

Knowledge management in intra-coopetitive contexts: the role of knowledge-oriented leadership

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THEORETICAL FRAMEWORK

COOPETITION

“Paradoxical relationship between two or more actors involved simultaneously in cooperative and competitive interactions”

(Bengtsson & Kock, 2014, p. 182)

Inter-organisational coopetition



Actors cooperate and share information to achieve common goals

(Agostini et al., 2020; Gast et al., 2019)



Intra-organisational coopetition



Actors protect their knowledge to get a competitive advantage and outperform their colleagues

(Amata et al., 2022)



KNOWLEDGE PARADOX



THEORETICAL FRAMEWORK

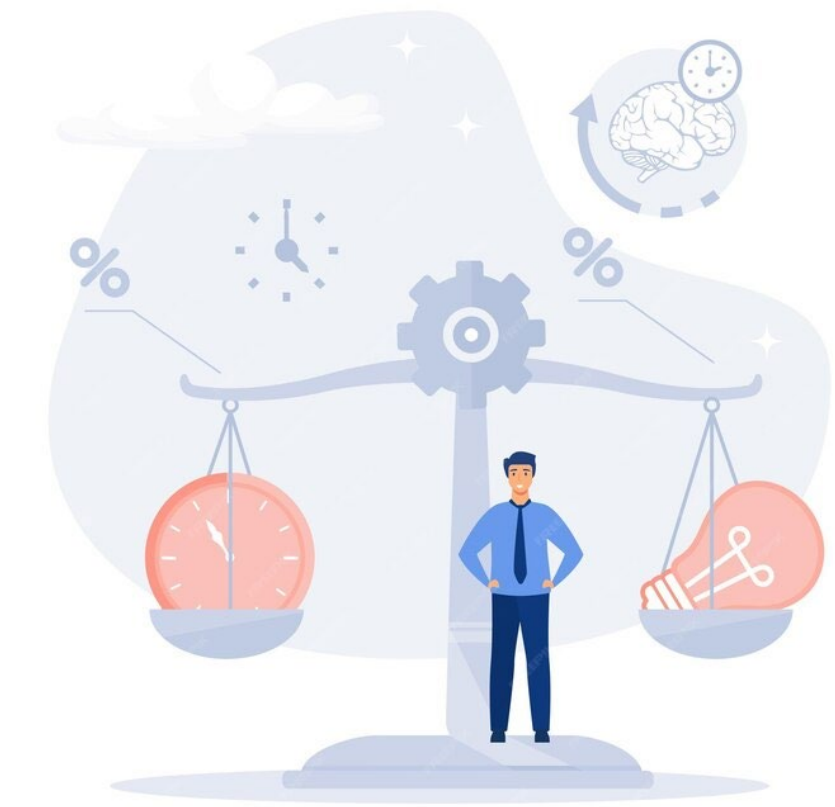


Leaders decide what information to share and what to protect

(Fernandez & Chiambaretto, 2016)

Leader can be **knowledge brokers**

(Chiambaretto et al., 2019)



Tensions can influence outcomes depending on how they are managed

(Chiambaretto et al., 2019; Tidström, 2014)

Managerial skills reduce tensions and balance cooperative and competitive behaviours

(Czakoń et al., 2020; Gnyawali & Charleton, 2018; Le Roy & Fernández, 2015)



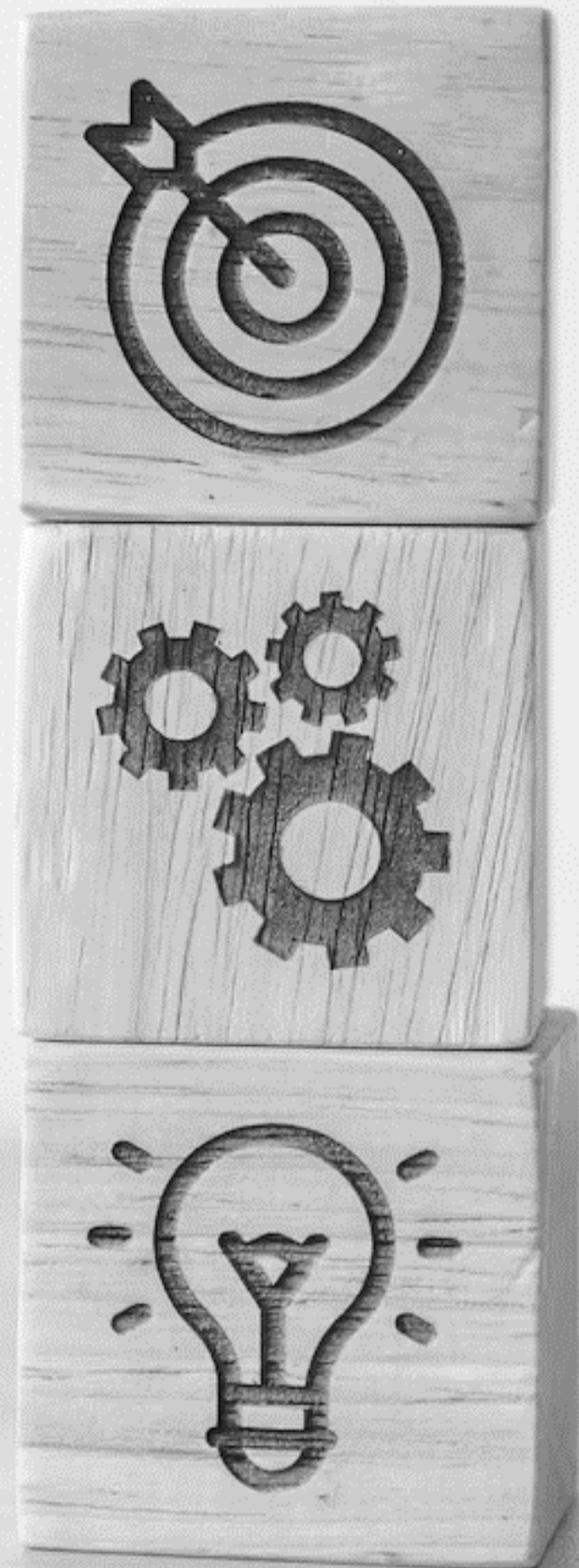
Knowledge brokers

- Identify complementary knowledge
- Manage tensions
- Play an important role in knowledge management

(Carayannis et al., 2014)



RESEARCH QUESTION



More research is needed to understand the knowledge paradoxes and the leader's role in balancing knowledge sharing and protection.

What leaders behaviors promote knowledge management in intracoopetitive contexts by managing the duality between sharing and protecting knowledge?

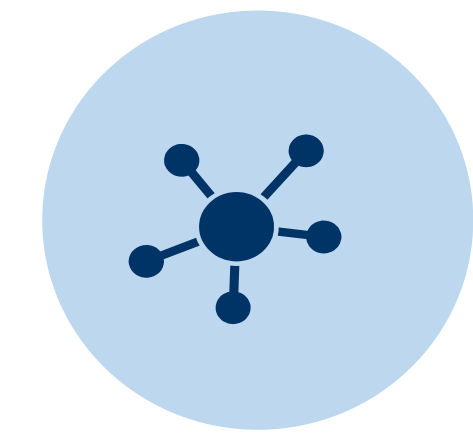
CASE STUDY - The Astrophysical Institute of the Canary Islands (IAC)



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METHODOLOGY

INTERVIEWS

Managers	Number of interviews
OTAI Manager	5
SO Coordinator	6
Research Area Manager	5
Research Area Coordinator	5
General Services Administration Manager	1
Intrumentation Area Coordinator	1
Researchers	
SO Lines Coordinators	6
Projects PI	8

FOCUS GROUPS

Researchers	Number of participants
Postdoctoral researchers	9
International postdoctoral researchers	5
Predocctoral researchers	4
Female researchers	7

PARTICIPANTS
21
INTERVIEWS
37
RECORDING HOURS
23h

PARTICIPANTS
25
FOCUS GROUPS
4
RECORDING HOURS
6h



METHODOLOGY

NVIVO

for transcripts and
codification

Transcriptions
and codification

were reviewed one by
one



Codes

- 1st order concepts
- 2nd order concepts
- Aggregate dimensions

Abductive
research

RESULTS



IAC is an intracooperative context

“Yes. There is collaboration and competition. Sometimes, you are competing with your collaborators. Moreover, in a context where the rules are unclear.”



Researchers share their knowledge

“Maybe one colleague has a theoretical background that I need to analyse my data, so we collaborate, talk, and write a paper together.”



Researchers protect their knowledge

“If I start to share too much, then I wouldn't be the leader anymore. I have hundreds of ideas, but as soon as I give it to somebody then I lose the leadership, the head of ...the first author place.”



Knowledge paradox

“When I applied for a permanent position, my colleagues also applied, so we compete. Then, I cannot provide them with all the information, and it is difficult to manage these situations because our relationships.”



RESULTS - Intracooperative paradoxes of knowledge management



“When there is trust, I believe that knowledge is not hidden, but when there is not trust, it is true that sometimes our supervisors tell us what knowledge we can and cannot share.”

TRUST

“You are never really confident on how much you can share.”

DISTRUST

VS

“We collaborate to have access to other telescopes or instruments and for our collaborators to have access to our resources. It is an exchange and a benefit for both parties. A win-win.”

EQUITY

“There are people you must be very, very careful with, when you share information [...]. You openly share things in a very nice way and suddenly you find a publication with your results.”

OPPORTUNISM

VS

“In my collaborations, the goal is to get people committed and motivated to publish joint articles.”

COMMITMENT

“At the moment, I have not obtained a permanent position [...]. I am still fighting. So, being a little selfish, the first thing I want is to consolidate myself.”

RIVALRY

VS

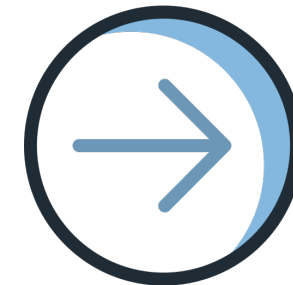


RESULTS - Leadership behaviours to knowledge management



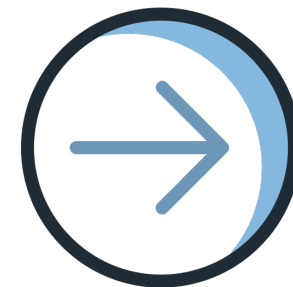
“Sometimes our supervisors tell us what knowledge we can share and what not [...] I have been warned that when I publish a result, another group will be able to replicate it, so if you want to be the first to make a discovery, you must hurry. Basically, it is about sharing when it is appropriate.”

Setting goals and distributing tasks



“At least in my case, my main objective is to ensure that projects are successful and productive, as well as to obtain the results we expected.”

Fostering communication and teamwork



“When there are conflicts between postdoctoral researchers, we try to mediate to smooth things over. I believe communication reduces conflicts and helps us get to know each other.”

Motivating and guiding employees



“Yes, my leader guides me a lot. Whenever we want to achieve something, he clearly knows where we are going. Sometimes I feel lost, and he reminds me not to forget where we want to go.”

Encouraging autonomy and learning from experience



“Once a week or every two weeks, I am interested in knowing where each student is at, but I also give them the freedom to experiment independently and find solutions.”



CONCLUSION

LEADERSHIP BEHAVIOURS

1. Setting goals and distributing tasks
2. Fostering communication and teamwork

3. Motivating and guiding employees
4. Encouraging autonomy and learning from experience

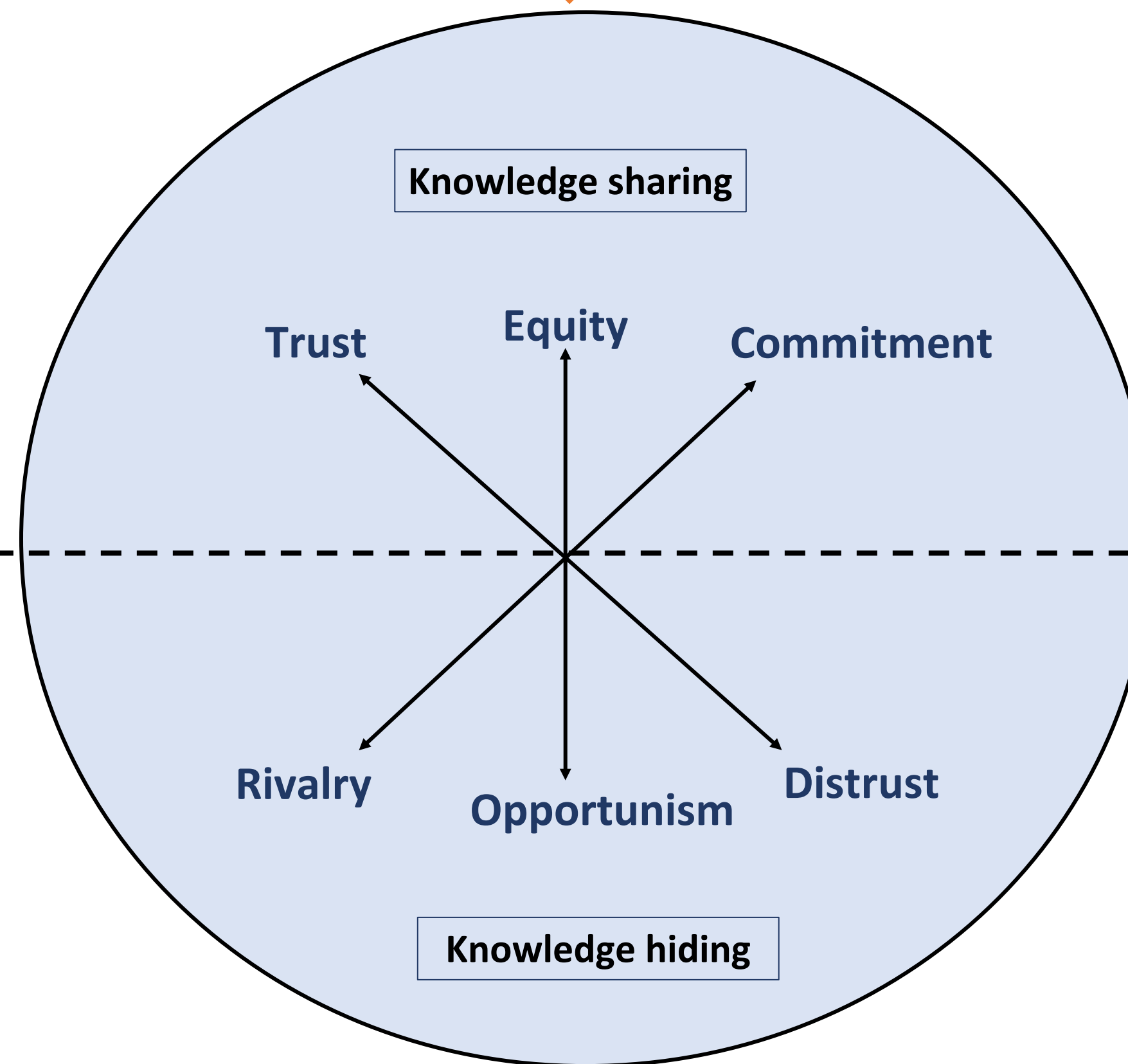
COOPETITION

Collaboration

- Increase social networks
- Obtain financial resources
- Complement data and knowledge

Competition

- Outperform their peers in funding calls
- Access to internal resources and facilities
- Hiring high-performance researchers
- Achieve a permanent position



PERFORMANCE

INTRACOOPEITIVE PARADOXES



CONCLUSION



KOL “combines aspects of transformative and transactional leadership styles, in addition to including motivation and communicational elements”

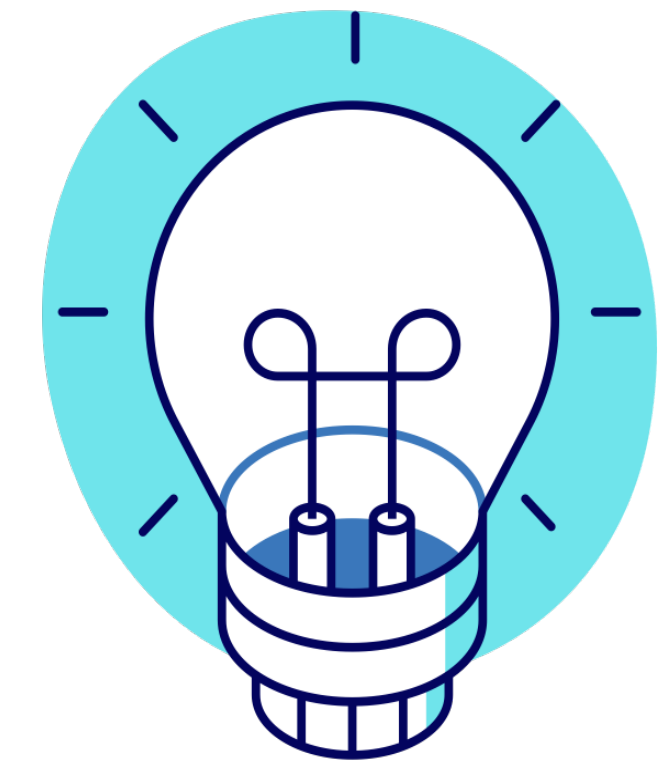
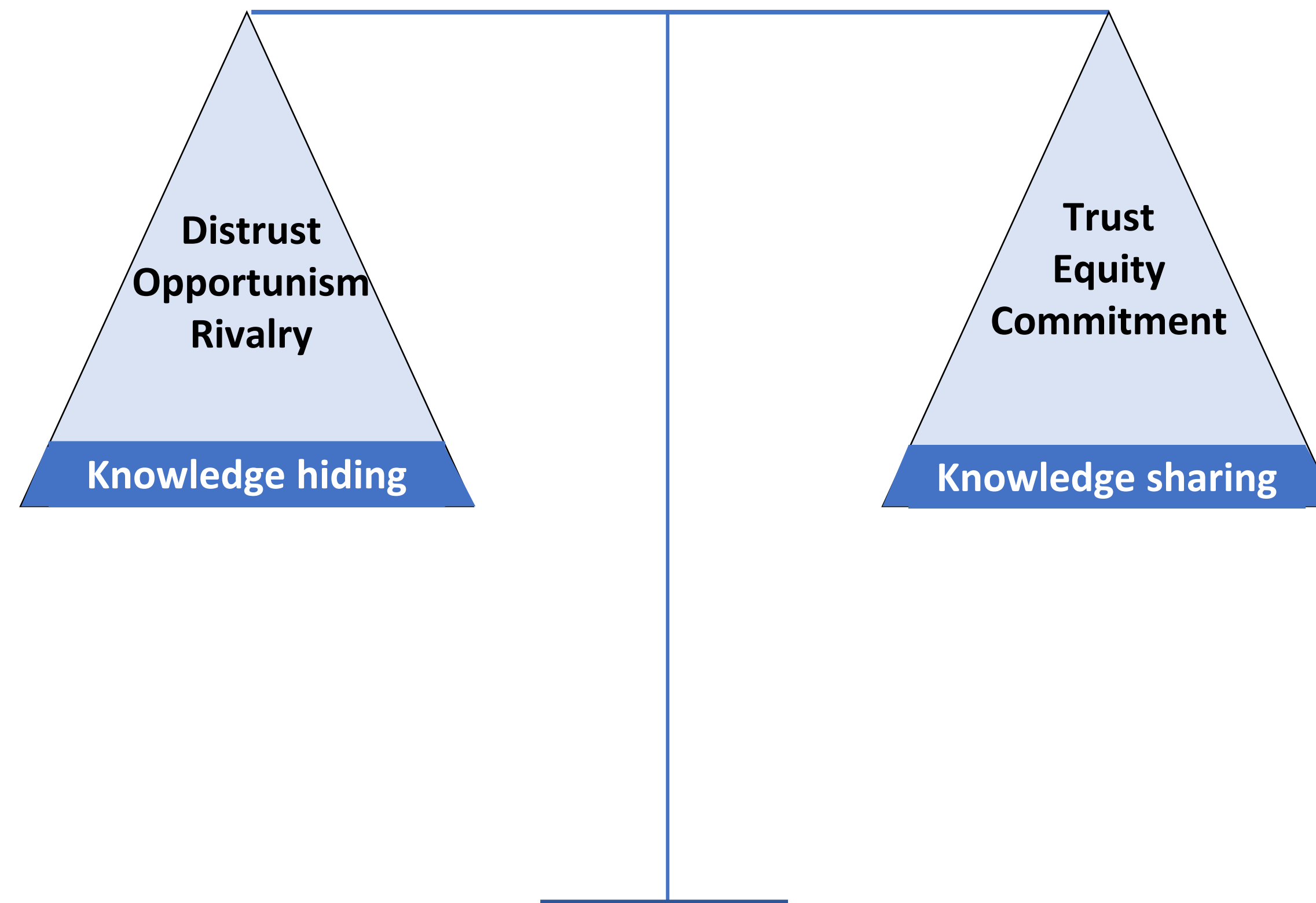
(Donate & Sánchez-de Pablo, 2015, p. 363)

These leaders promote proper knowledge management among their followers by offering rewards as well as motivating and inspiring them

(Donate & Sánchez-de Pablo, 2015; Naqshbandi & Jasimuddin, 2018; Shamim et al., 2019)



KNOWLEDGE-ORIENTED LEADERS (KOL)



Our results reveal that KOL is a leadership style not only suitable for fostering knowledge sharing but also for protecting knowledge and balancing paradoxes.



LIMITATIONS

- **Case study.** It would be interesting to carry out quantitative research to complement the results of this work.
- **IAC is a specific research context.** Generalization of our findings is limited.
- **Other contextual factors** may influence employees' decisions about sharing and hiding knowledge.



NEXT STEPS

- Feedback to improve it <<<
- Journals options <<<



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