Which comes first, Innovation or Learning? Realisation of the Knowledge-Based Organisation

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2011-2013 KTP Project 8293

The aim of Knowledge Transfer Partnership was to design, develop and implement

an organisational development programme

to improve business performance and operational management processes;

transforming the Business Partner Company into a knowledge-based, client orientated organisation.

The Partners

The Knowledge Base

University of Central Lancashire Lancashire Business School Owen Leeds, MSc Programme Director Beverly Leeds, Academic Lead, Principal Lecturer

Business Partner Eric Wright Group

Associate Rose Mather



Phill Richardson Group Quality and Environmental Manager

Diane Bourne Group Technical Director John Wilson Construction Managing Director



Eric Wright Group



Infrastructure

Design & Build

Maintenance





<u> </u>		
<u>EWG</u>	<u>2010</u>	Benchmark 2010
EWC	0.22	Kier Group 0.24
EWCE	0.06	BAM Nuttall .012
EWFM	0.40	Carillion 0.24



Culture and Climate

Stories Rituals & Symbols Routines The Paradigm Control Power Structures Systems Organizational Structures

Figure 1: The Cultural Web

Johnson and Scholes (1988)

sensing extroversion intuition perceiving feeling introversion judging

Management Dashboards









Continuous Improvement Register





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IDEAS: Continuous Improvement Register

							Benefit (Tick Box)											
ldea No.	Date	Suggested By (Full Name)	Department	Company	Subject	Solution Idea	Removal of NVA Activity	Monetary Value	Environmental Impacts	Customer Experience	People Engagement	Quantify Benefits	Date of 1st PFG	Latest Update	Deadline/ Next Review Date (Monthly)	Date Implement ed	Status (Pick From List)	Reason that Idea could not be implemented
2		Steven Opensha w	Site Support		Unable to test, evaluate or use Electric Vehicles for consideration or use in the	Install electric vehicle charging points at head office and strategic buildings under our control, assist in the trial and use of electric/ hybrid vehicles reducing travel cost, Zero tail pipe emissions for vehicles used; Assist with the companies green credentials possible better use of pool vehicles within group activities		x	x					Steve is collecting necessar y informati on to compare electric, petrol, and diesel options.			IMPLEMENTED	Steve had a demo car for several days as part of the feasibility investigation. Costs are still high. Additionally, we are waiting for Supermarkets and Petrol Stations to offer the speed charging to allow for more functionality.

						I think to help with raising awareness a section for reviewing the SWMP should be			
					We have an	included in the Contract			
					issue with	reviews and end of			
					how the level	contract review. This			
		Phill			of importance	would also allow us to			
	18/11/20	Richards			is perceived	demonstrate and record			
3	11	on	Quality	EWG	for SWMP's	best practice.	Х		

Customer Care



2011-13 Knowledge Transfer Partnership



Results

Eric Wright Group

The KTP deliverables have been referenced in successful PQQ submissions giving the opportunity to tender for $\pounds446m$ worth of new work

EWC has won **£68m** of this work, including the Procure Plus Framework

EWCE won **£10m** UU and Cumbria Highways Small Value Framework

The Group has increased its ROCE up .05

UCLan

Set of contemporary, case studies Guest Lectures, Further partnering

Associate

MBA, LSS BB, PG dip HRMD, PG cert LTHE



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Knowledge-Based Organisation

> Being a knowledge-based organisation is about learning and using internal resources.

Here, the organisation becomes a school that facilitates the contextual learning of individuals and groups in a way which allows them to satisfy the needs of the customers

(Garratt, 1990)

Academic vs. Work-based Learning

- Class
- Lectures
- Text books
- Homework
- Exams
- Higher order thinking

- On the job
- Relevance
- Practitioners
- Task orientated
- Not transferable
- Actions

Which comes first, Innovation or learning?

'Throughout the project, I felt I needed to 'go read up' then tackle each outcome.'

'I evaluated each output, some were more valuable than others, some needed adjustments.'

The focus on learning supported innovation.

However, when implementing something new, it often produced different results than expected; innovation supported learning.

Which comes first, Innovation or Learning?

Text a CODE to 020 3322 5822

851872 for Innovation

851873 for Learning



Academic Research

Universities teach academic research as both a source of knowledge and a method of assessment.

 Journals are not written for practitioners



Some graduates have too little exposure to scientific method, statistics or critical rigour as to assist in evaluating evidence (Goldstien and Hazy, 2006)

Evidence-based decision making

'the systematic use of the best available evidence' (Pfeffer and Sutton, 2006; Rousseau, 2006)



- Evidence
- Experience
- Gut Instinct

Learning to Learn



- Learning styles
- VARK
- Constructivism
- Assessment
- Feedback

- * Reflection
- Research
- Retention
- Conscious/unconscious

Formative Feedback



Action Learning Sets

Some problems do not have an answer

- a) Debate the most reliable evidence
- b) Choose a way forward
- c) Take action

"those best able to help in developing the self are those comrades in adversity who also struggle to understand themselves"

Revans (xxxx)



Learning through Teaching



Distinctive from learning through experience, learning by teaching involves the element of the pupil who is involved in the relationship and has his own view of the experience.

Chart 1. Learning Pyramid; Source: National Training Laboratories, Bethel, Maine.