



Intellectual Capital for Communities  
In the Knowledge Economy

# Intellectual Capital for Communities in the Knowledge Economy Nations, Regions, Cities and Emerging Communities



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# Reflections on the value of arts for business

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The background of the slide is a light blue, textured surface with numerous question marks of various colors (red, green, yellow, blue) scattered across it. The text is centered in a large, bold, black font.

Are today's management systems still  
adequate to drive extraordinary  
performance and value creation?



# Management systems in 20<sup>th</sup> century organisations



# Properties of 21<sup>st</sup> –century business landscape

***Turbulence***

***Complexity***

***Dynamism***

***Fluidity***

***Ambiguity***

***Unpredictability***

***Uncertainty***





# What kind of knowledge organisations need in order to prosper in the new century?



Traditional management systems: stress the  
importance of managing the technical knowledge  
know-how



**But ... today do we need knowledge-based  
efficient people?**



***Know-how is a necessary condition to prosper,  
but it is not sufficient ...***

# The competences for success: agility, flexibility, resilience, imagination, creativity, ...



## The new value drivers

*Passion – Emotions –*

*Imagination – Intuition –*

*Creativity – Hope – Moral –*

*Feelings .....*

affection

agony

amusement

anger

anticipation

anxiety

arousal

attraction

awe

boredom

calm

compassion

contentment

dejection

depression

desire

despair

disgust

dissatisfaction

distraction

excitement

fear

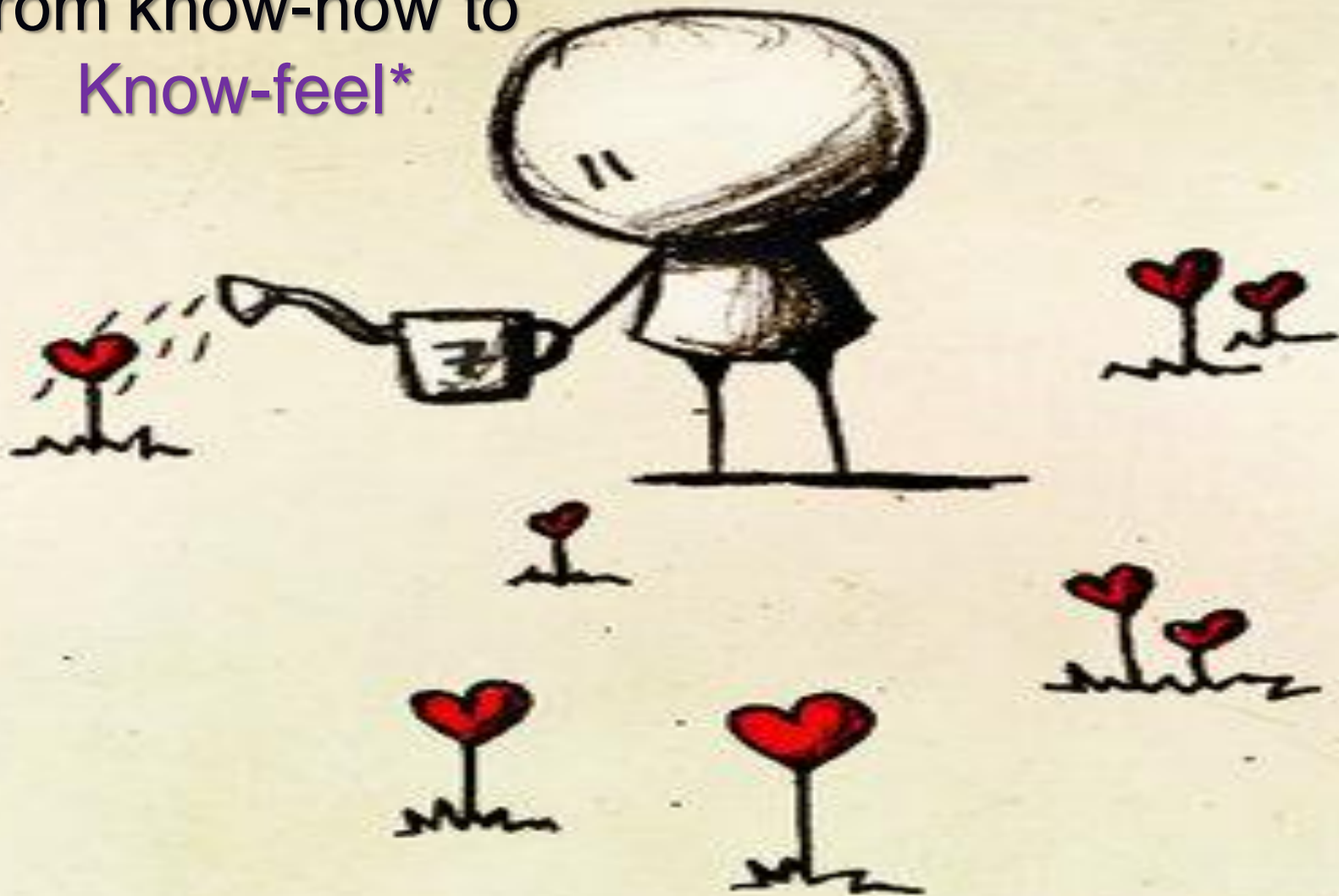
frustration

grief





# Value creation: from know-how to Know-feel\*



.Les émotions d'aujourd' hui.  
<http://nonnetta.deviantart.com>

\*G. Schiuma, (2011) *The Value of Arts for Business*, Cambridge University Press, Cambridge



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What are implications for  
organisations?



# The knowledge to prosper in the future

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*What is the 'fuel' of a successful and creative workforce?*

*What is the knowledge affecting value creation in the  
21<sup>st</sup> century business landscape?*

*What is the knowledge distinguishing artful workers?*

## Emotive Knowledge





# The future of management systems

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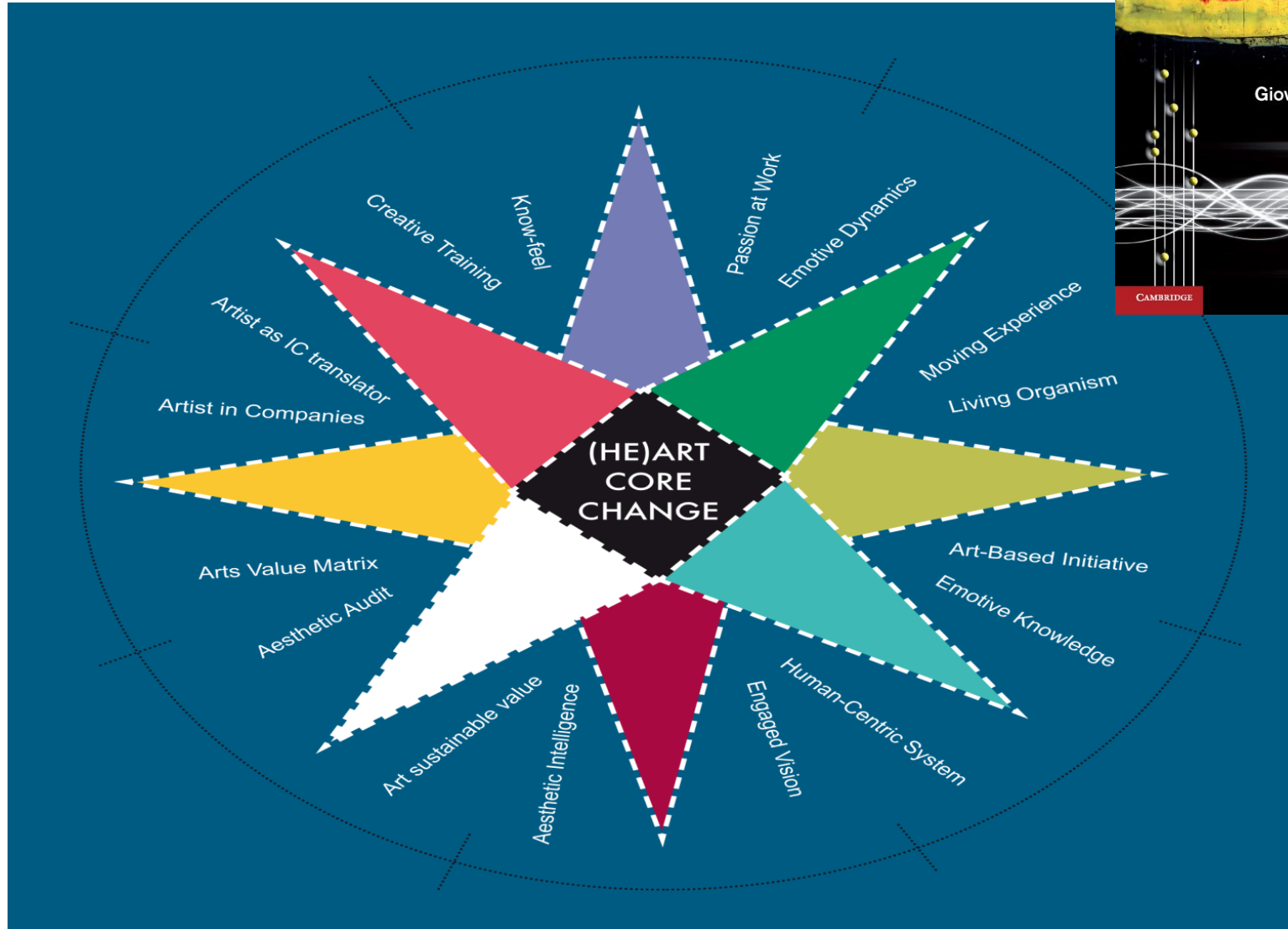
*What are the factors that allow a workforce to fall in love with their organisation and with what they do?*

*How do we create organisational systems and environment that are really human?*

*How do we create 'vibrant' organisations?*

## Managing the aesthetic dimensions of organisations

# The Value of Arts for Business



The Value  
of Arts  
for Business

Giovanni Schiuma

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