

The Monieson Centre

Generating Value Through Knowledge



An organization's knowledge capital is its competitive edge.

Make no mistake. The Monieson Centre isn't your typical university research centre.

The knowledge-based economy represents a conundrum.

While most organizations recognize the value of knowledge, they struggle to “know what they know”, what they need to know, and how to operationalize knowledge by transforming it into action. Generating value through knowledge is a daunting task. It requires a new way of looking at organizations, strategy, structure, people and competition. But when you take the time to get it right, the rewards are substantial – “nimble” organizations creating new products, services, and organizational structures. Our express purpose at The Monieson Centre is to enable organizations to turn knowledge into value. We accomplish this via an innovative research model, working in partnership with organizations to discover how to harness and drive the power of knowledge.

Recognized for our novel approach to research, we utilize a collaborative, multi-discipline, multi-university, “double-hurdle” research model. “Double hurdle” describes research that upholds the standards of academic rigour with results that are pertinent to practitioners. This model organizes teams of top international researchers to focus on the complex issues of our partner organizations. The Monieson Centre’s team of professionals manages these research projects, shares new knowledge with others through academic and practitioner channels, and assists our organizational partners in effectively transforming knowledge into practice. By bridging the gap between business theory and practice, The Monieson Centre is fast becoming the pre-eminent research centre focused on knowledge in organizations.

An organization’s knowledge capital is its competitive edge – whether it be a consulting firm, a car manufacturer or a hospital. The Monieson Centre works with organizations to discover how they can enhance their capabilities – how to generate value through knowledge.





We are **problem-focused**

Rather than addressing symptoms and proffering a solution, we dig for the root cause. Here are a few questions organizations are asking:

- > How do we create structures and a culture that leads to increased performance?
- > Business Intelligence – how much is enough?
- > Intellectual Property – when to share with industry partners and/or competitors?
- > How does outsourcing affect our firm's ability to learn?
- > What economic value can firms derive from knowledge sharing and creation?
- > Is our organization's culture conducive to information sharing and knowledge transfer?
- > How important is social capital in managing knowledge networks?
- > How do we create and foster effective communities of practice?
- > Sometimes knowing "what" to do isn't enough – "how" do we turn insight into action?

Results-oriented research partners

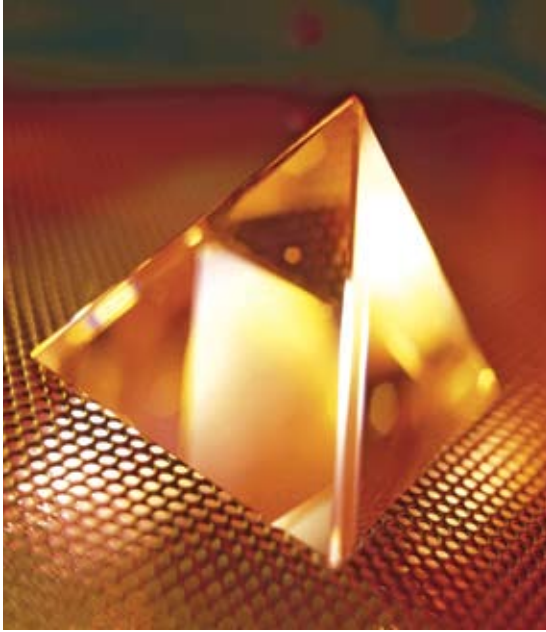
The Monieson Centre's unique research model leads to customized, actionable recommendations derived from a deep contextual understanding of your organization. Our findings are derived from solid research produced by world-renowned, practice-oriented academic researchers.

Research at the speed of business

When research projects are coordinated to proceed concurrently, elapsed time is reduced. For the first time, applied research deliverables are synchronized to business cycles.

"The power of many"

We create teams of world-class business researchers with different specialties to work collaboratively toward a single goal – to create deep insight into your organization's issues and challenges. The deployment of different research lenses provides the multidimensional analysis required to build understanding of complex organizational problems; to get to the root cause of your organization's issues. Many talented people all focused on the same issue, within the same organization, at the same time, produces results of unparalleled value for our partners. The entire engagement is managed by The Monieson Centre's experienced team of professionals to ensure the timely delivery of actionable results.



THE RESEARCH MODEL

The Monieson Centre uses an innovative research model to enable our partner organizations to harness and drive the power of knowledge. We liken the process of addressing a complex management issue to filtering white light through a prism: as light passes through, it is refracted by the angles of the prism into the colours of the spectrum. By deploying diverse specialists all focused on the same issue, we can get to the core of an organization's readiness for knowledge transfer and information sharing, highlight best practice enablers, and address barriers that may exist.

The research model consists of three main components – “Discovery”, “Collaborative Investigation” and “Intervention.” The Discovery builds the foundation for the Collaborative Investigation. The results gleaned from the Collaborative Investigation shape the type of Interventions deployed. While each component creates value independently, most organizations choose a combination of these components, as explained in more detail below. The synthesis of results through publication not only ensures knowledge sharing and mutual learning, but forms the basis for management decisions that lead to appropriate change initiatives.

Discovery

Minimize risk and maximize opportunity

The initial “Discovery” allows organizations to delve into complex issues without having to commit to a major research project. This is when we train the beam of light at the prism. The Monieson Centre's experienced core of investigators conducts in-depth interviews with a variety of stakeholders to understand the “knowledge landscape” – an organization's culture, issues and goals, organizational barriers/facilitators and learning capabilities.

The Discovery allows for thoughtful evaluation before moving on. An organization has the option to proceed to a “Collaborative Investigation” or simply use the knowledge already gleaned to implement appropriate change initiatives based on the results of the Discovery.

Collaborative Investigation

Customized research leads to deep insights

Once the Discovery is completed, The Monieson Centre assembles a customized team of researchers to examine the organizational issues identified during the Discovery. By deploying the prism, this is how we disperse white light into the colours of the spectrum. Concurrent investigations by researchers looking at the issues through different lenses produce insights not possible through conventional research, as well as deep contextual understanding of the subject matter.

Working with partner organizations, The Monieson Centre creates opportunities to develop a genuine understanding of an organization's vital issues through interdependent, complementary research projects. Research projects generally span a period of six to nine months, with the opportunity to continue into subsequent phases, should the need for additional investigation arise. At the end of each milestone, partner organizations are provided with a presentation, workshop and management report that outlines the research findings and provides recommendations for implementation.

Intervention

Testing out solutions generates real value

Based on the combined insights generated from the Collaborative Investigation, The Monieson Centre works with the partner organization to identify approaches for generating value through knowledge, then implements these approaches under conditions that allow for comparison. These “Interventions” are experiments that implement a solution within an organization that is then tracked over time to determine its effectiveness. Under these controlled conditions, optimal knowledge management strategies can be determined based on clear evidence of demonstrated superiority. We think of this as optimizing resolution – ensuring that the solution is sound and crystal clear.

Publication and Validation

The Monieson Centre fosters joint work between Queen's School of Business researchers and other national and international researchers on studies of knowledge in organizations suitable for publication in top-tier academic and practitioner journals. These initiatives help to effectively disseminate the information and insights to broader communities of interest, thereby demonstrating the power of the “double-hurdle” research model.

Knowledge Sharing and Learning

We organize presentations and workshops with our partner organizations to disseminate the learning gleaned from the research. In this way, feedback loops are put in motion. Customized executive development and training can also be arranged through Queen's School of Business.

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