

Re-Thinking Strategic Thinking



Re-thinking Strategic Thinking, in 6 bits - bit 3: introducing modalities of knowledge



0:00 Bit 2 has been about the notions, the ideas, of knowledge and in particular Bit 2 introduced tacit knowledge, knowing how.

00:20 This is important.

Bit 3 introduces three ways of profiling knowledge, which I think of as being three modalities of knowledge.

00:37 And we will use these in Part 4 to understand the impact of our view of knowledge on strategy thinking and strategy process.

00:55 Strategy tools in Part 1 were examples of explicit knowledge.

There's no cognizance of how we as actors in an organisation, how we as actors do things.

How we do stuff, tacit stuff, is missing.

01:18 The theories take a cognitive view, which we'll look at in more detail later.

And I'm arguing that this cognitive view of knowledge, this explicit view of knowledge, is not that useful in learning how strategic thinking enables strategic doing.

OK?

01:48 No, not more theories!

Oh yes, oh yes, yes, yes, yes.

What is it?

01:58 For all the critique of the impoverished stuff that we deliver on the strategy forces within a business school, I've got to say *theory* is important, **understanding** it is important.

And I've got to speak about that.

02:25 The theory, the concepts that we express in language, helps us organise all our stuff.

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It helps us organise our observations, it helps us give significance to those and to interpret them.

02:48 It helps us to create patterns.

So the knowledge, the theory that we use, offers patterns for our stuff, OK?

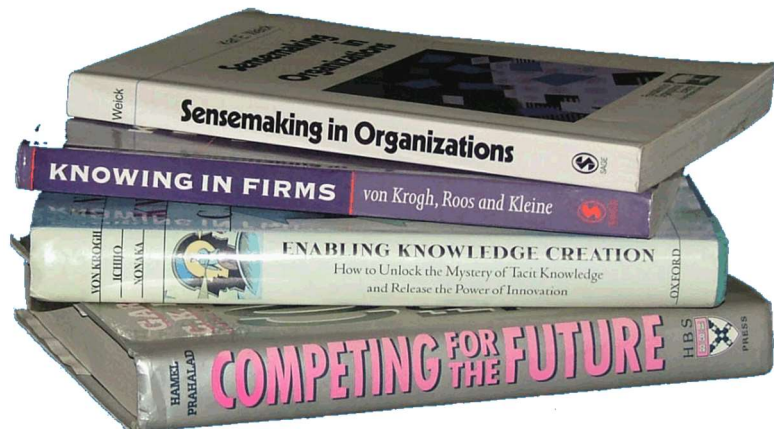
03:05 If you use different knowledge, if you use different theories, you do end up with different stuff.

03:10 Or should I say a *different pattern of stuff*?

Same stuff, but patterns, differently. And therefore **has different significance, different meaning**.

03:25 So I'm going to share with you the stuff from “**Knowing in Firms**”, I'm going to share with you some stuff from “**Knowing in Firms**”, OK?

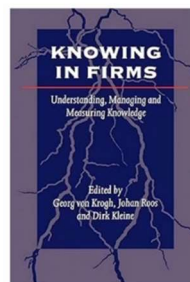
[03:45.760 --> 03:57.520] About knowledge, this stuff are different profiles of knowledge in the way that the authors then describe it, the word they use for knowledge profiles.



04:03 I prefer to think of them as modalities.

Now, modality is something that I came across when I was training as a facilitator, a therapist, whatever. And it's really rather nice because it gives you a sense of what it is that you're using links to. You know, I think of the modalities having a rhythm, don't quite know why, but it's just something about me.

04:40. So here we are, “future research into knowledge management”. Venzin, Von Krogh and Roos. The paper explores the relationship between different profiles of knowledge, what I call modalities, and the implications of



FUTURE RESEARCH INTO KNOWLEDGE MANAGEMENT

Markus Venzin, Georg von Krogh and Johan Roos

This paper is exploring the relationship between ways of profiling knowledge and the implications of each profile for issues in strategy. I think of the profiles as modalities....



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those profiles for different issues within the strategy arena. For want of a better word [arena]

05:12 **Cognitivist.**

Now, we've been using this one most of the time, the theory in part one, cognitivist, most of it.

05:23 You're beginning to realize, I guess, that actually I embedded some tacit calling routines into it.

05:33 That's if you stop and do the little reflections I ask. If not, you just go [blows raspberry], "shut up, John."

05:42 **Connectionistic.**

Indistinct] stupid boy.

05:53 This is a different mentality.

06:00 Knowledge is problem solution orientated. Now, how come?

06:05 Well, it's because the knowledge rests in the relationship, in the dialoguing of individuals who are addressing a problem. So they are uncovering knowledge or developing ideas, knowledge, in response to an issue, in response to a problem.

06:30 The quality of knowledge, the appropriateness, the detail there, yeah, the appropriateness, that's the right word, depends on the quality of relationships.

If you have poor quality relationships, you get poor quality communication, you do not get the development of knowledge know-how. Very simple implication of that.

07:00 The strange one. The one you've probably not heard of, I don't know.

07:05 **Autopoietic.**

In this modality knowledge rests in your mind. Yeah, (we're used to that one from the first day), in your body. I don't know ever, yeah, I know it's a bit of a cliché in certain the films, but "I have a bad feeling about this". "I have a bad feeling about this" is an example...

07:41 Knowledge is a notion of a body, body reaction, a bodily sensation, tied to some insight or understanding, which may or may not be explicit.

07:59 Knowledge resides in your body, your ability to play table tennis. And the other thing is, it resides within organisational routines. Now what do I mean by that?

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08:18 It's quite possible in large organisations, that sometime back in the past, a system, a process, a procedure, was defined. And in large organisations that would then be executed by a number of individuals, possibly even in different departments or different arenas.

08:46 I had an assignment once to help an organisation develop its capital planning process. Yeah I am not breaking any confidences, this was in the water industry, and when they planned capital projects, they're big projects.

09:12 There was a process, explicit, explicit, come to process. There, there, there it is, ding da dada de dada. This is how you do it. But the thing was, it did not work reliably.

09:24 And I was asked to develop some process that would enable people to surface and recognize the knowledge which had been built into the original process, but had been lost. Because it was reduced to fill this form and send it over there.

09:52 In that process, because we were working on it together in groups and in teams, we started to develop the, if you like, the connectionistic, because our discussions about what things were and where they happened and why they happened, and were there are barriers getting in the way of it, and what could we do to get through and get over those barriers.

10:18 All that good stuff.

Recognised Autopoietic.

I still haven't told you what it is, do I?

10:38 So, bit three has introduced ways of characterising the way we think of knowledge, whether that be as profile or as modalities.

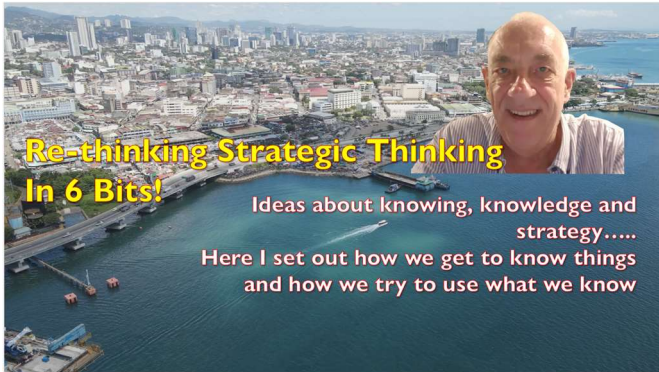
10:52 Bit four will show how drastically our ideas of organisation, our ideas of strategy, are changed by the modality in use as we think and talk strategy.



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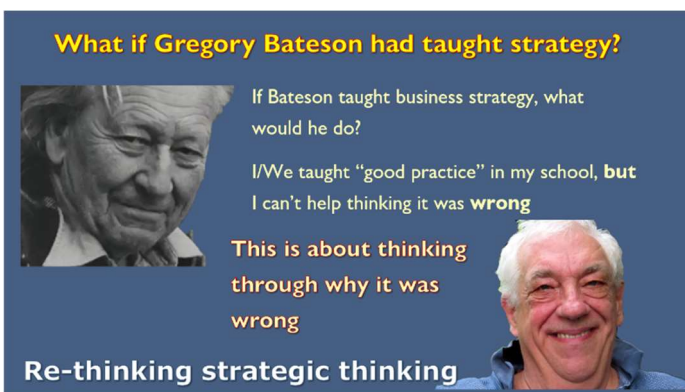
You take care. We'll see you next time.



The playlist <https://www.youtube.com/playlist?list=PLOlZrdw8c9lxsImsgFsy7CO32-kTfqI4>



The playlist: <https://www.youtube.com/playlist?list=PLOlZrdw8c9lzyKhwi0Xupdt6uaLjVAT9I>



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