

Encouraging collaboration -
Knowledge Governance
Or managing how we create,
translate and transfer Knowledge

Sam Hoste

Quantech Solutions

Background



Geneticist – NPD, PIC, ACMC

Arable and grass farm in North Yorks

Motivation for talk

- Issues are not discrete - interdependencies
- Dealing with biology (types of problems)
- Cross cutting themes:
 - Low carbon economy
 - Climate change
 - Water
 - Environment
 - Volatility – financial, inputs, oil & feed
- Focus from ind farmer to supply chain & wider stakeholder



Linking Environment And Farming

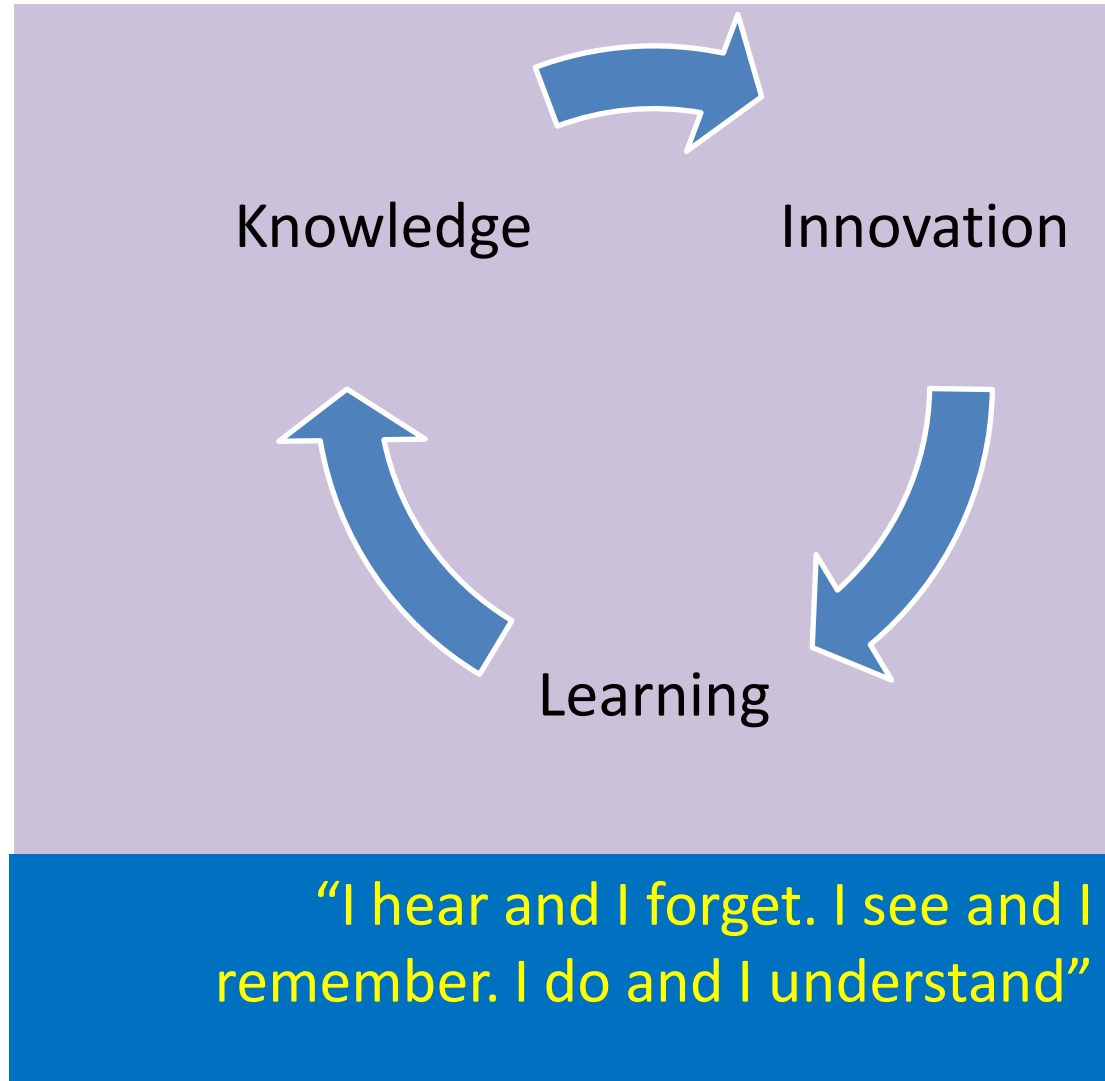


From a Knowledge Management perspective

How do we achieve a more joined up or systems approach?

Sociological-technical system

- How to encourage an innovation **mindset**?
- It is about people (as well as technology)
- Action – experiential (can be physical and mental (cognitive))
 - C.f. Visits to NZ!



- ▶ Email briefings & alerts
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Heathrow rebuked for snow reaction

By Pilita Clark

Published: December 23 2010 18:45 | Last updated: December 23 2010 18:45

Heathrow's owners face hefty fines and other penalties if there is a repeat of the debacle that caused travel chaos for thousands of stranded passengers in the week before Christmas, the government has warned.

News of the move came as BAA, Heathrow's operator, announced another panel of airport experts would make an "exhaustive" inquiry into what went wrong at the airport, which kept one of its two runways shut for more than three days after a single dump of snow last Saturday.



▶ More FT video

The operator also said it would make an extra £10m available to bolster its winter resilience.

Separately, the aviation regulator said it had

EDITOR'S CHOICE

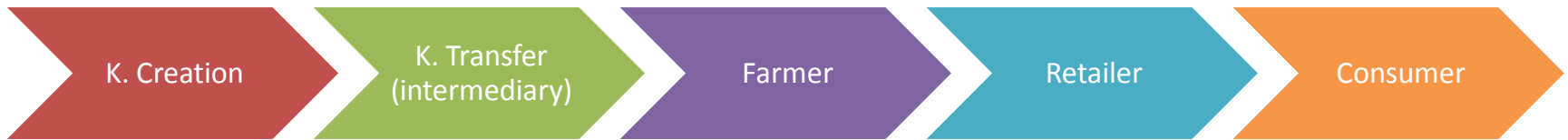
RECOMMENDED READING

European carmakers hit by China licence curb

European stocks fell sharply as concerns global growth may be

Lufthansa, Europe's largest airline by revenue and passengers, urged BAA to send some of its managers to airports in Scandinavia and Germany to see first hand how "best practice" airports continue to operate through snowfalls.

Systems approach or being joined-up?



A systems approach

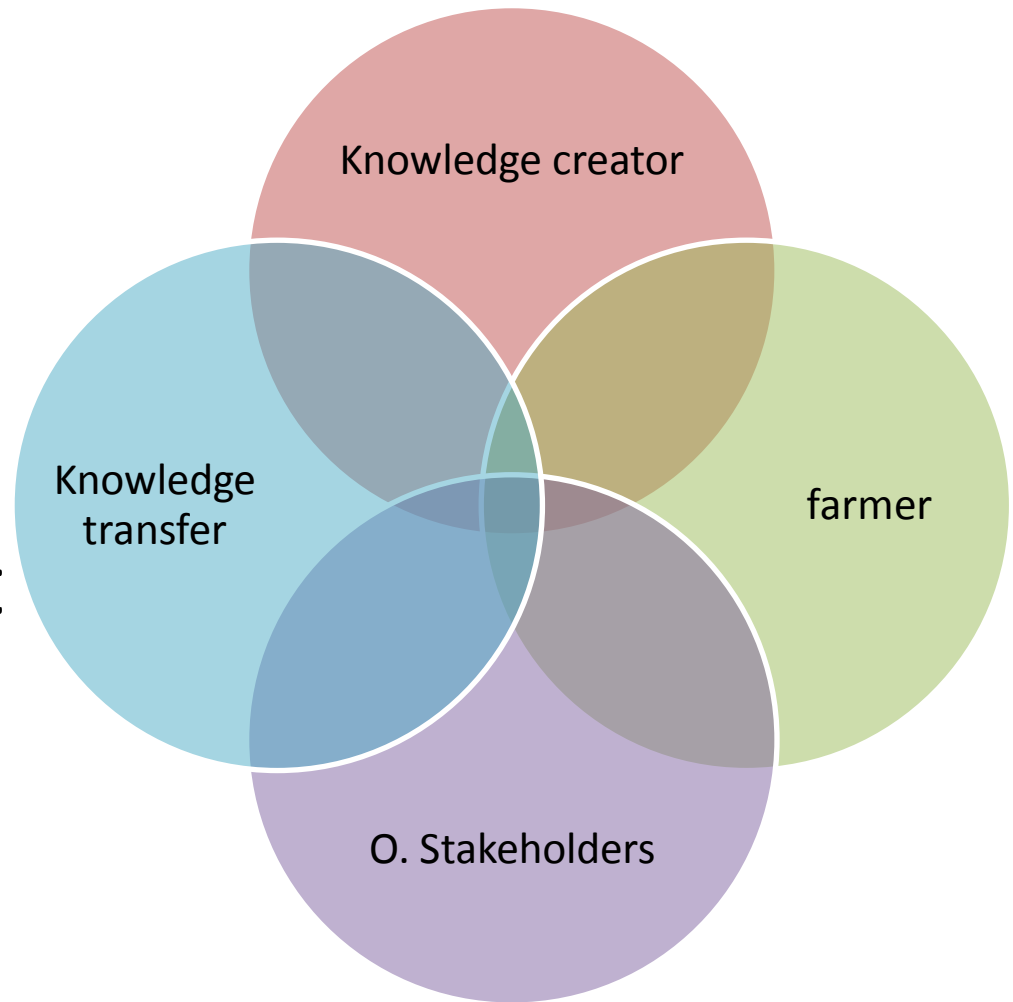
Involves

- Technical
- Other Knowledge
- Other stakeholders
- Social aspects

Allows for different

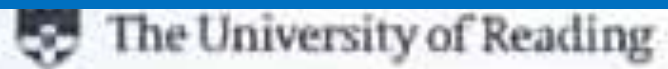
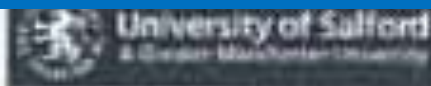
- Perspectives
- Knowledge

Exchange Networks



Learning from other sectors

- Technical (engineering), innovation and social (Knowledge Management)
- Technical knowledge and networks –who do people go to to solve problems
- Knowledge re-use (i.e. Sharing best practice –requires continual input)
- Product to service orientation



• 5 Non-IMRCs:

LANCASTER
UNIVERSITY



UNIVERSITY OF
LIVERPOOL

University of
Strathclyde



- **Industrial partners:** ABB UK, Airbus UK, Balfour Beatty, BAE Systems, Converteam, MBDA, Rolls-Royce, UKCeB
- **Funding:** £5.5 million, £3.68 million EPSRC/ESRC grant.
- **Start-End:** October 2005 – March 2009

EPSRC

AIM Workshop, London, 2010



How does innovation occur in SMEs?



Evolutions of
business
knowledge in
small firms

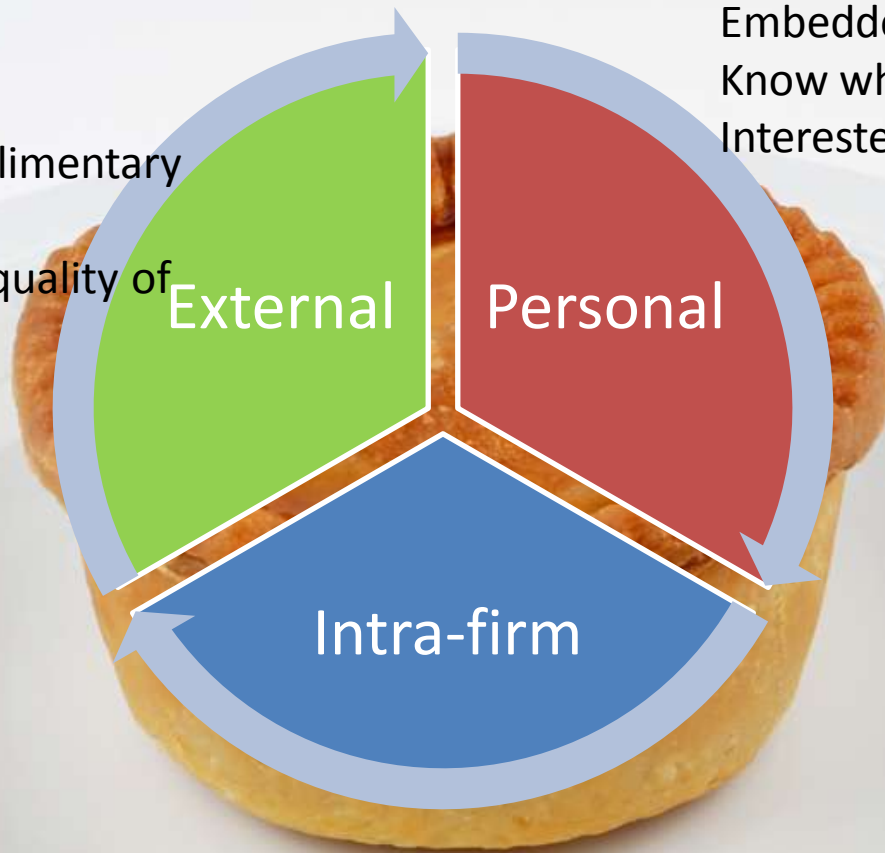
Or

Innovation as
easy as PIE

Thorpe et al
(2008)

Personal, intra-firm and external factors in SME innovation – **PIE**

Professional advisors
New recruitment – complimentary capabilities
Social capital – extent & quality of networks



Embedded practical knowledge
Know what they are trying to do
Interested in others success

Need some formal initiative

- Will not happen informally
- Which not the issue

Strategic space

All networking encouraged, but

- Best for innovation activity based & problem focussed

Conclusions

- SMEs different but its not size
- Innovation in SMEs is about people and how they learn in interaction with others





Linking Environment And Farming



Farmers Guardian



Joined-up & reinforcing

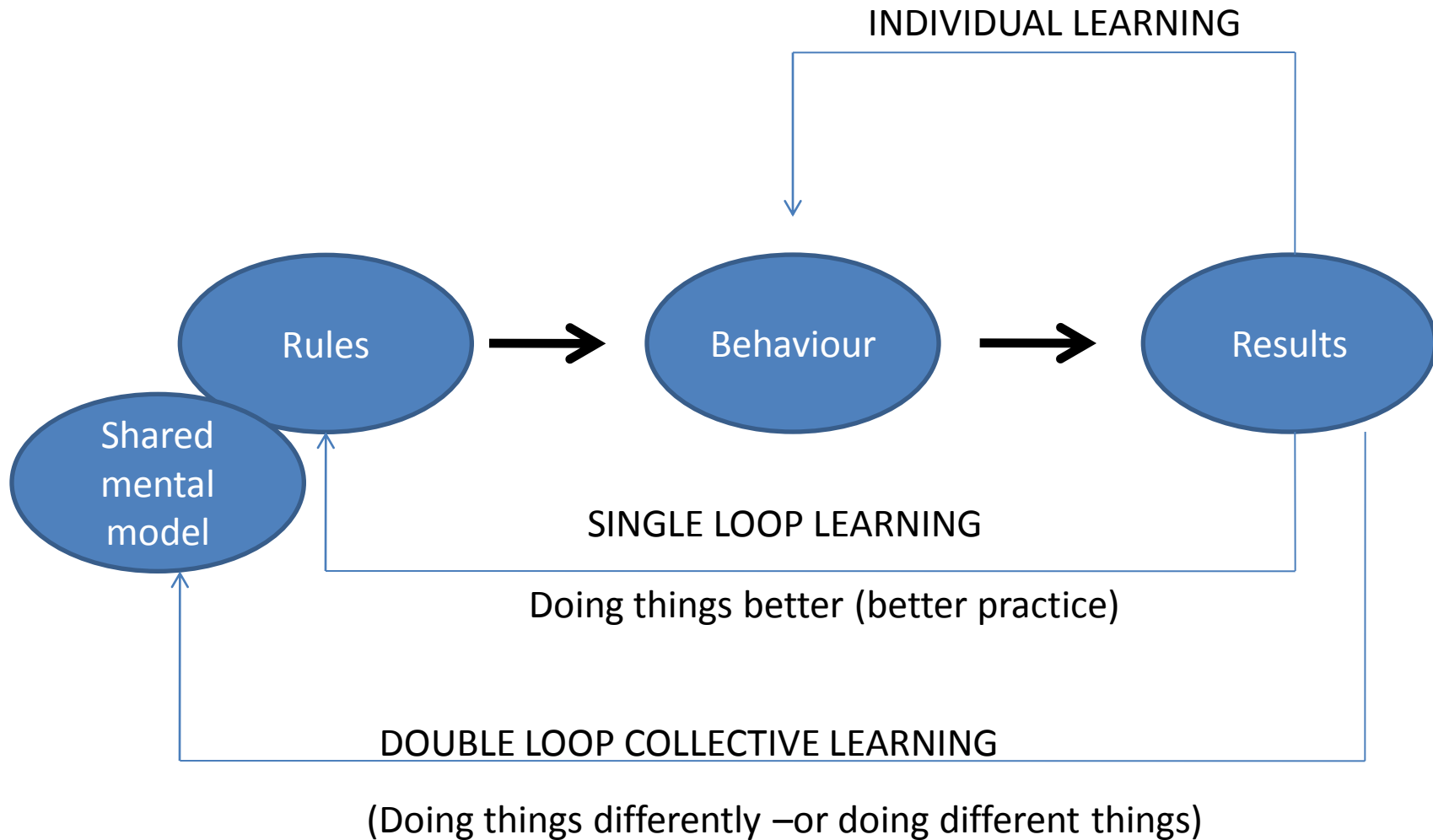
- Increasingly multi-stakeholder
- New knowledge and innovations are often not single-discipline or individuals
 - Interactions
 - Involve people
- Currently farmers integrating information
- Increase the information exchange between KT players
- One catalyst is ~~demonstration~~ action farms



Providing a physical space or environment is necessary for interaction, innovation & learning **but is not sufficient**



Individual and collective learning in organisations



The farm as a catalyst & hot spot for organisational learning

Single loop
learning
(Kolb)



Double loop
learning
(Argyris and
Schön)



Learning
organisation

Argyris and Schön (78)
Pedler et al (1991)
Bessant (2003)

Technical input (academic through to skills and training)
New product (i.e. Innovations & double loop learning)
People working together (KT, farmers, partners etc)
Farmers' social networks

Social Tools:

Projects

Action learning

“Fantasy farming”

Mentoring

Action days

News, web, social m

Sabbaticals / job exchange

Reinforcing



Thanks for listening

Thanks to

Helen Clarke, Karen Wonnacott, Mike
Varley, Chris Garforth, Sophie Throup,
Barbara McLean, Chris Warkup

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Technology Strategy Board

<https://ktn.innovateuk.org/web/biosciencesktn>

The image shows a screenshot of the Technology Strategy Board website. The main navigation bar includes 'Home', 'People', 'Networks', and 'Events'. The page is divided into two main sections: the Biosciences Knowledge Transfer Network (KTN) and the Agriculture Knowledge Management Official Group.

Biosciences Knowledge Transfer Network

Welcome to the Biosciences KTN
Driving the conversion of the UK's bioscience knowledge into innovative agricultural, food and industrial bioscience products and processes

Join our network and access knowledge, information, contacts and expert support to help you make innovation happen

- Access information and news
- Find funding and collaboration opportunities
- Network and share ideas

Our Priority Areas

- FOOD FOR HEALTH
- INNOVATION IN ANIMAL & PLANT PRODUCTION & PERFORMANCE
- RENEWABLE & SUSTAINABLE BIOPRODUCTS
- SUSTAINABLE FOOD SUPPLY & SECURITY

Click here for a short slideshow introduction to the KTN
£15m available for projects on 'Sustainable Protein Production'. Join the SAF-IP Group for further details.
If you are not a registered _connect user you will need to register. We would like to provide you with updates,

Latest Updates

- Industrial Bioscience March 2011 Newsletter now published by Jean Phillips Created: Today
- Innovative Solar Collector - Pole Investment Opportunity by Jean Phillips Created: Today
- Poor Farmers can benefit from growing food and biofuels crop by John Sims Created: Yesterday
- SynBio Student Symposium by Jean Phillips Created: Yesterday
- SPP-Net Synthetic Biology: A Bio Future by Jean Phillips Created: Yesterday
- New Bio-Based Fragrance Ingredient from IFF by John Sims Created: Yesterday
- GM crops: staggering growth in food insecurity by Aurélie Bovi Created: 4 days ago
- Powder Containment Short Co by Jean Phillips Created: 4 days ago

Agriculture Knowledge Management Official Group

The aim of the group is to provide a forum for **sharing of best practice between people involved in Knowledge Management (KM) in agriculture.**

KM covers a broad area. For example this could be Knowledge Transfer, but also Knowledge Exchange, Knowledge Translation, etc. Generally, it includes the creation, dissemination, incorporation and use of knowledge. Within this group, we are interested in knowledge and its utilisation for agricultural purposes.

To help achieve our aims, **our first activity is to organise a workshop** - see the latest updates for more details.

This group is hosted by the **Biosciences KTN** but with support and input from the **British Society of Animal Science** (<http://www.bsas.org.uk/>)

Yesterday

- Tom Phillips has joined the group. 02:25PM
- Duncan Forbes has joined the group. 12:13PM
- Alison Johnson has joined the group. 09:13AM

26 February

- Sam Hoyle has created a new post titled Workshop - Best Practice Knowledge Transfer "Knowledge exchange between providers of KT to farmers", in their public area. 05:24PM

25 February

- Catherine Hill has joined the group. 09:48AM

Latest Updates

- Are you attending BSAS KT Workshop - touch with participants comments! by Marie-Anne R Created: 11 days ago
- Workshop - Best Practice Knowledge Transfer "Knowledge exchange between providers of KT to farmers" by Marie-Anne R Created: 11 days ago

Subscribe to updates

New Members

- Tom Phillips Joined: Yesterday
- Duncan Forbes Joined: Yesterday
- Alison Johnson Joined: Yesterday

Questions

- How beneficial is it to encourage KT providers to collaborate?
- How can we make it easier to share & network? Vertically and horizontally?
- What are positive examples of vertical and horizontal collaboration?
- How do we develop a more active community?
 - What do we need in addition to “_connect”
- How do we encourage product KT?
- How do we encourage commercial companies to engage more?
- How do we help partners engage more?