THE EMERGENCE OF THE FOURTH INDUSTRIAL REVOLUTION

THE EMERGENCE OF THE FOURTH INDUSTRIAL REVOLUTION

An Historical Introduction to Knowledge Management and the Innovation Economy

BY

JON-ARILD JOHANNESSEN

Kristiania University College and Nord University, Norway



United Kingdom - North America - Japan - India - Malaysia - China

Emerald Publishing Limited Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2019

Copyright © 2019 Emerald Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78973-994-7 (Print) ISBN: 978-1-78973-993-0 (Online) ISBN: 978-1-78973-995-4 (Epub)



ISOQAR certified Management System, awarded to Emerald for adherence to Environmental standard ISO 14001:2004.

INVESTOR IN PEOPLE

Certificate Number 1985 ISO 14001

Contents

Chapter 1 The Dominant Logic in the Emergence of the Fourth	
Industrial Revolution	1
Introduction	1
A Historical Introduction to the Knowledge Society	4
Explanation of the Driving Forces in the Knowledge Society	7
An Analysis of the Driving Forces of the Knowledge Society	9
New Technology: The Coming of Robotics	9
Infostructure	10
System of Nodes (Hub)	10
The System of Social Relations and Social Positions	11
New Organizational Logic: Modular Flexibility	11
New Collaborative Structures	12
The Performance of the Knowledge Workers	14
Discussion	15
Conclusion	18
Theoretical Implications	19
Practical Implications	19
Chapter 2 Robots, Informats, Infostructures and Informatization	
in the Emergence of the Fourth Industrial Revolution	27
Introduction	27
Robots and Information, Communication and Network Logic	30
Informats	34
Infostructure	38
Analysis and Discussion	40
Conclusion	44
Chapter 3 A New Organizational Logic in Emergence of the	
Fourth Industrial Revolution	51
Introduction	51
Value-creation Processes in the Knowledge Economy	53
Modular Flexibility	56
A New Logic of Time	60

Conclusion66Chapter 4New Structures for Cooperation in the Emergence of the Fourth Industrial Revolution73Introduction73Global Competence Clusters74Global Co-creation78Global Innovation Processes80Conclusion84Chapter 5Knowledge Workers in the Emergence of the FourthIndustrial Revolution89Introduction89Focus on the Primary Task90Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Conclusion88Chapter 6ConceptsAction103Action103Audiability Cascades104Availability Cascades104Butterfly Effects105Calibration105Captation105Capabilities105Captal105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105Conclusion105<	Front-line Focus	63
of the Fourth Industrial Revolution73Introduction73Global Competence Clusters74Global Co-creation78Global Innovation Processes80Conclusion84Chapter 5 Knowledge Workers in the Emergence of the FourthIndustrial Revolution89Focus on the Primary Task90Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Conclusion98Chapter 6 Concepts103Action103Arbitextrong Cranizations103Arbitextrong Cranization104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Cajabilities105Capabilities105Capabilities105Capabilities105Concelusion105Concelusion107Cohesive Energy106Concreation107Collective Blindness107Congetence107	Conclusion	66
of the Fourth Industrial Revolution73Introduction73Global Competence Clusters74Global Co-creation78Global Innovation Processes80Conclusion84Chapter 5 Knowledge Workers in the Emergence of the FourthIndustrial Revolution89Focus on the Primary Task90Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Conclusion98Chapter 6 Concepts103Action103Arbitextrong Cranizations103Arbitextrong Cranization104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Cajabilities105Capabilities105Capabilities105Capabilities105Concelusion105Concelusion107Cohesive Energy106Concreation107Collective Blindness107Congetence107	Chapter 4 New Structures for Cooperation in the Emergence	
Introduction73Global Competence Clusters74Global Co-creation78Global Innovation Processes80Conclusion84Chapter 5 Knowledge Workers in the Emergence of the Fourth10Industrial Revolution89Introduction89Focus on the Primary Task90Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Availability Cascades104Behavioural Perspective104Boudon-Coleman Diagram105Capta105Capta105Capta105Capta105Capta105Capta105Conseive Energy106Communicative Consciousness107Collective Blindness107Congetence107		73
Global Competence Clusters74Global Co-creation78Global Innovation Processes80Conclusion84Chapter 5 Knowledge Workers in the Emergence of the Fourth84Industrial Revolution89Introduction89Focus on the Primary Task90Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Continuous Development of Skills96Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Proposition104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Capabilities105Capta105Capabilities105Concexion107Concetion107Condexive Energy106Communicative Consciousness107Congetence107		
Global Co-creation78Global Innovation Processes80Conclusion84Chapter 5Knowledge Workers in the Emergence of the FourthIndustrial Revolution89Introduction89Focus on the Primary Task90Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Continuous Development of Skills96Conclusion98Chapter 6ConceptsAction103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Cascades104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Capta105Concexious Consciousness106Co-creation107Collective Blindness107Competence107		
Global Innovation Processes80Conclusion84Chapter 5 Knowledge Workers in the Emergence of the FourthIndustrial RevolutionIndustrial Revolution89Introduction89Focus on the Primary Task90Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Continuous Development of Skills96Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Availability Cascades104Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Capta105Consultive Consciousness106Co-creation107Collective Blindness107Competence107	-	
Conclusion84Chapter 5 Knowledge Workers in the Emergence of the FourthIndustrial Revolution89Introduction89Focus on the Primary Task90Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Conclusion98Chapter 6 Concepts103Action103Arbidextrous Organizations103Availability Cascades104Availability Cascades104Boudon-Coleman Diagram104Butterfly Effects105Capabilities105Capata105Capata105Capata105Capta105Consciusion105Capata105Capta105Capta105Consciusenss106Co-creation107Collective Blindness107Congetence107		
Industrial Revolution89Introduction89Focus on the Primary Task90Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Continuous Development of Skills96Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Cascades104Behavioural Perspective104Boudon-Coleman Diagram105Capabilities105Capta105Capta105Capta105Capta105Capta105Consilities105Consilities105Contain105Capta105Consciousness106Communicative Consciousness106Concention107Collective Blindness107Competence107		
Industrial Revolution89Introduction89Focus on the Primary Task90Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Continuous Development of Skills96Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Cascades104Behavioural Perspective104Boudon-Coleman Diagram105Capabilities105Capta105Capta105Capta105Capta105Capta105Consilities105Consilities105Contain105Capta105Consciousness106Communicative Consciousness106Concention107Collective Blindness107Competence107	Chapter 5 Knowledge Workers in the Emergence of the Fourth	
Focus on the Primary Task90Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Continuous Development of Skills96Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Cascades104Behavioural Perspective104Boudon-Coleman Diagram105Capabilities105Capabilities105Capabilities105Circular Causality105Cohesive Energy106Concurrence107Collective Blindness107Competence107	Industrial Revolution	89
Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Continuous Development of Skills96Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Cascades104Behavioural Perspective104Boudon-Coleman Diagram105Capabilities105Capabilities105Capabilities105Circular Causality105Cohesive Energy106Contunicative Consciousness107Collective Blindness107Competence107	Introduction	89
Result Orientation91Innovation Orientation92Recognition for Knowledge-sharing93Self-management and Self-organization94Continuous Development of Skills96Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Cascades104Behavioural Perspective104Boudon-Coleman Diagram105Capabilities105Capabilities105Capabilities105Circular Causality105Cohesive Energy106Contunicative Consciousness107Collective Blindness107Competence107	Focus on the Primary Task	90
Recognition for Knowledge-sharing93Self-management and Self-organization94Continuous Development of Skills96Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Availability Cascades104Availability Proposition104Behavioural Perspective104Boudon-Coleman Diagram105Calibration105Capabilities105Catual Analysis105Circular Causality105Cohesive Energy106Coorceation107Collective Blindness107Competence107	•	91
Self-management and Self-organization94Continuous Development of Skills96Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Cascades104Availability Proposition104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Circular Causality105Cohesive Energy106Co-creation107Collective Blindness107Competence107	Innovation Orientation	92
Self-management and Self-organization94Continuous Development of Skills96Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Cascades104Availability Proposition104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Circular Causality105Cohesive Energy106Co-creation107Collective Blindness107Competence107	Recognition for Knowledge-sharing	93
Continuous Development of Skills96Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Cascades104Availability Proposition104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Circular Causality105Cohesive Energy106Co-creation107Collective Blindness107Competence107		94
Conclusion98Chapter 6 Concepts103Action103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Cascades104Availability Proposition104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Capabilities105Circular Causality105Consciousness106Co-creation107Collective Blindness107Competence107	• •	96
Action103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Cascades104Availability Proposition104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Capta105Circular Causality105Cohesive Energy106Co-creation107Collective Blindness107Competence107	1	<i>98</i>
Action103Ambidextrous Organizations103Asplund's Motivation Theory103Availability Cascades104Availability Proposition104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Capta105Circular Causality105Cohesive Energy106Co-creation107Collective Blindness107Competence107	Chapter 6 Concepts	103
Asplund's Motivation Theory103Availability Cascades104Availability Proposition104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capta105Capta105Circular Causality105Cohesive Energy106Co-creation107Collective Blindness107Competence107	1 1	103
Asplund's Motivation Theory103Availability Cascades104Availability Proposition104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Capta105Causal Analysis105Cohesive Energy106Correation107Collective Blindness107Competence107	Ambidextrous Organizations	103
Availability Cascades104Availability Proposition104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Capta105Circular Causality105Cohesive Energy106Co-creation107Collective Blindness107Competence107		103
Availability Proposition104Behavioural Perspective104Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Capta105Causal Analysis105Circular Causality105Cohesive Energy106Co-creation107Collective Blindness107Competence107		104
Behavioural Perspective104Boudon–Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Capta105Causal Analysis105Circular Causality105Cohesive Energy106Co-creation107Collective Blindness107Competence107	•	104
Boudon-Coleman Diagram104Butterfly Effects105Calibration105Capabilities105Capta105Causal Analysis105Circular Causality105Cohesive Energy106Co-creation107Collective Blindness107Competence107		104
Butterfly Effects105Calibration105Capabilities105Capta105Causal Analysis105Circular Causality105Cohesive Energy106Communicative Consciousness107Collective Blindness107Competence107	•	104
Calibration105Capabilities105Capta105Causal Analysis105Circular Causality105Cohesive Energy106Communicative Consciousness106Co-creation107Collective Blindness107Competence107	-	105
Capta105Causal Analysis105Circular Causality105Cohesive Energy106Communicative Consciousness106Co-creation107Collective Blindness107Competence107	•	105
Capta105Causal Analysis105Circular Causality105Cohesive Energy106Communicative Consciousness106Co-creation107Collective Blindness107Competence107	Capabilities	105
Causal Analysis105Circular Causality105Cohesive Energy106Communicative Consciousness106Co-creation107Collective Blindness107Competence107	-	105
Circular Causality105Cohesive Energy106Communicative Consciousness106Co-creation107Collective Blindness107Competence107	-	105
Cohesive Energy106Communicative Consciousness106Co-creation107Collective Blindness107Competence107		105
Communicative Consciousness106Co-creation107Collective Blindness107Competence107		106
Co-creation107Collective Blindness107Competence107		
Competence 107		107
Competence 107	Collective Blindness	107
1		

Core Competence	107
Creatura	107
Data	108
Discontinuous Innovations	108
Dynamic Capabilities	108
Epistemology	108
Explicit Knowledge	108
Evidence	108
Emergent	109
Entrepreneurial Spirit	109
Feedback	109
Feed-forward	109
Feed-pre	110
Front-line Focus	110
Global Competence Network	110
Hamel's Law of Innovation	111
Hidden Knowledge	111
History's 'Slow Fields'	111
HR Management	111
Implicit Knowledge	112
Information	112
Information Input Overload	112
Information Management	113
Information Resource Management	113
Infostructure	113
Intention Structure	113
Innovation	113
Kaizen	114
Knowledge	114
Knowledge Worker	114
Knowledge Enterprise	114
Knowledge Management	115
Locomotive Effect	115
Message	115
Modularization	115
Modular Flexibility	115
Mutatis Mutandis	115
Necessary and Sufficient Conditions	115
Non-knowledge	116
North's Action Theory	116
Pleroma	116
Pre-comprehension	116

Pre-structures	116
Primary Task	116
Proposition	117
Punctuation	117
Recursive Thinking	117
Sensitizing Concepts	117
Social Laws	117
Social Mechanism	118
Social System	119
Spontaneous Intuition	119
Staccato-behaviour (Erratic Behaviour)	119
Strategic HR Management	119
Systemic Thinking	120
Symmetrical Relationship	124
Tacit Knowledge	124
The Context of Solution	124
The Epistemological Hierarchy	124
The Naturalist Erroneous Inference	124
The Objectivist Position	124
The Ontological Questioning Process	125
The Knowledge-based Perspective	125
The Paradox of Objectivity	125
The Perceptual Filter	125
The Shadow Filter	126
The Theory of Science	126
The Resource-based Perspective	126
Theory	126
Third-order Cybernetics	126
Trialectic	126
Zapffe's Paradox	127

Index

131

Preface

In this book we use the constructs such as innovation economy, knowledge society and knowledge economy representing the same phenomenon, the emergence of the fourth industrial revolution.

This book is divided into five chapters.

In Chapter 1 we look at the following problem: it is difficult to identify wealth-creation processes in the knowledge economy because our way of thinking is so strongly rooted in the industrial economy. The question discussed in Chapter 1 is: what wealth-creation processes are driving the knowledge society? The knowledge society is the prelude to the fourth industrial revolution. If we can answer this question, we can say something about the emergence of the fourth industrial revolution. The objective of Chapter 1 is to develop an analytical model capable of explaining various aspects of globalization and the knowledge society. The finding in Chapter 1 is an analytical model that shows drivers towards the fourth industrial revolution:

- Three drivers for the technology;
- Two drivers for new organizational logic.
- Two drivers for new collaborative networks.
- Five drivers for the knowledge worker's performance.

In Chapter 2 we investigate the following problem: we know little about how robots, informats and infostructure will affect wealth-creation processes in the knowledge society.

The question we examine is: what factors will promote technological innovations in the knowledge society? The objective of Chapter 2 is to develop policies to ensure a continued rise in living standards in the knowledge society. The findings in Chapter 2 are four categories and 15 factors that will promote technological innovations in the knowledge society.

The problem raised in Chapter 3 is: innovation leads to economic, social and political crises. The question examined in Chapter 3 is: how are new ways of organizing work affecting value-creation processes in the knowledge society? The objective is to conceptualize factors that affect value-creation processes in the knowledge economy. The findings in Chapter 3 are three main categories of drivers of value-creation processes in the knowledge society, together with 15 types of drivers for each category.

In Chapter 4 we investigate the following problem: the knowledge economy is changing the ways in which we are accustomed to co-operating. The question examined is: which new structures for cooperation are affecting the development of value-creation processes in the knowledge economy? The objective of Chapter 4 is to develop concepts and models that will enable us to better

x Preface

understand and exploit the new global division of labour which is driven by the knowledge economy, so that value creation is promoted.

The findings in Chapter 4 can be stated like this: value-creation processes are influenced by four sub-systems and three primary processes. In addition, in each of the various nations, the state plays a decisive role in promoting processes of innovation.

The problem examined in Chapter 5 is that the number of knowledge workers continues to grow, but we know little about what factors will promote knowledge workers' productivity.

The question investigated is: how can managers promote knowledge workers' productivity? The purpose of Chapter 5 is to develop aspects of a theory to promote knowledge workers' productivity. The findings in Chapter 5 are seven propositions (a mini-theory) for knowledge worker productivity.