

## Chapter 9

# Shielding the Corporation's Raison d'être: Talent Management in Ubiquitous Value Creation Systems

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### **ABSTRACT**

*This chapter discusses a framework to temper the impact of knowledge leakage and how losing the source of what gives life to the business can lead to its demise. Explicit practices should be sustained by limiting access and understood in averting loss. Explicit knowledge is expressed and categorized in work performance. In outsourced assignments, technical knowhow can be transferred accessed learnt and communicated throughout the entire organization. Viewed as technical know-how the firm can utilize it to make goods and services that are demanded by customers. Data generated from outsourcing should be analyzed to uncover data-driven pitfalls employing analytics to describe the nature of current talent, accurately forecasting staffing and material usage to leverage outsourcing of sustainable practices. Technical know-how permeates the firm in making the difference. It is pervasive in the value creation process and as such it is only prudent to prevent leakage to maintain productivity.*

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## **INTRODUCTION**

This chapter is spread out in four parts. The first part provides an introduction and background information. The second reviews a selected literature to appreciate the management of knowledge in its various forms including proprietary information and talent and how it can be applied to make ends meet. Arguments developed indicate how knowledge leakage detrimental to the business can occur in the value creation process. In the third part we synthesize the information to advance a conceptual model that characterizes how knowledge leakage can be contained to minimize risk to increase the value of intellectual assets. The supposition adds new techniques of managing information in firms operating in boundary-less and varied environments. A conclusion is drawn in the fourth part mentioning the limitations of the arguments presented. The objective of the chapter is to demonstrate the need to contain knowledge leakage as a precondition to advancing the efficacies required in successful organization.

## **BACKGROUND**

In Golden (2016), the term archetype is deployed to represent fundamental human motifs of experiences. Archetypes represent fundamental human motifs of our experience as we evolved; consequentially, they evoke deep emotions and impact the way the job is done, and how customers are served, among many other outcomes associated with productivity. The archetype means original or old and typos, which imply pattern, model or type. The combined meaning is an original pattern, of which all other similar persons, objects, or concepts are derived, copied, modeled, or emulated (Golden, 2016). The psychologist, Carl Gustav Jung, used the concept of archetype in his theory of the human psyche. He believed that universal, mythic characters—archetypes—reside within the collective unconscious of people the world over (Senge et al., 1994). Understanding the archetype in business organization is critical to its success. For example, invoices bills of laden or contracts for employment possess archetypical information managers need to recognize instantaneously and be weary of any deviations from the norm.

In Senge et al. (1994), tools and methods referred to as archetypes and stock-and-flow modeling are useful in limiting knowledge leakage in large-scale human systems. An archetype is a protocol model of a desirable construct. For example, a protocol for receiving dignitaries at one's function includes a greeting method such as: We welcome your Excellency to our fund raising event and this can be followed by escorting the visitors to their seats and so forth. An archetype can also include an acceptable way to behave. For example, all contracts should show the place where the agreement took place, be signed and dated by the parties in the agreement.

### **Proprietary Information**

Explicit knowledge is expressed and recorded as words, numbers, or codes in organizations. It is written in job specifications, product formulations and when applied can lead to the products and services demanded by customers. It can be described too as proprietary information. It is sensitive information that is owned by an enterprise and it gives the business certain advantages. Explicit knowledge is part of proprietary information and all successful enterprise compete using what they know best. In Lave & Wenger (1991), explicit knowledge is co-constructed from the collective experience of the people who make up the organization. It is derived from situated learning, and can be acquired to augment practices

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