



EMERALD POINTS

**CONTINUOUS
CHANGE AND
COMMUNICATION
IN KNOWLEDGE
MANAGEMENT**

JON-ARILD JOHANNESSEN



CONTINUOUS CHANGE
AND COMMUNICATION IN
KNOWLEDGE MANAGEMENT

This page intentionally left blank

CONTINUOUS CHANGE AND COMMUNICATION IN KNOWLEDGE MANAGEMENT

Jon-Arild Johannessen



United Kingdom – North America – Japan – India
Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2021

© 2021 Jon-Arild Johannessen. Published under exclusive license by Emerald Publishing Limited.

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. No responsibility is accepted for the accuracy of information contained in the text, illustrations or advertisements. The opinions expressed in these chapters are not necessarily those of the Author or the publisher.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-80117-034-5 (Print)

ISBN: 978-1-80117-033-8 (Online)

ISBN: 978-1-80117-035-2 (Epub)



ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.

Certificate Number 1985
ISO 14001



INVESTOR IN PEOPLE

CONTENTS

Foreword ix

PART I: THEORETICAL BASIS

1. Communication and strategic change leadership	3
Learning outcomes	3
Introduction	3
What is an ambidextrous organisation?	7
What does Beer's theory of viable organisations consist of?	9
<i>System 1: The operative level – What the organisation is designed to do</i>	10
<i>System 2: The coordinating system</i>	13
<i>System 3: here-and-now leadership – middle manager function</i>	16
<i>System 4: 'an eye to the future'</i>	16
<i>System 5: The overall decision-making system</i>	21
Conclusion	22
Case study: Strategic change leadership in a Norwegian company – An example	23
<i>What have we learned from this case study?</i>	26
Assignments relating to the case study	27
References	28
2. Management, control and communication in strategic change leadership	33
Learning outcomes	33
Introduction	33
Management systems in strategic change leadership	36
Various types of control systems in strategic change leadership	40

A general control system in strategic change leadership	43
Indicators	46
Critical success factors	48
Conclusion	50
Case study	50
Assignment based on the case study	51
References	51
 PART II: LEADERSHIP TOOLS AS COMMUNICATION 	
3. How can we reduce resistance to changes within organisations?	57
Learning outcomes	57
Introduction	57
Decision-making under uncertainty	58
Framing	61
Rules of thumb (heuristic assessments)	63
<i>Anchoring</i>	63
<i>Availability</i>	65
Specific measures that the leadership team can implement	67
<i>Decision-making under uncertainty</i>	67
<i>Framing</i>	67
<i>Heuristic assessments</i>	68
Conclusion	69
Assignments	69
References	72
4. Leadership tools to increase the motivation of knowledge workers	75
Learning outcomes	75
Introduction	75
Historical context	77
<i>Assumptions concerning knowledge workers</i>	77
Focus on the primary task	79
<i>Explanation</i>	79
Practical leadership tools. How can we focus on what the organisation is designed to do?	80

Result orientation	81
<i>Explanation</i>	81
<i>Practical leadership tools. What can I contribute that makes a difference?</i>	82
Innovation orientation	83
<i>Explanation</i>	83
<i>Practical leadership tools. How to design an organisational leadership to?</i>	84
Recognition for knowledge-sharing	84
<i>Explanation</i>	84
<i>Practical leadership tools. Information analysis</i>	86
Self-management and self-organisation	86
<i>Explanation</i>	86
<i>Practical tools for leadership. Strength analysis</i>	88
Continuous development of skills	89
<i>Explanation</i>	89
<i>Practical tools for leadership. Skills and competence analysis</i>	91
Conclusion	92
Assignments	93
References	95
5. Communication of global change processes	103
Learning outcomes	103
Introduction	103
Infostructure	108
Modular flexibility	111
Global competence clusters	113
Conclusion	116
References	117
<i>Chapter on concepts</i>	123
<i>Index</i>	139

This page intentionally left blank

FOREWORD

By knowledge management, we here mean governance, control and communication in social systems. Governance is here related to sustainable leadership. Control is linked to information processes and goal creation. Communication is related to the statement: Who says what over which channels with which effects.

We are developing a new understanding or paradigm in knowledge management. This new paradigm is here understood as a social system perspective on knowledge processes where we consider knowledge management from an epistemological hierarchy consisting of the philosophical perspective (Johannessen, 2020a), the political economic perspective (Johannessen, 2020b), the ethical perspective, the social side of knowledge management, knowledge management and communication and various aspects of knowledge processes in the global knowledge society. With this new paradigm, we lift knowledge management from the more organisational understanding that the subject has had up to now and up to a societal level where knowledge processes in the knowledge society becomes the focus in this new paradigm.

Until now, change leadership has lacked a theoretical basis for use by leaders as a starting point when implementing change processes. The aim of this book is to fill this gap. Our theoretical framework for planned change processes takes Stafford Beer's Viable System Model as its starting point. In addition, we refer to Prospect Theory, which was developed by Daniel Kahneman, winner of the Nobel Prize for Economics 2002, as the theoretical basis for our strategy for reducing opposition to change within organisations.

This book is in two parts. In the first part, we consider our theoretical basis. In the second part, we describe the leadership tools we have developed for use in change processes. We have designed a leader's toolbox. This toolbox consists of *18 leadership tools*. These can be used by any leader to ensure the effective communication and implementation of planned change processes.

REFERENCES

Johannessen, J.-A. (2020a). *Knowledge management philosophy*. Bingley: Emerald.

Johannessen, J.-A. (2020b). *The political economy of knowledge management*. Bingley: Emerald.