

Knowledge, Innovation and Quality for Competitiveness A Integrated Leadership and Management Approach (Key Factors)

1 Knowledge Management Concept

Focus and Goals of Knowledge Management (normative, strategic, operative)

Concepts and Content (Outline and Level of Detail, Data–Information–Knowledge–Insight–Understanding–Wisdom, Identification of Data...Wisdom (external / internal), Visualisation, Communication and Processing, Progress and Process Monitoring and Evaluation)

IT Based Systems (Groupware Systems, Social Networking Systems, Systems for Artificial Intelligence, Data Mining Systems, Content Management Systems, Management Information Systems, Systems for Visualisation, Interactive Learning Environments, Blended Learning, Virtual Classroom, Inquiry Learning Forum, Simulation Systems)

Semantic and Self-Organisation Concepts

Human Resources Management (HR Development, Master-Scholar-Principle, Pioneering Spirit, Team-Mix (Gender / Age / Experiences / Internationality / Tradition / Transdisciplinarity), Outsider Advantage, Job Rotation Strategy, Qualification and Methodological Skills)

Knowledge Retention (Ownership, Teaching, Documentation, Handover)

Reward Systems (Incentives, Group Rewards, Performance Goals, Innovation Goals,)

Structures and Resources (Organisational, Financial, Personal, Technical)

2 Exploring, Scanning and Evaluating the Environment

Focus of Relevance (Subject, Scope, Indicators, Context Analysis, Interrelations, Feedback)

Radius and Dynamics (Local, Regional, National, Transnational Units, Global / Time)

Dimensions (Economical, Ecological, Demographical, Cultural / Social, Political, Technical)

Players (Owners, Stakeholders, Shareholders, Markets, Competitors, Vendors)

Methods (Collecting Data, Analysing, Monitoring, Technology Scouting, Business Competition Simulation, Causal Layered Analysis, Integral Futures Framework of Inquiry, Foresight, Forecast, Scenarios)

Assessment and Conclusions (Priorities, Decisions)

3 Individual and Team Learning

Action Learning (Initiating Change, Searching for new Ways, Strategizing, Planning, Implementation and Experimentation, Sharing and Reflecting Experiences, Replanning for the next Learning Cycle, Gaming Simulation)

Capacity Development (Training (In-house), External Seminars / Courses, Interactive Learning Environment, Business Simulation, Mentoring, Coaching)

Failure Learning (Listening without Judgement, Blame Free Reflection, Lessons Learned, Optimum Failure Rate, Interactive Learning Environments, Business Simulation)

Team Learning (Helping Each Other, Offering Detached Views, Problems in (different) Perspectives, Peer Supervision, Sparring Partnership, Feed Back Techniques, Documentation (Structures, Platform), Best Practice Sharing)

4 Organisational Learning

Learning Loops (Explicit and Implicit Practices, Policies, Norms, Detecting and Correcting of Deviations, Variances from these Standards, Questioning Basic Aspects of Organisation, Reflecting of Appropriateness of Standards, Structures, Self-Examination of Standards, Structures, Transformation of Internal Structure, Culture, Practices, Transformation in the External Context)

Learning Loop Characteristics (Personal Mastery, Mental Models, Shared Vision which Everyone Agrees, Team-Based Mastery, Systems Thinking / System Dynamics)

Communities of Practice (Structures and Resources for Exchange, Learning from Experience / After Action Review, Multiple Intelligence to Accelerate Learning, Creating, Identity and Meaning with Others)

Crowd sourcing (Anonymous Amateur Labour, in sourcing of Ideas, Crowd funding)

5 Innovation

Corporate Creativity (Enhancing Outcome Oriented Open Outcome Thinking, Innovation Time-Lab-Team, Readiness to assume Risk and Experiments, Hierarchy-free-innovation-space, Failure and Learning from Mistakes)

Creative Attitude (Heightened Future Consciousness, Self-empowerment and Self-responsibility, Broad and Expansive Knowledge, Critical Thinking, Cognitive Strength, Curiosity and Wonder, Virtues of Humility, Openness, Honesty, Truth and Humour)

Creativity Techniques (Intuitive-Creative Methods, Systematic-Analytic Methods)

Innovation Competition (High-flying, Trend-setting, Dare to Try)

Master Plan (Prototyping, Up scaling, Traps and Pitfalls, Financial Aspects, Concept test)

Assessment and Conclusions (Priorities, Resources, Decisions)

Adaptation (Business Processes, Structures, Techniques, Products)

6 Communication

Common Language

Understanding Different Backgrounds, Positions, Interests

Mutual Feed Back Mechanisms

Vertical / Horizontal Open-minded Communication

Exchange Platforms (Web-based, Personally, Formal / Informal)

Structures for Exchange (Flexibility, Space, Rhythm)

Facilitation (Meetings, Workshops, Factory Principle, Processes (Conflicts, Emotions, Willingness))

7 Implementation Process Management

Design (Objectives, Input, Intended Effects, Responsibilities, Implementation Plan, Rollout Plan, Pilot Projects)

Implementation (Story / Picture of the Innovation, Structure / Design, Examination, Documentation, Teamwork, Communication)

Progress and Process Monitoring and Evaluation (Areas of Observation, How to Measure, Key Performance Indicators, Criteria and Indicator of Achievement)

Supporting Systems (internal, external) (Counselling, Facilitation, Attendance)

8 Quality (Processes and Structures)

Kaizen (Continuous Improvement)

Quality Circles

Six Sigma

Total Quality Management (EFQM)

Benchmarking

Suggestion System for Improvements

Knowledge Process Quality

Plan–Do–Check–Act Cycle (PDCA)

Knowledge Process Quality Model (KPQM)

9 Leadership

Attitude (Vision, Intention, Intuition, Gut Feeling, Self-Reflection, Honesty, Integrity, Incorruptibility, Accountability, Humour, Respect)

Personal Mastery (Responsibility and Accountability, Getting your Priorities Right, Managing your Boss, Self-Concept, Life Long Learning)

Communication (Facilitation, Negotiation, Plain-Talking, Feed-back Techniques, Emphatic Listening, Dialogue)

Empowerment (Encouraging Diversity, Dynamic Knowledge Relations, Autonomy, Allocation of Responsibility, Sharing Information, Power, Cooperation and Participation)

10 Championing the Corporate Culture

Learning Loops (Perception-Interaction-Monitoring-Adaptation; Following the Rules, Changing the Rules, Learning about Learning)

Commitment (Honesty, Reliability, Integrity, Transparency, Accountability, Incorruptibility, Curiosity)

Openness (Sharing Knowledge, Ideas, Success–Errors, Benefits, Gender-Age-Ethnic Differences, Candour)

Appreciation (Experiences, Services, Collegiality, Authenticity, Awareness, Intuition)

Cooperation, Networking, Partnership (Open Innovation, User Community, Scientific Community, Initiation, Establishing, Managing, Facilitating)

11 Management-Techniques

Project and Program Management

Product Management, Product Life Cycle Management

Controlling, Strategic Controlling, Budgeting

Business Process Management

Management by Objectives

Sustainability of Management Techniques

12 Customers (internal and external)

Chain of Economic Value Added (Functional Chain)

Life Cycle (Product, Organisation, Relation)

Customer Based Learning (Workshop, Project Rehearsal, Service Delivery)

Customer Focus (Needs, Benefits, Motivation, Satisfaction, Competitive Position)

Customer Profiles (Customer-Provider-Relationship, Standard of Knowledge, Willingness to Communicate and Cooperate, Ability to Learn and to Improve)