

ORGANIZATIONAL LEARNING, KNOWLEDGE AND CAPABILITIES

CONFERENCE PROGRAMME

THURSDAY 26th April 8.00 to 9.00: REGISTRATION AT HILTON

THURSDAY 26th April 9.00 to 10.30: GRACE SUITE

Welcome to Liverpool: Prof Julia Balogun, Dean ULMS

**Opening Plenary – Prof Hans Berends: LEARNING WITH DIFFERENCES:
PROCESSES OF INTERORGANIZATIONAL COLLABORATION**

Thursday 26th April 10:30 - 11:00 TEA AND COFFEE

THURSDAY 26th April 11:00 - 12:30

AL_SYM 1: Chair, Clare Rigg. ROOM – GRACE 1

Action Learning symposium welcome, introductions, agenda-setting

CAPABILITIES 01 – MEETING ROOM 7 Chair: Neil Turner

Eva Gatarik, Rainer Born, Peter Kelemen (107)

How to earn the “Order of Maria Theresia”. Behavioural patterns and skills for coping with the unexpected

Ane Isabel Linden, Claudia Cristina Bitencourt, Hugo Muller Neto (112)

The contribution of Knowing in Practice to Dynamic Capabilities in healthcare organizations: starting from the practice

Alan John Brown, Jennifer Bimrose (117)

Facilitating learning, development and professional identity transformation of Public Employment Services staff through on-line collaborative learning

COP/ION 01 – MEETING ROOM 3 Chair: Beatriz Ortiz

Kate Victoria Morland, Dermot Breslin, Fionn Stevenson (125)

Building better homes: Developing a multi-level learning framework for UK house builders

Dagmara Weckowska (139)

Strategic change in the making: on the interplay of learning and strategising

Amy Zidulka (122)

Practice Theory as a Response to CoP Theory's Limitations: An Empirical Exploration

DEVPAPER 01 – MEETING ROOM 4 Chair: Jill Shepherd

Isabelle Yi Ren, Jean M. Bartunek (118)

Translating Knowledge across Boundaries: From Scholarly Knowledge to Management Insights

Vicky Ward (113)

Facilitating knowledge sharing within inter-professional healthcare teams: the value of 'questions without answers'

Mona Ali Al Hefdhi, Mahnaz Abbariki (145)

Sensemaking and Disruptive Organizing Processes: Transforming the Saudi Economy

EDUCATION 01 – MEETING ROOM 5 Chair: Barbara Mueller

Jan Green (134)

The Basic Social Process of Perceptive Familiarizing: Making a Difference with Scenario Assessment in Executive Education

Stine Bylin Bundgaard, Nikolaj Stegeager (160)

Organizational Change in Continuing Education -A case study of action research as a pedagogical strategy within continuing education

Sylvia Schweiger, Barbara Mueller, Wolfgang Guettel (188)

From leadership training to leader identity development

HRM 01 – MEETING ROOM 6 Chair: Georgina Lack

Andrés Salas-Vallina, Joaquin Alegre (128)

Constructive dissensus, organizational virtuousness and happiness at work (HAW) in banking services: a multilevel approach

Frank Schirmer, Michael Gühne, Silke Geithner (140)

Learning in the context of institutionalized reflexivity – Using the example of the existence of demographically adequate HRM tools –

Mario Javier Donate Manzanares, Emilio Ruiz Monterrubio, Jesus David Sanchez de Pablo González del Campo, Isidro Peña Carcía-Pardo (158)

Total Quality Management and Human Resource Practices for Social Capital Development: Effects on Company Innovation Capabilities

INNO&ENT 01 – MEETING ROOM 2 Chair: Ossie Jones

Joaquín Alegre Vidal, Iris Maria Velez Osorio (108)

The Innovation Strategy and Organizational Learning: The Manufacturing Sector in Colombia

Andrew Greenman, Jeannie Holstein (133)

Preparing Entrepreneurs for Growth using Dialogic Space within Business Schools

Lamia Salah Emam, Ossie Jones (136)

Social Entrepreneurship: A Case of the Learning Process

LEARN_THEORY 01 – MEETING ROOM 1 Chair: Ali Rostron

Marco Marabelli, Sue Newell, Bob Galliers (135)

The Role of Materiality in the Strategic Use of Social Media for Impression Management Purposes

Dermot O'Reilly, Mark Westcombe (156)

Meso-level dynamics and dimensions of organizational learning and change

Katharina Sell (224)

Igniting the Senses in Navigating Complexity: An Embodied Approach to Organizational Learning

SENSL 01 Session Chair: Elena Antonacopoulou and Steve Taylor – **GRACE 3**

Elena Antonacopoulou and Steve Taylor

Plenary: What is Sensuous Learning and Why it matters?

WP_LEARN 01 – GRACE SUITE BO ROOM Chair: Soila Lemmetty

Annika Engström, Nikolas Käkelä (147)

Learning to Make a Difference in Customization Settings

Tsuneki Mukahi (151)

The Effect of Contingencies of Self-Worth on Self-Esteem and Knowledge-Sharing Behavior in Organizations

Alexander Engelmann, Barbara Kump, Christina Schweiger (157)

Components of the Dominant Logic: A systematic literature review

THURSDAY 26th April 12.30 to 13.30 – LUNCH AND NETWORKING

THURSDAY 26th April 12.30 to 13.30 BOARDROOM

OLKC Board Meeting

THURSDAY 26th April 13.30 to 15.00

AL_SYM 02a: Chair, Clare Rigg – GRACE 1

Chandana Sanyal

A Mindful Coach: The impact of mindfulness practice on the mind-set and belief system of the action learning coach

Clare Rigg, David Coghlan, Paul Coughlan, Denise O'Leary

Action Learning in Networks

David Higgins, Barbara Wilczek-Stronczek

Paper No. XX – Silent Voices and arresting momentsin action.

AL_SYM 02b: Chair, Mike Pedler – GRACE 2

Mike Pedler, Bernhard Hauser

Does Action Learning need to change?

CAPABILITIES 02 - MEETING ROOM 7 Chair: Ane Isabel Linden

Stephanie Duchek, Silke Geithner, Tatjana Kalwa (121)

How to learn resilience – a play-oriented approach to foster team resilience capabilities

Tulin Dzhengiz, Eva Niesten (126)

The Role of Absorptive Capacity in the Development of Environmentally Friendly Organizational Capabilities and Individual Competences: A Systematic Review of the Literature

Neil Turner, Elmar Kutsch, Harvey Maylor, Juani Swart (131)

Towards an understanding of ‘dynamic ambidexterity’ in supporting managerial resilience.

COP/ION 02 - MEETING ROOM 3 Chair: Amy Zidulka

Ila Bharatan, Jacky Swan, Eivor Oborn (161)

Navigating Turbulent Waters: Negotiating Access to Participation in the Practices of Seafaring

Beatriz Ortiz, Mario J. Donate, Fátima Guadamillas (210)

Knowledge Acquisition from Inter-Organizational Cooperation Partners: The Mediating Role of Absorptive Capacity

Cinla Akinici, Allan Macpherson (215)

Inter-organizational Learning in a Strategic Partnership: A Case Study of Two UK County Police Forces

DEVPAPER 02 - MEETING ROOM 4 Chair: Vicky Ward

Jill Shepherd, Tim Artus (159)

Organisational threshold concepts in degree apprenticeships; challenges and variations

Aare Värk (166)

Emergent practices of knowledge management in a small industrial design company

Mike Phillips (170)

Evaluating the impact of Degree Apprenticeships – Theory or Practitioner?

EDUCATION 02 - MEETING ROOM 5 Chair: Jan Green

Lone Hersted, Søren Frimann (192)

Working with Organizational Learning from a Communication Perspective

Allen Higgins (239)

Performance in Teaching IS: Enacting IS practice through problem-based learning

Guy Huber (173)

Internationalizing the Curriculum: Care and Global Citizenship in the Business School

HRM 02 - MEETING ROOM 6 Chair: Frank Schirmer

Andrés Salas-Vallina, Cristina Simone, Rafael Fernandez-Guerrero (149)

HRM soft practices, happiness at work (HAW) and absorptive capacity: theoretical and empirical advances In the HRM Black box

Georgina Lack, Juani Swart (163)

Unlearning-in-Action: Russian Dolls or empty boxes

Atif Hassan (129)

Analysis of Trust as Essence of Transformational Leadership: Impact on Work Engagement and Organization Citizenship Behavior

INNO&ENT 02 - MEETING ROOM 2 Chair: Andrew Greenman

Ana-Paula Fonseca (254)

Action Research in the Small Business and Stakeholders context: from Corporate Social Responsibility Perspective

Hannele {T. E.} Kerosuo, Tarja Mäki, Anssi Koskenvesa (191)

Tracing pathways of implementing new working methods in construction industry

Benito Giordano, Ossie Jones

Entrepreneurial learning during early stage growth: the role of business models

PPE SYMPOSIUM 01 – BOARDROOM Chair: Bjørn Erik Mørk

Keith Herbert Peavy, Thomas Hoholm, Bjørn Erik Mørk, Per Ingvar Olsen

Emerging solidarities and the transformation of practices and power relations

Betina Riis Asplin

User representations and power relations in service innovation

SENSL_SYM 02, Session Chair: Elena Antonacopoulou – GRACE 3

Lotte Darsø, Gry Worre Hallberg

Using Performance to Foster Inherent ‘Poetic Potential’ in Schools in Nordic Countries.

Isabella Sacramento, Frode Heldal and R Carielo

Using Body Sounds as a Coaching tool to Promote Individual Growth in Brazil

THURSDAY 26th April 15.00 to 15.30 TEA/COFFE

THURSDAY 26th April 15.30 to 17.00

AL_SYM 03a: Chair, Cheryl Brook – GRACE 1

Sue Smith, Laurie Smith

Supporting Innovation and Enterprise in Higher Education through Intra-Organizational Action Learning

Cheryl Brook, Tom Bourner, Asher Rospigliosi

Origins of the Ethos of Action Learning

Yonjoo Cho, Hyeon-Cheol Bong, Hyeong-Sook Kim

An Historical Analysis of Action Learning in South Korea

AL_SYM 03b: Chair, Kath Aspinwal – GRACE 2

Genevieve June Cother, Robert Fletcher Cother, William Stanley Woodworth, Lesley John Souster, Daniel Moriarty, Luke Miller, Roxanne Chugg, Christine Sophia Cother

The Action Learning Organisation: An Account of Practice

CAPABILITIES 03 - MEETING ROOM 7 Chair: Stephanie Duchek

Maria Gil-Marques, Maria Moreno-Luzon, Andres Salas-Vallina (132)

From individual to team ambidexterity: the mediating role of collaborative behaviour and students' international experience

Alexandre Degasperi, Angelo Jose Castro Alves Ferreira Filho, Deivid Almeida, Jorge Muniz Jr, Paulo Lourencao, Julio Cunha (199)

Knowledge Management and Resilience_Study with Logistics Workers of Brazilian Aircraft Industry

Rachel Hilliard, Don Goldstein (206)

Identifying and measuring dynamic capability using search routines

DEVPAPER 03 - MEETING ROOM 4 Chair: Mike Phillips

Deborah Blackman, Nina Terrey, Katie Moon (175)

Using Design Thinking to Reshape Mental Models – learning to make a difference for change

Martin Rost, Eva Sonnenmoser, Birgit Renzl (180)

Social networking of R&D middle managers in the automotive industry to facilitate ambidexterity

Gulnaz Aksenova, Arto Kiviniemi, Tuba Kocaturk (184)

An Empirical Study Investigating a Business Ecosystem Strategies for Value Co-Creation with BIM in design and construction industry

Alaa Garad, Jeff Gold (209)

Towards an Integrative Model for Organisational Learning

LEARN_THEORY 02 - MEETING ROOM 1 Chair: Marco Marabelli

Louise Margaret Doyle (252)

Implementing a Longitudinal Interpretive Case Study in the Public Healthcare Sector: Reflections from the Field

Ali Rostron (234)

Everyday mythologizing: exploring the role of myth in manager identity work

Pavel Bogolyubov, Thomas Grisold, Mark Easterby-Smith (194)

The Thinking behind Systems Thinking: the Cognitive Perspective on the Fifth Discipline

PL_Papers 01 - MEETING ROOM 3 Chair: Jacqueline Hiddlestone-Mumford

Björg Aambø Østby (150)

Facilitating Organizational Intercultural Learning through Insider Action Research

Boyka Simeonova (187)

Communities of Practice and Knowledge Sharing

Ahmad Ali Alwahdani (257)

The Impact of Trust and Reciprocity on Knowledge Exchange: A Case Study in IT Outsourcing

PPE SYMPOSIUM 02 – BOARDROOM Chair: Bjørn Erik Mørk

Tonje Hungnes, Thomas Hoholm

Discretionary power and organizational innovation

Maija Vähämäki, Essi Saru (237)

Doctoral supervision as academic practice and leader-member relationship. A critical approach to the power relations in academic learning

SENSL_SYM 03, Session Chair: Arja Ropo – GRACE SUITE 3

Cecilie Meltzer

Using Arts-based Inquiry as a way to Communicate Creatively in Uncovering the Future

Christa Breum Amhøj

Using Balloons to Co-create Welfare in the Heath Sector in Denmark.

Poula Helth

Using Aesthetic Dramas to Transform Leadership Practice in the Public Sector in Denmark

WP_LEARN 02 – GRACE SUITE BO ROOM Chair: Alexander Engelmann

Olga Andrianova (176)

Changing Boundary Object: Use of Learning Objects to Faciliate Corporate Greeining

Asuncion Esteso Blasco, Maria Gil-Marques, Juan Sapena Bolufer (179)

Does the altruism of Economy of Communion leaders have a positive impact on learning and innovation?

Soila Lemmetty, Kaija Collin (181)

Discourses of workplace learning in information technology personnel's speech

FRIDAY 27th APRIL – 9.00 TO 10.30

ACADEMIC IDENTITY IN NEO-LIBERAL TIMES 01-MEETING ROOM 1

Alyson Nicholds, Andre Soares

Processes of being/ becoming research-active: Reflexive insights on shifting academic identity in the neoliberalising of Higher Education

Konstantinos Kakavelakis: On the fringes of academia

AL_SYM 04a: Chair, Sara Csillag – GRACE 1

Meadbh Ruane

A Story of Participant Learning on an Executive Action Learning Masters' Programme

Sara Csillag

Challenging moral muteness? Action research as development process for HR community

Søren Frimann, Lone Hersted

Action learning for leadership development and organizational learning

AL_SYM 04b: Chair, Kathryn Winterburn – GRACE 2

Anne McKee, Kathryn Winterburn, David Higgins

Developing Clinical Practice: a strategy for enabling effective participation in action based learning.

AL_SYM 04c: Chair, Jeff Gold - MEETING ROOM 2

Jeff Gold, Aileen Lawless, Lisa Anderson, Clare Rigg, Mike Pedler

Action Learning: A Futures and Foresight Workshop

DEVPAPER 04 - MEETING ROOM 4 Chair: Anas Al Twejjer

Pam Miranda (212)

Dynamic capability theory and its applicability to an Australian social service organisation.

Björg Aambø Østby (225)

Organizational intercultural learning as means of enhancing service quality in multicultural workplaces

Marise Helen Lehto (235)

The multiple conceptualizations of language and identity in second-language environments: a scoping review.

SENSL_SYM 04: Chair, Steve Taylor – GRACE 3

Irene Nikandrou

Using Epic Poems and Creative Drama to Develop Realistic Optimism among Undergraduate Students in Greece

Hanna Pauliina Lehtimäki and Heidi Silvast

Using Student-led arts-based methods in Finnish Higher Education to foster Leadership for Change and Renewal

Ashley James Byron Roberts and Ioanna Iordanou

Using ‘Kinaesthetic Exertion’ to Engender Team Psychological Safety in UK Higher Education

WORKSHOP: GROWTH CATALYST: LEARNING IN SMALL FIRMS - MEETING ROOM 6

Ossie Jones, Sara Nadin, Allan Macpherson, Lisa Anderson

Growth Catalyst: An Entrepreneurial Learning Journey

WORKSHOP: LEARNING TO PUBLISH (IN IJMR) - MEETING ROOM 7

Dermot Breslin. Co-editor, *International Journal of Management Reviews*

**WORKSHOP: LEARNING TO MAKE A DIFFERENCE IN INTERAGENCY
WORKING BETWEEN CRIMINAL JUSTICE AND WELFARE SYSTEMS
MEETING ROOM 3**

Sarah Hean, Paivikki Lahtinen, Anu Kajamaa, Laura Seppänen, Marie Aakjær, Tina Murphy,
Laure Kloetzer

FRIDAY 27th APRIL – 10.30 TO 11.00 TEA AND COFFEE

FRIDAY 27th APRIL – 11.00 TO 12.30 – GRACE SUITE

PLENARY – PROF MARY CROSSAN: CHARACTER INFUSED LEARNING

FRIDAY 27th APRIL – 12.30 TO 13.30 – LUNCH AND NETWORKING

FRIDAY 27th APRIL – 13.30 TO 15.00

AL_SYM 05a: Chair, Ruth Cook – GRACE 1

Ruth Cook, Sonja Antell

Making waves - action learning for social change

AL_SYM 05b: Chair, David Coghlan – GRACE 2

David Coghlan, Clare Rigg

What Kind of Organisational Knowledge is generated by Action Learning?

AL_SYM 05c: Chair, David Higgins – MEETING ROOM 2

Writing an Account of Practice or Refereed Paper for the Journal of Action Learning:
research & practice

CAPABILITIES 04 – MEETING ROOM 7 Chair: Maria Gil-Marques

Jorge Muniz, Daniel Wintersberg, Jacky F. L. Hong (193)

Assembly Line Worker Perceptions of Factors Facilitating Knowledge Sharing: The Case of
the MAN Modular Consortium in Brazil

Bersisa Gutema Berri, Rory Donnelly (220)

Knowledge Integration and its Role in Enhancing Four Dimensions Of Nonprofit Organisational Effectiveness

Aurora Martínez-Martínez, Juan-Gabriel Cegarra-Navarro, Alexeis García-Pérez, Ana Moreno-Ponce (201)

Updating environmental knowledge through exploitation and exploration: an empirical investigation in hotels

DEVPAPER 05 – MEETING ROOM 4 Chair: Pam Miranda

Anas Al Twejjer (141)

Promoting Organisational Learning through Managerial Roles In The Jordanian Pharmaceutical Industry: The Moderating Role Of Organisational Social Capital

Dmitrijs Kravcenko¹, Fabio Petani (249)

Space and Organisational Memory: A Review and Research Agenda

Nor Erlissa Abd Aziz, R.M.U. Susantha Udagedara, Sudi Sharifi (229)

An Exploration of Organizational Elements on Social Media Platforms Based Knowledge Sharing: The Case of Higher Education Institutions (HEIs) in Malaysia

EDUCATION 03 - – MEETING ROOM 5 Chair: Allen Higgins

Allen Wayne Batteau, Carmen Bueno (124)

The Space-Place Relationship in a Virtual Learning Environment

Mariana Altopiedi, Nieves Oliva, Julián López-Yáñez, Marita Sánchez-Moreno, Manon Toussaints (165)

Learning about principals' learning: an analysis of a training experience on educational leadership

Silvana Ferreira Pinheiro e Silva, Márcia Meira Berti Fiorin, Marilda Todescat (270)

Perceptions and Aesthetic Judgments of the Classroom - Actions Based on the Senses

HRM 03 - – MEETING ROOM 6 Chair: Atif Hassan

Cara C Maurer (189)

Learning from Diversity

Nicola Cangialosi, Adalgisa Battistelli, Carlo Odoardi (222)

Linking HRM Training Practices and Innovative Work Behavior: The Influences of Proactive Personality, Learning Goal Orientation and Reflexivity

Sufian Fannoun and John Kerins

Eliciting and Analysing Knowledge in a Small Software Development Unit and Proposing a Lightweight System to Support Organisational Learning

PL_PAPERS 02 - – MEETING ROOM 3 Chair: Boyka Simeonova

Alaa Garad, Jeff Gold (164)

The Learning-Driven Organisation; Towards an Ecosystem for Organisational Learning

Carol Helen Baumgarten (178)

Charting a Course for Collaborative Change

Jacqueline Hiddlestone-Mumford (203)

Infrastructure configuration strategies to deliver workplace environmental change

SENSL_SYM 05: Chair, Arja Ropo – GRACE 3

Giuseppe Scaratti, Mara Gorli and Frode Haldal

Using Narratives and Portraits to foster Reflexivity through Learning from Experience in Health Care Organisations in Italy and Denmark

Andrew Jonathan Mountfield

Using Art-Based Methods to Explore Learning in an Individual With Systemizing Bias

Elena Antonacopoulou and Steve Taylor

Open discussion

WP_LEARN 03 – GRACE SUITE BO ROOM Chair: Allan Macpherson

Marian Evans (190)

Learning by doing: using experience to develop expertise

Kurt Dauer Keller (202)

Institutional and organizational structuring of meaning

Jinglin Jiang (171)

A Study of Expatriates' Learning Flexibility, Cultural Distance, Adaptation and Adaptive Performance in China

FRIDAY 27th APRIL – 15.00 TO 15.30 – TEA AND COFFEE

FRIDAY 27th APRIL – 15.30 TO 16.30 – GRACE SUITE

CLOSING PLENARY

Reflections on OLKC2018: Hans Berends and Mary Crossan

Lisa Anderson, Allan Macpherson: *Are we learning to make a difference?*

Sue Newell: *Introducing OLKC2019*

VIEWING THE ABSTRACTS

Logon to CONFTOOL and click on CONFERENCE AGENDA – you will then see the various sessions/tracks listed. Click on a specific track to view the abstracts for that particular session.

CONFERENCE WELCOME EVENT – 25th APRIL

LIVERPOOL WORLD MUSEUM – 18.30 TO 21.00

CHANCE TO VIEW THE TERRACOTTA WARRIORS

CONFERENCE DINNER – HILTON – 26th APRIL

DRINKS RECEPTION 19.00 TO 20.00

DINNER 20.00

FAREWELL EVENT 27th APRIL - 17.00 TO 20.00

Revolucion De Cuba – A BAR ON THE HISTORIC ALBERT DOCK