team meetings, subprojects, sounding board, world cafe, open space etc.
(opening space for communication on targets and procedures)
- **Effective transfer goes top down (orientation) and bottom up (participation)**
- **and seeks to solve problems, not to blame others.**

7. Example: Sustainability Management

Developing a Sustainability Management System

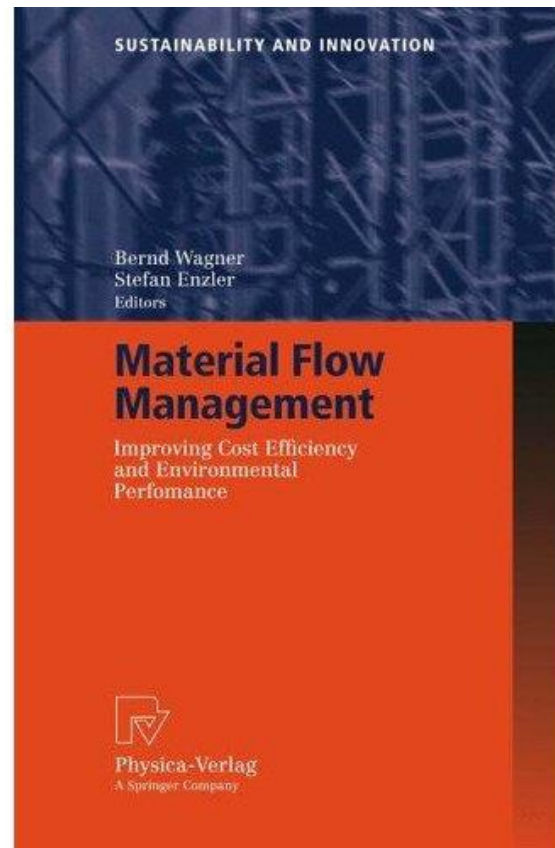
Within the management circle participants (themselves) develop

- Corporate sustainability **policies and objectives**
- Eco-balances and sustainability **indicators**
- Yearly **programs** for action
- A **management and compliance system**
- Reporting and **controlling** systems

8. Outlook

- Do you see any relation to your experience and areas of working?
- Do you see any needs for application in China?
- How could a cooperation be organized in the future?

Thanks for your attention!



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