

# ***Intellectual Capital for Communities in the Knowledge Economy Nations, Regions and Cities and Emerging Communities***

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# ***Poster Session : Knowledge Memory in the aluminium industry : an implementation of the “Hau Ba” model***

## **Keywords**

Knowledge management, knowledge transfer, job identity, organizational memory, knowledge flows, incentive systems, reorganization, gift / gift debt model.

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# *Theme of the research..*

- This on-going research introduces the theme and associated issues related to the fluid nature of an organization's knowledge. Its aim is to develop the "Hau Ba" model, originally set up by A Bounfour.
- The HAU BA model is based on the observation that "organizations seem to deploy processes and multiple incitement spaces (Ba), at the same time as they impose 3 constraint oriented routines : to give, to receive and to return (HAU) the knowledge. According to its activities, its culture and its managers' identity, an organization will have to chose either one or the other of these two theories". (Bounfour, 2000)
- The intention of the research is to demonstrate that a combination is possible between the Ba and the Hau, in order to facilitate the knowledge transfer, through the fulfillment of the "fight for recognition" that individuals crave for. (based on the recognition philosophy, A Honneth, 2000)

# Outputs of the research..

- The special feature of the research is to highlight the fact that the activation of the “Hau Ba” model confirms individuals in their personal identity. Once stronger and “recognized”, personal identity converts itself into a “narrative” identity (Ricoeur, 2004), which means the identity of an individual who acts and involves themselves for and into the organization.



## Why developing identity is important for an organization?

- In addition to the knowledge transfer and the memory saving process, thanks to the different mental “Ba” in place, the gift /gift-debt model (Hau) in use is “organic or quasi organic” communities, can work **on people’s loyalty and involvement at work**, which is a major concern in the western heavy industrial organizations (while facing recruiting and integrating issues).

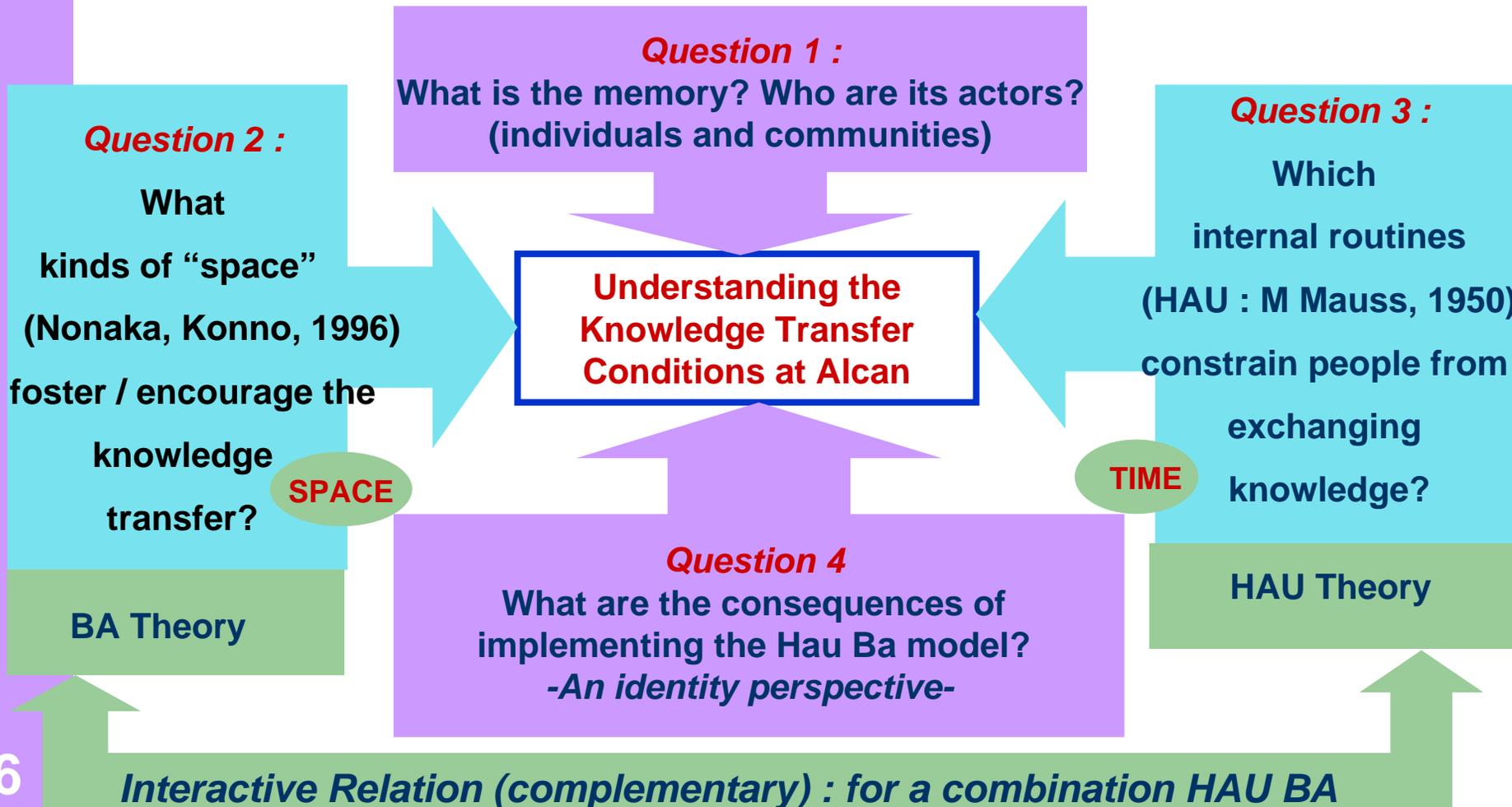
# *Operationalization..*

- The model is being tested at Alcan, on the perimeter of their “Aeronautic, Transportation and Industry Business Unit”
- A 3 year immersion enables observation and testing on 3 kinds of core trade :
  - Extruding
  - Melting / foundry
  - Rolling
- ... according to different social categories of actors :
  - Workers
  - Executives
  - Experts
  - Searchers

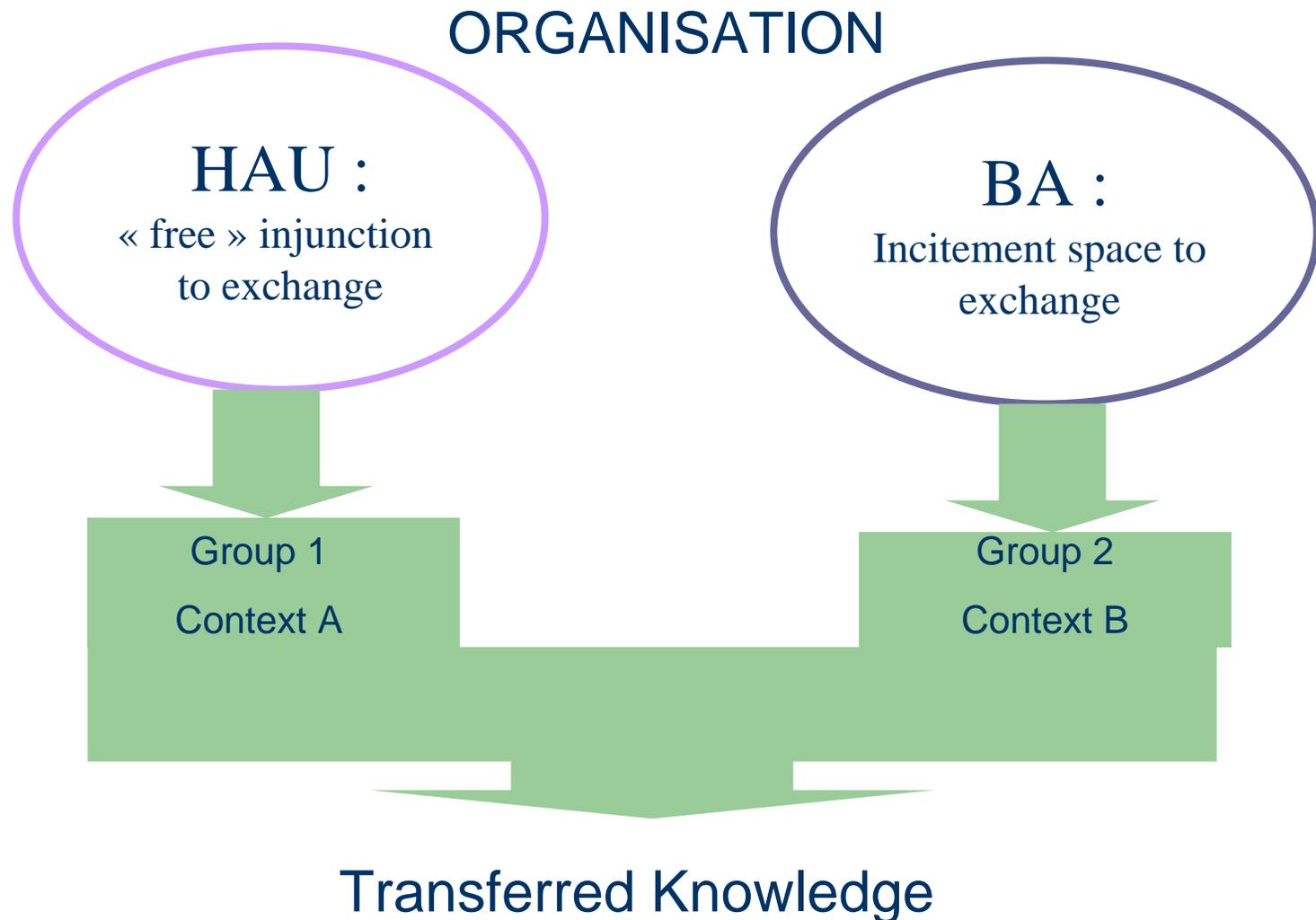
# Questions to be answered ...

## Transversal :

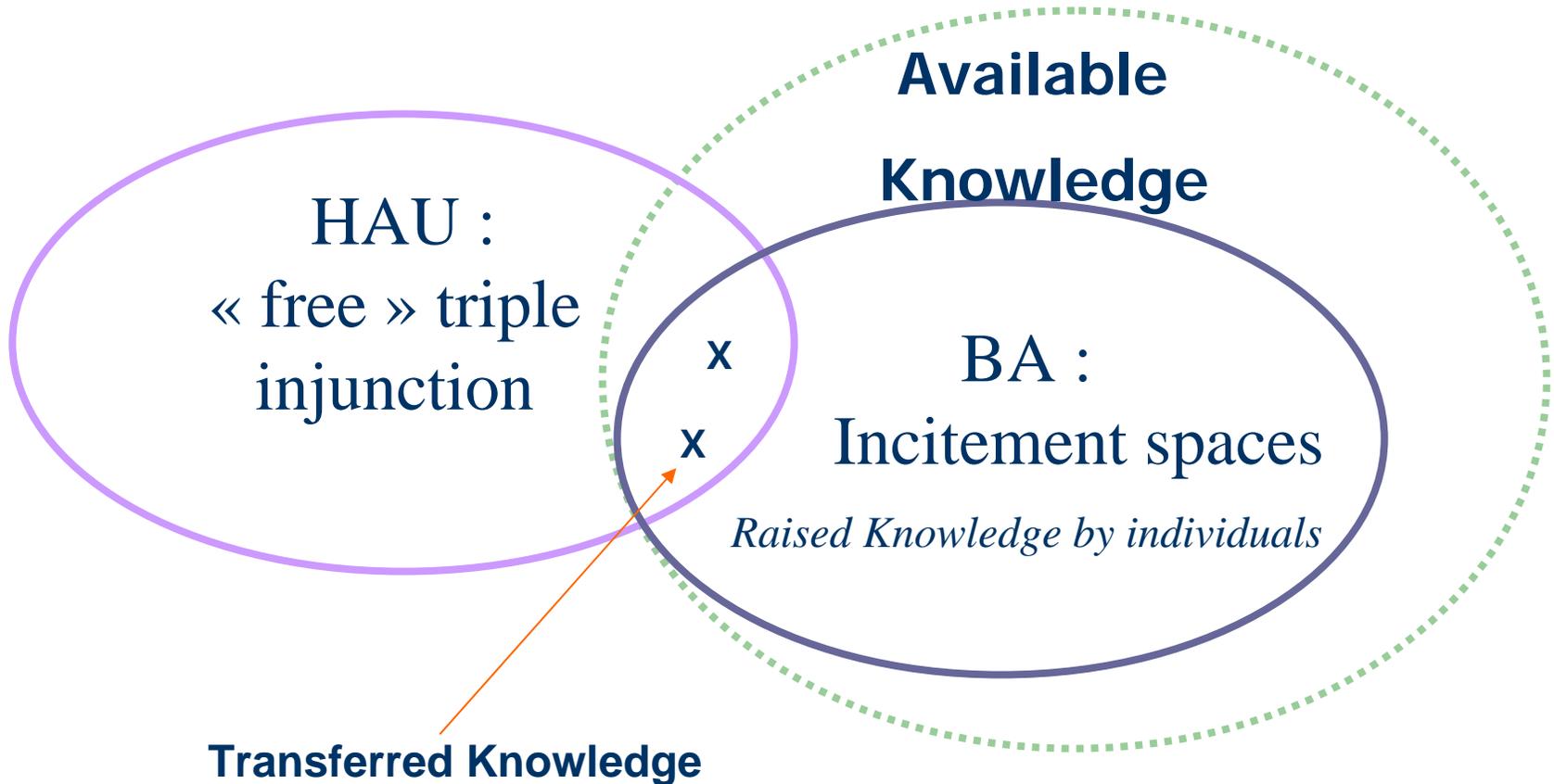
Contingency elements (structural background, economic and social climate) that influence the model



# The HAU-BA model, an alternation depending on context?



# OR The HAU-BA model, a systemic approach of Knowledge Transfer?



*This approach is validated by the first empirical results*

# Question 1

## Question 1:

What is the memory?

Who are the actors?

### Starting points

Girod-Séville, 1995

Develops sub-categories to define the memory of an organization

Output : highlights the existence of various communities which feed the memory.

### Temporary Conclusions

3 kinds of communities are observable:

- Organic communities (disappearing)
- Quasi-organic communities (emerging)
- Constraint communities (emerging)

(Bounfour, 2005)

→ The first two create the «live » memory (rich and operational)

## Question 2

### Question 2:

What kinds of spaces encourage the knowledge transfer?

#### Starting points

Nonaka, Kono 1996, 1998

Provide the SECI matrix to discover how the creation is transferred

Provide the concept of « Ba » to discover where the knowledge is transferred.

Output : highlight and sort the various BA in action at Alcan.

#### Temporary Conclusions

Organic and quasi-organic communities merge the physical and mental Ba into a unique one.

Virtual Ba is not invested much

Constraint communities try to implement virtual Ba that are not effective.

## Question 3

### Question 3:

**Which  
internal routines  
constrain people  
from  
exchanging  
knowledge?**

#### Starting points

Mauss, 1950, Akerlof 1983

Propose an alternative to the trading exchange : the gift / gift debt model

This exchange seems to fit all data which cannot be considered as « owned » goods, but as personal features (love, friendship, ..)

#### Temporary Conclusions

The HAU is in action upon the organic and quasi organic communities.

It is not observable in the constrained ones.

The gift / gift debt model is an internal rule that cannot be fully driven by management. It requires trust and responsibility : both are part of the “empowerment” concept that is emerging in HR policies (not always positive).

## Question 4

**Question 4:  
What are the  
consequences of  
implementing the  
Hau Ba model?**

***-An identity  
perspective-***

### Starting points

Sainsaulieu, Osty, Sardas,  
1985, 1995, 2003

Job identity is involved in the balance of the HAU BA model

Knowledge develops Job identity : sharing knowledge with peers makes the job identity be recognized.

→ People struggle for recognition (A Honneth, 2000)

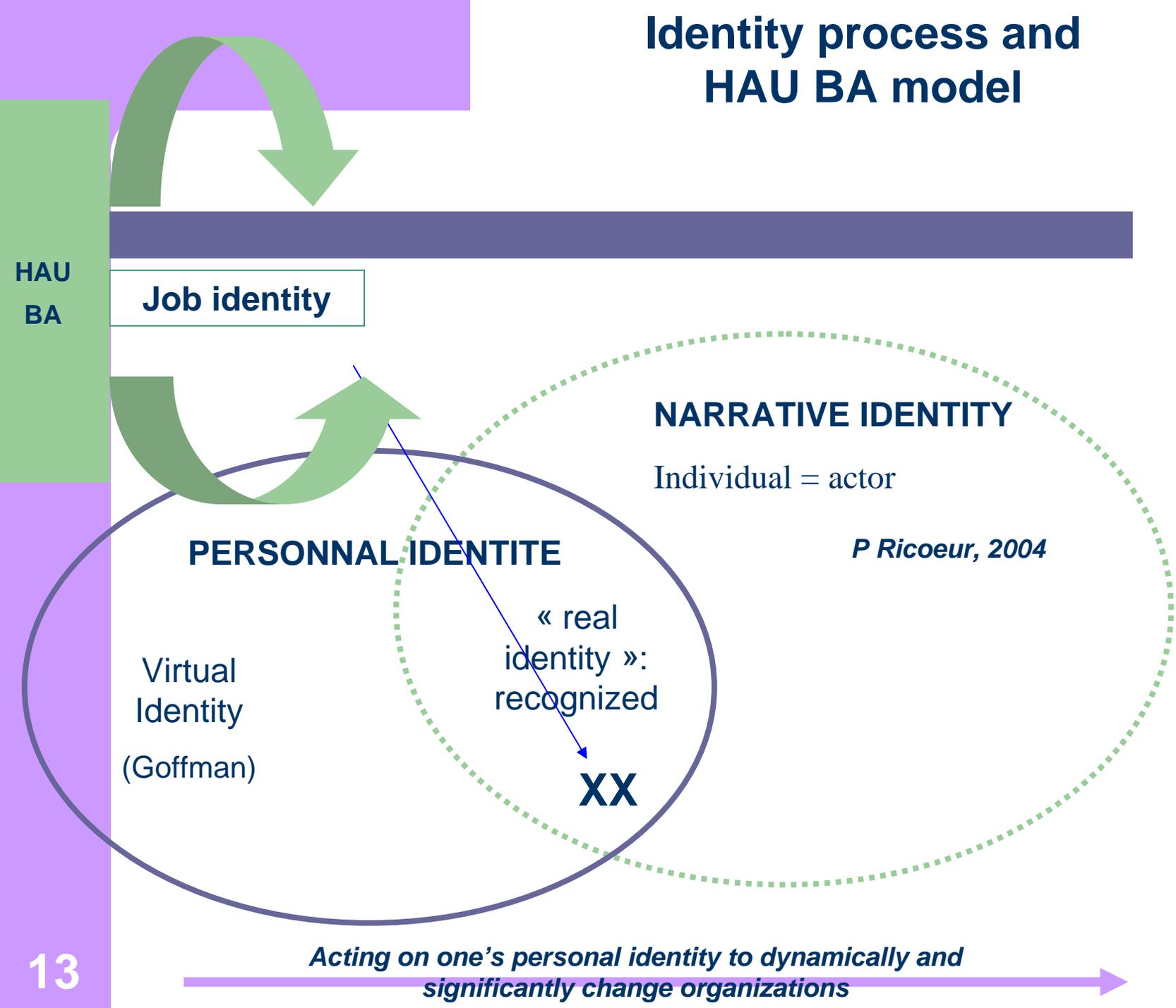
→ Recognition is the « engine » of the HAU BA model

### Temporary Conclusions

Actors of the HAU BA are part of O and QO communities where they can develop stronger identities. Indeed, they access to the level of a « narrative identity » which characterizes people who not only know who they are, but are ready to change institutions (and organizations) based on this self knowledge and confidence.

Organizations can rely on these active assets to develop IC.

# Identity process and HAU BA model



# Identity process and HAU BA model

*upon the organic and quasi organic communities*

Fight for recognition

