

wbs

WARWICK BUSINESS SCHOOL
THE UNIVERSITY OF WARWICK

Kin

KIN - the network for innovating knowledge-based organisations

KIN – the Knowledge and Innovation Network



KIN: the network committed to developing practice, behaviours and knowledge, for our members



KIN is a non-profit network of private, public and third sector organisations, supporting their efforts in becoming innovating organisations. The challenge to be fit for the future is demanding and effective practices are emerging. Our network is designed to support professionals to lead that change through practice, knowledge and skills development.

Strategic Leadership

Innovating requires a clear strategic orientation and leadership that reinforces learning, creativity and innovation. KIN helps its members to develop the right strategic orientation and to put in place the necessary policies, often building from the examples of others. KIN also helps members to develop their innovation leadership capability, building on expert knowledge and, importantly, on the experience (and mistakes) of other participants.

Culture

Innovation only thrives in a hospitable environment that promotes and motivates experimentation and rewards creativity; within a learning orientation that is safe enough for people not to be afraid of making mistakes. KIN helps its members to recognise and develop the traits of an innovative culture and offers tools, examples and peer support on how to create the right conditions for innovation to thrive. The KIN Maturity models on Knowledge Management, Communities of Practice, Learning from Practice and Innovation have been developed as a practical toolset for our members.

Networking

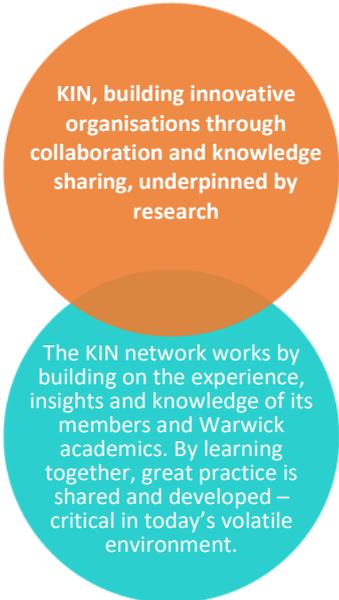
Innovation requires creative friction ensuring that innovators can access the right knowledge at the right time. Effective networking through communities, teaming and knowledge sharing are critical to creating a sustainable innovative organisation. KIN members learn how to deploy the most recent networking, community building and teaming techniques and to experiment with those techniques within the network itself.

Processes

Concrete processes, such as rewarding the right behaviours or design thinking, are at the core of innovative organizations. Only by putting in place concrete processes can organisations make innovating sustainable in the long term. Most of KIN activities focus on learning, developing and sharing real world experience of a variety of concrete processes that members can apply immediately in their workplace. This includes access to a repository of hundreds of re-usable process and techniques collected since 2001 (for example, the KIN After Action Review toolkit; the KIN Knowledge Transfer and Retention toolkit)

Technology

Technology is critical to support innovation. It can augment the capacity of humans, enhance the exploitation of data and information for added value and create new opportunities through connectivity. KIN members are exposed to the latest technologies, from AI to the use of Virtual Reality and robots and especially the practical application of new technology. Importantly, they share their own experiences of the value that new technology has added and discuss how it can be adapted to the specific needs of others.



KIN, building innovative organisations through collaboration and knowledge sharing, underpinned by research

The KIN network works by building on the experience, insights and knowledge of its members and Warwick academics. By learning together, great practice is shared and developed – critical in today's volatile environment.

About KIN – a trusted network



KIN members include strategists responsible for knowledge and leaders responsible for creating change to grow and shape the future of their organisations.

KIN is fully owned and run by Warwick Business School. It is kept deliberately small in order to foster trust and psychological safety and the ability to 'get behind' what makes innovative techniques effective.

Diverse sectors

Having organisations from different industry sectors provides a unique learning atmosphere and diversity of thinking. The focus of KIN is to provide learning opportunities and management tools that are relevant, usable and add value to members. The practical application and learning from other sectors are the major benefits of the KIN network.

Research and depth

At the core of KIN's approach is the assumption that innovating in organisations stems from the effective management of knowledge, ideas and information. This assumption, which stems from the scientific work of WBS scholars and the accumulated experience of KIN members, has underpinned the activity of the network since 2001.

Our members



By bringing professionals from a diverse range of industries together, our members benefit from sharing issues and ideas in a safe space.

Strategic HR, OD and learning & development professionals

Developing approaches to manage the strategic skills required for their organisations. Accelerating effectiveness by insightful approaches to disruptive change and benefitting by exposure to other professionals and their insights.

Change and project management leaders

Provoking change and creating change programmes and projects that enable organisations to be agile. Delivering value to the business through behaviour change underpinned by excellence in knowledge practices.

Knowledge and Information professionals including community and social

Who have the responsibility for promoting and utilising the organisations' knowledge assets, creating engagement to enable a flow of knowledge and information to support the organisations' decision-making.

Innovation and transformation leaders

Who interpret business strategy and determine innovative solutions to support organisational strategy implementation through designing, researching, developing and analysing new concepts and approaches.

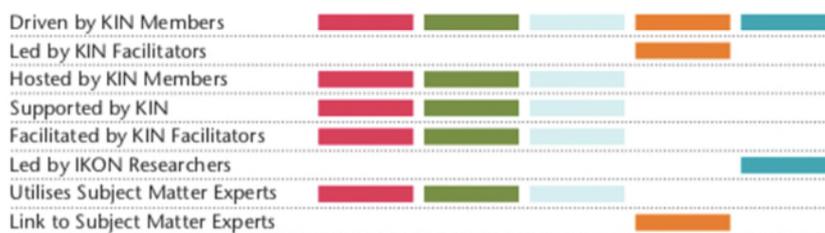
Our offering and programme structure



The member benefits include an extensive calendar of events - typically one per month. Additionally, our dedicated account management and consulting time is a unique and much valued aspect of membership.

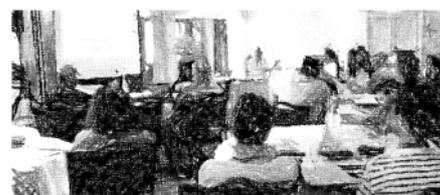
- **Our quarterly workshops** are highly interactive and hands on. They are thematically focussed on one of the pillars of the innovating organisation and always offer a mix of horizon-widening contributions and practical advice. Participants hear from world leading experts, experiment with new tools and learn new approaches and share experiences with other members in a safe, facilitated vendor-free environment.
- **KIN organises the annual KIN/WBS Innovation Summit at the Shard, London.** During this high profile event members can meet and hear from leading companies, academics and experts about the evolving landscape and emerging trends in the innovation space.
- Members have access to **dedicated Facilitators** who work to connect wants and offers and ensure connections are developed and insights shared.
- KIN maintains a **content-rich and secure online MemberSpace** which stores hundreds of immediately usable tools, as well as the techniques and content of all previous workshops. We also run a private and secure LinkedIn forum.
- **The KIN annual network analysis** is our systematic way to identify and measure high performing elements within member organisations. This allows KIN to bridge the competency gap and inform our programme. It also allows member organisations to set measurable innovation and learning improvement targets.
- KIN members **have access to academic and applied research from the IKON** Research Group at Warwick Business School (IKON is the founding body for KIN). Corporate members of KIN also become members of Warwick Business School's extended community and have access to selected events both in Coventry and London.
- **Previous events have covered:**
 - Innovation in management practices
 - The future of work
 - Virtual teams
 - Systems thinking for innovation
 - Maximising the value of communities of practice
 - Using innovative people oriented exercises to foster creativity
 - Creating an innovative culture
 - Design thinking
 - Digital leadership
 - Practical uses of blockchain
 - Tacit to tacit knowledge management
 - Serious play
 - Using ethnography in practice
 - Preparing for GDPR
 - Chatbots & digital assistants: shaping the future of work.
 - Effective communication for organisational change
 - Using AI for training: assessing competencies using the 'Clever Nelly' tools

KIN Operating Model



Join our conversation

Twitter twitter.com/KINWBS
 LinkedIn linkedin.com/company/kin/
 Facebook facebook.com/kinwbs



KIN: providing value for money to its members since 2001



KIN has been operating since 2001 and has provided value for money to its members over that time. This is what members say about KIN:

“Previous involvement with KIN not only provided a solid base for us to build our own knowledge of communities of practice, but it also gave the team confidence to create training and support for our members, so the benefit of what we've learnt is shared across the public sector.”
CEO of member organisation

“The things we get from KIN are the practical take-homes – what can I do, what can I apply, how can I make that work in my organisation. I think we always enjoy the more academic and research parts of it but there is a definite kind of need for translation of research into what can you do with it, what does this mean. And I think KIN does provide that nice link between business school and us so for me that's a value – translating it into something practical”
Innovation Research Lead.

“KIN gave us a structured method for capturing and re-purposing knowledge...”
Head of Knowledge management

KIN was originally established to foster the capacity of organisations to improve their knowledge management capabilities. Building on research from Warwick Business School academics, it has established the importance of human and social aspects in a time when the prevailing wisdom was that technology alone could solve all knowledge problems. KIN pioneered and contributed to the development of a number of well-known tools to support the exploitation of existing knowledge through sharing and collaboration such as Communities of Practice, virtual teams, after action reviews and knowledge retention.

During the early 2000s, KIN helped to direct attention towards connectivity and collaboration. It was among the first to embrace and promote a number of social processes and technologies to support networking and connectivity, within and across organisations. In recent years, KIN's attention has shifted to direct ideas, knowledge and information management towards innovation.

While traditional knowledge management had focused on exploiting existing knowledge assets, the pressing need was to support exploration and creativity. 'Four Generations of Knowledge Management' was developed to reflect the changing focus from data collection to creating connections, collaboration and then to creativity and curation.

	1. Explicit knowledge COLLECT/CODIFY	2. Tacit knowledge CONNECT	3. Networked knowledge COLLABORATE	4. Augmented knowledge CURATE/CREATE
Attributes	Artefacts and libraries Codified knowledge 'assets' Context may not be apparent <i>Just-in-case</i>	Peer-to-peer(s) Context apparent through dialogue Differentiates between information and know-how	Stewarded Egalitarian and global Uncertain value at time of creation (latent knowledge) <i>Just-in time</i>	Melded from diverse and unexpected data sources Often stimulated by mass connectivity, data ubiquity and AI/machine learning Frees cognitive capacity
Behaviours	Not necessarily reciprocal	Reciprocal / exchanged Experiential Attention to collaborative behaviours	Socialised Dependent on trust and relationships Altruistic	May be mistrusted (opaque results may challenge bias and heuristics) Experts may feel threatened
Organisational Implications	Focus on infrastructure for <i>capture, collection</i> and (possibly) <i>re-use</i> of artefacts	Requires effective channels for dialogue	Focus on conditions and connections Context dependent	Requires agile business processes and flexible leadership Creativity highly valued, acceptance of failure and disruption, requires high level of analytical skill

The KIN Four Generations of Knowledge Sharing

The KIN Team



Davide Nicolini, Professor of Organization Studies at Warwick Business School

Davide co-directs the IKON Research Centre and co-ordinates the Practice, Process and Institution Research Programme and the KIN network. Davide's specialist areas include practice-based approaches to the study of knowing, learning, and change in organisations; innovation process in healthcare and other complex environments; advancement of action-based approaches to learning and change.



Erica Hurley, People Coordinator, Account Manager and Facilitator for KIN

Erica Hurley is the people coordinator, account manager and facilitator for the KIN network. Leading special interest groups, events and activities around 'strategic leadership', 'cultural change', 'networking', 'communities of practice', 'global virtual teams' and 'social network analysis'. She is an experienced International HR manager, facilitator and coach with extensive skills grown over more than 30 years in a variety of operating businesses in the commercial, public and voluntary sectors. Her powerful combination of HR, brand and cultural change experience combined with her passion for people and relationships led her to qualify as an NLP Master Trainer. She applies this approach to all areas of her work including knowledge management, organisational change, coaching, mediation and advanced communications.



Debbie Lawley, KIN facilitator

Debbie Lawley leads on strategic and organisational change events and initiatives. Her personal contribution is in the areas of cross-cultural leadership, learning and training strategies, organisational learning and development, performance improvement, and corporate collaboration. Debbie is also the CEO at WillowDNA, where she combines her organisational learning and Knowledge Management background in high growth technical businesses, with her business skills and sensitivity to learner experience. She specialises in online learning approaches & strategies and focusing on the creation of effective learning ecosystems.



Nancy Kinder, KIN facilitator

Nancy Kinder was a former KIN member, during her 11 years as Global Knowledge Manager at Cadbury/Kraft/Mondelez. She built up over 50 knowledge sharing communities, throughout mergers, acquisitions and confirmed the millions of pounds worth of value their collaborative working delivered. Independent for 6 years, she supports all sectors with both internal and external communities, accelerating the value for both the members and the organisation.



Dr Steve Goodwin

Steve has worked with KIN since 2005. A 20-year career moving from electronics engineer to senior management positions in major organisations followed by another 20 years teaching and researching (mostly KM) in the academic world (Bath and Warwick).

The KIN Team



Mike Norton, KIN facilitator

Michael is responsible for leading on all matters around social media and the use of technology to support communities. Michael is an experienced knowledge professional who has been involved with both the communities of practice and knowledge hub platforms for many years and is well regarded in this field. His particular focus is on communities of practice incorporating knowledge sharing, web 2.0 technologies and social media.



Phil Ridout

Philip has been actively involved with KIN for 15 years since he was part of the Knowledge Management team at Mars. Now a Google 'Product Expert', he advises on and helps to manage KIN's Google based websites and use of Google Docs and Drive.

Which membership package is right for you?



	Corporate	Business	Pay as you go
Dedicated Account Manager	Yes	Yes	–
Host Event	x1	x1	–
Consultancy Days	x5 days	PAYG* (special rate)	PAYG - £600
Maturity Models	Yes	Yes	–
KIN Memberspace (Online toolkit)	Yes	Yes	–
Events Pages	Yes	Yes	Yes
LinkedIn	Yes	Yes	Yes
KIN Blog	Yes	Yes	Yes
Social Media	Yes	Yes	Yes
Annual Innovation Summit x1	x4 places	x1 place (plus 2 further PAYG places)	PAYG - £890
Quarterly Workshops x 3 Including food and accommodation	x3 places	–	–
Quarterly Workshops x 3 Excluding food and accommodation	x2 places (or more depending on space)	x1 place (plus 2 further PAYG places)	PAYG - £690
Roundtables, Webinars & Masterclasses (12 or more per year)	x3 places (or more depending on space)	£590	PAYG - £590 (1 day) PAYG - £390 (1/2 day)
Access to WBS alumni events (at Warwick and the Shard)	Yes	–	–
Peer Assists	x1 day	x1 day	–
Membership fee (yearly)	£17,000 +VAT	£7,500 +VAT	£100 +VAT

* Pay as you go

Rates are subject to change.

Talk to us:

We are always happy to help you with any queries you might have:

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You can email us at any time

E: kin@wbs.ac.uk

You can also visit our website

W: <http://ki-network.org>

