



Human Resources and the Management of Knowledge

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The views expressed are those of the author and do not necessarily reflect the
views of UNCTAD.

Managing People in a Knowledge Environment is:

- Enterprise wide
- Multi-disciplinary
- Values Led

what people know  what people do

Reward Strategy

- **Include formal and informal recognition**
- **Reinforce behaviours and competencies that support the acquisition, use and sharing of knowledge**
- **Combine short term and long term rewards**
- **Appropriate to the context (individuals/organisation)**

Meet the expectations of those being rewarded

Recruitment, Retention and Succession Planning

- **Strategic**
 - Future shape and form of organisation
- **Integrated**
 - HRM planning alongside future systems and technology requirements
- **Flexible approach**

Knowledge gaps not resource gaps

Training and Development

- **Fostering innovation and creativity**
 - Shared Techniques e.g. mind-mapping
- **Problem solving/decision techniques**
- **Facilitating knowledge sharing between departments and management levels**
 - Horizontally/vertically integrated workshops
 - Joint project reviews/analysis
- **Self-directed learning and development**
- **Mentoring and coaching skills**

Management Role

- **Helping the team to perform by**
 - **Encouraging individuals to use their knowledge and expertise**
 - **Facilitating innovation and creativity**
 - **Representing the interests of the team to the organisation**

Manager as controller  **Manager as coach and facilitator**

Knowledge sharing across boundaries

- **Social**
 - Joined up government initiatives
 - E-citizenship
- **Professional**
 - Communities of interest/networks
 - Secondments
- **Managerial**
 - Cloud computing
 - Outsourcing/Joint working NGO's etc.
- **Individual**
 - Social media, blogs, web

Significance of Social Media

- **Blurring of work/life boundaries**
- **Blurring of organisational boundaries (internally and externally)**
- **Transforming the way people work**

new protocols for new ways of working

Strategic Priorities for HRM in a Knowledge Environment

- **Creating a high-trust environment**
- **Building a strong shared set of values**
- **Adopting people-centric HRM policies**
- **Working across boundaries**
- **Using multi-disciplinary approaches**

Challenges

- **Current global financial situation**
- **Building culture on shared values**
- **Ensuring values visible in practice**
- **Embracing and using web 2.0**
- **Ensuring top level commitment**