



THE POWER OF NETWORKS

By *Daniela Campos*

Today, knowledge management has a central role in the competitiveness strategy of companies. Even more than before, when other essential inputs for the industry's production represented differentials that came at the top of the list, such as distribution, access to raw materials and technology and cheap or specialized labor.

All the knowledge accumulated throughout the Industrial Age gained a prominent role in the Information Age, and its management, we know, represents an enormous challenge, because it is about the intellectual capital of an organization and, at the end of the day, aims to transform the intangible into the tangible. It's not about the information, it's about the interpretation thereof. It's

not the concept, but its application. It is not the action, but how it should be done to achieve organizational excellence.

The concept of knowledge management is broad and varies from company to company, both for the activities it encompasses and for the area (or areas) responsible for it. Information management, intelligence area, skills management and corporate development are some of the processes that are part of the umbrella concept. Here, I will approach the topic from the perspective of a company's ability to manage the formalization, transfer and application of its knowledge in direct connection with the strategy, that is, aiming to create value for the brand or reinforce the connection with the

consumer. Otherwise, it will only represent cost.

Knowledge management is a beautiful process, which begins with a deep understanding of the strategy and what is essential to the activities that serve it. Once the core activities have been mapped, the next step is to identify knowledge, skills and attitudes that people must have or develop to carry them out. And then begins the also fascinating construction of the contents that will formalize the knowledge.

Previously, knowledge was in the voice of an entity, company or professional, which transmitted it to a group. In contemporary society, knowledge has no hierarchy. It is fluid, plural, multiperspective, close and

collective. Knowledge development and management initiatives must have these same qualities as a premise to generate value and engagement.

At the head of Uniglobo's –corporate education platform for Rede Globo affiliates throughout Brazil – management, I was able to observe characteristics in the course construction process that resulted in excellent engagement indicators. I will summarize them in 7 Cs that help to understand this logic.

When we produce network Knowledge, we take advantage of the potentialities of people who, in some way, deal with the theme within the company's ecosystem and, when there is a need for a complement, outside it as well. Therefore, I believe that

7Cs

NETWORK KNOWLEDGE
CONTENT
CONSTRUCTION
COLLECTIVITY
COLLABORATION
SHARING
CONNECTIONS


Content has to be Constructed. There is no ready-made content. Our experience at Globo and with each affiliated broadcaster shows this. We form a knowledge network and, to create a course, we start from the knowledge of our professionals, references in their areas, which support concepts and share their experiences, but we permeate this content, incorporating the realities and local cases.

It is engaging because it results from collective construction, due to the common interest and empathy. Different individuals come together and share affinities and perceptions.

Why is the collective so important? Because it represents a perennial motivation. It is about the universal need to be part of something bigger, to belong to communities and to be recognized for the contribution made. When the individual feels this way, he co-creates, cooperates, Collaborates.

This methodology, which is based on the collaboration platform, it is very productive because it creates a horizontal system, where interactivity, discussion forums and sharing experiences are essential. And when that happens new Connections are established. Listening to them and formalizing them is an inexhaustible source of knowledge because it brings the opportunity to renew courses.

A positive spiral is created, in which those who

participate learn and teach, receive, appropriate and recreate. Comment and share how you do in your relationship with other content. The internet has brought a new way for people to relate to information. When we transport this to the corporate universe, it is no different. Interaction and protagonism are the watchwords. With each new interaction, we have the opportunity to add even more knowledge. And the more knowledge, the greater the need and relevance of structured and effective management. 



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