



KM ROI: Intellectual Capital Causal Maps (120 minutes)

In this interactive executive roundtable session, Professor Bontis describes the results of a ground-breaking new methodology that measures the antecedents of effective human capital management and the eventual drivers of business performance.

If you are primarily relying on conventional tools to take care of your organization's competitive advantage, and banking your success on traditional educational, organizational and business models, you might be in trouble. What you need to find out is that yesterday's logic of success doesn't automatically translate into tomorrow's logic of success. Harvard Business Review recently reported that the first step in performance measurement is to "develop a causal model". Dr. Bontis states, "this innovative new methodology will soon become a fundamental competence for executives". Unfortunately, many senior managers do not understand how to use this methodology for their own organizational and personal development.

After this executive roundtable, you will understand:

- what causal models are and the benefits of their use for management;
- how to reconcile the use of both quantitative (e.g., training investment, voluntary turnover) and qualitative (e.g., employee satisfaction, leadership behaviour) measures of human capital into a comprehensive visual map
- when to be sceptical of reported mean scores and correlations because they are often misleading in their interpretation
- why causal models are a critical tool for managers to use when diagnosing the health of an organization
- where various corporate initiatives equation of what drives business value and financial performance.

IC what you see: The Intellectual Capital of Nations (120 minutes)

Intellectual capital is traditionally considered to be an organizational-level phenomenon defined as encompassing the intangible knowledge assets of a firm. However, there is also a macro-view that considers the same phenomenon at the national level of analysis. Have you ever wondered what country is the smartest? Who in the world accelerates knowledge flow the best? Which nation leads the globe in knowledge-based innovation?

Professor Bontis will lead you through a dynamic executive roundtable that summarizes the methodology, model, and metrics used in a groundbreaking research project which was completed on behalf of the United Nations. The resulting structural equation model provides significant practical insight to government and professional audiences interested in seeing how the sources of intellectual wealth inter-relate to one another. Dr. Bontis would like to acknowledge the thought leadership of Dr. Rima Khalaf Hunaidi and Dr. Maen Nsour of the United Nations Development Programme who shared their valuable time and expertise during the completion of this study.