

Process Management Workshop

Day 1

Presentation 1: Latent Processes Introduction, Workshop Scope

Task 1: Enumerate issues of TA implementation: which tasks
All or groups whose function
brainstorming what role
board

Task 2: List future choices in the project: - technologies
All - experts
guided discussion - products
board

Presentation 2: Latent Content Process, knowledge components for KM
in firms versus in TA, exercise for tacitness

Task 3: Elaborate examples for tacit contributions, differences
between parties and professions
All or groups, brainstorming

Task 4: Latent Content Process discussion
*All, guided discussion, challenge participants that they can not fully
explain their tacit differences, example is instrumental core more
tacit than sociocultural ends ?*

Results 1: Tentative list of content embeddedness and contributions
*participants hide some assumptions about others' failure to grasp
embeddedness, but they want to follow the progress made and see
what changes this entails*

Task 5: Classify the implications of the choices in Task 2 according to
the types of knowledge concerned
*All, guided discussion, as far as possible use the notes from the
board to regroup choices and content embeddedness allowing for
duplication and ambiguity*

Results 2: List of components which shape the latent content process and
the project parameters which most directly affect this
process, tentative review of some Terms of Reference
*participants reinterpret embeddedness after considering future
choices (as professional differences reappear)*

Day 2

- Presentation 3: Latent Exchange Process, political, economic and social issues of the region's position in a globalized world, trade strategy, MNCs, dependency or opportunity
- Task 6: Classify the choices in the near future (Task 2) according to their contribution to the local region's position
*All or groups
brainstorming*
- Task 7: Latent Exchange Process discussion, social learning, exchange pattern as habitus, can TA shift from an endo or exo-social pattern ? is there a need for local strategy ?
*guided discussion,
let participants seize that individual views are within a small set of contested interpretations which every TA project reproduces*
- Results 3: Description of common views on issues of local / global and foreign / local stakes, list of parameters which reflect these stakes (whether knowledge, product or expert-related)
views on influencing these stakes are weaker than on stakes
- Task 8: Compare content experiences with exchange experiences described so far, is it more the embeddedness or rather individual necessity which has influenced a specific task ?
if conflicts between groups challenge the workshop programme, the remaining tasks are then redefined
- Presentation 4: Latent Interface Process, divers formats of rhetoric attempts to change interfaces in similar projects
- Task 9: Latent Interface Process discussion, perhaps the current implementation dynamics can be described
guided discussion, let participants reconstruct recent interface changes, and relate these to formats presented
- Task 10: List the parameters most relevant for the Interface Process
brainstorming because differences in views are not addressed
- Results 4: Examples of attempts to change the project dynamics and initial feedback from all what has been the outcome
- Task 11: Review all lists of modifications of project parameters