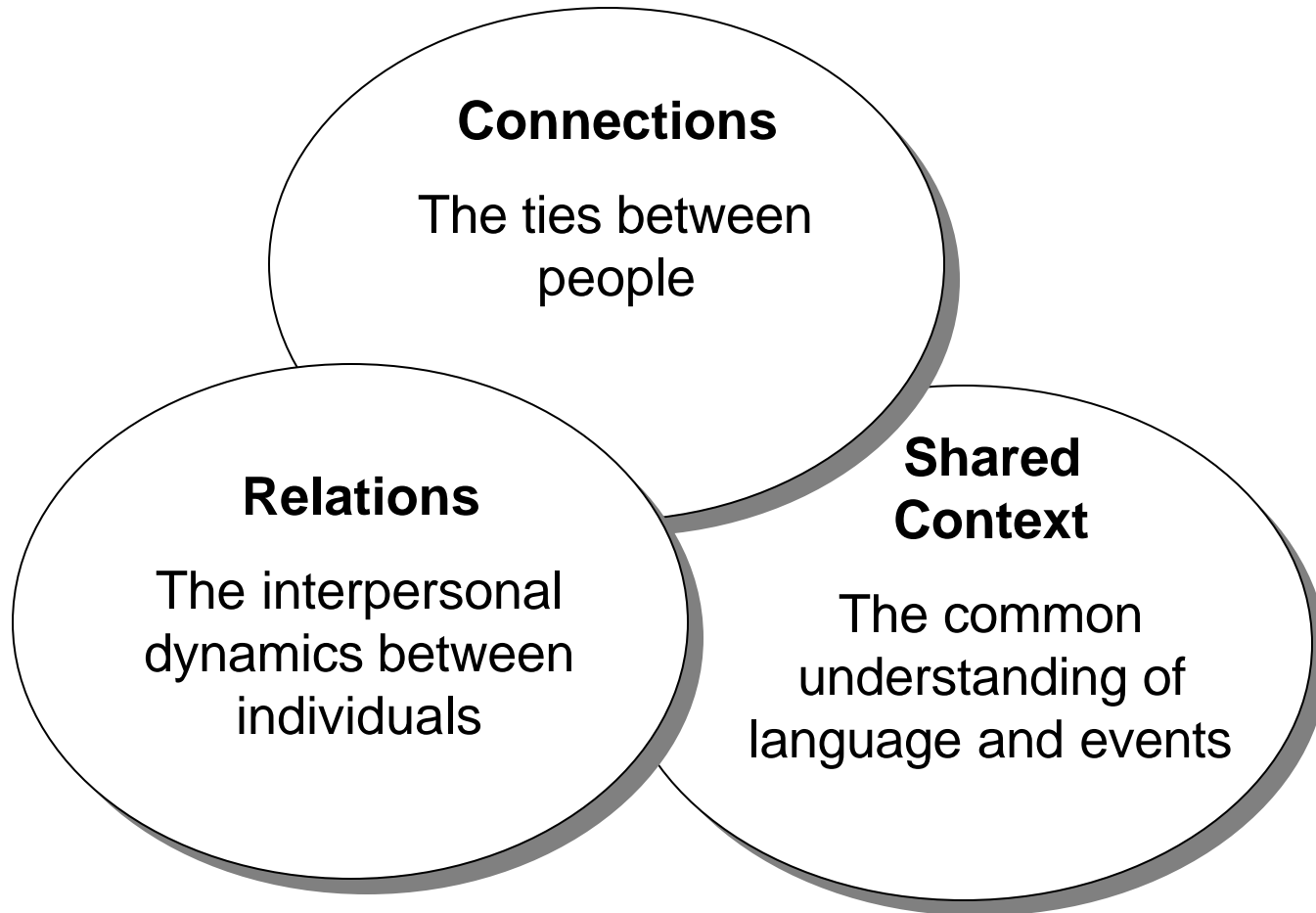


Output from discussion group on:  
Social capital and knowledge  
management in the global enterprise

# Topic Overview

Social capital refers to the value  
created by maintaining and  
sustaining relationships inside and  
outside an organization

# Topic Overview



# Topic Overview

“The new currency won’t be intellectual capital. It will be social capital--the collective value of whom we know and what we’ll do for each other.

When social connections are strong and numerous, there is more trust, reciprocity, information flow, collective action, happiness, and by the way, greater wealth.”

- James Kouzes  
co-author of *The  
Leadership Challenge*

Source: “Link me to your leader”  
*Business 2.0*, Oct. 9, 2000

# What is the research/business issue or problem?

- What are the challenges to building social capital in today's organizations?
  - Virtual teams
    - Time/cultural differences
    - Lack of face-to-face connections
    - Motivation
    - Language
    - Cross culture differences in generalizable trust
    - Lack of common assumptions
  - Poorly used media
    - Email – conflict escalation
  - Information sharing and power dynamics
  - Generational differences

# What can we do to address the issue/problem?

- Leveraging Technology to Build Social Capital
  - Wiki (integration of content and connections)
  - Expertise location (AskMe)
- Getting to know individuals and their backgrounds and non-work interests
- Community building in organizations
- Coaching mentoring
- Increase network visibility, transparency and state of information

# What activities can we carry forward after the symposium?

- Key Questions still to be answered
  - Use of Narratives as a way of capturing knowledge
  - How we capture knowledge from multiple perspectives
  - How do we prevent knowledge bases from ossifying?