

Human Capital and Leadership



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Human Capital - many ways in which people know.

Leadership - harnessing HC to human purposes.

But when we don't know? Getting beyond rationality.

Leadership - harnessing YOUR imagination/ agency to MY purposes.





agenda

- critique of rationality
- route through knowledge management (KM)
- problems KM addresses
- different ways of knowing
- responding to not knowing
- 'managing' HC+
- KM/HC approach to leadership
- organizational ethics & CSR

JOIN THE KNOWLEDGE REVOLUTION
with Knowledge Pad

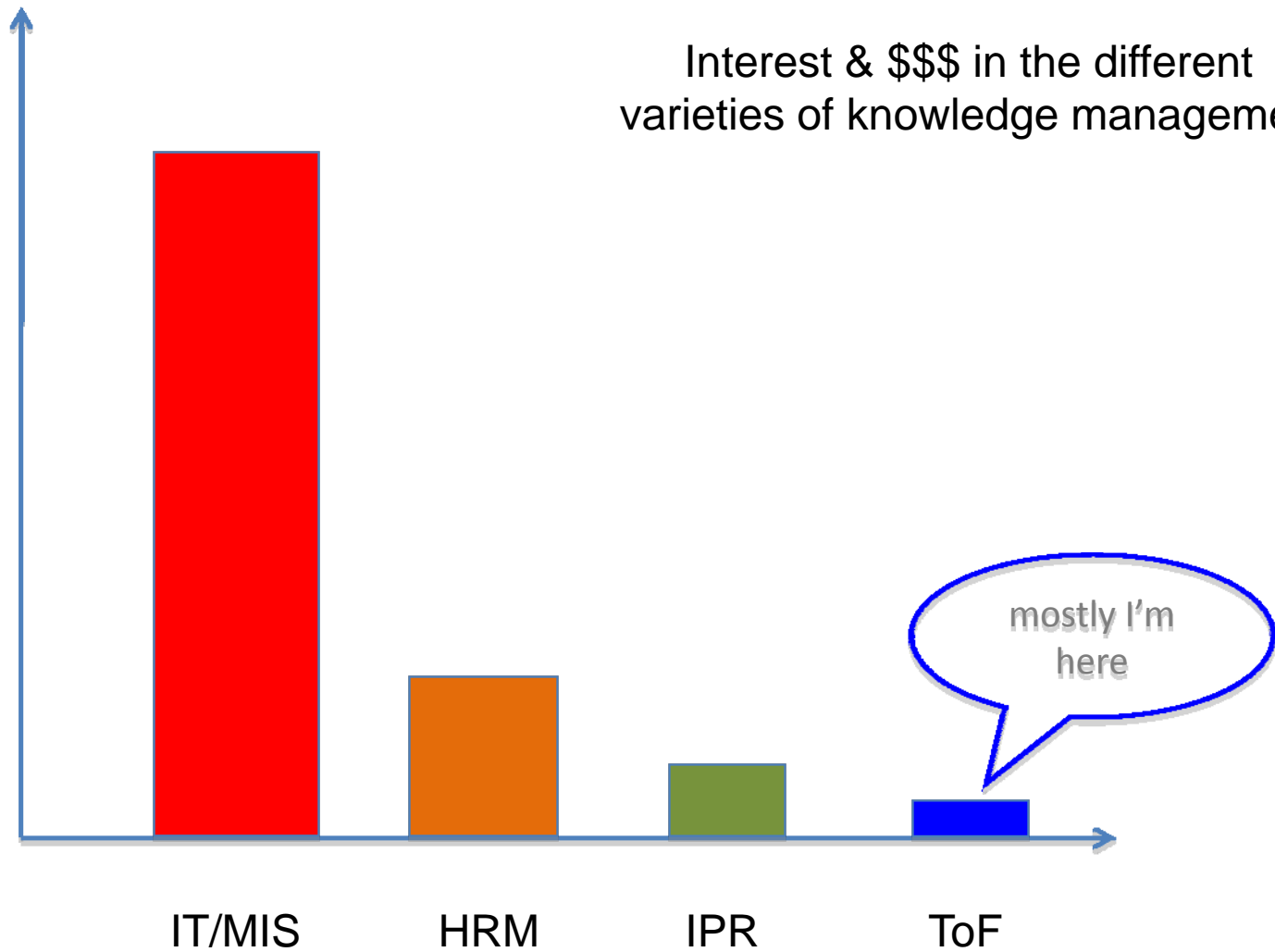
Using Knowledge Management to;

- Improve Efficiency and Effectiveness
- Support Continuous Improvement
- Learn from Experience
- Drive Innovation
- Support Collaboration

Knowledge Pad



Interest & \$\$\$ in the different varieties of knowledge management



types of knowing

- IT - MIS relationship
- **data** versus **meaning**
- meaning as the essence of human capital - *what computers can't do ?*
- data & meaning versus **practice** - tacit K
- practical skill/capability as HC
- D, M, & P - different types of KM problem and KM project
- problem with 'defining' knowledge



the knowing person ?

- **data** - objectified, scientific, rigorous
- **meaning** - subjective, contributed, acquired
- **practice** - competence situated in space & time
- K-absences ?



responding to not knowing

- uncertainties and knowledge-absences:
 - ignorance - of what can be known - secrecy/camouflage
 - indeterminacy - actions of others like ourselves - surprise
 - incommensurability - limits of language - encoding
- ability to respond - agency, 'humanist' core of HC

agency

- imagining - in context
- immersion - discovery of context
- constraints & space
- managing others' agency

promise & perils of human agency



- Rene Descartes (1596 - 1650)
- Giambattista Vico (1668 - 1744)
- towards 'subjectivity'
- changing the world and being responsible
- agency complementing rationality
- 'docility' and changing the actor
- an MoI for CSR, ethics and leadership

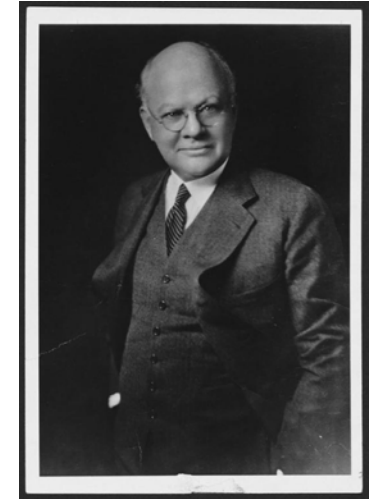


why now ? why CSR ? why KM/HC ?



1868-1933

- crisis of corporate leadership
- retreat from responsibility
- crisis of knowing
- limits of 'prudence alone'
- constructing world and actor
- knowing the world - and ourselves - as constraints to our agency



1877-1954

- humanist, ethically penetrated model
- *"wisdom, knowledge and imagination"*





By three methods we may learn wisdom: first, by reflection, which is noblest; second, by imitation, which is easiest; and third, by experience, which is bitterest.

Confucius