

Where Are We in KT? (The Organizational Level)

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What Types of Knowledge?

- ❑ **Strategy**
- ❑ **Organization design & change**
- ❑ **Human resource management**
 - **Organizational behavior**
 - **Industrial/ Organizational Psychology**

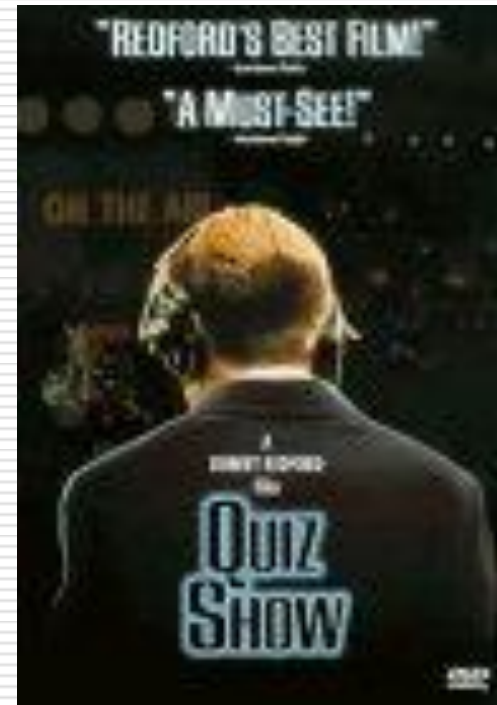


□ Some Worrying Signs.....



1. Do managers (and financiers) know “important” research findings?

- ❑ Surveys of HR managers
- ❑ Financial analysts' evaluations of
 - Layoffs
 - High-performance HR practices



2. What do we really know “for sure?”

- ❑ Is everything
“contingent?”
- ❑ Path-dependent, as
well as contingent?
- ❑ If so, then what?



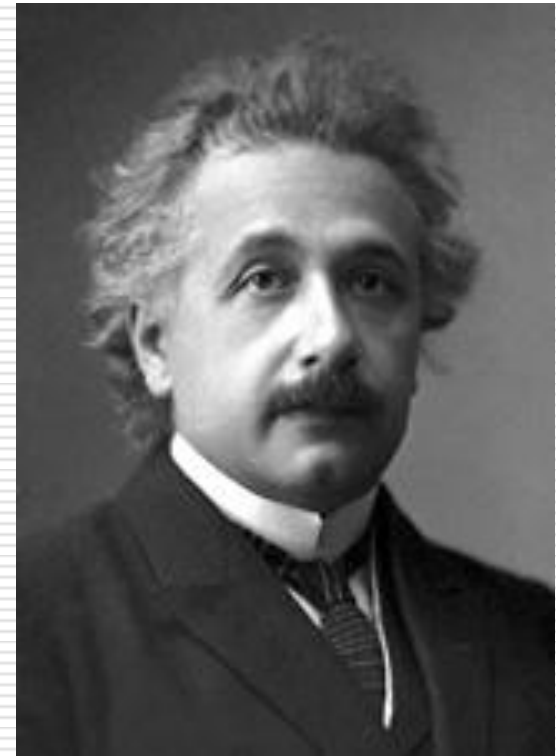
3. Does “good science” win out over bad?

- ❑ **OFTEN not:**
 - **Gurus list**
 - **Practitioner publications**
 - **“Popular press books”**
 - **Consulting firms**
 - **Even textbooks!**
- ❑ **“War on Science”**
 - **Data “Quality” Act**
- ❑ **Results?**
 - **Cynicism**
 - **Self-validation**



4. Do management academics study the most important or useful issues?

- ❑ Not according to manager surveys
- ❑ Much research is driven by convenience
 - Compensation
 - Governance
 - Selection
- ❑ “Most popular” academic tools in use often very old (SWOT)



5. Who leads whom?

- ❑ Barley's "Culture of Cultures"
- ❑ TQM
- ❑ SIOP survey results



5. Do managers want academics' help?

- ❑ HRM survey (2002)
- ❑ SIOP survey (2008)
 - Who is further "ahead"?
 - How should the organization change?
- ❑ Are academics too negative?
- ❑ The few, the (not?)proud?.....



6. Is there hope for the future?



- **EBM Collaborative**
 - CMU, AOM, Wiley
 - **Hamel's MLab**
 - **SOL (Senge)**
 - **Executive education collaborations**
 - **Bridge journals**
 - **HRM initiatives**
 - SHRM
 - HRM Journal
 - **Special issues of top academic journals**
 - **Ph.D.s aimed at practitioners**
 - I/O psychology
 - Case Western, GWU
 - **Most initiatives on the academic side**
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