Laurence G. Lock Lee

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Profile

Laurence Lock Lee is an experienced and practiced consultant with over 35 years as a researcher, technology leader, manager and management consultant. He is an acknowledged thought leader in the areas of knowledge management and intellectual capital..

Specialisation

Thought Leadership: Key areas: Intangibles Value Management, Knowledge Community Development, Corporate Social Capital, KM & IM Strategy, KM Measures and Metrics, IT&T Strategy, Multi-sourcing management, Collaboration systems/tools, Organisational/Social Network Analysis.

Key Skills

Application Areas: Public Administration, Supply Chain Management, Operations, Call Centres/CRM, Engineering, Marketing, Finance/Insurance

R&D Management: Technology planning, portfolio management

Industries: Manufacturing, Transport & Distribution, Public Sector, Defence, Research, Engineering, Mining, Petroleum, Utilities, Insurance

Management Related: Information and Knowledge Management, e-Enablement, R&D Management, Market Development, Decision Support, Organisational Change Management.

IT Related: Knowledge Management Systems, Management Decision Support Systems, Business Modelling, Human-Computer Interaction, Rapid Prototyping.

Education

2008   PhD, University of Sydney

Thesis: "Corporate Social Capital and Firm Performance in the Global Information Technology Services Sector"
2003   Master of Arts, Macquarie University
1986   Masters in Business Administration, University of Newcastle
1978   Post Graduate Diploma in Computer Science
1976   B. Metallurgy (Hons.)

RELEVANT EXPERIENCE

Co-Founder / Partner, Optimice Pty Ltd. *2007 - Current*

- Co-Founder of Optimice Pty Ltd in January 2007, a consulting and intellectual capital development company focused on the optimization of business relationships.
    - Consulting Clients include NSW RailCorp, Westpac, BHP Billiton, NSW Health
    - Products: Partnership Scorecard; Organisational Network Analysis Survey Tool
    - Workshops: Introduction to Organisational network Analysis

PhD Student / Research Associate Sydney University – 2004 – Current (PhD Completed March 2008)

Adjunct Lecturer – Newcastle Graduate School of Business (Casual) *2003 – Current*

The following courses were delivered to Doctoral and Masters level students:
- Knowledge Management (Malaysia) – 2005/06/07
- Consulting and Business Advice (Newcastle) - 2006
- Knowledge Management – Hong Kong, Malaysia - 2005
- Management Information Systems (Malaysia) – 2004
- Knowledge Management – MIS (Newcastle) - 2003
- Intellectual/Intangible Capital Management – Strategic Management (Newcastle) – 2003

Freelance Instructor – IRM Training – 2007 – current

Instructor on:

- Requirements Gathering
- Business Analysis

Research Affiliate, Computer Sciences Corporation Leading Edge Forum *2001 – Current*

- Former Australian Director, CSC Research Services (2001)
- Re-established and re-focused the Australian arm of CSC Global Research Services Network
- Member of CSC Global Research team
- Invited contributor to CSC Research Services Journal

Principal Strategy Consultant, Computer Sciences Corporation *2006*

- Engaged to develop and deploy a strategic information management plan for the Federal Department of Immigration and Multicultural affairs. Followed up with support to an on-going transformation of the department's information services branch.
- Outsourcing global best practice review for AMP.

Principal Consultant and National Practice Leader – Information & Knowledge Management, Computer Sciences Corporation *2000 – 2005*

Managed a national practice of information and knowledge management consultants, working with blue chip global clients. Led key consulting assignments in:

- Organisational/Social network analysis assessment of information and knowledge sharing practices for the Australian Securities and Investment Commission
- Led the information management assessment and alignment for a major operational site within a global resources company
- Principal solutions architect for a Medical Insurance business pursuit, Beijing, China
- Led a Knowledge and Information audit of a human services intake function
- Led the bid, won and delivered a KM strategy and audit contract for a Government natural resources agency.
- Led strategic e-enablement study for major Government Dept.. Major recommendations all accepted and currently in progress.
- Provided strategic consulting advice to various major CSC clients. Represented CSC as a specialist presenter at several IT industry forums and conferences
- Lead consultant in the establishment of BHP's Corporate Knowledge Program. Provided strategy formulation and design of the infrastructure supporting BHP communities. Overseen extensions through BHP Billiton merger.
- Led the development of BHP's Knowledge Communities support environment (now supporting 200+ global knowledge communities).
- Assisted with the establishment of the BHP Transport and Logistics Marketing function. Used social network analysis to identify the natural communities that existed.
- Led a consulting project to define and pilot a collaboration environment for BHP Petroleum.

Product and Practice Leader, Knowledge Management, BHP Information Technology *1997 – 2000*

- Led the establishment of a Knowledge Management consulting capability and associated service product portfolio.
- For 12 months acted as Service Product Manager for the Knowledge Management Service Product Portfolio (KM Consulting, Data Warehousing, Document Management, and Geographic Information Systems). Responsible for market development. Exceeded revenue targets in the first year.

Selected Key Consulting Assignments:
- Led BHP's participation in an International Knowledge Management Benchmarking Study conducted by the American Productivity and Quality Centre (APQC). Lead consultant in the establishment of BHP's Corporate knowledge management program under BHP's Chief Strategy Officer.
- BHP Rod & Bar Product Knowledge Assurance Study. Assessment of business vulnerability in the face of major downsizing and consequential loss of knowledge and expertise. Identified critical knowledge loss risk areas. Designed risk mediation processes.
- Design of knowledge sharing metrics for Communities of Practice (CoP). Implemented in BHP's Global Maintenance Network. Regarded as a key performance measurement tool. This work was selected for publication by MIT Press (see publications)
- Virtual Teams Study – Introduced the concept of technology enabled virtual teams to the Global Maintenance Network and BHP IT's Software Development Centre. Managed a pilot program for BHP IT which led to cost savings with a payback period of less than 6 months.

Manager, Research & Development Portfolio, BHP Information Technology *1996*

- Since 1996 represented BHP IT on BHP's Technology Leadership Network. Built the technology plans for BHP IT and BHP Services (Engineering, IT & Transport). Managed BHP IT's investments in R&D. Highlights:
- Application Messaging System (AMS) – enables low cost use of e-mail facilities for e-business transactions. Is a core technology component of several developments which have resulted in tens of $millions value add for BHP. World-wide patents pending.
- Knowledge Sharing Metrics development. In use within BHP's Global Maintenance Network and acknowledged internationally by its selection for publication in the book "Advances in Knowledge Management: Classic and Contemporary Works", MIT Press

Consulting Manager, Technology Planning & Development, BHP Information Technology *1994 – 1996*

- Led a group of BHP IT's most senior technologists in providing high level consulting assistance to other internal groups and external customers. Highlights:
- Led the introduction of Object Oriented development methods to BHP IT
- Lead consultant on the NSW Dept. of Consumer Affairs Client Advisory System. Awarded the prestigious Gold Government Technology & Productivity Award in 1996.

Advanced Systems Manager, BHP Information Technology *1991 – 1993*

- BHP IT wide role managing the introduction of new technologies to our customer base.

Research Manager, Information Technology R&D, BHP Research *1984 – 1991*

- Established and built this R&D group into one of Australia's leading applied artificial intelligence research groups. A 1990 survey found that BHP was responsible for over 50% of the installed "expert systems" in Australia.

PUBLICATIONS

Over 40 publications/presentations in refereed conferences, journals and books. Most recent publications/presentations:

- Lock Lee, L., (2008) "Corporate Social Capital and Firm Performance" , accepted for presentation at the 2008 Academy of Management Annual Meeting, August 8-13th, Anaheim, California, USA
- Lock Lee, L. and Guthrie, J. (2008), "The Role of Corporate Social Capital in Business Innovation Networks", accepted for presentation at the 3rd IFKAD Workshop, Matera, Italy, June 26-28th.
- Lock Lee, L. and Guthrie, J. (2007), " A Research Methodology for Visualizing and Measuring the Intellectual Capital in Capital Markets", 3rd Workshop on Visualising, Measuring, and Managing Intangibles and Intellectual Capital; Ferrara, Italy 29th – 31st Oct. 2007.
- Lock Lee, L. (2007), "Corporate Social Capital and Firm Performance: An Empirical Study". SUNBELT XXVII International Sunbelt Social Network Conference, Corfu, Greece, 1-5th May
- Lock Lee, L. and Kjaer, C. (2006), "Relationship management: The new IT core competency?", CSC Leading Edge Forum Journal, December.
- Lock Lee, L. (2006),"Corporate Social Capital and the Information Technology Software and Services Sector", SUNBELT XXVI International Sunbelt Social Network Conference, Vancouver, 25-30 April
- Lock Lee, L. (2005), "Multi-Sourcing in the Networked Market Place: What you see is what you get", CSC Leading Edge Forum Journal, November.
- Lock Lee, L. "Corporate Social Capital: a New Theory for Market Performance in a Networked Economy?", 1st Workshop on Visualising, Measuring, and Managing Intangibles and Intellectual Capital; Ferrara, Italy 18-20th Oct, 2005
- Lock Lee, L. (2005), "Balancing business process with business practice for organizational advantage", Journal of Knowledge Management, Vol. 9, No.1, pp29-41
- Lock Lee, L., "Social Capital Links between Management Decision-making, Intellectual Capital and Market Performance", International IC congress on "Interpretation and Communication of Intellectual Capital", Hanken Business School, Helsinki, Finland, September, 2004.
- Lock Lee, L, "Social Capital, Decision-making and Intellectual Capital Research", Community Informatics Research Conference 2004, Prato, Italy, September, 2004.
- Lock Lee, L (2004), "Social Capital Measurement as a Proxy for Intellectual Capital Measures", in "Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions", Madanmohan Rao (ed.), Butterworth-Heinemann, 2004.
- Lock Lee, L. (Invited Paper) "The Future: Using unstructured information for business advantage", ark Conference on "Identifying and Managing Unstructured Information", March, 2004.
- Lock Lee L, and Neff, M. (2004) "How Information Technologies Can Help Build and Sustain and Organisation's CoP: Spanning the Socio-Technical Divide?", in "Knowledge Networks: Innovation Through Communities of Practice" editors Paul Hildreth & Chris Kimble, Idea Group Inc.
- Kjaer C. and Lock Lee L, (Invited Paper), "Trends in Collaboration Practices and Technologies", KM 2004 Challenge, Sydney, April 2004 (CSC Leading Edge Forum Best KM paper award –2004)
- Lock Lee (2004), "Web Mining", CSC Leading Edge Forum Research Report: http://www.csc.com/aboutus/lef/mds67_off/uploads/LEF2004GrantsWebMining.pdf
- Lock Lee L, (Invited Paper), "Have KM Strategies in Government Failed? Culture, culture, culture", Practical KM for Government Conference, Canberra, August 2003.
- Lock Lee L, (Invited Paper), "Does your Community Leave a Digital Footprint?"", KM 2003 Challenge, Sydney, April 2003 (CSC Leading Edge Forum Best KM paper award –2003)
- Lock Lee L, (Invited Paper), "Where Business Process Meets Business Practice", KM 2002 Challenge, Sydney, May 2002 (CSC Leading Edge Forum Best KM paper award –2002)
- Lock Lee L, "Resource companies should mine their intangible assets", Canadian Mining Journal, December 2001.
- Lock Lee L., "Knowledge Sharing Metrics for Large Organisations" in "Advances in Knowledge Management: Classic and Contemporary Works", MIT Press, January 2001

RECENT AWARDS

2007: Pre-Doc Scholarship Award – University of Sydney, Economics and Business Faculty
2005: CSC Leading Edge Forum Honorable Mention – Knowledge Management
2004: CSC Leading Edge Forum Best Paper Award – Knowledge Management
2004: CSC Leading Edge Forum Honorable Mention – Business Processes
2003: CSC Leading Edge Forum Research Grant (Topic: Web Mining)
2003: CSC Leading Edge Forum Best Paper Award – Knowledge Management
2002: CSC Leading Edge Forum Best Paper Award – Knowledge Management