

Knowledge based management and vision development



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Some information about myself



- I am working as
 - professor at the Vienna University of Economics and Business (the largest business school in Europe with about 25.000 students) since March 2000.
 - and as founding chair of a small company working in the field of coaching and research based consulting
 - I am heading the research group „Knowledge based Management and Vision Development“
 - Furthermore I am acting as deputy head of our department with 150 members
 - Our main research fields are:
 - Knowledge-based management
 - Vision development
 - Knowledge about needs as basis for innovation



The main contents in our course “Knowledge Based Management”



1. The Japanese school of Knowledge Management

Ikujiro Nonaka, SECI, Ba and Leadership, Managing Flow: A Process Theory of the Knowledge-Based Firm

2. The American School of Knowledge and Change Management

Otto Scharmer, Theory U, Learning from the future as it emerges

3. The Viennese School of Knowledge Based Management

Our methods and approaches in the field of knowledge based management and vision development



Viennese School of Knowledge Based Management



1. Personal knowledge management

→ **Vocation-Coaching_{wave}®**

2. Knowledge Management for small and medium sized organizations and companies

→ **Vikobama®**

3. Knowledge Management for large organizations

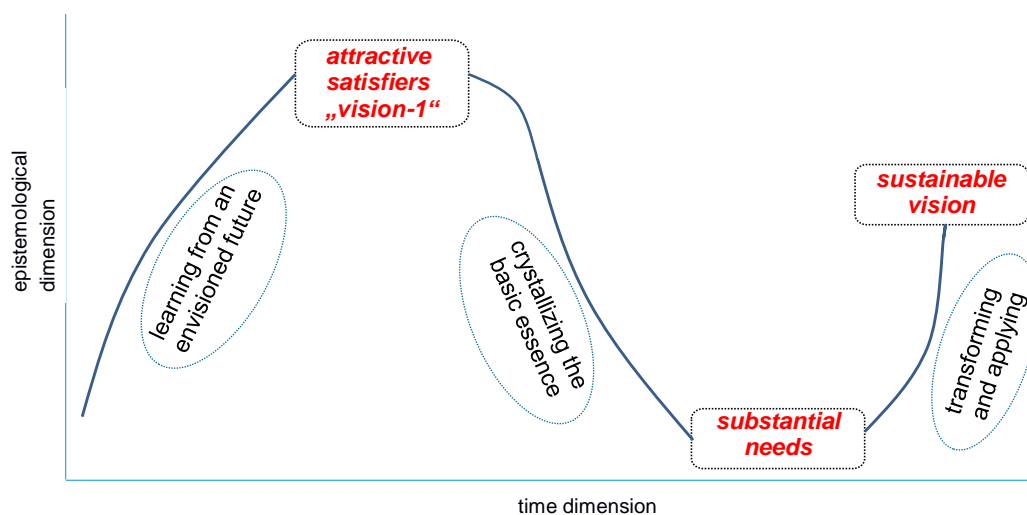
→ **Bewextra**



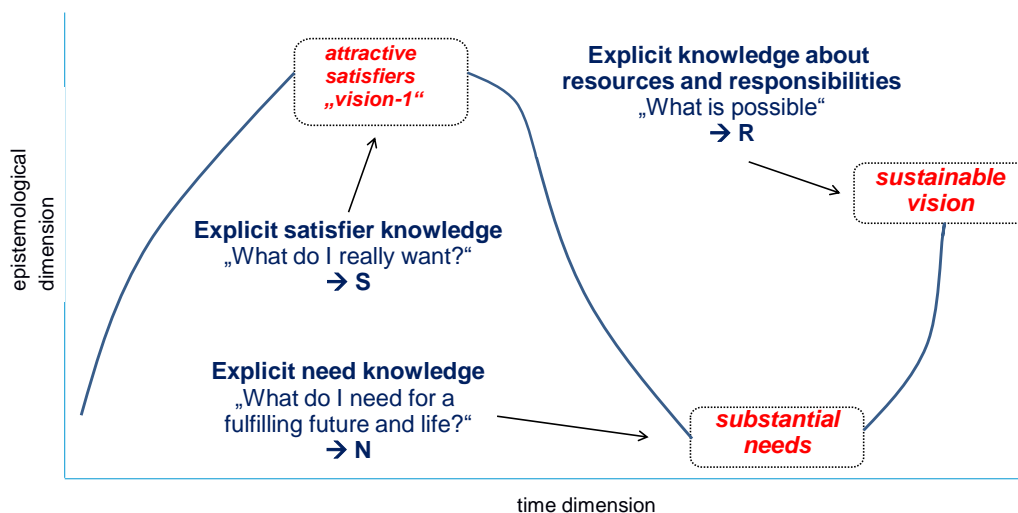
Theory Wave

- The **Theory Wave** describes a knowledge-based process of developing and articulating **sustainable visions**. The characteristics of this theory have been derived from the two case studies
- The Theory Wave proposes that three features characterize the development of sustainable visions:
 1. Learning from an envisioned future
 2. Need orientation
 3. A knowledge-based wavelike process through three steps and three discoveries that supports the development of a sustainable vision

Theory Wave



Theory Wave – knowledge output



Vikobama

Vision development as a knowledge creating process

The idea



- One of the key success factors to ensure sustainability for any company is the ability to continuously **create new knowledge**
- One of the most important requirements for successful knowledge creation is the existence of a **corporate vision**
- **Research question:**
 - How should a method for vision development look like, so that the vision development itself can be described as a knowledge creating process?

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Vision: Key Success Factor



- „Knowledge creation can be thought of as a process of realizing one's vision of the future or personal belief through the practice of interaction with others and the environment“ (Nonaka 2008)
- A vision is the fundamental starting point and synchronising roadmap for all corporate activities. It gives direction to knowledge creation and defines a consistent value system for evaluation and justification of the knowledge created.
- “Firms differ not just because they have heterogeneous resources [...] but because managers have different visions of the firm's future” (Nonaka & Toyama 2007)



Implications for Vision Development



- The process of vision development should be **integrated** into the holistic process of knowledge creation.
- As dynamic knowledge creation starts at the individual level it calls for a **bottom-up process**.

**... we need a method for a
knowledge-based vision development
→ Vikobama®**



Vikobama® (Vision development and knowledge-based management)

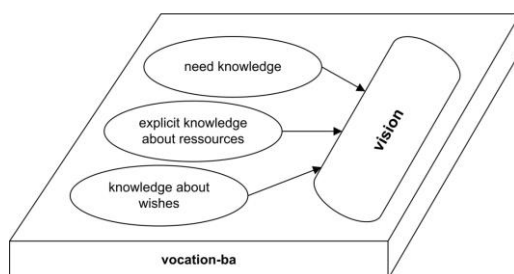


- ... is a process model for developing a knowledge-based vision in a company
- ... integrates the individual visions of the employees into the overall vision of the company**
- ... is the implementation of a radical bottom-up approach on the collective level
- ... gives a special attention to the creation of different types of knowledge during this process**



Basic questions during the process of vision development with Vikobama

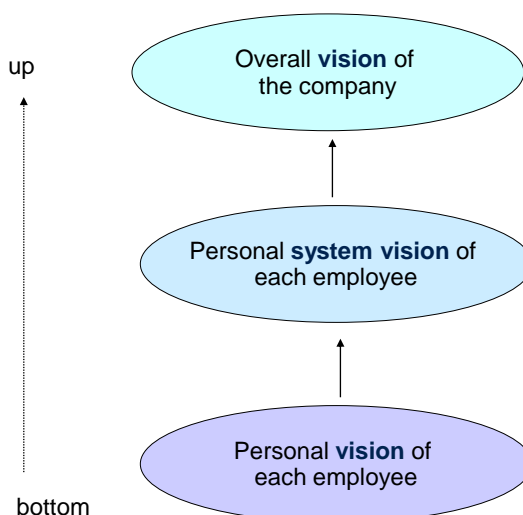
1. What do I need for a fulfilling life and a fulfilling work?
→ Answers what are my substantial needs; Generates explicit need knowledge (N)
2. What do I want and what do I wish for my future and the future of my company?
→ Answers what are my deepest wishes and what's attractive to me; Generates explicit satisfier knowledge (S)
3. What are my resources? What are my strengths?
→ Answers what is possible; Generates explicit knowledge about resources and responsibilities (R)



Ba = enabling space

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The three steps of Vikobama



... the personal system vision is strongly connected with the personal vision. It is a consistent transformation of the personal vision and therefore forms the link between the organization and the individual context. What would the company look like where the employee can fully (100%) live his vocation (personal vision)

... the personal vision is always connected with an individual sense of why he is alive

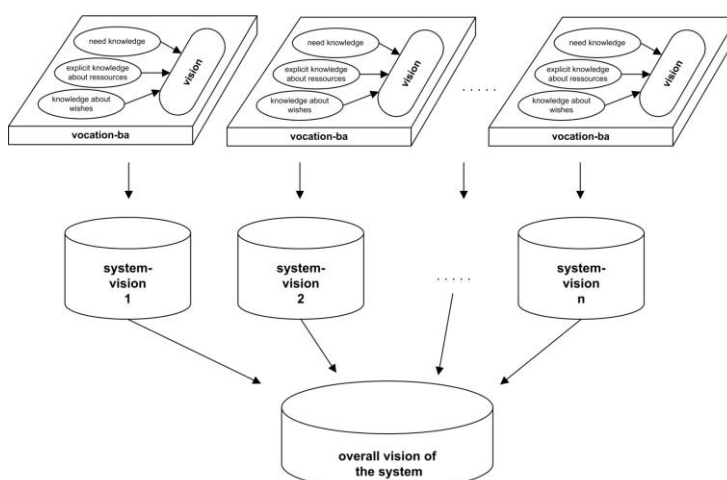
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The design of Vikobama

Workshop-1 (one-day)	<ul style="list-style-type: none"> giving support for creating the personal vision <ul style="list-style-type: none"> Creating and externalizing need knowledge, satisfier knowledge and knowledge about resources and responsibilities on an individual level Remembering and making explicit the highlights in the company's past <ul style="list-style-type: none"> Creating and externalizing knowledge about resources and responsibilities on a system level Giving support for creating the personal system vision
Workshop-2 (one to two days)	<ul style="list-style-type: none"> Creating an overall vision for the company based on all personal system visions of the employees <ul style="list-style-type: none"> Creating and externalizing need knowledge, satisfier knowledge and knowledge about resources and responsibilities on a system level
as needed: Workshop-3 (one-day)	<ul style="list-style-type: none"> Developing a detailed plan for the implementation of the overall vision

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Vikobama



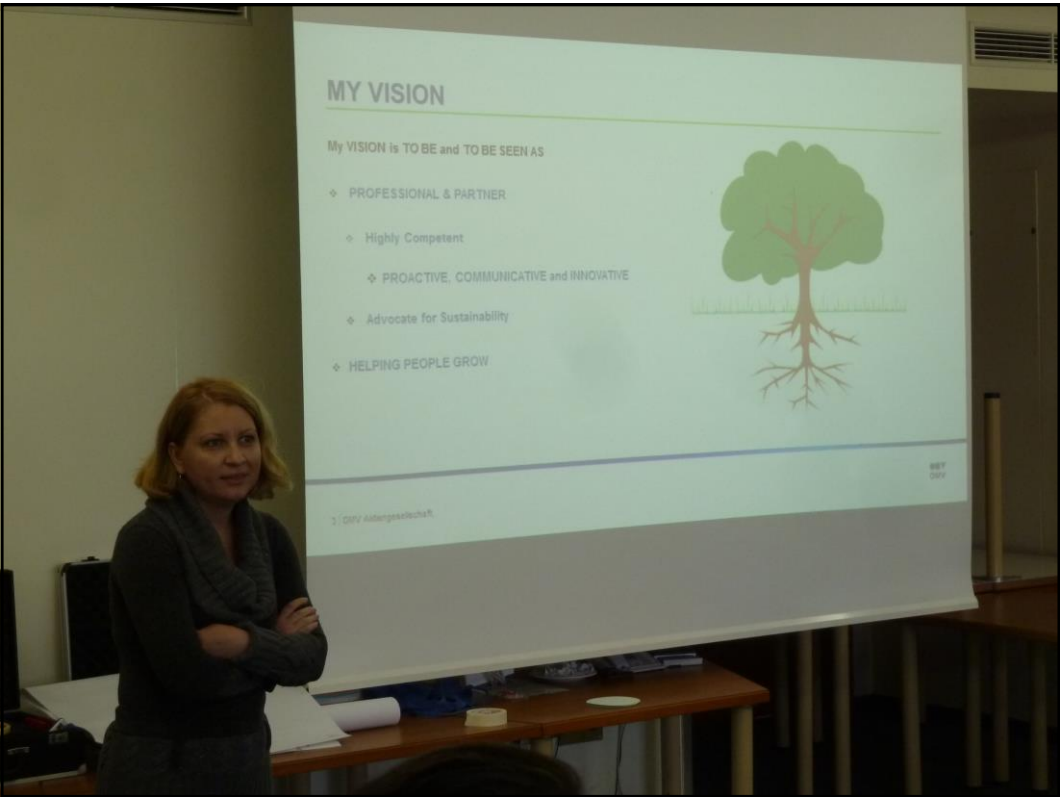
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Some empirical data

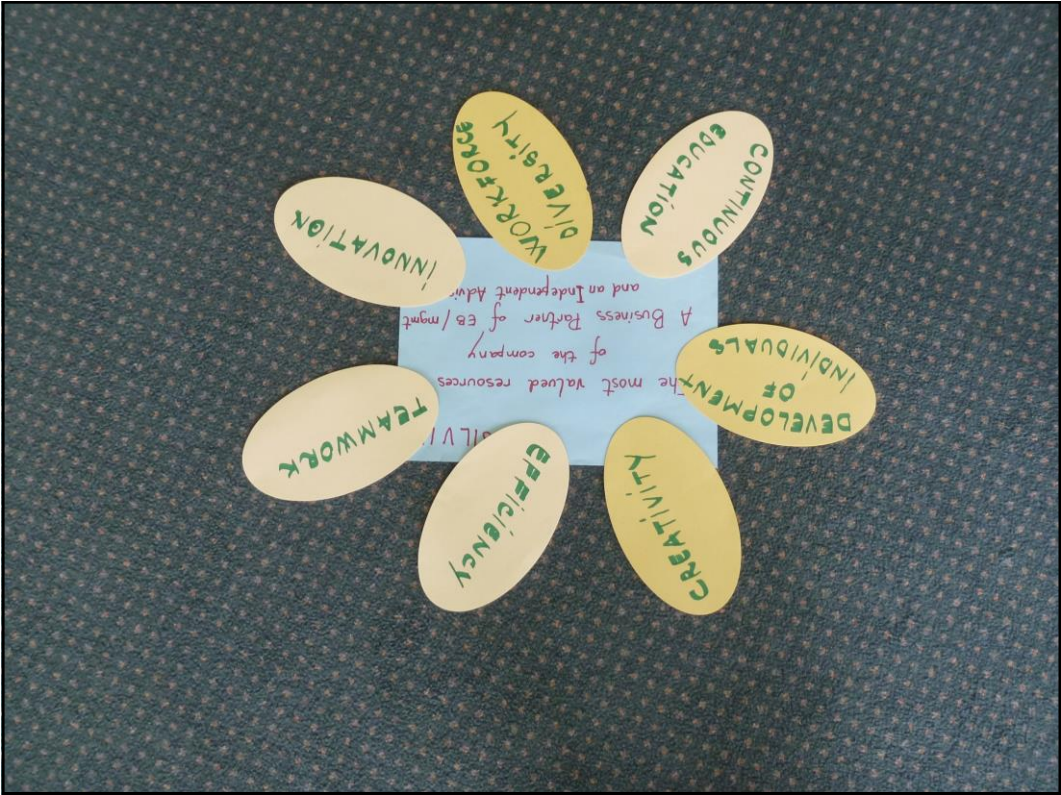
We have conducted several Vikobama projects with groups up to 45 participants in different areas:

- a medium sized company in the field of research and consulting (30 participants)
- a department of an large multinational oil company (45 participants)
- a process with members of a monastery in Germany (45 participants)
- a small sized company in the field of business consultancy (5 participants)
- a departement within a diocese of the catholic church in Austria (10 participants)
- a department of our university of Business and Economics in Vienna (15 participants)
- several other projects in Austria, Germany and Italy

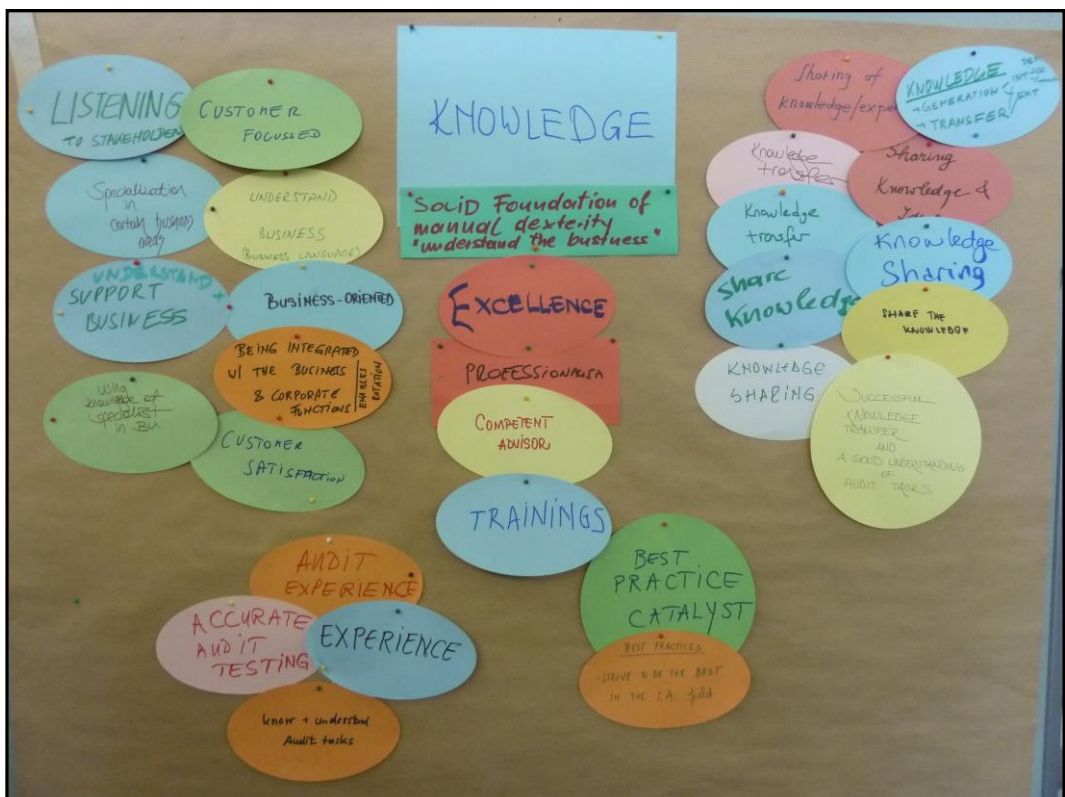












Innovation

Stefan Reiter

Madalina

Evran

Cornelia Strommer

Deadline: ~~30.9.2013~~
4.10.2013

Knowledge

Roxana

Fidan

Müfid

~~Maurizio~~

Laurentio

Madalena

Deadline: ~~30.9.2013~~
4.10.2013

Culture

Raluca

Irina

Dieter Freytag

Deadline: 4.10.2013

People

Andrea V.

Andrea B.

Silvia D.

Oana

Wolfgang

Deadline: 4.10.2013

VISIBILITY

Irina

Gabriele

~~Roxana~~

Gina

Deadline: 31.10.2013

Deadline-2: 10.11.2013

Needs of CONSULTING

Dieter Freytag

Lucian ...

Fidan

Silvia

Daniel

Sedat

~~Fatih~~ Fatih

Deadline: 31.10.2013

Deadline-2: 10.11.2013

To sum up ...



Vikobama is a process method of knowledge-based vision development, that provides an enabling space for both:

- ... **generating a vision for the company** on the one hand
- ... **creating, converting and distributing knowledge during the process** on the other hand

It provides an intrinsically motivated and therefore sustainable vision

- Vikobama generates a knowledge-based sustainable vision V that can be defined as

$$V = (N, S, R)$$

As a consequence, different types of knowledge could be generated during the process of creating a vision:

satisfier knowledge, need knowledge, self-transcending knowledge, knowledge about existing resources and responsibilities