



Current crisis - Where next?

- Do we continue to do what we have been doing?
- If so will this bring about the required changes?
- Are better levels of of knowledge management a solution?



Lifelong Learning Report 2007- 2013- Launch 2007

“A strong focus on lifelong learning and training, combined with increased levels of investment in research technology and innovation, will be key factors in maintaining our competitiveness in a constantly changing global environment.”

Minister Haughey

“The industrial economy based on managing material things seems to be drawing to a close---there is a shift towards the knowledge economy”

McKenzie 2004.

- Is this true of our business?
- Is training and development part of your strategic planning?
- Do you regard training as an investment or a cost?
- Can you remain competitive without training and development of your staff?
- Is there anybody on your staff who could not benefit from development?
- What are the barriers to making the investment?

What do we mean by a knowledge organisation?

- Recognition that knowledge resources are crucial to business success
- A focus on accessing and using internal and external knowledge resources to increase business value
- An appreciation of the conflicting interests and challenges
- An understanding of how to manage knowledge and use it to adjust to a changing competitive environment

Assessing capacity to change-

Burke-Litwin Model

Transactional

- Management practices
- Work unit climate
- Task and individual skills match
- Individual needs and values
- Motivation
- Individual and organisational performance

Transitional

- External environment
- Mission and strategy
- Leadership
- Organisational culture
- Structure
- Systems

6 Knowledge competencies

- **Competing** – creating new knowledge and exploiting existing knowledge.
- **Deciding** – knowledge underpins effective decision making.
- **Learning** – paying attention to individual and organisational learning
- **Connecting** – paying attention to outside-in knowledge flows and inside-out knowledge flows.
- **Relating** – attention to close ties and loose associations
- **Monitoring** – insights into current performance and foresight and capacity to change

DPC's Contribution

- Establishment of the Training and Development Centre and networking with all estate companies.
- Establishment of partnership with FAS, DIT, NCI and Training organisations.
- Participation in major EU Funded Research programmes EFFORTS and SKEMA
- Partnership with UNCTAD and Irish Aid as English Language partner, building port capacity in Africa and Asia through human development