Human Resources and the Management of Knowledge

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Round Table on Knowledge and Human Resource Management for Effective Enforcement of Competition Law

Presentation to

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