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

Rose Marie Mather
Owen David Leeds
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
Eric Wright Group

Phill Richardson  
Group Quality and Environmental Manager

Diane Bourne  
Group Technical Director

John Wilson  
Construction Managing Director
### Financial Ratio Analysis - ROCE

**ROCE** = \( \frac{EBIT}{\text{Capital Employed}} \)

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>Benchmark 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>EWG</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EWC</td>
<td>0.22</td>
<td>Kier Group 0.24</td>
</tr>
<tr>
<td>EWCE</td>
<td>0.06</td>
<td>BAM Nuttall 0.012</td>
</tr>
<tr>
<td>EWFM</td>
<td>0.40</td>
<td>Carillion 0.24</td>
</tr>
</tbody>
</table>
Culture and Climate

Figure 1: The Cultural Web

Johnson and Scholes (1988)
Management Dashboards

ERIC WRIGHT CONSTRUCTION
PART OF THE ERIC WRIGHT GROUP

2012 Training Hours: 1,700
2012 Training Hours: 2,087

EWC Training Hours 2013

Overall Score: 5.67
0 Site Inspections

EWC Quality Inspections January 2014

Overall Score: 5.74
99 Site Inspections

EWC H&S Site Inspections January 2014

EWC Customer Care Performance Assessment 2014

Overall Score: 8.48 out of 10

No of Responses: 10
<table>
<thead>
<tr>
<th>Idea No.</th>
<th>Date</th>
<th>Suggested By (Full Name)</th>
<th>Department</th>
<th>Company</th>
<th>Subject</th>
<th>Solution Idea</th>
<th>Benefit (Tick Box)</th>
<th>Quantify Benefits</th>
<th>Date of 1st PFG</th>
<th>Latest Update</th>
<th>Deadline/Next Review Date (Monthly)</th>
<th>Date Implemented</th>
<th>Status (Pick From List)</th>
<th>Reason that Idea could not be implemented</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>02/09/20</td>
<td>Steven Openshaw</td>
<td>Site Support EWC</td>
<td></td>
<td>Unable to test, evaluate or use Electric Vehicles for consideration or use in the business</td>
<td>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</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>IMPLEMENTED</td>
<td>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.</td>
</tr>
<tr>
<td>3</td>
<td>18/11/20</td>
<td>Phill Richards</td>
<td>Quality EWG</td>
<td></td>
<td>We have an issue with how the level of importance is perceived for SWMP's</td>
<td>I think to help with raising awareness a section for reviewing the SWMP should be included in the Contract reviews and end of contract review. This would also allow us to demonstrate and record best practice.</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>WIP</td>
<td></td>
</tr>
</tbody>
</table>
Customer Care Assessment Process

**Contract Manager (CM)**
- At Contract Notification the CM will populate the CCA List (note: dirose the 50% and end of project meetings)

**Quality Team (QT)**
- The Quality Team will maintain the CCA List of all jobs closing in the calendar year.
- QT Send Copy of Completed Customer Care Assessment to CM - PM - SM

**Customer Care Rep. (CCR)**
- CCRs: Customer Care Reps
  - Jonathan Raynor
  - Philip Sayle
- CCRs w/ Anne H: schedule meetings (update CCA List)
- Customer Care Assessments are completed in person on Form EWC 418
- Form is returned to Quality Team
  - quality@ericwight.co.uk
- Quality Team transfers the data to the annual spreadsheet
  - Customer Care Assessment Log
- The spreadsheet is used to update the Management Dashboard

**Continuous Improvement (CI)**
- This process is found
  - I:\Group ISO 2013 V1\System Supporting Information\5 - Quality\Customer Care
- Exceptional feedback will be noted, circulated, forwarded for use on website, and a letter may be sent to thank staff members
- Areas for improvement are highlighted and improvement projects are launched via ideas@ericwight.co.uk
2011-13 Knowledge Transfer Partnership

EWG

UCLan

Tutoring

LaunchPad

MBA

Associate

CIPO

l60

CMI

The Higher Education Academy
Results

Eric Wright Group

The KTP deliverables have been referenced in successful PQQ submissions giving the opportunity to tender for £446m 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
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.
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
- Practice
- Retention
- Conscious/unconscious
Formative Feedback

Learning is accelerated by the use of timely feedback from an expert to direct the learning experience and ensure a successful outcome.
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.