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APPENDIX 1 CHRONOLOGICAL EVENTS AND PUBLICATIONS

September, 2000	PhD Programme Kick-off
July, 2001	EDAMBA Summer School. Bou, E. (2001) "Knowledge, Learning and Management: A Literary Review and Conceptual Map". Paper presented at the 10th EDAMBA Summer School, Château de Bonas, July 21-26, 2001.
November, 2001	Start of Second Phase: Tutored Research
April, 2002	OKLC Congress. ALBA. Athens. Bonet, E., Sauquet, A. and Bou, E. (2002): "A dialectical view on competing concepts of knowledge and learning". In <i>Proceedings of The Third European Conference on Organizational Knowledge, Learning and Capabilities (OKLC 2002)</i> (CD-ROM), April 5-6, 2002, Athens, Greece.
October, 2002	DEA Exam and Approval with honours.
December, 2002	Pilot empirical study
January, 2002	Research Fellowship in Copenhagen Business School (Marie Curie Fellowship)
April, 2003	OKLC Congress. IESE. Spain Bou E., Sauquet A. and Bonet E. (2003): "Looking Through Knowledge Glasses: A New Reading of Operations Management. -The Dilemma of Process Formalization". Paper presented in <i>The Third European Conference on Organizational Knowledge, Learning and Capabilities (OKLC 2003)</i> , April 13-14, 2003, Barcelona, Spain.
May, 2003	Empirical work in J.O.B. starts.
July, 2003	EGOS Colloquium. CBS. Denmark Bou, E.; Sauquet, A. and Bonet, E. (2003): "Exploring the "Generative Dance" and Bundles of Knowledge –Comparing the Practice Of Old-timers and Newcomers" In <i>Proceedings of The 19th European Group of</i>

Organizational Studies Colloquium (EGOS 2003), July 3-5, 2003, Copenhagen, Denmark.

Bonet, E.; Jensen, H.S, Sauquet, A. and Bou, E. (2003): "Philosophy of knowledge and management research in the knowledge society" In *Proceedings of The 19th European Group of Organizational Studies Colloquium (EGOS 2003)*, July 3-5, 2003, Copenhagen, Denmark.

October, 2003

QMOD Congress. Cnam. France. Best Paper Award.

Bou E. and Sauquet A. (2003): "Reflecting on Quality Practices through Knowledge Management Theory: Uncovering Grey Zones and New Possibilities of Process Manuals, Flowcharts and Procedures". In *Proceedings of The 6th QMOD Conference 2003*. Paris, France.

November, 2003

International Workshop on Practice Based Studies. 6-7 November 2003 Trento, Italy.

January, 2004

Bou, E. and A. Sauquet (2004): "Reflecting on quality practices through knowledge management theory: uncovering grey zones and new possibilities of process manuals, flowcharts and procedures". *Knowledge Management Research and Practice*, vol. 2, n. 1, pp. 35-47.

Empirical work in AKUA starts.

April, 2004

OKLC Conference. Innsbruck. Austria

Bou E., Sauquet A. and Bonet E. (2004): "Exploring the Dynamics of Knowledge in Practice: Comparing Bundles of Knowledge of Experts and Novices". In *Proceedings of The Fourth European Conference on Organizational Knowledge, Learning and Capabilities (OKLC 2002)* (CD-ROM), Innsbruck. Austria.

Bonet E., Pons C., Sauquet A. and Bou E. (2004): Knowledge Creation and Learning in Translating a Novel into a Film". In *Proceedings of The Fourth European Conference on Organizational Knowledge, Learning and Capabilities (OKLC 2004)* (CD-ROM), Innsbruck. Austria.

June, 2004

Empirical work in J.O.B. finishes.

July, 2004

EGOS Colloquium. Ljubljana, Slovenia.

Bou, E., Sauquet, A. and Bonet, E. (2004): "Exploring the generative dance in action: An empirical study of service practices comparison".

In *Conference Proceedings of the 20th European Group of Organizational Studies Colloquium (EGOS 2004)*, July 1-3, Ljubljana, Slovenia.

- October, 2004 ECKM Conference. Paris, France.
Bou, E. and A. Sauquet (2004): "Exploring the Dynamics of Knowledge in Action of Experts and Novices: An Empirical Study". In *Conference Proceedings of the 5th European Conference of Knowledge Management (ECKM)*, Paris, France; pp. 51-64. Reading: ACI Limited
- July, 2005 Empirical work in AKUA finishes.
- October, 2005 Bou E. & Sauquet A.: "Knowing" in the Consulting Practice: Exploring Knowledge, People, Context and Tools in Action". In Anthony F. Buono and Flemming Poulfelt (Eds.), *Challenges and Issues in Knowledge Management (Research in Management Consulting, Volume 5, pp. 69-106)*. Greenwich, CT: Information Age Publishing, 2005).

APPENDIX 2 CONSENT STATEMENT (ENGLISH VERSION)

Description of Research Study

The purpose of this research is to understand the practice and the different knowledge dynamics that take place in action.

Subject's Understanding

I agree to participate in this study which I understand to be a part of a dissertation to be submitted by Elena Bou in partial fulfilment of requirements for the Doctor of Business Administration at Esade, URL University.

I understand the data provided by me will be limited to this use and its dissemination deliveries or other research related usage authorised by Esade, URL University.

Subject's Rights

I am aware that my opinions may be utilised for research purposes but that I will not be identified by name in the final products.

I understand that my participation is voluntary. If I have any additional questions I will contact the researcher, Elena Bou, or her faculty advisor, Dr. Alfonso Sauquet, Esade, URL University, Barcelona 08034- Telephone (+34) 932806162.

Feedback

I have been assured that I will receive feedback about this study in the form of the key points of my interview to check for accuracy and a brief summary of the dissertation.

Subject's signature: _____

Researcher's signature: _____

Date: _____

Two copies are to be signed: one kept by the researcher and one by the subject.

APPENDIX 3 EXAMPLES FROM THE RESEARCHER'S JOURNAL

- Appendix 3a- Example of field notes after having lunch with a team of consultants**
- Appendix 3b- Example of researcher's reflections during the observation phase**
- Appendix 3c- Example of visual and other type of data collected during the observation of a working meeting**
- Appendix 3d- Example of field notes of informal conversations**

Appendix 3a- Example of field notes after having lunch with a team of consultants

Caeido 37

I. una sessió de història: València / Madrid.

El seu auditoria en València

- * Fusion ~~■~~ + ~~■~~
- divisió consultoria de ~~■~~ - tecnologia
 - negociació HP x. al final IBM
- * Dintro Aud. se empieza a formar un grupo de consultoria que se lleva de otra zona.
- * El jefe de Iy → trasladado a Madrid
- * Madrid : tot centralitzado

He de q. nouvat anada en frente vives les invita a coner.

tema: Madrid

Consejo Madrid + unificación de gte

Org. bastante standardada →

→ anecdote: forma de vestir
 dieron un toque en verano
 ↓
 mail a todo el mundo

lg: sobretudo # mujeres
 (e.g botas @ años
 se se del invierno x la
 tarde)

lg: 'donde fueres haz lo f.
 vires'

lg: Coruña/ los f. no se hacen
 g. dar x aludidos de webster
 y los x de no se cubran.

↓
 Esto es función del tutor, no solo
 de cambiar las cosas buenas

Anécdota: Sr. ~~P~~

Se tienen q. mas todo lo del Pato.
Cuenta que + estaba (~~era~~ un socio,
profesor de IFE etc.) "te machibó ya te
ayudaremos".

→ tema: mujeres de 85.
en jefe digital

Anécdota: Sra. A ~~...~~ En proyecto de
replanteamiento de cultura gha. ⇒ het
lo f. fueras so. y el viernes tiene
f. estar. Si no iban a la
presidencia.

Yo: Y doro, ¡el viernes ya estaba!

Machismo:

- ¿Ctas socias hay?

- 3

→ Cta anécdota de la f. hicieron ⇒

vive y el L : Alcanzar al ritmo
en la oficina.

¿% ~~de~~ ~~que~~ es imprescindible?

Is: 0 necesitan procesos imprescindibles
tema de rotación.



I → Euse

- ESADE desde cuando estoy
- tema de docencia / consultoría
- MASTER EN ESADE
 - ↳ contento (↑ del terreno +0-)
 - ↳ algunos profes manulistas (profes de la vieja guardia)
- si no queda
 - ↓
 - docencia //
 - ensayar (**)



ve:

Al final se despiden : "Buenos días beso"

Anidote: ~~le llamo~~ (socio) le llamo
y decir q. sea lo de R ~~...~~

↓
el anidote usado
es el teléfono

“no tiene pelos en la lengua. lojo el”
→ y te pone verde”

= Socio

“tuve que ir a su despacho y
apretar el F9”

le llamo y eclar y bronca cuando
dij. los datos de la propuesta
no estaban bien → es un

problema del
sistema i que
y dij. lo vea
bien.

! Tema discusión
entrevistas

↓
persona
e.j. hoy admi
has sido o Lolo
y 1 boolepene.
↓
apocoy antias
f. no se
esperaron

(*) ver →

Appendix 3b- Example of researcher's reflections during the observation phase

Reflexiones
43

En la reunión de trabajo:

empieza preguntando resultados de entrevistas previas (día anterior).

- PLANNING • AGENDA
- ÍNDICE RESUMEN
- CARPETA AZUL CON INF. SOBRE ENTREVISTADOS
(incluye noticias prensa)

• Detecta posibles problemas:

- a) Papel de los 2 mayores
bodegueros dentro del Consejo
- b) Jorge se iba a poner en
contacto con otra empresa y
el informe DIMPAVER x fue
de corte.

Utiliza
 / experiencia en ~~XXXX~~
 / Proyecto ~~XXXX~~
 / lo q. ha oído ese día
 en la entrevista

- * Da opciones al equipo (o resumen o le lo aprendes ... a mí no me daré tiempo)
- * Petición de INF y V entrevista en cliente en Madrid.
- * Admite error: tenía tb. q. haber pedido las cuentas al de hoy. HA sido mi error mío.
- * Pide INF referente a la siguiente entrevista (da algo más f. en el día en pos "out" (?))

⊗ Da libertad a los otros $\frac{1}{2}$ - interwegen
si él se olvide ego

↓

(relede / : él conducirá breutheiste)

Appendix 3c- Example of visual and other type of data gathered during the observation of a working meeting

Reunión

2 - SM

Material:

- Plan de Acción
- Contrato
- ~~...~~

1 2 3

1 ~~Documento~~ (M)

2 ~~...~~ (S.M)

3 ~~...~~ (C)

2 se levanta ahí xq. ya se va a utilizar el papelografo

2 o 3: toma, para q. Meas a que nos hemos comprometido.

Inicia:

2 ^a → 3

2 se levanta al Papelografo: 3 Copia 2 B

Plan GTR

Acciones a R.

PROGRAMAS

A B X

Min-max

Análisis Rent

Ism. Dir. RH

1 Acorde comentario sobre
interrelación en dos páginas

2 importante. Me las interbank...

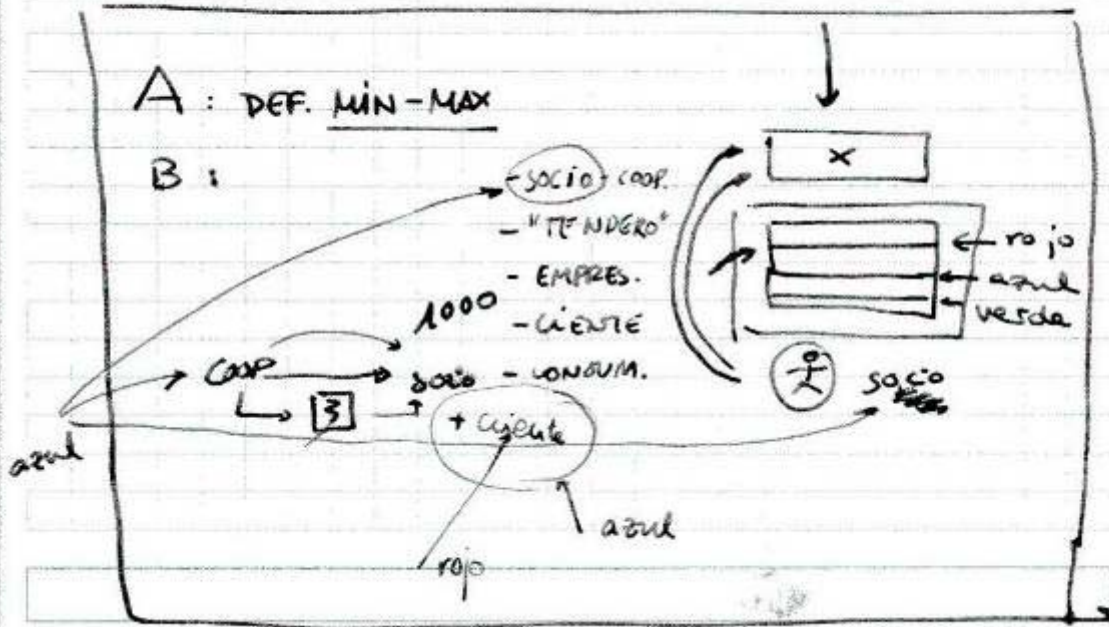
(Pinta el nombre en ROJO)

(" (pinta en Rojo)

+ Pinta interbank

Ahora pasamos de página

#2



3 base pregunta

1 Da explicación

↳ hace referencia al 1º estudio

Muere ++ brazos / gesticulación

2
← vuelve a pintar # sois

2 Cambia de colores Prop, 2º azul

1 Afirma

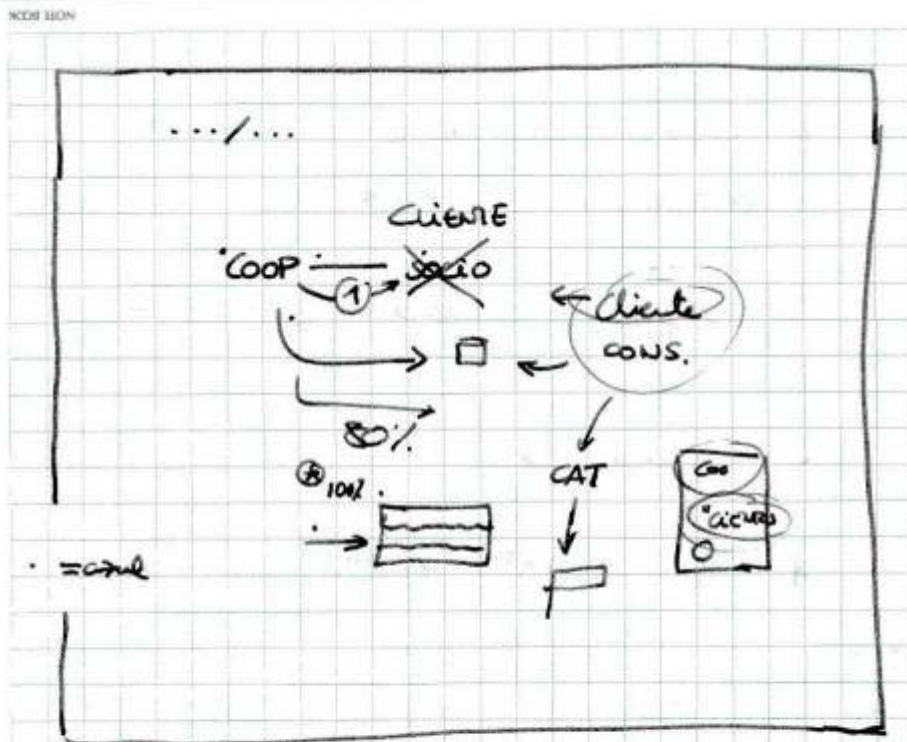
Pone ejemplo de su vida real

2 Explica ejemp / anécdota sobre el curso

2 " Bueno, el problema " vuelve a pintar en rojo:

+ cliente

→



Mientras 2 pinta ; 1 mira y 2 y 3
 es el g. toma notas.

1 retoma

3 cxs. máximos? /

2 vehe a pintar *

.../...

2 gira pág.

Appendix 3d- Example of field notes of informal conversations

NOV 11 2011

Fin de la reunión:

I picks up all the "clip-boards" that 2
 Eric drawn. he told me: "I collect them
 because afterwards I will say: 'do you
 remember what I wrote on that clip-board'"

I tells me this is the 2nd meeting
 they've done. In 2 previous one they
 were all except 3. then, it
 was less clear than today.

I remarks that things are not
 clear yet. It depends a lot about
what the customer has. Anyway
 he was happy today because at
 least he could have a clear idea
 of what was expected at the
end of the project: a) a photograph

2 recommendations for improvement.

he says: "that's why I've asked 2 who should present the improvement actions, they or us."

he also tells me that 3 is a senior consultant. "he is very good". he will be manager next year. it is a Senior manager.

1 explains to me that 2 is OK, he is focused on strategy but it's difficult for him to touch the real ground. "the strategy is OK but then we should be how to do it"

According to 1 this project is not defined yet. "there are many

things still open". He appoints the fact of visiting to the customer. It's good.

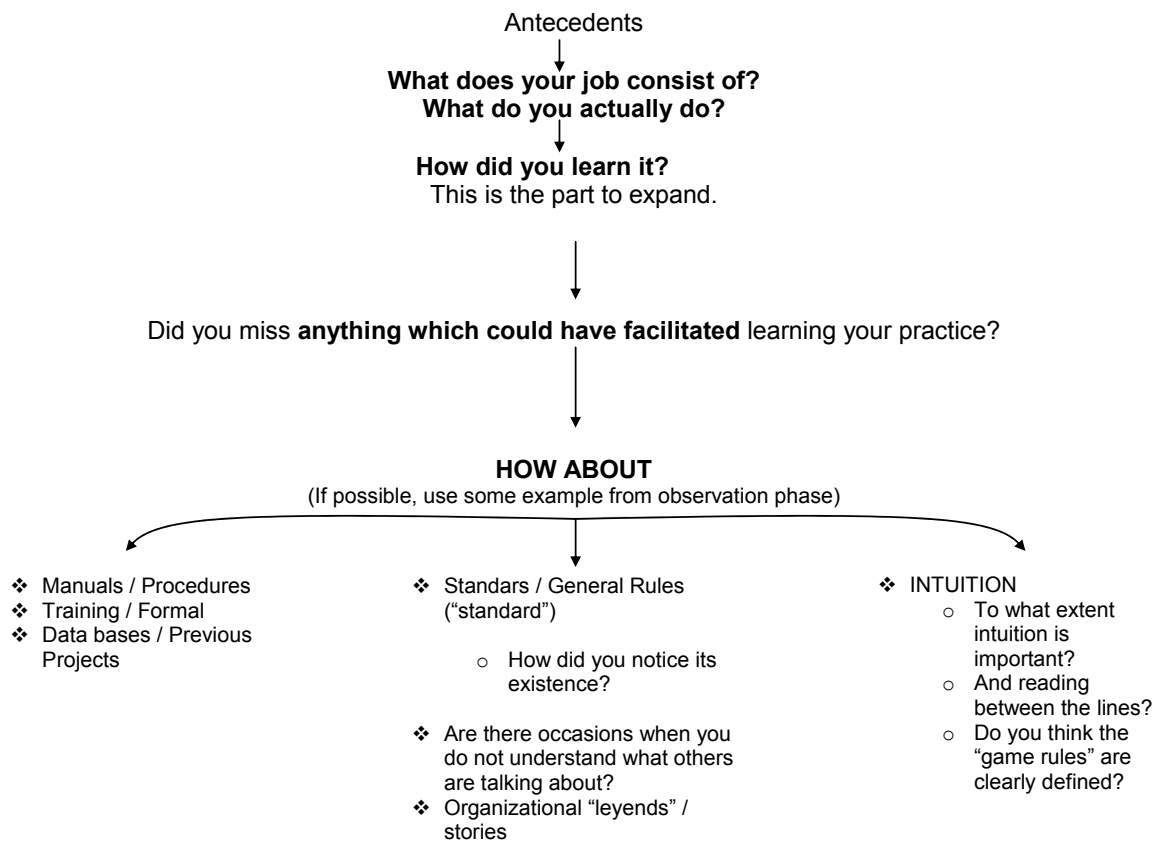
he remarks that as way projects, this one has no clear steps.

You know the objective. During the course of it actions will be taken.

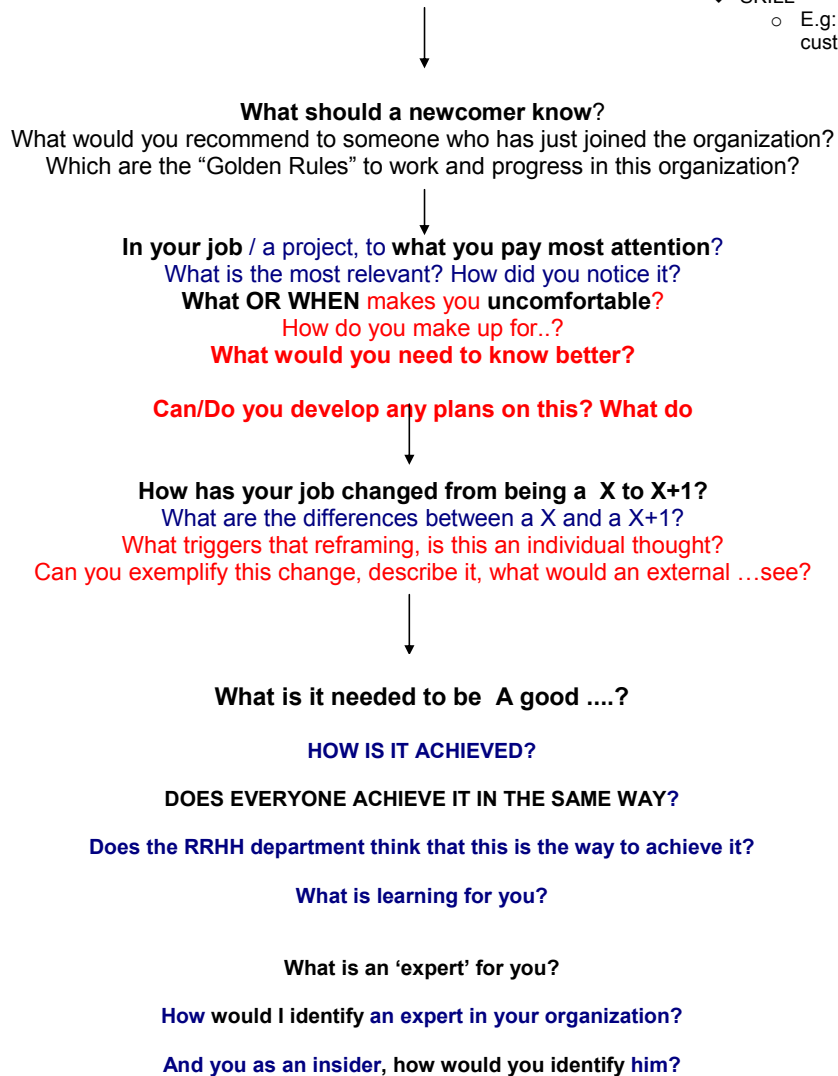
"Just look the Action Plan (PA) it's completely different to what we're talking" [The PA was done 4 months ago].

Others: 3 works with 2 on other projects. Apparently, E is ~~also~~ an expert of CRM.

APPENDIX 4 INTERVIEW GUIDELINES (ENGLISH VERSION)



- ❖ SKILL
 - E.g: how do you win customer's trust?



APPENDIX 5 PRELIMINARY CODES 1

Main Theme	Sub-themes	Categories
1. Organizational Forms	1.1 Level of autonomy	1.1.1 Org. Structure <ul style="list-style-type: none"> ▫ Hierarchical (vertical division) ▫ horizontal 1.1.2 Empowerment <ul style="list-style-type: none"> ▫ Rule-breaking
	1.2 Standardization	1.2.1 norms 1.2.2 procedures 1.2.3 mision/vision/objective
	1.3 Context	1.3.1 values 1.3.2 Reward and recognition 1.3.3 Performance Evaluation
2. Practice	2.1 Level of autonomy	2.1.1 Horizontal division <ul style="list-style-type: none"> ▫ Individual task ▫ Collective task 2.1.2 Crossing Boundaries
	2.2 Homogenety	2.2.1 Elements 2.2.2 Mode: formal /informal 2.2.3 Defined by: <ul style="list-style-type: none"> ▫ The group ▫ The company ▫ The leader ▫ The expert
3. Practitioners	3.1 Size 3.2 Task 3.3 Roles	3.3.1 leader 3.3.2 newcomer 3.3.3 expert 3.3.4 colleagues 3.3.5 outsider
	3.4 History	3.4.1 Mode: formal /informal 3.4.2 Socialization <ul style="list-style-type: none"> ▫ Formal/informal
4. Knowledge	4.1 Content	4.1.1 Object (what) 4.1.2 Process (how-to) 4.1.3 Causal 4.1.4 Context

4.2 Forms

4.2.1 Practical

- Individual
 - Tips
 - Skills and competencies
 - Intuition
- Collective
 - Meanings: jargon, metaphores
 - Criteria: context-specific
 - Genre

4.2.2 Explicit

- Individual
 - Concepts
 - Principles, theories
 - Data, statistics
- Collective
 - Manuals, flowcharts
 - Documents, templates
 - Stories
 - Firm repositories (BD, registers...)

4.3 Uses

4.3.1 Problem-solving

4.3.2 Innovation

- Object
- Process
- Systems

4.3.3 Decision-making

4.3.4 Paradigm breakthrough

4.3.5 Reliable performance

4.4 Grades (Scale)

4.4.1 Complete Ignorance

4.4.2 Basics (able to explain)

4.4.3 Novice (able to practice; what to do → basic steps)

4.4.4 How-to → knowing the ropes

4.4.5 Causal relations

4.4.6 Knowledge of the whole system

4.4.7 Expert: understands, reconceptualize, change and create the system

5. Knowledge Creation (learning) 5.1 Mode

5.1.1 Formal

5.1.2 Informal

5.2 Type (how)

5.2.1 Observation

- Practitioners
- Process
- Results

5.2.2 Imitation

5.2.3 Documentation

5.2.4 Formal Training Sessions

5.2.5 Interaction – knowledge sharing

- Group meetings
- Direct questions

5.3 Learning Situation

5.3.1 Daily routine

5.3.2 Reflection (after action)

5.3.3 Deviant situation

- Conflict

- Problem

- New for the firm

- New for the practitioner

- Error

5.3.4 Formal Training session

5.3.5 Life Experience (outside work)

APPENDIX 6 PRELIMINARY CODES 2

Main Theme	Sub-themes	Categories
1. Organization	1.1 Norms, rules and procedure	
	1.2 Tools	
	1.3 Lay-out	
	1.4 Division of labor	
2. Individual	2.1 Motivation	
	2.2 Previous Knowledge	
3. Activity	3.1 Objective	3.1.1 Gathering Information
		3.1.2 Creating a Relationship (trust)
		3.1.3 Others
	3.2 Mode	3.2.1 Canonical
		3.2.2 Noncanonical
4. Knowledge Forms	4.1 Individual Explicit	
	4.2 Individual Tacit	
	4.3 Collective Explicit	
	4.4 Collective Tacit	
5. Knowledge Content	5.1 Object (what)	
	5.2 Process (how-to)	
	5.3 Context	
6. Knowledge Dynamics	6.1 Mode	6.1.1 Formal
		6.1.2 Informal
		6.1.3 Incidental
	6.2 Type (how)	6.2.1 Observation and Imitation
		6.2.2 Try & error
		6.2.3 Interaction – knowledge sharing
	6.3 Learning Situation	6.3.1 Daily routine
		6.3.2 Reflection (after action)
		6.3.3 Deviant situation
6.3.4 Formal Training session		
6.3.5 Life Experience		

APPENDIX 7 FINAL LIST OF CODES

Main Theme	Sub-themes	Categories
1. Organization	1.1 Organization Structure	
	1.2 Division of labor	
	1.3 Hierarchy	
2. Individual	2.1 Motivation	
	2.2 Previous Knowledge/ Experience	
	2.3 Personality	
3. Practice	3.1 Purpose	
	3.2 Mode	3.2.1 Canonical 3.2.2 Noncanonical
	3.3 Tasks Characteristics	3.3.1 Diversity 3.3.2 Discrecionalidad/ Judgement 3.3.3 Customization/ Coproduction 3.3.4 Time exerts pressure 3.3.5 Improvisation 3.3.6 Completeness 3.3.7 First / without reference
4. Knowledge	4.1 Ontological Dimension	4.1.1 Individual 4.1.2 Collective 4.1.2.1 Group 4.1.2.2 Distributed
	4.2 Epistemological Dimension	4.2.1 Explicit 4.2.2 Practical / Tacit
	4.3 Content	4.3.1 Declarative (k-what) 4.3.1.1 General K 4.3.1.2 Specific K 4.3.1.3 Customer company K 4.3.1.4 Project K 4.3.1.5 Methodology / concepts 4.3.1.6 Industrial K 4.3.2 K-how: Procedural (process) 4.3.3 Contextual /systemic/ cultural 4.3.4 K-where (sources) 4.3.5 K-who
5. Learning	5.1 Type (how)	5.1.1 Observation (and Imitation)
		5.1.2 Try & error

- 5.1.3 Interaction – knowledge sharing
 - 5.1.3.1 Colleagues
 - 5.1.3.2 Superiors
 - 5.1.3.3 Customers
- 5.1.4 Intuition / feeling
- 5.1.5 Others' experience
- 5.1.6 By analogy (previous cases)
- 5.1.7 Moral Judgement
- 5.1.8 Reading Information / documentation

5.2 Trigger

- 5.2.1 Daily routine / In-action
- 5.2.2 Reflection (after action)
- 5.2.3 Deviant situation
- 5.2.4 Training
 - 5.2.4.1 Formal
 - 5.2.4.2 Informal
 - 5.2.4.3 Incidental
- 5.2.5 Life Experience

6. Unlearning

7. Rhetoric

- 7.1 Ethos (credibilidad)
 - 7.2 Pathos (efecto emocional: sorpresa, admiración etc.)
 - 7.3 Contenido
-