Dynamic Learning Networks

Models and Cases in Action

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Edited by

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Springer

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Contents

Acknowledgements	v
Contents	vii
Preface	xi
List of contributing authors	xiii
Notes on Editors	xvii
Notes on contributing authors	xix
Introduction.....	1
<i>by Aldo Romano, Giustina Secundo</i>	
An integrated perspective on Dynamic Learning Networks.....	1
What is Learning?.....	2
What is Network and Learning in network?.....	4
Why Dynamic?	5
Defining Dynamic Learning Networks	6
Dynamic Learning Networks design variables and typology	7
Structure and contents of the book	9
Key features and guiding principles	16
References	20
Chapter 1. Networks for manage change in international commercial organisations	23
<i>by Tom Osorio</i>	
Introduction	23
Major change and extreme events	24
Organisational Complexity or Complication.....	25
Research challenges in the hydrocarbon exploration industry: Shell case study.....	27

Changing a consultancy from partnership to public company: Scott Wilson case study	33
Effective medium term responses to a major event in an International energy company: BP case study	36
Conclusion	40
References	42
Chapter 2. The Relevance of Organizational Learning for High Performing Social Networks	43
<i>by Jeff Clanon</i>	
Organizational Learning: Historical Perspective	43
Learning from Research on “Hastily Formed Networks”	47
Introduction: The Hastily Formed Networks (HFN) Project	47
Core Research Questions	48
Findings: How action was mobilized throughout the network	49
What minimal organization structures are required	49
Preconditions that are necessary for Hastily Formed Networks to be effective	50
The leadership capabilities and characteristics required	50
The Relevance of Organizational Learning for High Performing Social Networks	51
Conclusion	54
Acknowledgements	55
References	56
Chapter 3. illycaffè and the Brazilian espresso knowledge network...57	
<i>by Ingrid Rauscher, Pierpaolo Andriani</i>	
Introduction	57
An Award for Quality	58
A network for generating and disseminating knowledge	61
Multi-layer	65
Multi-channels	65
Trust-based and high knowledge density	67
Non-exclusive and open	67
The insertion of coffee in the information and knowledge economy ...	68
Final considerations – Changing the landscape through knowledge ...	70
References	73
Chapter 4. Learning dynamics within the solutions network..... 75	
<i>by Stefano Miraglia, Andrew Davies</i>	
Introduction	75
Integrated solutions: a collaborative business model	76

The shift toward solutions: origins, drivers and recent evolution.....	76
Refocusing the business and reorganizing for customer-centricity ..	78
Capability building and organizational learning.....	79
Learning dynamics within the solutions business model.....	80
The configuration of the necessary capabilities.....	80
The dynamics of the learning process	82
The integrator perspective	83
The supplier-customer interface: emphasis on the front-end.....	84
Learning for repetition.....	85
The customer perspective: feeding the learning process	86
Future trends	88
Getting ready for environmental changes: network proactivity	88
Toward complete integration.....	90
Conclusions	90
References	92

Chapter 5. Towards “Stakeholder University” as dynamic learning network: the Finmeccanica case..... 95

by Roberto Maglione, Giuseppina Passiante

Challenging the new Competitive Landscape: the emerging Networked Learning Organizations	95
The central role of Human Capital in Networked Learning Organizations.....	99
The emerging pedagogical approaches for creating Human Capital ..	101
Towards the Stakeholder Universities for creating suitable Human Capital.....	104
Creating human capital in Finmeccanica Group: towards the Stakeholder University	107
The start-up: the Finmeccanica Virtual Corporate University.....	108
Towards the Finmeccanica Stakeholder University: open issues...	112
Conclusions	118
References	118

Chapter 6. Expanding the Value of Corporate Universities: The Stakeholder Approach..... 121

by Mark Allen

Introduction	121
The history and evolution of corporate universities	122
Corporate University Functions.....	124
Traditional University Functions.....	128
Stakeholders of Traditional Universities	128
Stakeholders of Corporate Universities	129

The Value of the Stakeholder Approach	132
Summary and Conclusion.....	134
References	135
Chapter 7. Corporate Universities 2.0: The Future Networked Learning Organization	137
<i>By Jeanne C Meister</i>	
Introduction	137
A Worldwide Shift in Demographics	138
Corporate Universities: A Target in Tough Economic Times?	138
The Era of Social Computing Arrives	139
Personal Broadcasting Leads To Personalized Learning.....	141
Sophistication of Mobile Phones Allows For Mobile Learning	141
The Emergence of Corporate Universities 2.0	142
Corporate Universities 2.0 In Action.....	144
Corporate Universities 2.0: Blending Learning with Working	144
Corporate Universities 2.0: From Cerner Virtual University To Cerner Knowledge Works	145
Becoming A Corporate University 2.0	147
Implications for Corporate Universities	148
References	149
Chapter 8. Emergent management learning in dynamic learning networks.....	151
<i>by Walter Baets</i>	
Complexity emergence and a quantum interpretation of business	151
On to biology: Sheldrake and “implicit order”	152
Sustainability	153
Sustainability principles	156
A holistic model.....	157
Applied to management: A systemic management interpretation	159
Leadership: the driving force of sustainability	163
Summary description of the Innovation School and its conceptual model: sustaining learning networks in corporations	164
Some conclusions	166
References	168
Glossary	169
Index	177

Preface

When a firm moves into a new technology or market base developing complex and integrated products and solutions, it needs dynamic process of building capability over time. For this purpose firms have to rely on information and knowledge, creating new managerial roles to deal with uncertainty and competition. Their adaptive dynamic aim is to create sustainable sources of competitive advantage: as a consequence, firm centric model of learning are inadequate and should be more and more supported by network learning and learning networks. The diffusion of networks is generating a new context for organisational learning. These processes are therefore “sine qua non” condition for firm’s strategy and become important vehicles for managing emergent strategies. And that is where this book comes in, presenting an integrative view on dynamic learning networks. Just as the focus of computing in recent years has moved from the node to the network, learning networks possess the potential to harness greater efficiencies and greater capacities (both in individuals, organizations and inter-organisation). In other words firms must develop processes to:

- integrate learning that occurs at the core and multiple edges of organizations
- combine learning that takes place at individual, organizational and inter-organizational and network levels
- organize themselves in networked form to manage the uncertainty and the complexity of the competitive environment.

By connecting people in networks, we can leverage learning in organizations, and by networking organizations, we can exponentially expand the reach and value of learning. To compete “on the edge” organizations have to learn “on the edge”.

The book represents an attempt to provide a network perspective of organisational learning to drive dynamic competition through extended firm learning processes, exploring enabling and constraining mechanisms associated with effective learning in networks.

This book draws on topics related to discussions from the 10th session of the Advanced International Summer School on “*Managing Uncertainty and Competition Through Dynamic Learning Networks*” held in July 3rd–5th, 2008 in Ostuni and organised by the e-Business Management Section of the Scuola Superiore ISUFI (University of Salento, Italy).

Target Audience

Dynamic Learning Networks: Models and cases in action is a book targeting three categories of readers:

- business strategists providing them with a conceptual framework and a set of guidelines for the development of learning networks as a key process to lead change in complex environments;
- academics through insights and best practices for analyzing learning processes in terms of different literature perspectives including organizational development, strategic management and organizational learning;
- practitioners and consultants, providing them with a holistic view of emerging trends in dynamic learning processes arising in network context, whose nodes are partners, suppliers, users, customers, employees, teams and organization, depicting the emergence of the next-generation’s learning organizations.

We are interested in hearing your comments about this book. In times of proliferating management bibles, roadmaps and receipts for success, our objective is to share with the reader our belief that in management, as in life, everything starts with Learning, Interaction and Networks. We hope you enjoy the journey.

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- Scientific, cultural, and political commitment to the development of innovation, especially in the south of Italy. In 1981, as Visiting Professor at the Stanford University (California—USA), he studied the phenomenon of Silicon Valley. This experience represented the basis for the foundation of the First Italian Scientific and Technological Park (Tecnopolis Novus Ortus) in 1984.
- Scientific and operative commitment to issues concerning Internet-enabled organizational changes, with special reference to the analysis of the “Digital Divide.”

This scientific activity has been documented in different books, among these *Creating Business Innovation Leadership* (Edizioni Scinetifiche Italiane, 2001), *Costruire l'Università post Fordista. Sperimentare il futuro nel presente* (Cacucci Editore, 2008) and *Open Business Innovation Leadership. The Emergence of the Stakeholder University*, (Palgrave, UK 2009).

Aldo Romano is the author of many books and publications in international journals and leading conference proceedings. In acknowledgment of his scientific achievements, Aldo Romano has been awarded the Gold Medal of Merit for Culture, School and Arts from the President of the Italian Republic.

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- Learning Strategies and Processes for human capital creation (competency based) in Universities and Business Schools supported by ICTs
- Processes of Corporate Learning for Organisational Development, involving multiple stakeholders within the networked enterprise
- Modelling and development of learning environments enabled by Web 2.0 technologies.

These research activities have been documented in many books' chapters, among these *Open Business Innovation Leadership. The Emergence of the Stakeholder University*, (Palgrave, UK 2009), publications in international journals and leading conference proceedings.

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