

Creating Knowledge Advantage:

A one-day workshop on cross-cultural knowledge management

In today's global economy where the competition and cooperation are increasingly intermeshed, the ability to create and share knowledge efficiently across cultures and through arrays of networks is a key competence for managers and organisations. The overall aim of this uniquely designed workshop is to help managers gain this advantageous competence for working productively with different modes of knowledge in cross-cultural contexts

Benefits:

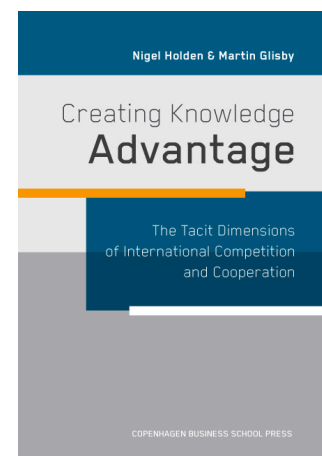
Drawing substantially from company examples from many countries and leading-edge academic research, participants will:

- Acquire a creative competence for accessing and tapping the hidden dimensions of knowledge and culture.
- Gain access to a novel designated toolbox for developing a knowledge-based approach towards handling cross-cultural relationships.
- Find themselves equipped to apply new insights into the challenges of international business leadership and decision-making.

Concept:

The workshop will be based on concepts for cross-cultural knowledge management taken from the internationally acclaimed book *Creating knowledge advantage: the tacit dimensions of international competition and cooperation*. For more information please see: www.creatingknowledgeadvantage.com

Participants will be using the interactive Creating Knowledge Advantage simulator™ which can be applied to business areas ranging from e.g. project management to outsourcing strategy, negotiations, R&D, sales/marketing and HQ-subsiary relations.



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Programme:

TIME	TOPIC		AIM	TOOLBOX
09.00 – 09.30	Introduction		Overview and relevance	
09.30 – 10.15	Module 1: Concepts and tools for cross-cultural knowledge management	Knowledge in organisations	Understanding the nature and hidden dimensions of knowledge	The tacit-explicit continuum
10.30 – 11.15		Tools for knowledge management	Introduction to the Nonaka’s model for organisational knowledge creation	The SECI model
11.30 – 12.15		Cross-cultural knowledge management	Reflexively understand and evaluate the impact of culture on knowledge sharing	The translation model
12.30 – 13.00		Creating knowledge advantage	Introduction to the integrated model of cross-cultural knowledge management	The interactive Creating Knowledge Advantage (CKA) simulator™
Lunch				
14.00 – 14.45	Module 2: Workshop. Application of tools.	Case studies: Application the concepts and tools	Develop a holistic and knowledge-based approach to international management	The Denso and Novo Nordisk case studies.
15.00 – 16.30		Workshop: Participants’ corporate challenges	Use of the CKA simulator™ for creating a knowledge-based approach to international management	The interactive CKA simulator™
16.30 – 17.00		Conclusion	Summary of key learning points	

Facilitators:

Martin Glisby has held positions as chairman, managing director and board member of several companies as well as consultancy appointments to government agencies, foundations and companies with special reference to Asia. A frequent speaker at business schools in Europe and practitioner seminars world-wide, he is trained in strategy and management systems from Harvard Business School and INSEAD in Singapore. He holds a BSc and MSc degree in Japan studies and cross-cultural management from Copenhagen Business School where he was the recipient of the best MSc degree award. A Danish citizen, he speaks both Japanese and English. He is co-author with UK Professor Nigel Holden of several academic articles and international conference presentations. Their first joint book, *Creating knowledge advantage: the tacit dimensions of international competition and cooperation*, was published in April 2010. One of their articles on cross-cultural knowledge management has been cited globally and has been selected for publication in Russia's first Handbook of Knowledge Management.



Nigel Holden has been a professor of cross-cultural management in the UK, Denmark and Germany and has more than 25 years' experience of investigating how firms understand and apply cross-cultural knowledge. His academic output is four books, 25 book chapters and over 150 scholarly articles, conference papers, research reports and monographs. His pioneering book *Cross-cultural management: A knowledge management perspective* (2002) has been hailed as 'seminal', 'outstanding' and 'a milestone in the development of cross-cultural management. Since 1988 he has given more than 50 keynote addresses to academic gatherings and practitioner audiences throughout Europe as well in the USA, Russia, Japan and Taiwan. In 2008 and 2009 he gave keynote addresses to international workshops for UN agencies on culture and knowledge management. In April 2009 he was appointed to the International Expert Group on Nuclear Knowledge Management of the UN's International Atomic Energy Agency. In 2010 he was invited to join the academic board of the Ikujiro Nonaka Knowledge Management Centre at IESE Business School in Spain.

