



## ISM SEMINAR

Spring 2012

**Speaker:** Professor Bart van den Hooff, Vrije University, Amsterdam

**Title:** Cracking the core: How core members of electronic Networks of Practice contribute to organisational learning

**Date:** Monday 27<sup>th</sup> February 2012

**Venue:** B3.19, Scarman Road, Warwick Business School

**Time:** 14.00 – 15.30

**Abstract:** This study investigates the role that core members of organizational electronic Networks of Practice (NOPs) play in supporting organizational learning. Building on insights from literature on organizational learning, offline communities and online networks, we conducted a multi-methods case study at an international chemical company. We combined data from a survey, interviews and a content analysis of the messages exchanged in the electronic NOPs within this organization. This analysis reveals that core members of these networks perform three roles that contribute to organizational learning: <sup>3</sup>interpreting<sup>2</sup> (contributing expertise), <sup>3</sup>integrating<sup>2</sup> (of content and connections) and <sup>3</sup>institutionalizing<sup>2</sup> (interfacing between network and formal organization). Through these roles, core members not only contribute expertise and organize NOPs, but also integrate and institutionalize knowledge on both the organizational and the network level. As such, the study shows how core members play a key role in supporting organizational learning through NOPs.

**Biography:** Bart van den Hooff is Professor of Organizational Communication and Information Systems at the VU University Amsterdam, Faculty of Economics and Business Administration. He has a PhD (with honours) in Communication from the University of Amsterdam. Before coming to the VU University, he worked in consultancy (M&I/Partners), at the Delft University of Technology and the University of Amsterdam. He is part of the KIN (Knowledge, Information and Networks) Research group. His research interests include the interaction between ICT and organization, implementation and use of Information Systems, knowledge sharing and distributed collaboration. His work has been presented at international conferences and published in (among others) Journal of Management Studies, Organization Studies, Journal of Information Technology, Information & Management, Communication Research, European Journal of Information Systems and Information Processing & Management.

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This seminar has been organised by the iSM Group.