



12th International LAB Meeting - Summer Session 2008
14th International Summer School

European Ph.D. on
Social Representations and Communication
At the Multimedia LAB & Research Center, Rome-Italy

Social Representations in Action and Construction
in Media and Society

"Social Representations, Collective Memory and Socially
Shared Emotions: narrative and experimental approaches"

From 26th July to 3rd August 2008
http://www.europhd.eu/html/_onda02/07/14.00.00.00.shtml

Participants Presentations

European Ph.D

on Social Representations and Communication

International Lab Meeting Series 2005-2008

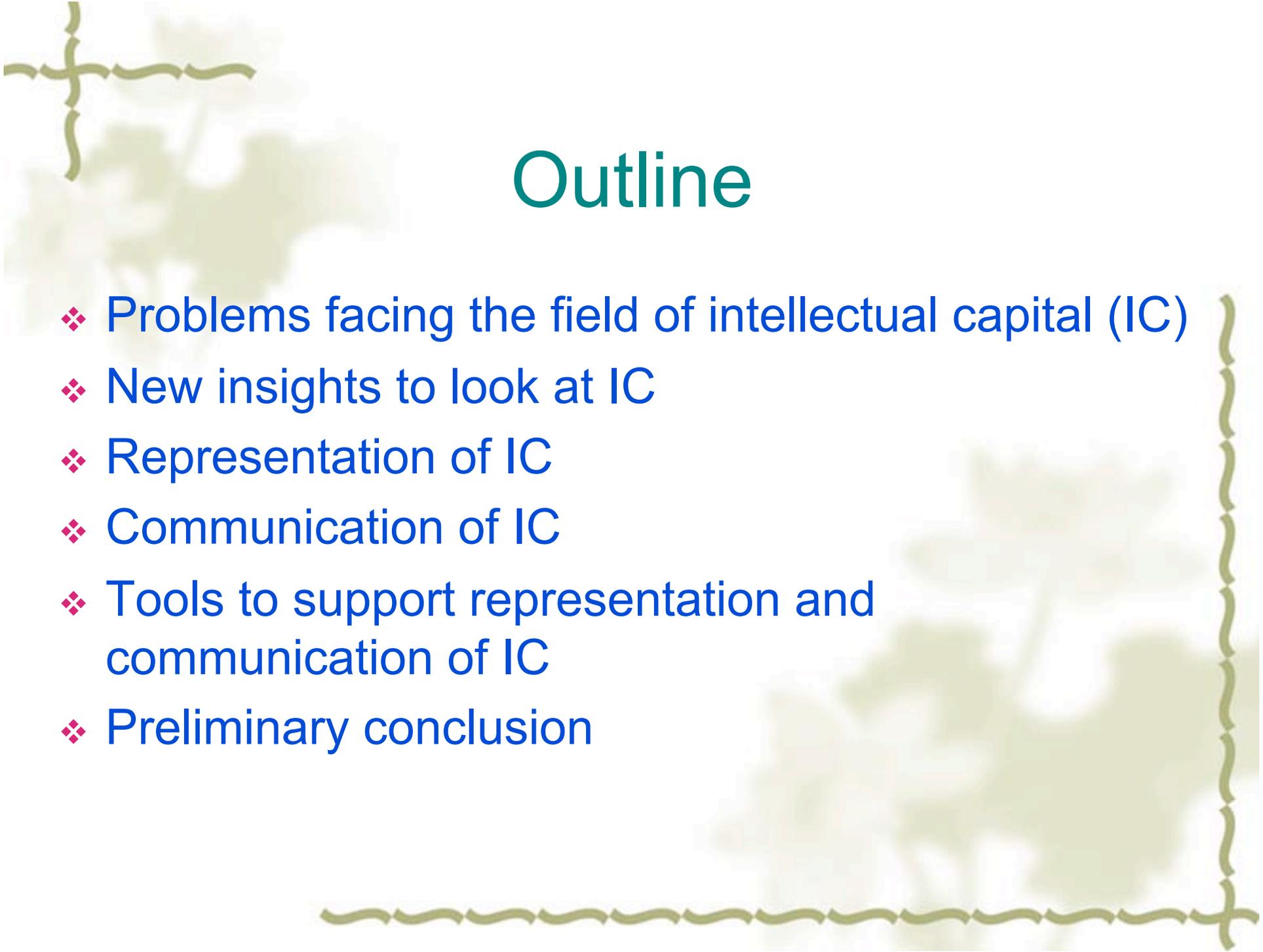
www.europhd.psi.uniroma1.it
www.europhd.net
www.europhd.it



**From knowledge to action
– exploring the
representation and
communication process
of intellectual capital**

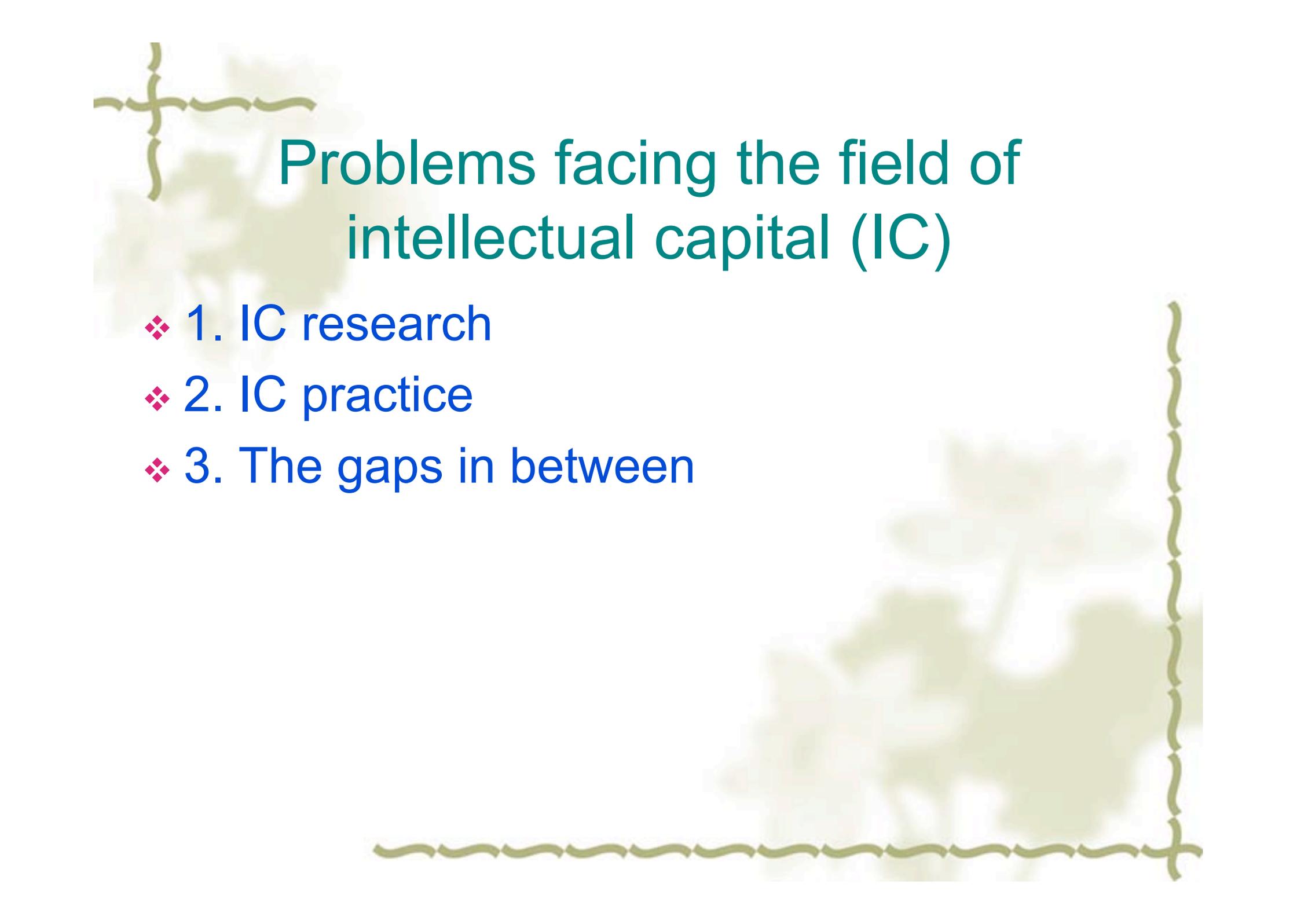
Ai Yu

Institute of Social Psychology,
LSE



Outline

- ❖ Problems facing the field of intellectual capital (IC)
- ❖ New insights to look at IC
- ❖ Representation of IC
- ❖ Communication of IC
- ❖ Tools to support representation and communication of IC
- ❖ Preliminary conclusion

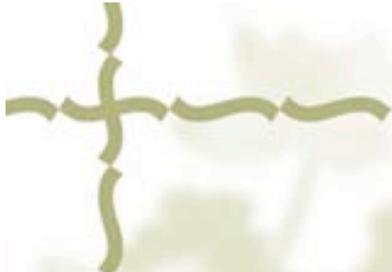


Problems facing the field of intellectual capital (IC)

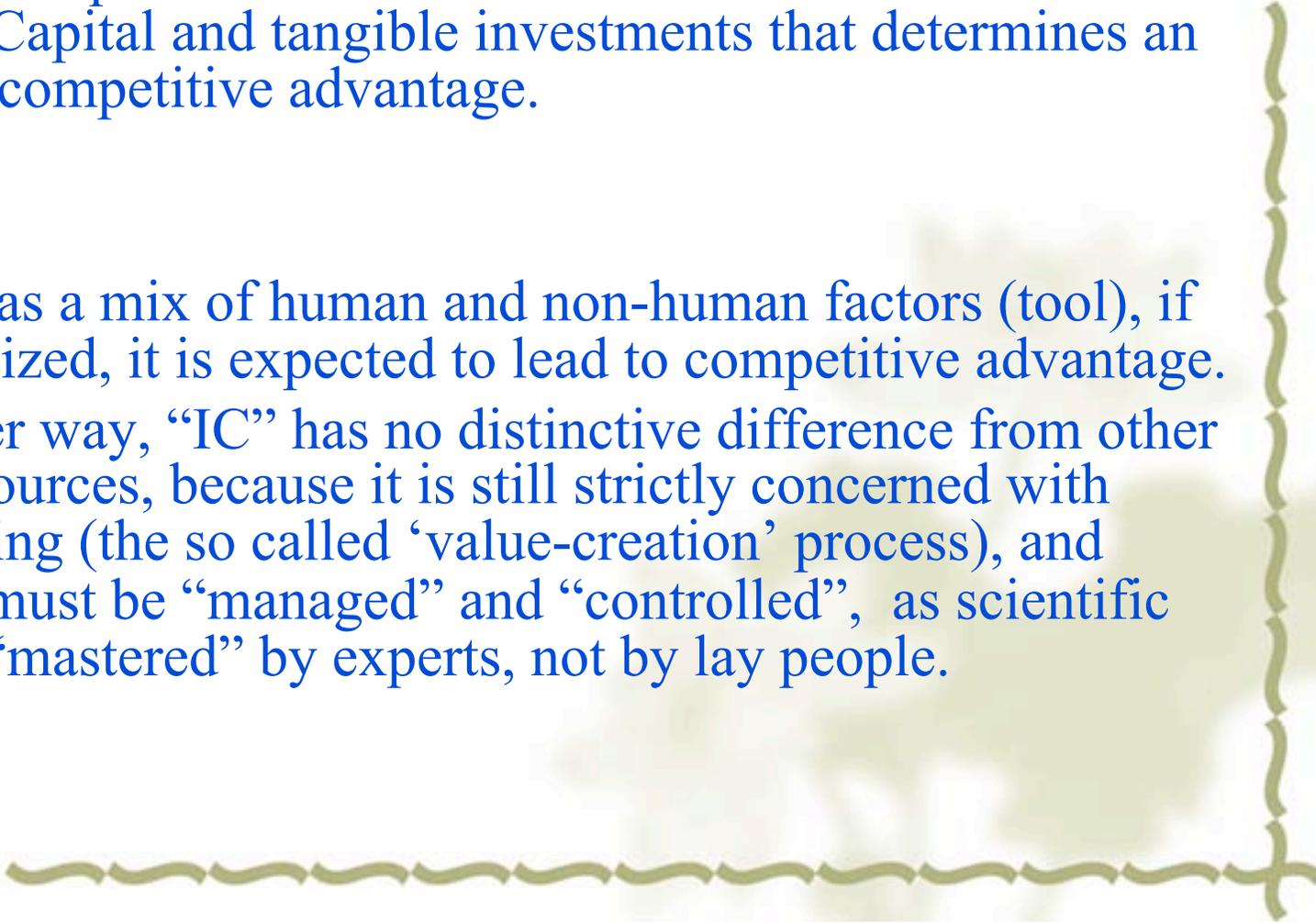
- ❖ 1. IC research
- ❖ 2. IC practice
- ❖ 3. The gaps in between

Problems facing IC-2

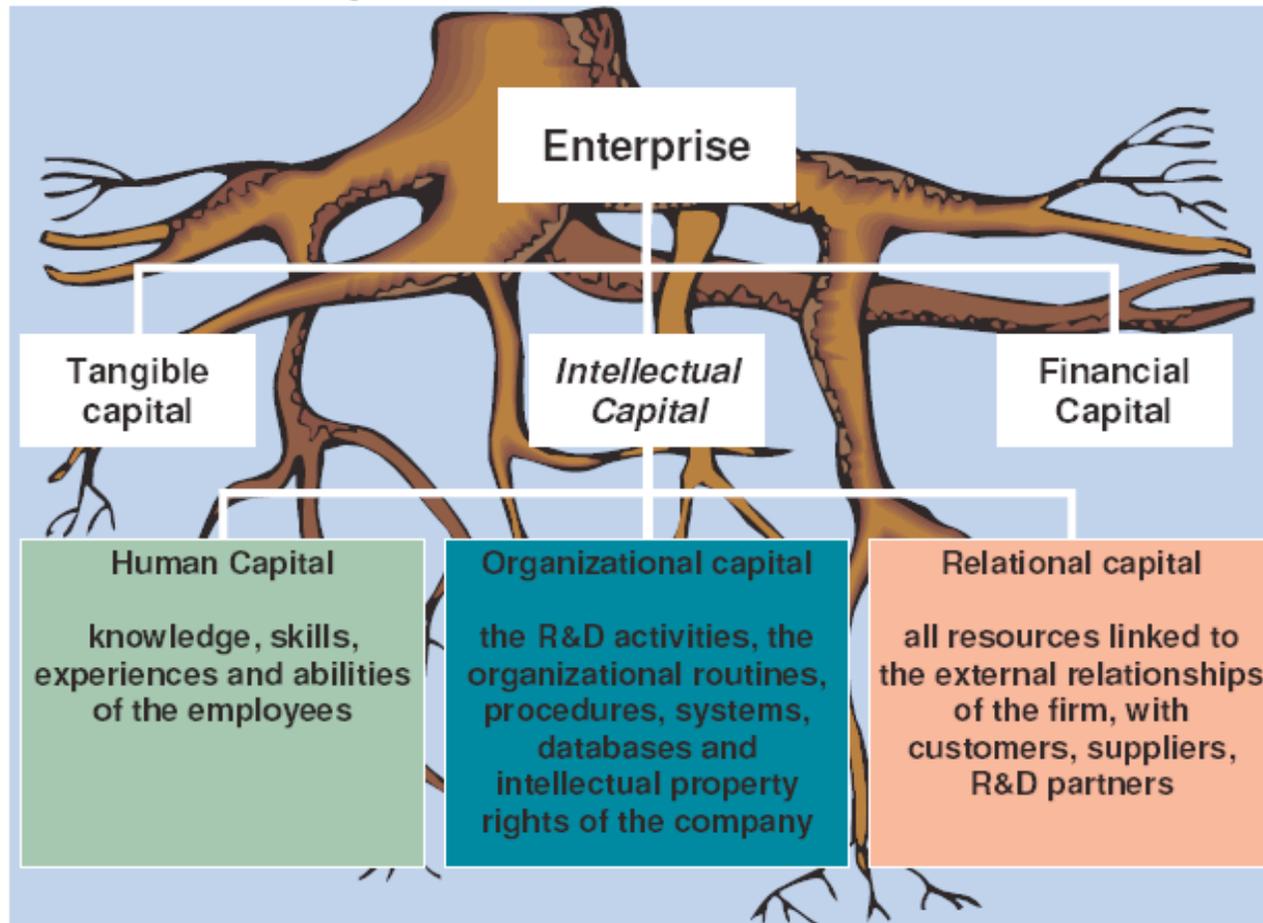
- ❖ Intellectual capital:
- ❖ (1) Doesn't-tell-much definition: IC has been defined as the combination of an organization's Human, Organizational and Relational resources and activities. It includes the knowledge, skills, experiences and abilities of the employees, its R&D activities, organizational routines, procedures, systems, databases and its Intellectual Property rights, as well as all of the resources linked to its external relationships; such as with its customers, suppliers, R&D partners, etc (MERITUM, 2002).

- 
- ❖ (2) Traditional belief - IC is a key element in an organization's future earning potential. Theoretical and empirical studies show that it is the unique combination of the different elements of Intellectual Capital and tangible investments that determines an enterprise's competitive advantage.



- ❖ Treating IC as a mix of human and non-human factors (tool), if properly utilized, it is expected to lead to competitive advantage.
 - ❖ Put it another way, “IC” has no distinctive difference from other physical resources, because it is still strictly concerned with money-making (the so called ‘value-creation’ process), and therefore it must be “managed” and “controlled”, as scientific knowledge “mastered” by experts, not by lay people.
- 

IC: only another resource



Source: RICARDIS report 2006

Is that so? -1

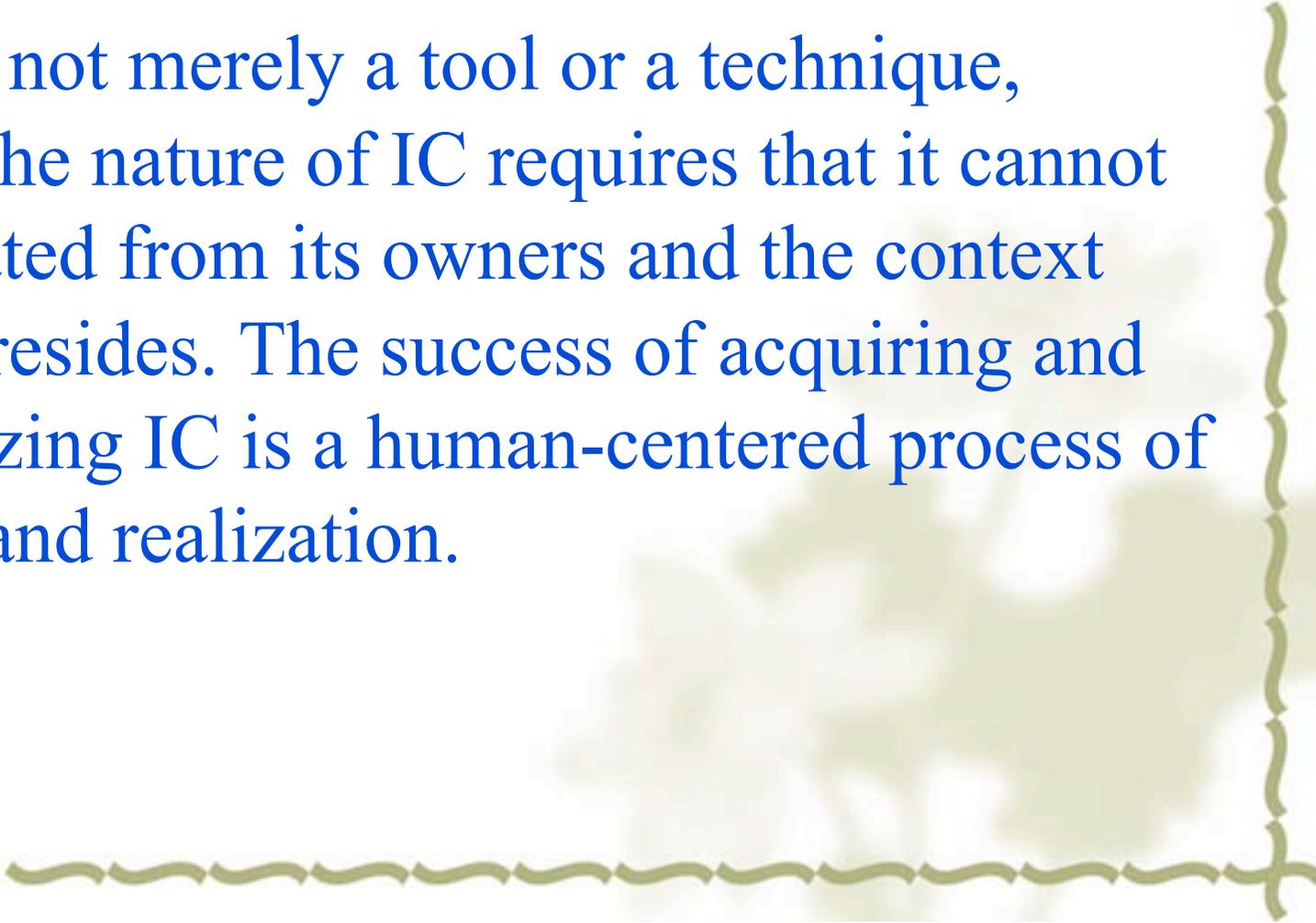
- ❖ Certainly not!
- ❖ (1). Fundamentally, intellectual capital originates from human brains and can only be traced when individuals are able to transform their thoughts into visible practice.
- ❖ (2). So, IC is neither a static object nor a constant state of being; rather, it is a human product of knowledge that distributes at individual, organizational and social levels.

Is that so? -2

- ❖ (3). The utilisation of intellectual capital is all about facilitating individuals to realise their capabilities and potential. Intellectual capital is not restricted to scientific knowledge, academic knowledge or knowledge defined in books.
- ❖ (4). Intellectual capital also concerns personal feelings, intuitions, life experience, or common sense knowledge in general. Often, tangible and intangible elements are intermixed in intellectual capital, because the process of intellectual capital creation often starts from imagination and ends up with a finished product that can be registered on books.

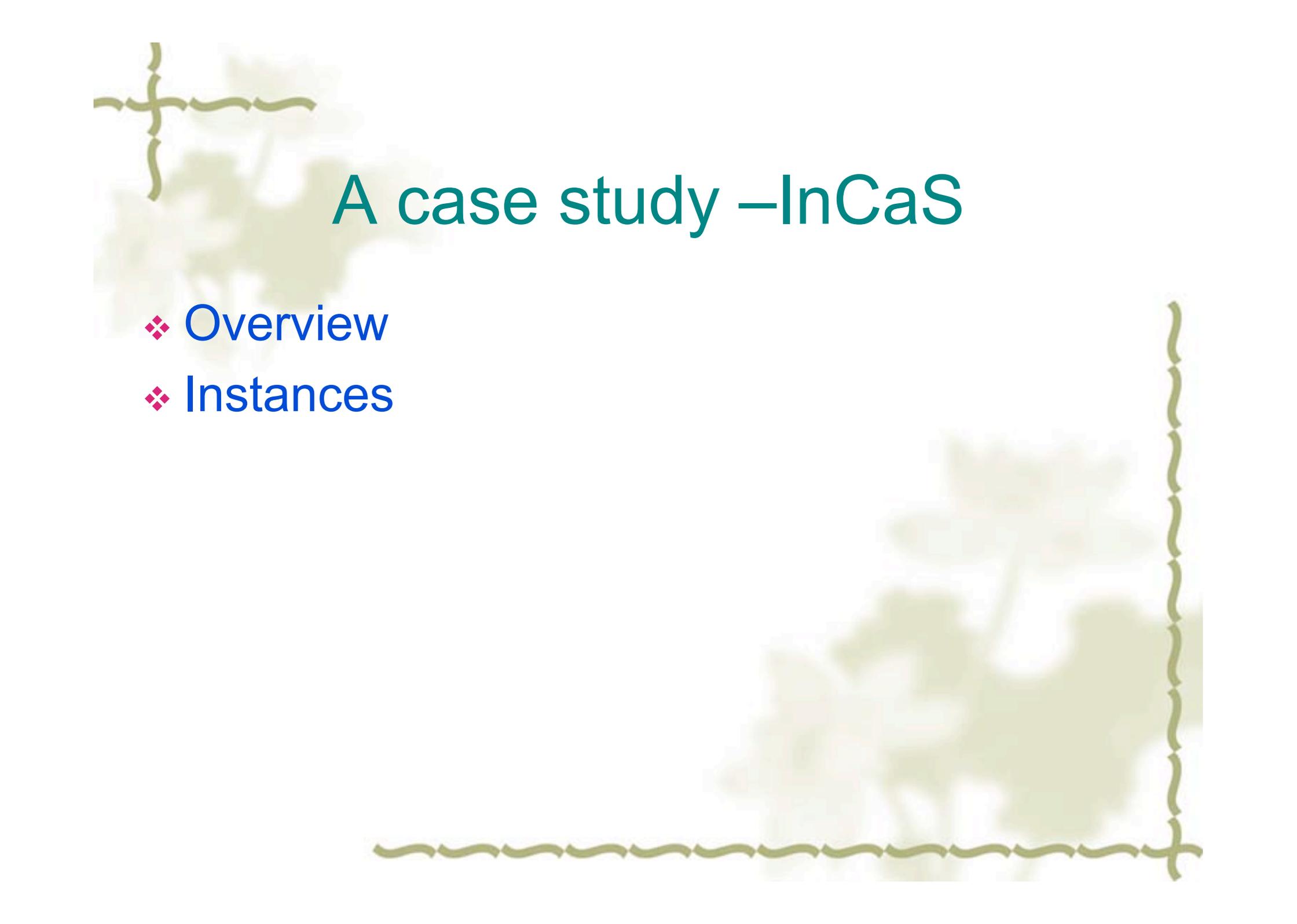


Having said that...

- ❖ We must bear this in mind that intellectual capital is not merely a tool or a technique, because the nature of IC requires that it cannot be separated from its owners and the context where it resides. The success of acquiring and then utilizing IC is a human-centered process of creation and realization.
- 

New insights

- ❖ A socio-psychological point of view:
- ❖ (1). Reclaiming the value of IC with regard to knowledge
- ❖ (2). Developing ideas from social representation theories
- ❖ (3). Enriching ideas by seeking for understanding the basic structure of communication
- ❖ (4). Supporting and facilitating tools



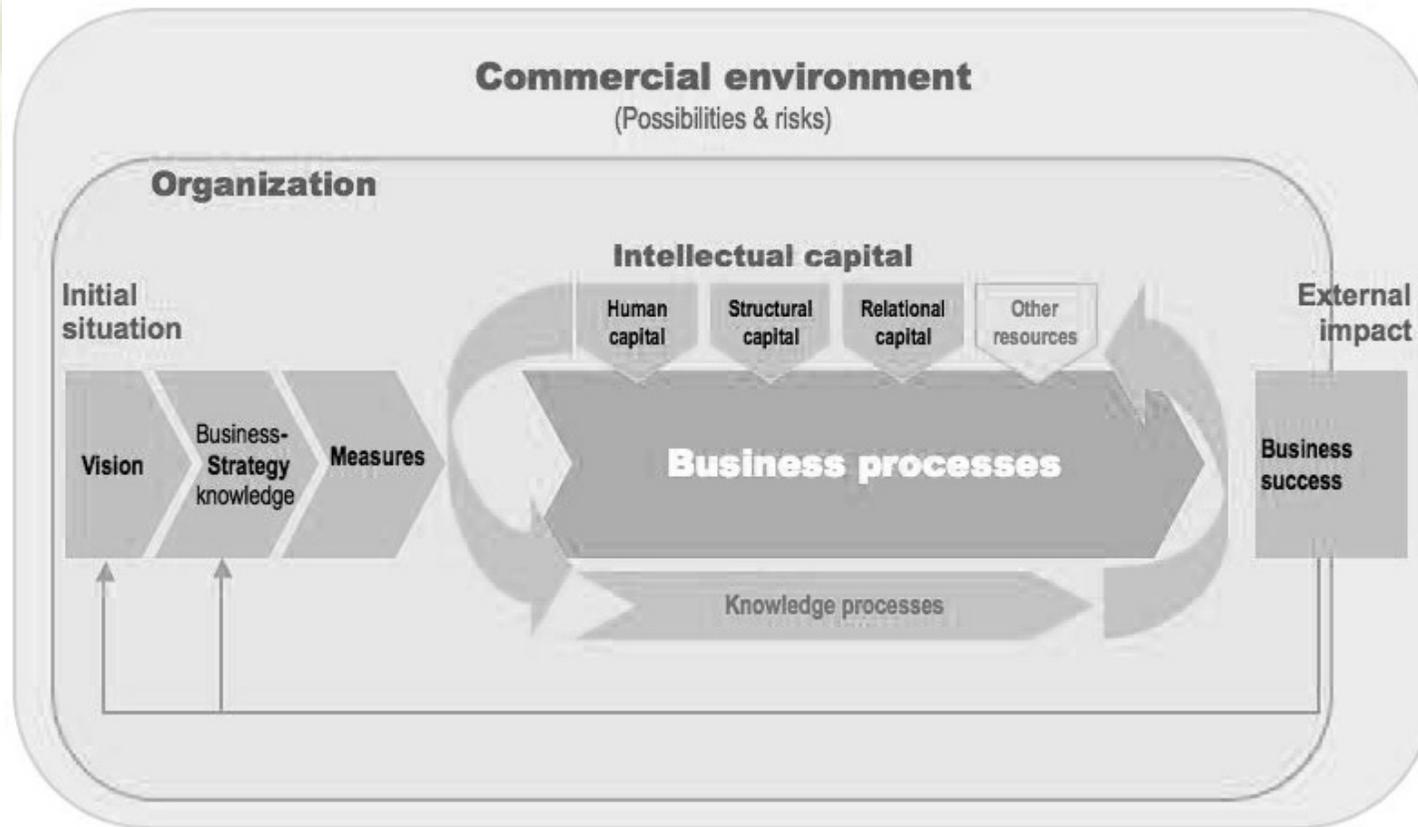
A case study –InCaS

- ❖ Overview
- ❖ Instances

The ICS process-1

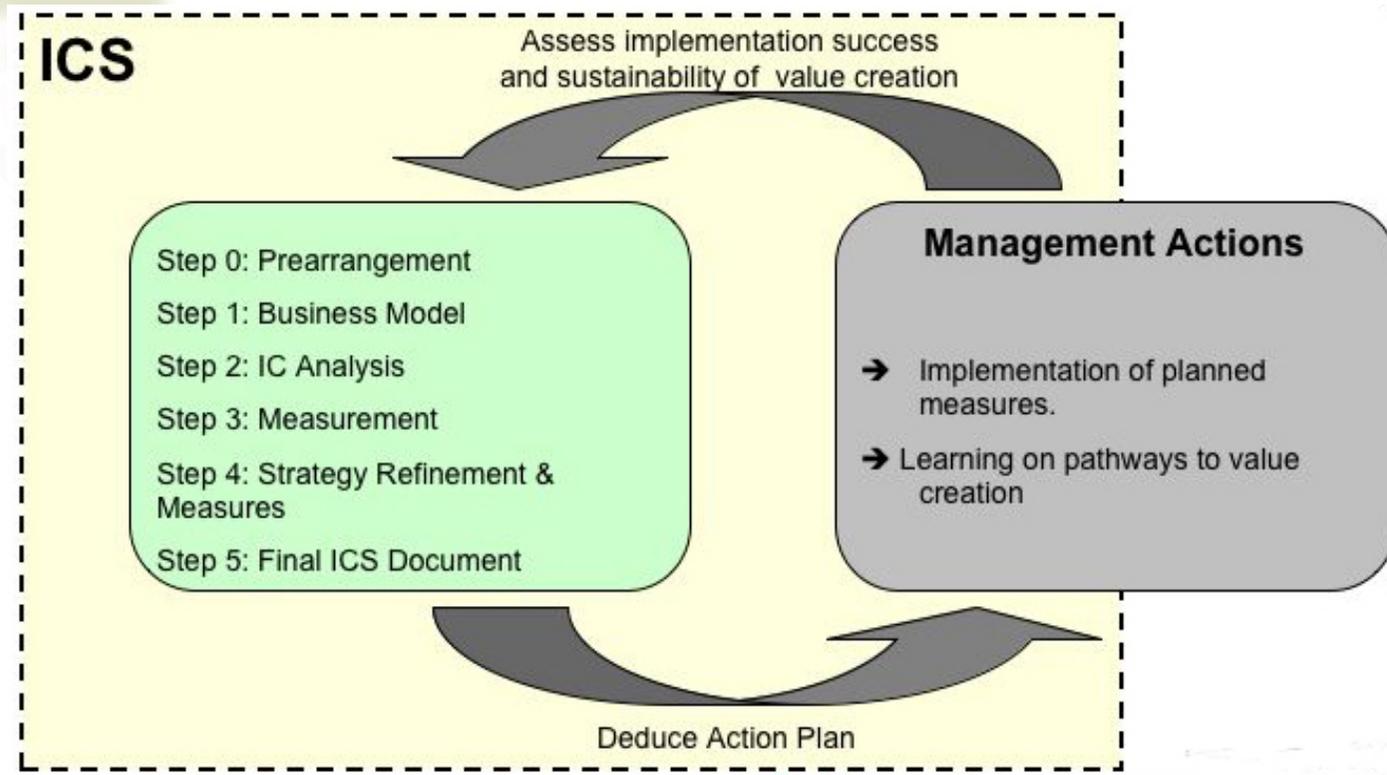
- ❖ The ICS Process, and supporting ICS toolkit was developed to provide an open, semi-structured methodology and set of analytical tools and techniques designed to help SMEs identify their business fitness and decide what are their strengths and weaknesses regarding intellectual capital and its use within the firm.
- ❖ It is also a process of transformation, from business process to knowledge process.

The transformation



InCaS general framework for developing within an SME

The ICS process-2



The cycle of application of the ICS process model in an SME

The five steps in the ICS process :

- ❖ **S1:** A meeting with the SME's management to identify the SME's business model and determine major strategic objectives
- ❖ **S2:** A workshop pursuing Intellectual Capital analysis to assess the most influential IC factors within the SME
- ❖ **S3:** Internal work in the SME to determine the proper measurement of the identified IC factors;
- ❖ **S4:** A workshop revisiting and refining strategy; with the aim to derive measures (actions to take) compliant with strategy
- ❖ **S5:** Formulating a final ICS document together with a management action plan; communicating the Intellectual Capital Statement internally and externally

ICS implications

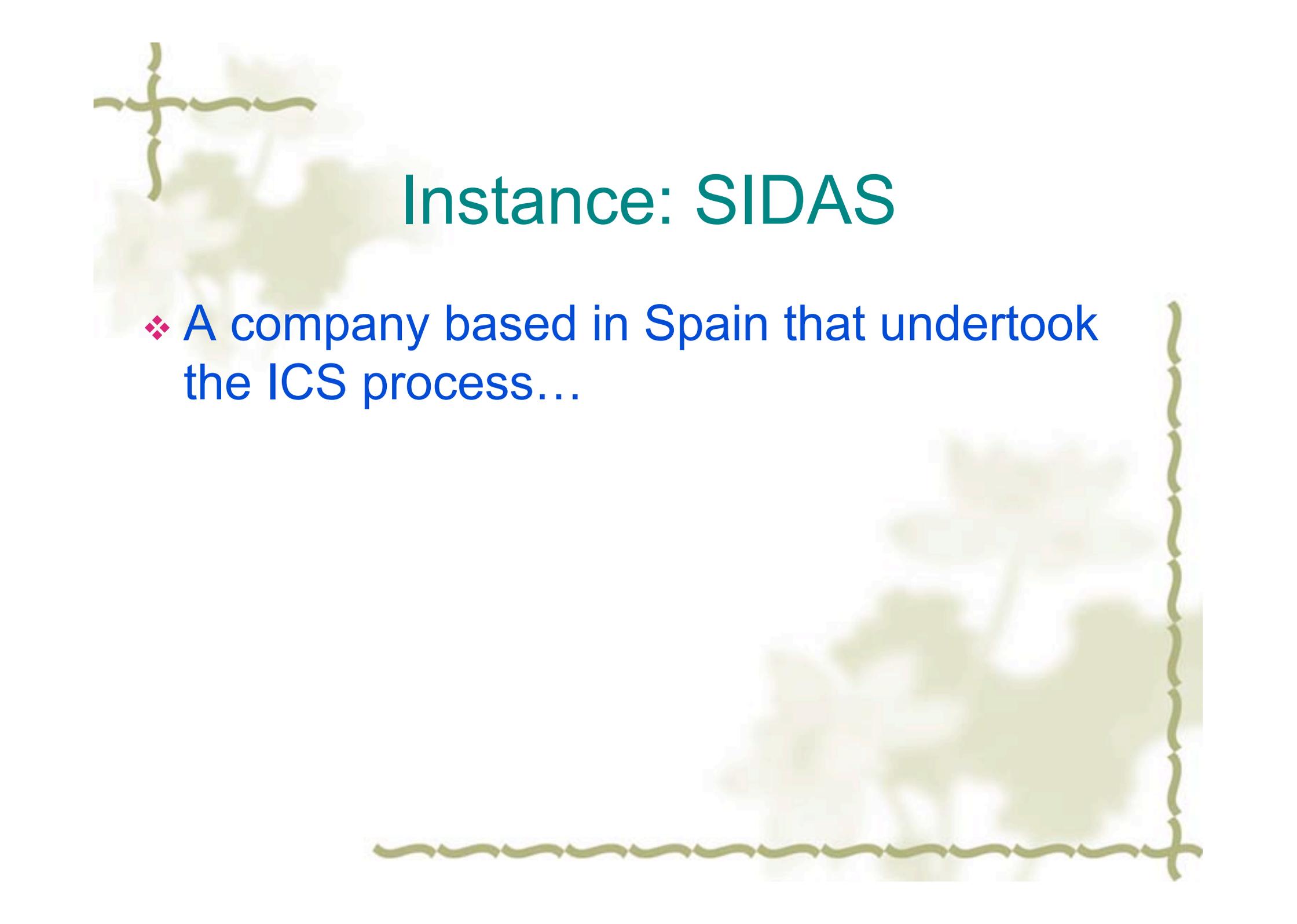
- ❖ Experience of applying the ICS process, coupled with the support they could gain from the ICS toolkit, offered an opportunity for management and other key participants in the SMEs to reflect upon the overall representation of intellectual capital within the particular, proceduralised context they had established for their enterprise.
- ❖ However, as we mentioned above, while proceduralising context might be good for developing a problem-definition cycle and making decisions about actions to take within it, it is far from enough in terms of tapping into innovative and creative ideas for collaborative decision-making.

InCapedia: enriching the context

- ❖ InCapedia is a focused application of MediaWiki software that allows entirely free creation of an emerging interactive encyclopaedia.
- ❖ Wiki type of software belongs to “web 2.0” generation, i.e. it supports massive collaborative authoring by enabling public interactions and communication.
- ❖ We hope that InCapedia could facilitate unrestricted communication of relevant knowledge about intellectual capital gained directly from SMEs and other knowledge communities.

Rationale of InCapedia

- ❖ Contributors of knowledge relating to intellectual capital are able to browse InCapedia as and when they wish, and can also make references through hyperlinks.
- ❖ Step by step, these relational links are expected to be connected with one another and eventually become a powerful network that allows InCapedia users to navigate effectively to access the topics in which they are particularly interested.
- ❖ We believe that a big picture of how intellectual capital actually works in practice will emerge as InCapedia develops.



Instance: SIDAS

- ❖ A company based in Spain that undertook the ICS process...



Conclusions

- ❖ Outstanding themes, patterns
 - ❖ From knowledge to action – IC serves as actionable knowledge in between
 - ❖ Questions in mind...
- 