

Futures in a Global Knowledge Economy: The Role of Strategic Alliances



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Professor Ron Johnston

Executive Director

Australian Centre for Innovation



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AUSTRALIAN CENTRE FOR INNOVATION AND INTERNATIONAL COMPETITIVENESS

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INNOVATION

GLOBALISATION

KEY PURPOSE

WHAT WE ARE

WHAT WE HAVE ACHIEVED

WHAT WE DO

WHO WE WORK FOR

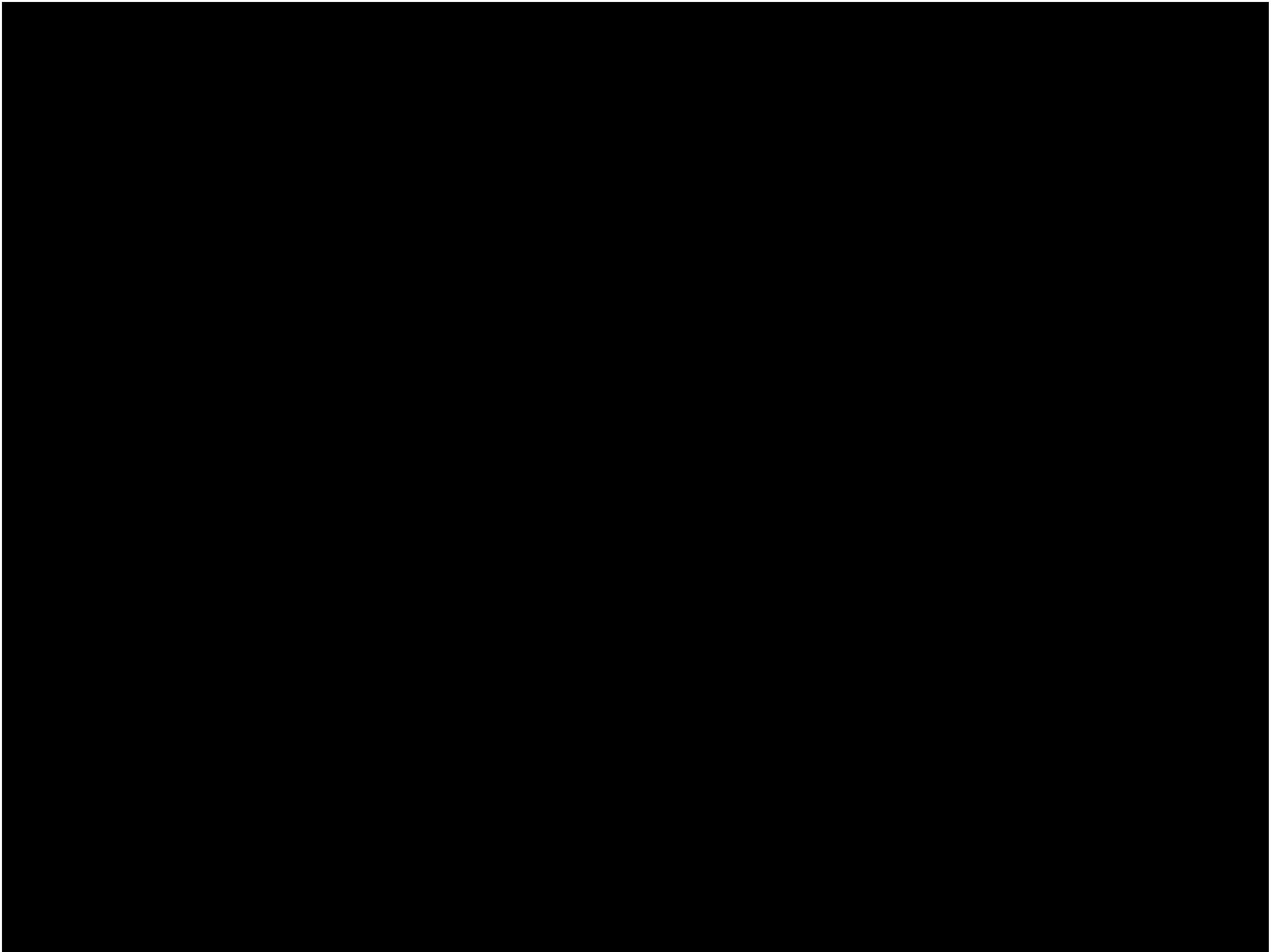
WHO WE ARE

CONNECTIVITY

KNOWLEDGE
ECONOMY

[Key Purpose](#) | [What Are We](#) | [What We Have Achieved](#)
[What We Do](#) | [Who We Work For](#) | [Who We Are](#)

Some Challenges to Modern Organisations



Bureaucratic Model

- Division of work - tasks organized on a continuous regulated basis
- Specialization of function - tasks have distinct spheres with requisite authority and sanctions
- Hierarchy – authority and control specified
- Rules - technical and/or legal - specify the way work is undertaken
- Documentation – the basis of administration
- Resources – distinct from the individual
- Office holder can't "sell or appropriate" their "office"
- Seen as unresponsive, slow and expensive

The Market Model

A response to the old "bureaucratic" model

- Emphasis on cost and cost reduction
- Externalize functions through sub-contracting
- Reduced hierarchy – "flat structures"
- Regulations and rules replaced by contracts specifying deliverables
- Separation of strategy formulation from implementation
- Increases power relative to suppliers and distributors
- Works best when outputs are easily defined
- Difficult to operate in a dynamic and chaotic environment
- External contractors an important aspect of this model

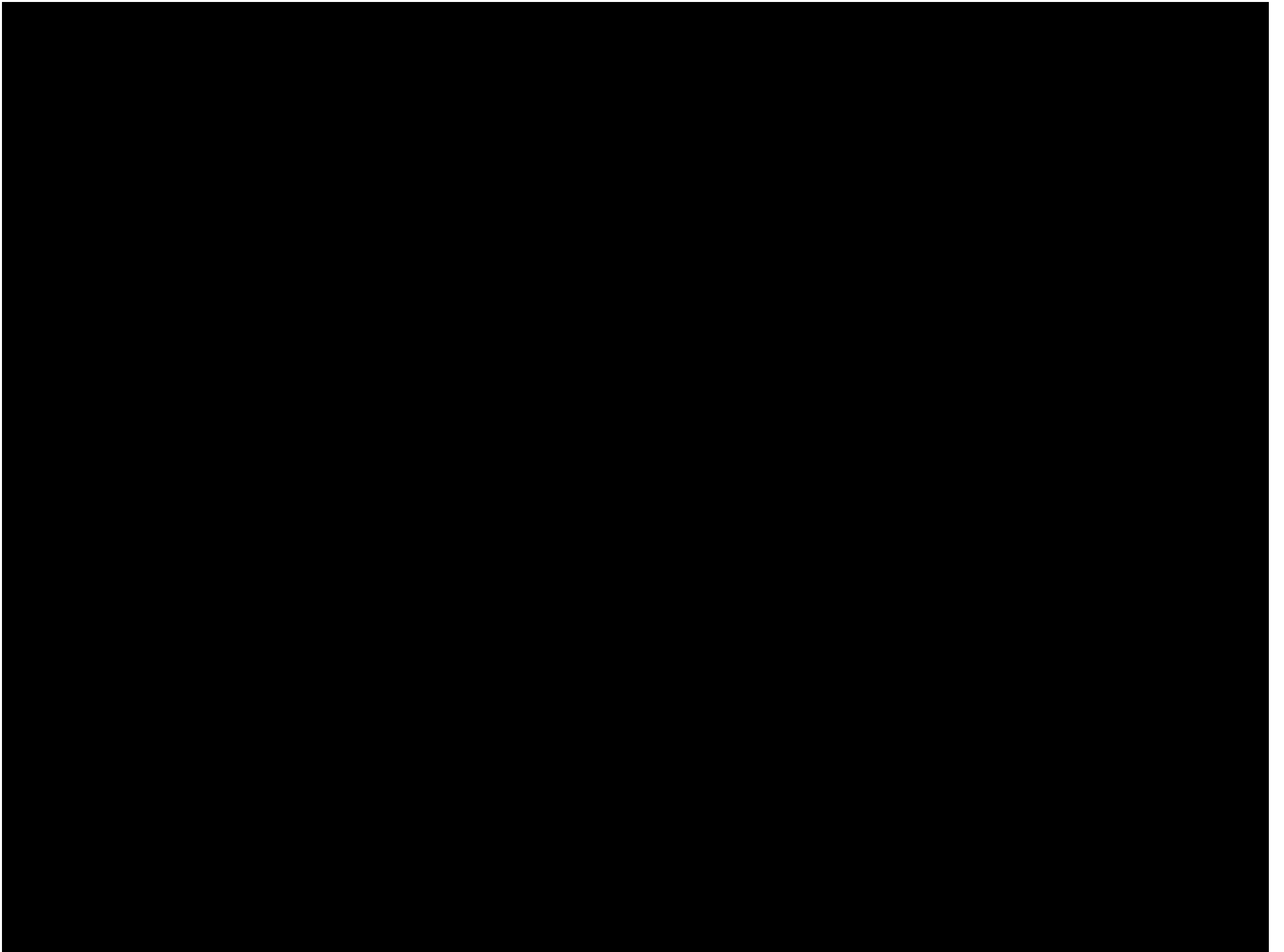
The Capability Model

- Primary focus is development and application of intellectual capital – particular areas of skill, expertise
- Emphasis on reciprocity, trust and commitment
- Systematic and cumulative building of corporate and social competencies
- 'Communities of practice' exist within/across formal structure
- Appropriate to novel tasks – social capital (relationships between people) important
- Management task is to create an environment that facilitates dealing with uncertainty, supports innovation and internal and external partnerships
- Acknowledges the contribution and significance of knowledge workers

Characteristics of a Competitive Knowledge Economy

Paradoxes of Knowledge

The Challenge of Knowledge Management



IT is allowing organisations to become
'deconstructed'

Management Trends

Outsourcing

Challenges

Strategic Alliances

Challenges for Alliances

Alliance Competence

Where to for Public Service Organisations?