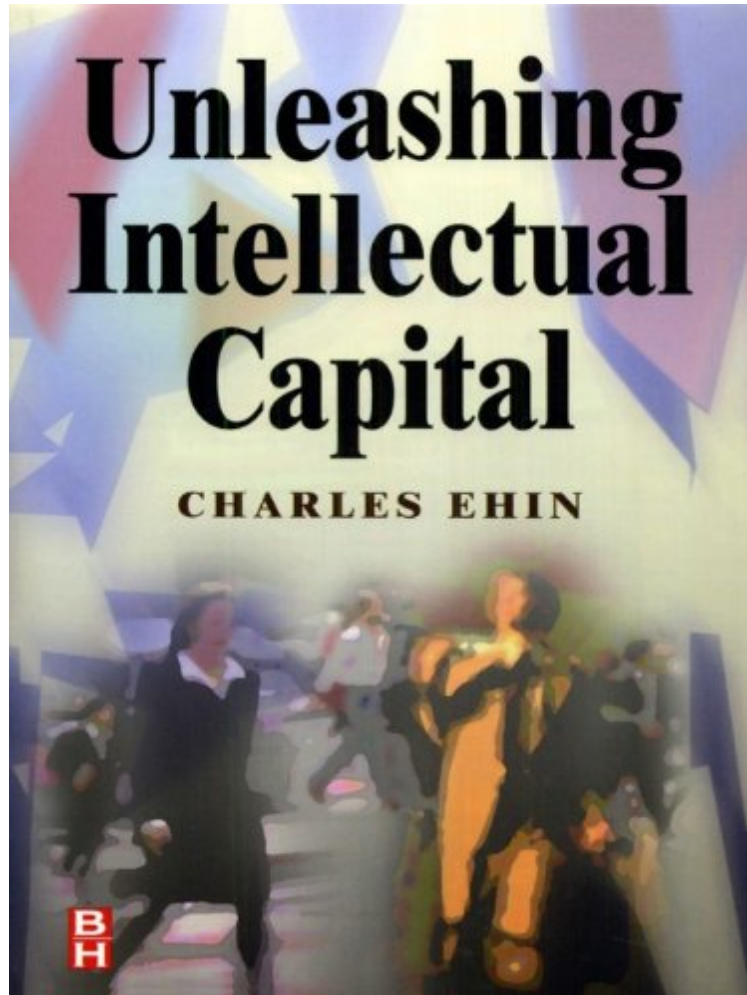


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Unleashing Intellectual Capital

Charles Kalev Ehin

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Charles Kalev Ehin : Unleashing Intellectual Capital before purchasing it in order to gauge whether or not it would be worth my time, and all praised Unleashing Intellectual Capital:

0 of 0 people found the following review helpful. Essential for Modern Managers By Peter M. Boam Dr. Charles Ehin was one of my professors in the MBA program at Westminster College in Salt Lake City. I enjoyed his classes because he was enlightened and creative. His lectures were both fascinating and entertaining. He was concerned about getting the most from employees by motivating them in positive ways. This book was not required reading in his classes, but I read it anyway to improve my management style. It's a great reference book. 5 of 6 people found the following review helpful. Shared access for building intellectual capital By Bill Godfrey A powerful case for radical change to the assumptions and practices driving current organisation. Argues that the rise of the knowledge economy makes it even more urgent to organise in ways that support human cooperation and creativity. Builds from human biology to identify the social capital required to support generation of intellectual capital. It is increasingly accepted that the only sustainable source of competitive advantage in 'the knowledge economy' is to tap the full creative

potential and capacity to learn together of the humans who are the most important asset of any organisation. Yet most organisations continue to behave in ways that directly work against realisation of that potential. The replacement of the dominant 'machine' metaphor of organisations with an 'organic' metaphor has become commonplace in the literature and its implications for organisation, culture and style of management are clear. But this is not (at least yet) having any dramatic effect on organisational behaviour. Perhaps a different metaphor is not a powerful enough tool to start the process of changed consciousness. Charles Ehin takes a different approach to a similar end. He goes right back to the genetic and evolutionary foundations of human behaviour and our basic drives. From that he draws out conclusions about the cultural environment - the social capital - that needs to be in place to produce the high levels of collaboration needed for vigorous intellectual capital generation and market responsiveness. In effect he is offering a scientific rather than a metaphorical argument for changed behaviour by organisations. We need to understand our basic human nature so that 'we can narrow the gap between it and the organisational context rather than unknowingly widening it.' Throughout, he uses relevant and engaging examples from his personal experience to illustrate his case. The fundamental argument rests on two sets of innate human drives: self-centred and other-centred (cooperative or communitarian). Each of these drives is continually present in all of us. The socio/cultural or organisational environment or context is a major factor in calling forth on or the other set of drives. What he calls 'controlled access' - or hierarchical - organisation triggers the self-centred drives: dependence, compliance, self-preservation. What he calls 'shared access' - essentially reliance on self-organisation - triggers the other-centred drives: self-direction, interdependence, commitment, trust. While each set of drives can manifest itself under either style of organisation, the hierarchical form is hostile to the full flowering of the other-centred drives. Further, engagement of the other-centred drives and development self-organisation are interdependent: the development of self-organisation can only proceed through engagement of these drives in a reinforcing loop of development. The loop is driven through nurturing four fundamental interacting competencies: common purpose (shared values and vision); sense of community (building trust, empathy and compassion); 'line-of-sight relationships' (face to face activities and interactions); visualising wholes (fostering the ability to see wholes and understand and work with whole systems). Ehin argues that it is precisely these drives and associated competencies that are essential to organisational success in a knowledge economy. The elements in his case are well illustrated in a series of figures through the book, particularly Fig 2.1 (P. 36), Fig 5.1 (P. 104), and the detailed two-part system chart in Figs 7.1A and 7.1B (Pp. 152-3). I found it useful to copy those charts so that they were in front of me for reference as I read the text. The book is a valuable addition to the literature on the learning organisation (Senge et al. *The Dance of Change*), on management under complexity (eg Lewin: *The Soul at Work*), on working with whole systems (eg Pratt et al.: *Working Whole Systems*) and on knowledge management and innovation (e.g. Leonard-Barton: *The Wellsprings of Knowledge*). I suspect that a number of readers will be willing to take the argument about human nature on trust, without reading it in depth, but the model and the relationships underpinning it deserve careful attention. The assault on the hierarchical castle continues, and Ehin has thrown in another battalion, opening one more front. However, the walls remain unbreached. The sad reality is that most hierarchs are hooked on power and the belief that things can only go right if they personally make the decisions. The objective of retaining and expanding personal power often (even if unconsciously) outweighs the objective of achieving commercial success and blinds the hierarch to the fact that the two are often in opposition. The acceptance of the current geological theory of tectonic plates took 25 years, when all that was at risk was the reputation and knowledge base of the then generation of geology professors. More is at stake in this shift in the way we see our organisational world; we are probably looking at generational change to achieve the shifts that Ehin advocates, but it is never too soon to start.

1 of 1 people found the following review helpful. *Unleashing Intellectual Capital* By A Customer *Unleashing Intellectual Capital* helps us to understand that there are two sides to human nature. Without knowing we have stimulated the self-centered side of human nature, which isn't conducive to sharing tacit knowledge. We need to find ways to express our unselfish side, which is explained in this outstanding book.

Unleashing Intellectual Capital reveals breakthrough principles for structuring Knowledge Age organizations. It helps leaders and knowledge professionals better understand how human nature supports or undermines voluntary workplace collaboration and innovation-vital sources of competitive advantage in business. Integrating the latest insights from diverse scientific disciplines, the book reestablishes some very basic truths about human innate behavior that determine how people best work together and are managed, or in some cases "unmanaged." Using understandable and practical models, *Unleashing Intellectual Capital* explains human nature and offers readers a comprehensive framework they can use to generate sustained high levels of intellectual capital within their own organizations while at the same time reducing workplace violence.

"*Unleashing Intellectual Capital* is a daring and provocative book. Ehin opens our minds and demonstrates how our inherent genetic tendencies can be leveraged for competitive advantage. This book provides the reader with new and useful ammunition in which to operate in the new millennium." [frac34](#); John W. Patten, President Emeritus, Business Week "Unleashing Intellectual Capital is so well written that it is a delightful treat in management books. As for me,

who has spent my life on similar issues, I bow to Dr. Ehin." -Frederick Herzberg, Cummins Engine, Distinguished Professor Emeritus"Dr. Ehin is the rarest of business authors: the subject expert whose writing is clear, focused and actionable. Unleashing Intellectual Capital is a must-read for tomorrow's business winners." ³⁴David Stauffer, President, Stauffer Bury, Inc."Thus, Ehin has written a book that is part paeon to the power of the human mind -- and part prescription for how management can tap into that powerful resource. Then again, perhaps the word is not "management," for Ehin boldly announces early on that "Increasing intellectual capital cannot be managed in the traditional sense." This upfront distinct point-of-view makes this book a standout. For at its core, this book is not about managing organizations; it's about human nature." Management General Website April 2000"Unleashing Intellectual Capital is indispensable for leaders and knowledge professionals who want to leverage the latest scientific discoveries to better manage their employees and create sustainable competitive advantage." - Colgate Scene"Using anthropology and psychology (among many other fields), the author concludes that we will never manage intellectual capital until we better understand human values. Dedazzling'British Airways Business Life - March 2001From the PublisherUnleashing Intellectual Capital is indispensable for business leaders and knowledge professionals who want to want to leverage the "new sciences" to better manage their employees and create sustainable competitive advantage.About the AuthorPh.D., Professor of Management and former Dean at the Gore School of Business, Westminster College