

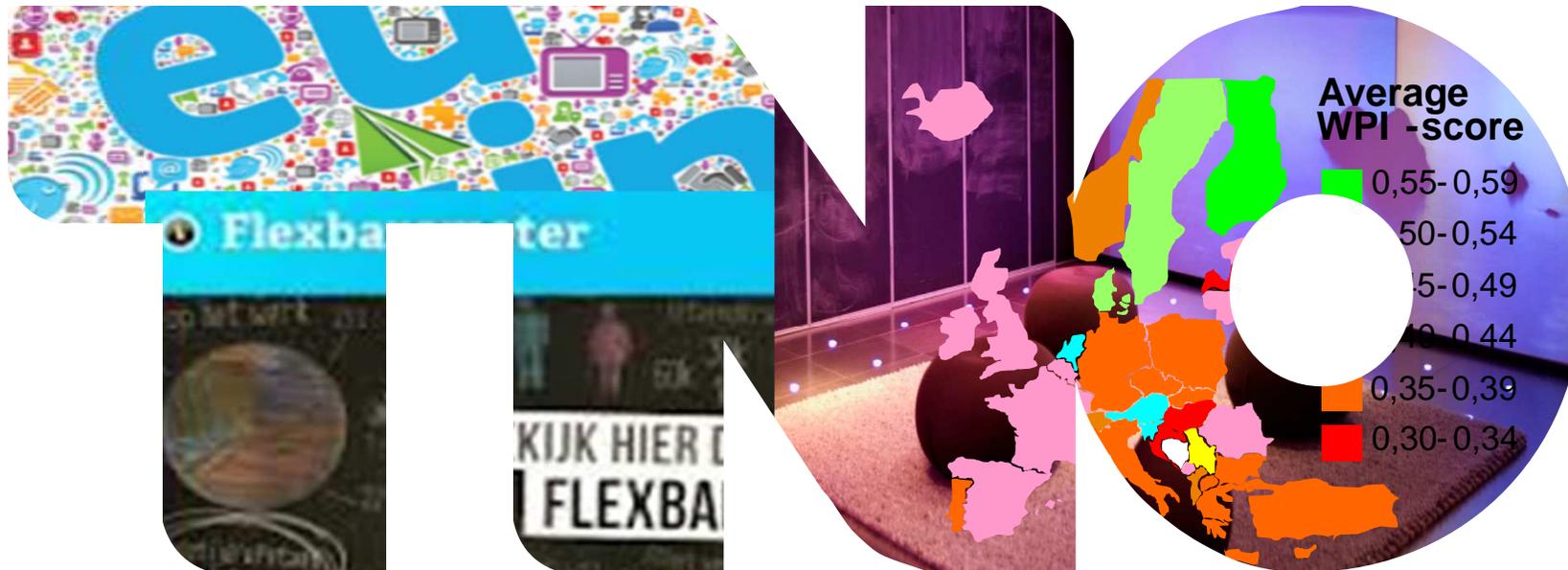


This activity is linked to **SIDRIVE** (A project financed by The European Commission) and the TNO-ETP (G&P-project).

Workplace Innovation

Harnessing the intelligence from within

Steven Dhondt



This project receives funding from the European Union's Seventh Framework Programme for research, technological development and demonstration under grant agreement no 612870.



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My proposal to you ...

- › Is to first see how resilient you are! 😊
- › And only then show my view on multi-level resilience to generate workplace innovation.



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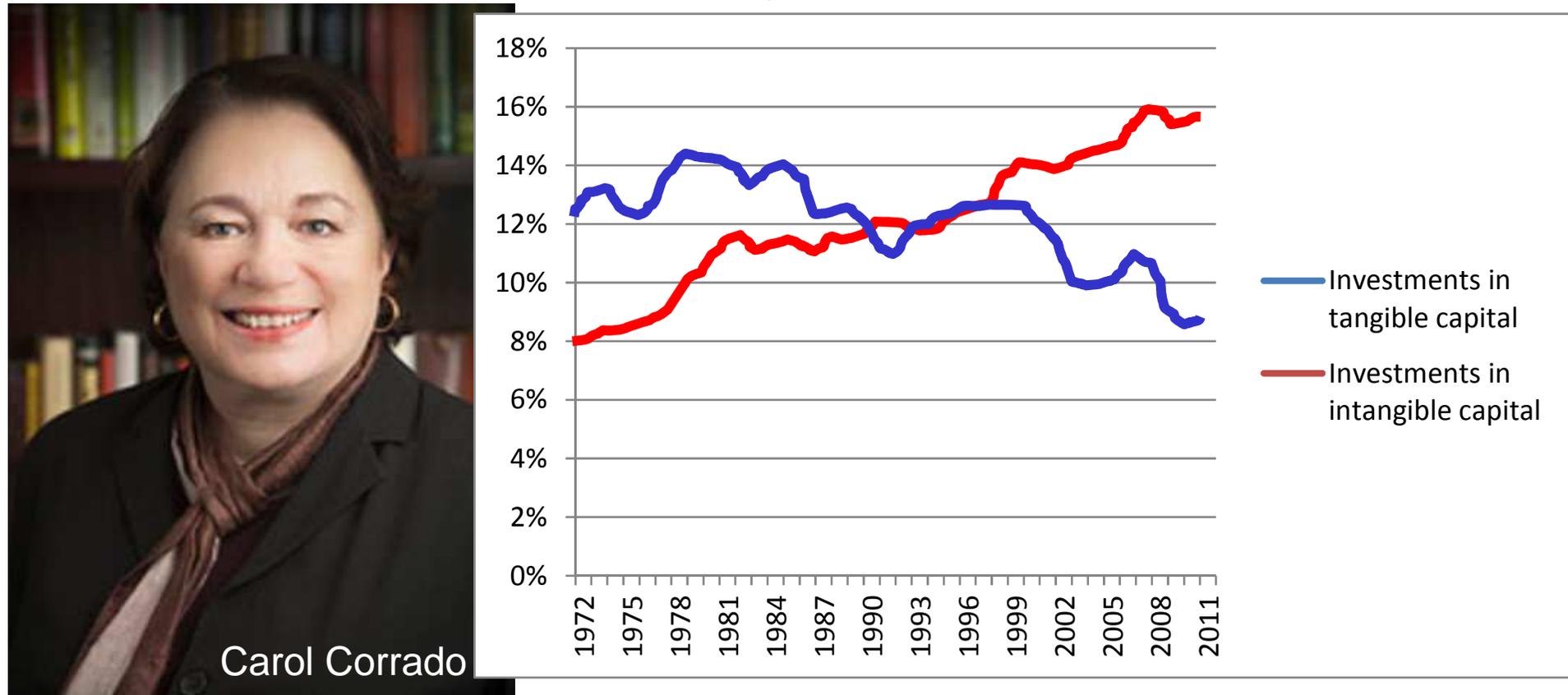
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Why are we so unsure of our (organizational) thinking?: shifting perspectives from companies

Investment (% of adjusted GNP)



Carol Corrado

Source: Corrado, C.A. and C.R. Hulten, 2010; OECD, 2013.



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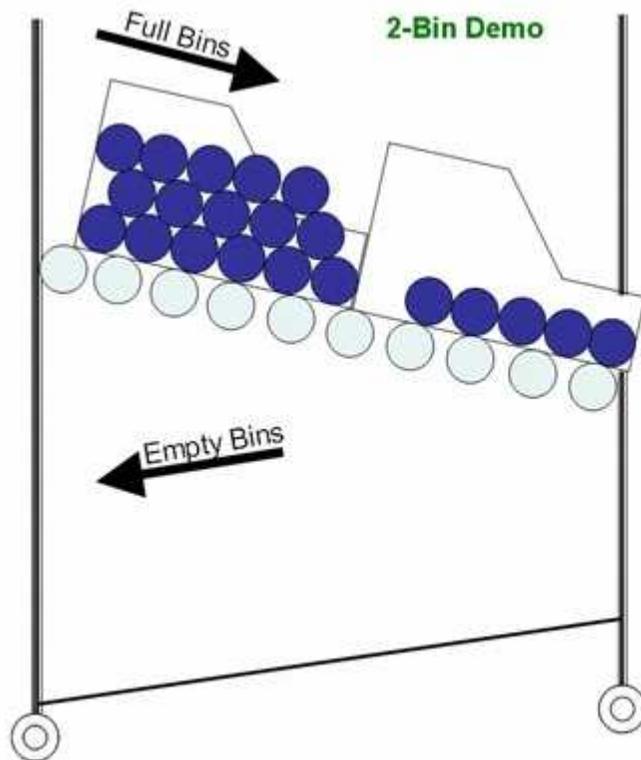
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The Battle of Fads?

From Lean



To Polca / QRM

The complex block contains a presentation slide and a portrait of Professor Rajan Suri. The slide, titled 'Manufacturing Competitive Advantage', features the text 'It's About Time!' and an image of a stopwatch. Below the slide, a smaller image shows Professor Suri at a podium. The portrait of Professor Suri is in the bottom right corner.

Manufacturing Competitive Advantage
It's About Time!

Professor Rajan Suri
Founding Director
Center for Quick Response Manufacturing
University of Wisconsin-Madison
USA
rajansuri.com

Rajan Suri



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The confession and conversion of Ralph Stacey

Organisational life is the game people are invested in. Organising is the politics of everyday life.



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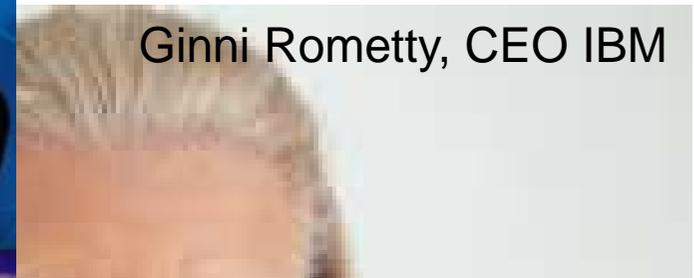


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But what works today, may not work tomorrow



Ginni Rometty, CEO IBM



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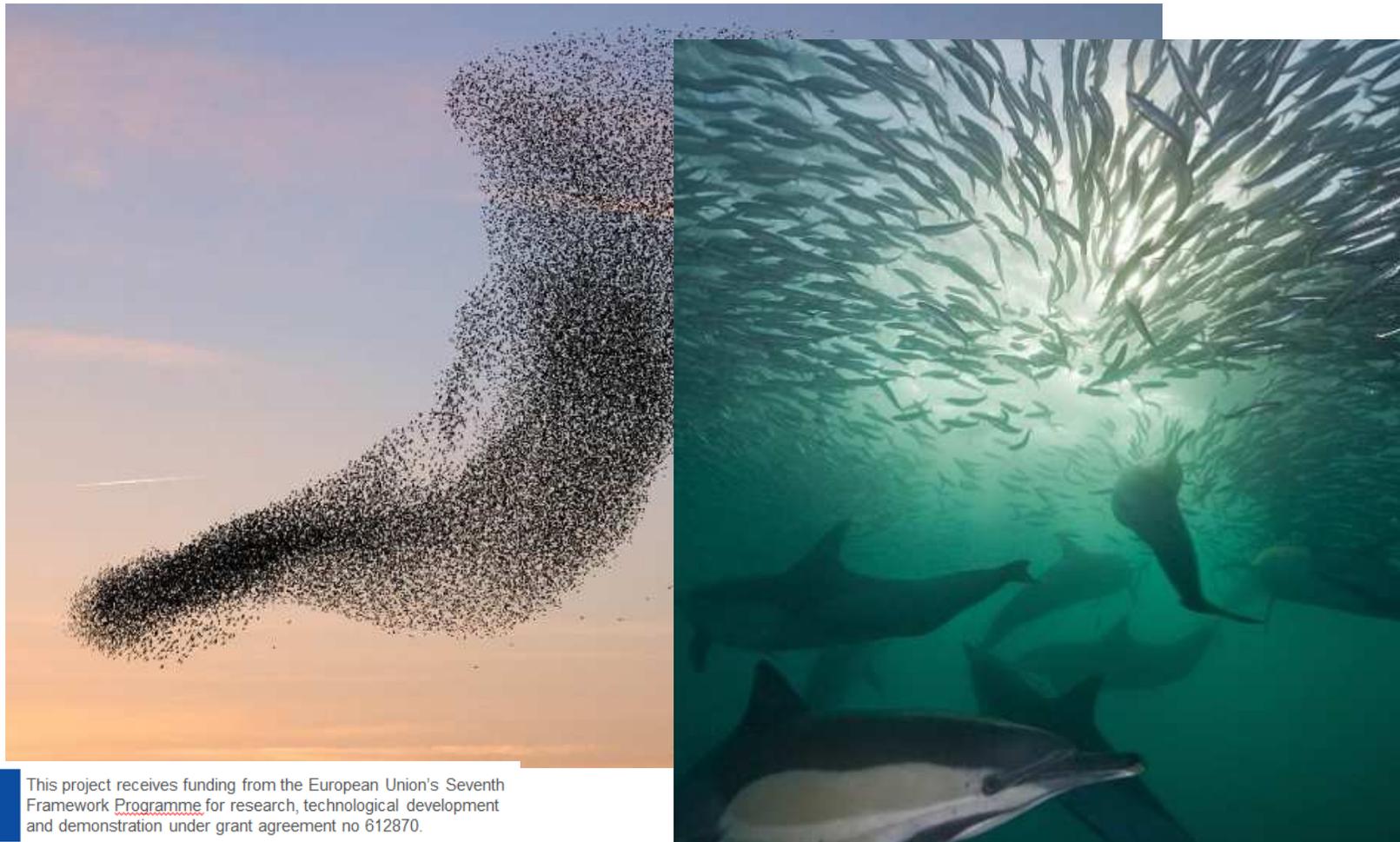


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Does CAS really help us to understand behaviour and organizing? Sometimes not ...



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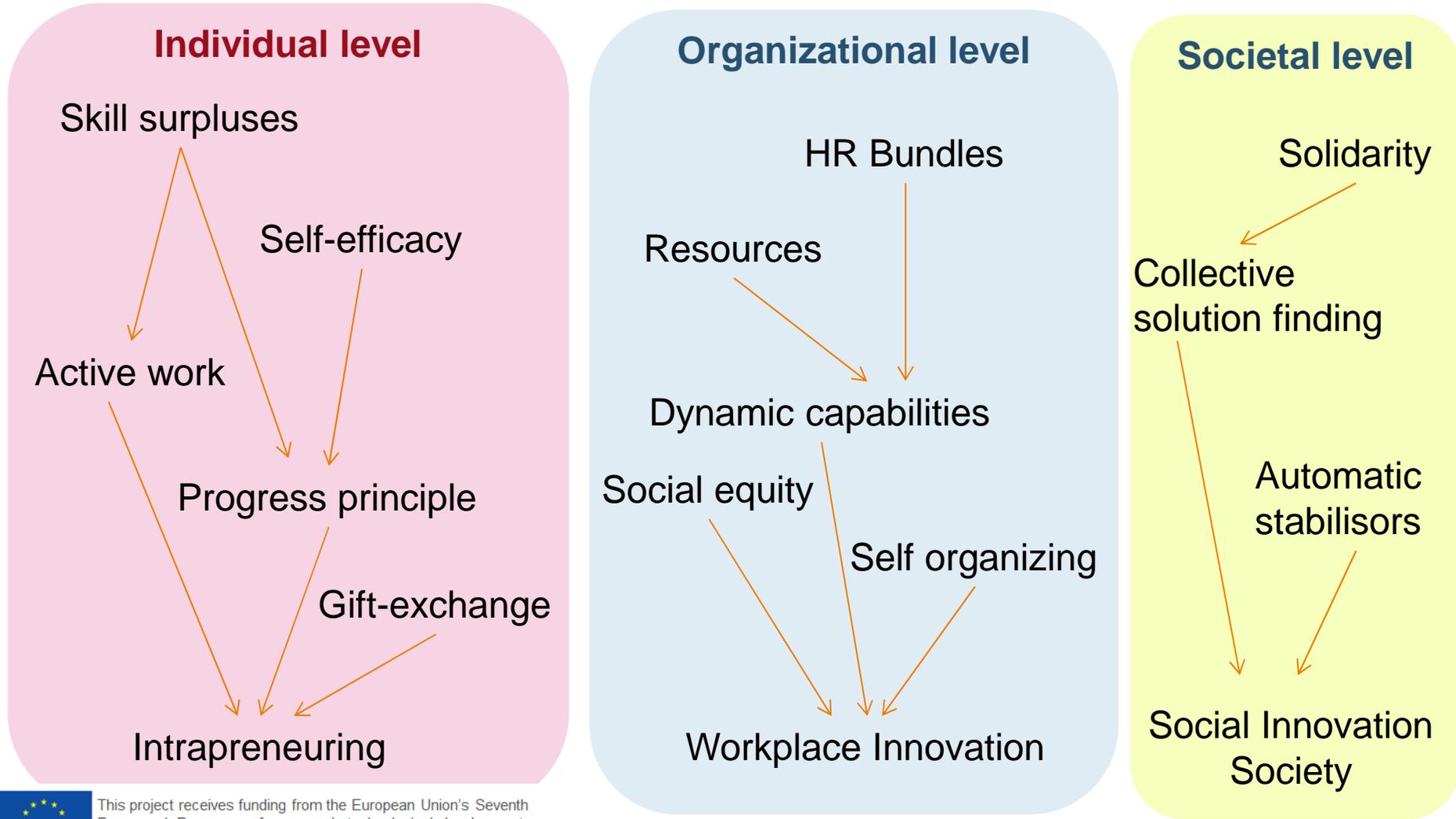
**And what does this mean for
organizing and organization?
And how do we look at
resilience in organizations?**



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Building blocks for resilient and adaptive organizations





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So, resilience is a multi-level concept ...

- › ... but not based on parallels between levels
- › ... not based on one-direction influences
- › ... requiring a clear view on where you want to have 'redundancy'.



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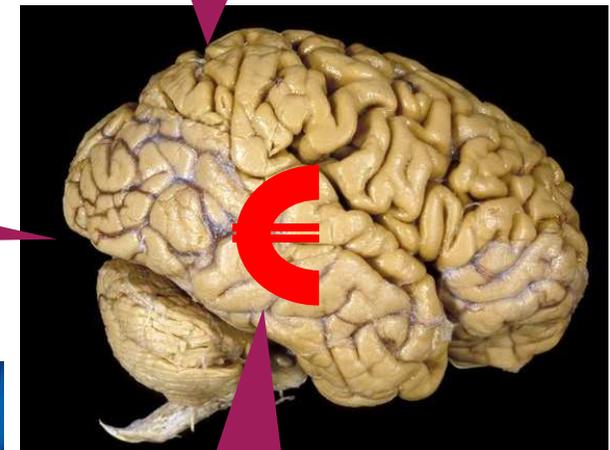
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If an organization is to be resilient: which redundancy is then needed?



Learn



Activate

Negotiate
and deal



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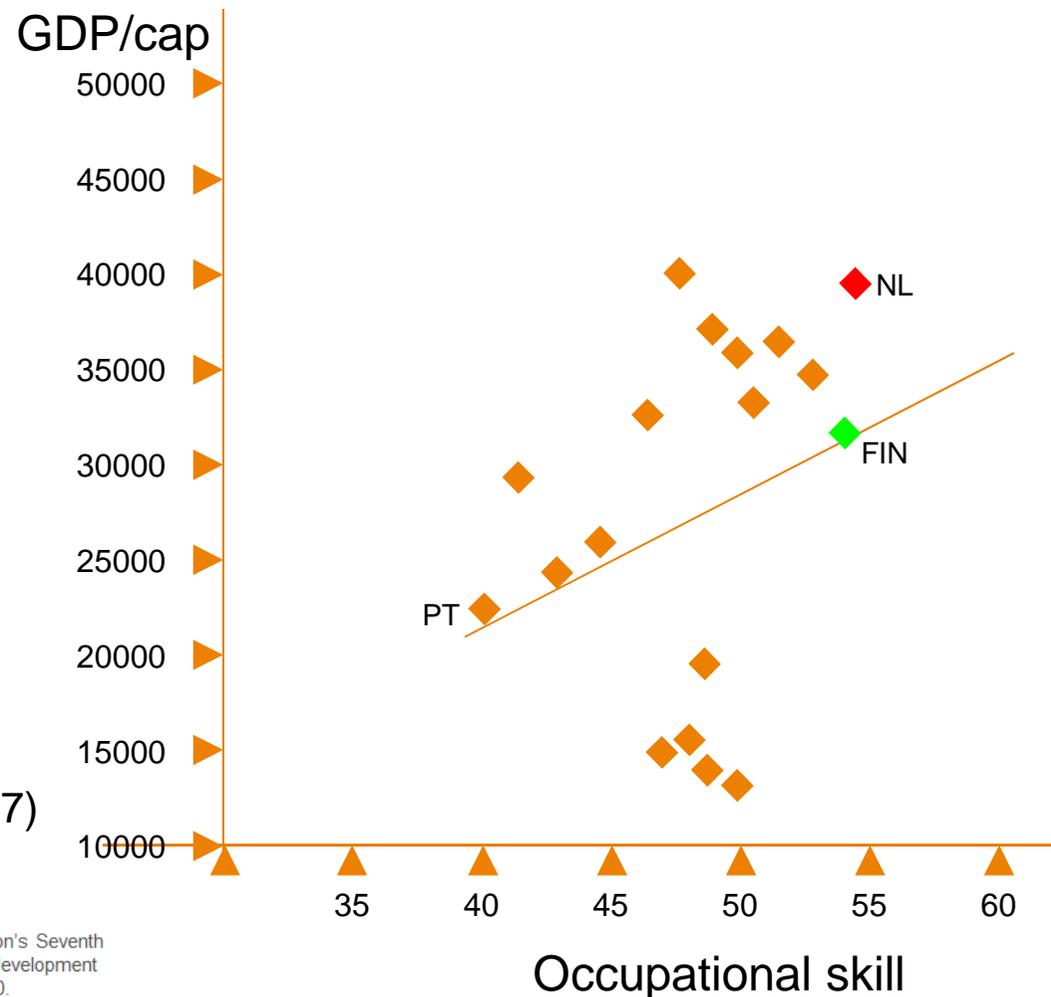
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Brains matter: company-produced higher skills deliver more GDP

Duncan Gallie e.a., 2013
Occupational skill level
(scale 0-100) and economic
wealth (GDP/capita 2000-2007)



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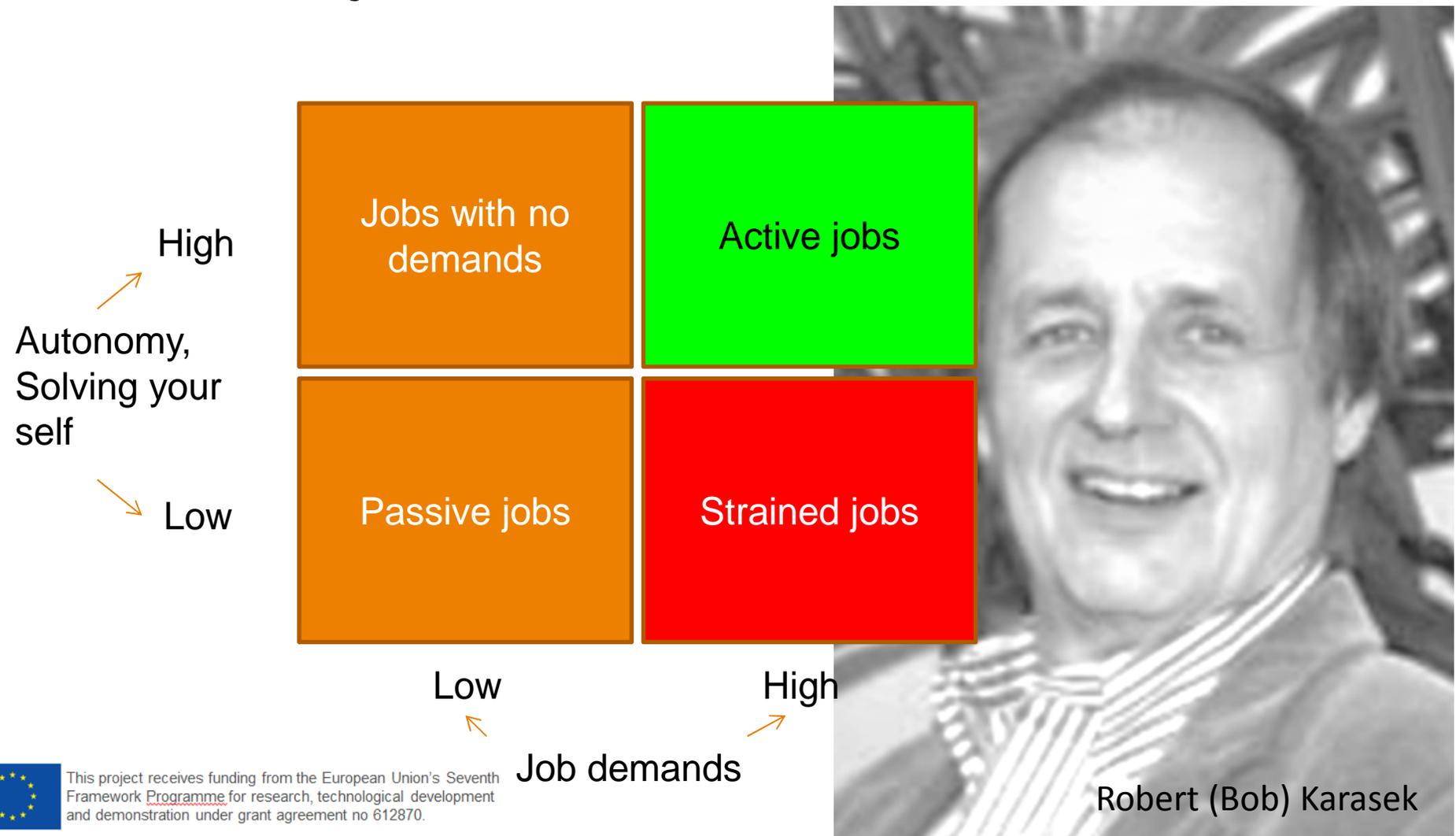


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Making individuals resilient in organizations: active jobs



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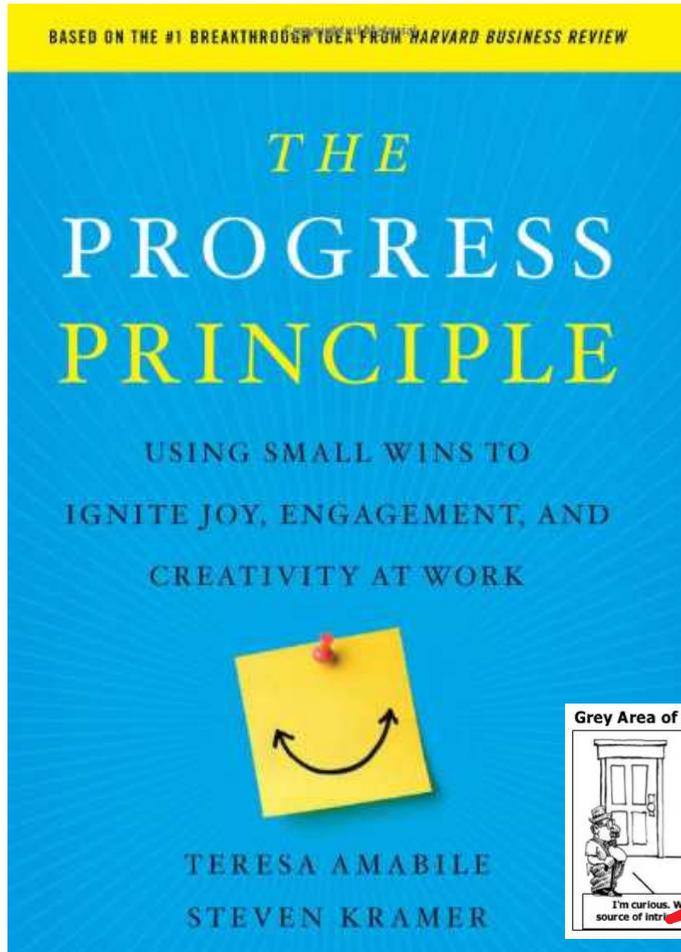


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Making individuals resilient in organizations : progress principle



Teresa Amabile



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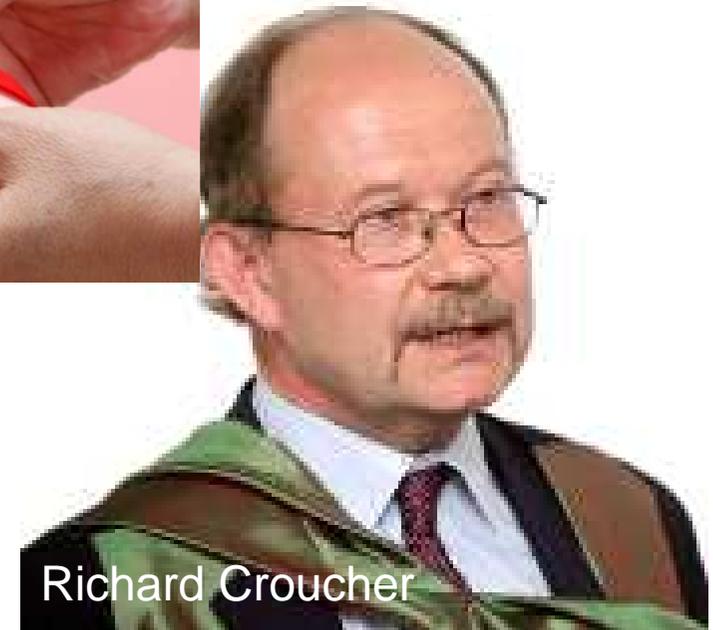
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Making individuals resilient in organizations: gift-exchange



George Akerlof



Richard Croucher



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Making resilient organizations: stimulating risk taking behaviour



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Making resilient organizations requires intention...

- › Organizations do not 'morph' to their environment, they need managerial direction (Bloom / Van Reenen)

- › **Three axis:**
 - › Resources deliver redundancy → HR-Bundles: integrated approach needed (Barney / Sheehan)
 - › Dynamic capabilities → leveraging the skills of employees (Teece / Volberda)
 - › Social equity or companies-as-communities (Croucher)

Leading to:

- › Ambitious Intrapreneurship (Stam / Dhondt)



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To round-up: organizational resilience for what?

- › Should we organize for speed? → slower innovation is good (*look at Apple*)
- › Should we aim for sustainable solutions? → Lean is in the business of continuous destroying solutions
- › Should we aim for known measures? → Organize for the unexpected advantage
 - › More employee representation gives economic advantage
 - › More knowledge investment gives more economic advantage
 - › More solidarity gives more economic advantage



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And how does Finland fare?

- › Should we be pessimistic how Finnish organizations are doing?
 - › Demise of Nokia?
- › But: continuing investment by TEKES
- › But: see the WPI-map



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SHARE your experiences and LEARN from others



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