

NHH



HVORDAN PÅVIRKER KULTUR INNOVASJON OG OMSTILLING? **LEDERE SOM KULTURELLE ARKITEKTER**

ARBEIDSGIVERKONFERANSEN 2019

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HBR.ORG JANUARY-FEBRUARY 2018

Harvard Business Review

LEADERSHIP 78
The New CEO Activists
Aaron K. Chatterji
and Michael W. Toffel

TECHNOLOGY 108
A Real-World Guide to Artificial Intelligence
Thomas H. Davenport
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DOUBLE ISSUE

THE CULTURE FACTOR

Employee attitudes can make or break your business. Here's how to get everyone moving in the right direction.

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The Biggest Obstacles to Innovation in Large Companies

Based on a survey of 270 corporate leaders.

Responses

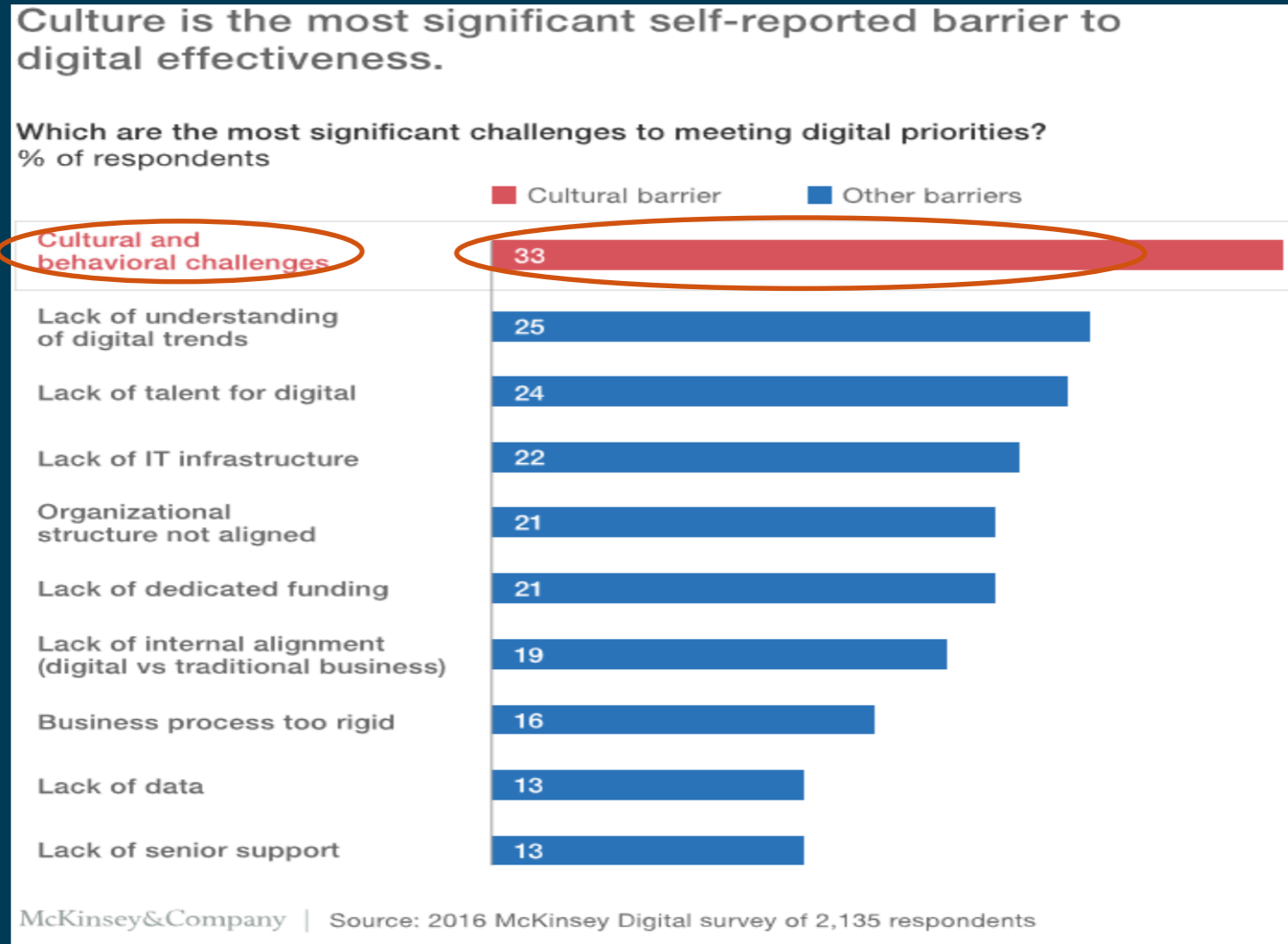


Source: Innovation Leader

HBR

Kirsner, 2018

Ledere opplever kultur som en barriere





NETFLIX



EXPLORATION AND EXPLOITATION IN ORGANIZATIONAL LEARNING*

JAMES G. MARCH

*Graduate School of Business, Stanford University,
Stanford, California 94305*

This paper considers the relation between the exploration of new possibilities and the exploitation of old certainties in organizational learning. It examines some complications in allocating resources between the two, particularly those introduced by the distribution of costs and benefits across time and space, and the effects of ecological interaction. Two general situations involving the development and use of knowledge in organizations are modeled. The first is the case of mutual learning between members of an organization and an organizational code. The second is the case of learning and competitive advantage in competition for primacy. The paper develops an argument that adaptive processes, by refining exploitation more rapidly than exploration, are likely to become effective in the short run but self-destructive in the long run. The possibility that certain common organizational practices ameliorate that tendency is assessed.

(ORGANIZATIONAL LEARNING: RISK TAKING; KNOWLEDGE AND COMPETITIVE ADVANTAGE)

A central concern of studies of adaptive processes is the relation between the exploration of new possibilities and the exploitation of old certainties (Schumpeter 1934; Holland 1975; Kuran 1988). Exploration includes things captured by terms such as search, variation, risk taking, experimentation, play, flexibility, discovery, innovation. Exploitation includes such things as refinement, choice, production, efficiency, selection, implementation, execution. Adaptive systems that engage in exploration to the exclusion of exploitation are likely to find that they suffer the costs of experimentation without gaining many of its benefits. They exhibit too many undeveloped new ideas and too little distinctive competence. Conversely, systems that engage in exploitation to the exclusion of exploration are likely to find themselves trapped in suboptimal stable equilibria. As a result, maintaining an appropriate balance between exploration and exploitation is a primary factor in system survival and prosperity.

This paper considers some aspects of such problems in the context of organizations. Both exploration and exploitation are essential for organizations, but they compete for scarce resources. As a result, organizations make explicit and implicit choices between the two. The explicit choices are found in calculated decisions about alternative investments and competitive strategies. The implicit choices are buried in many features of organizational forms and customs, for example, in organizational procedures for accumulating and reducing slack, in search rules and practices, in the ways in which targets are set and changed, and in incentive systems. Understanding the choices and improving the balance between exploration and exploitation are complicated by the fact that returns from the two options vary not only with respect to their expected values, but also with respect to their variability, their timing, and their distribution within and beyond the organization. Processes for allocating resources between them, therefore, embody intertemporal, interinstitutional, and interpersonal comparisons, as well as risk preferences. The difficulties involved in making

*Accepted by Lee S. Sproull and Michael D. Cohen; received August 18, 1989.



March, J.G. (1991): Exploration and Exploitation in Organizational Learning. *Organization Science*.

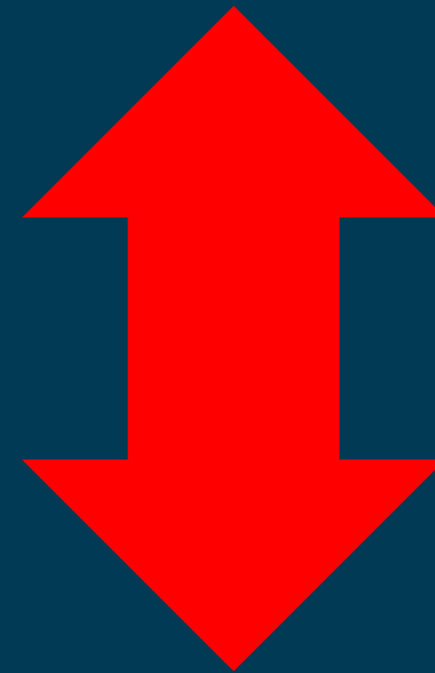
To innfallsvinkler til læring

UTNYTTE

«Å bli bedre på det en kan»



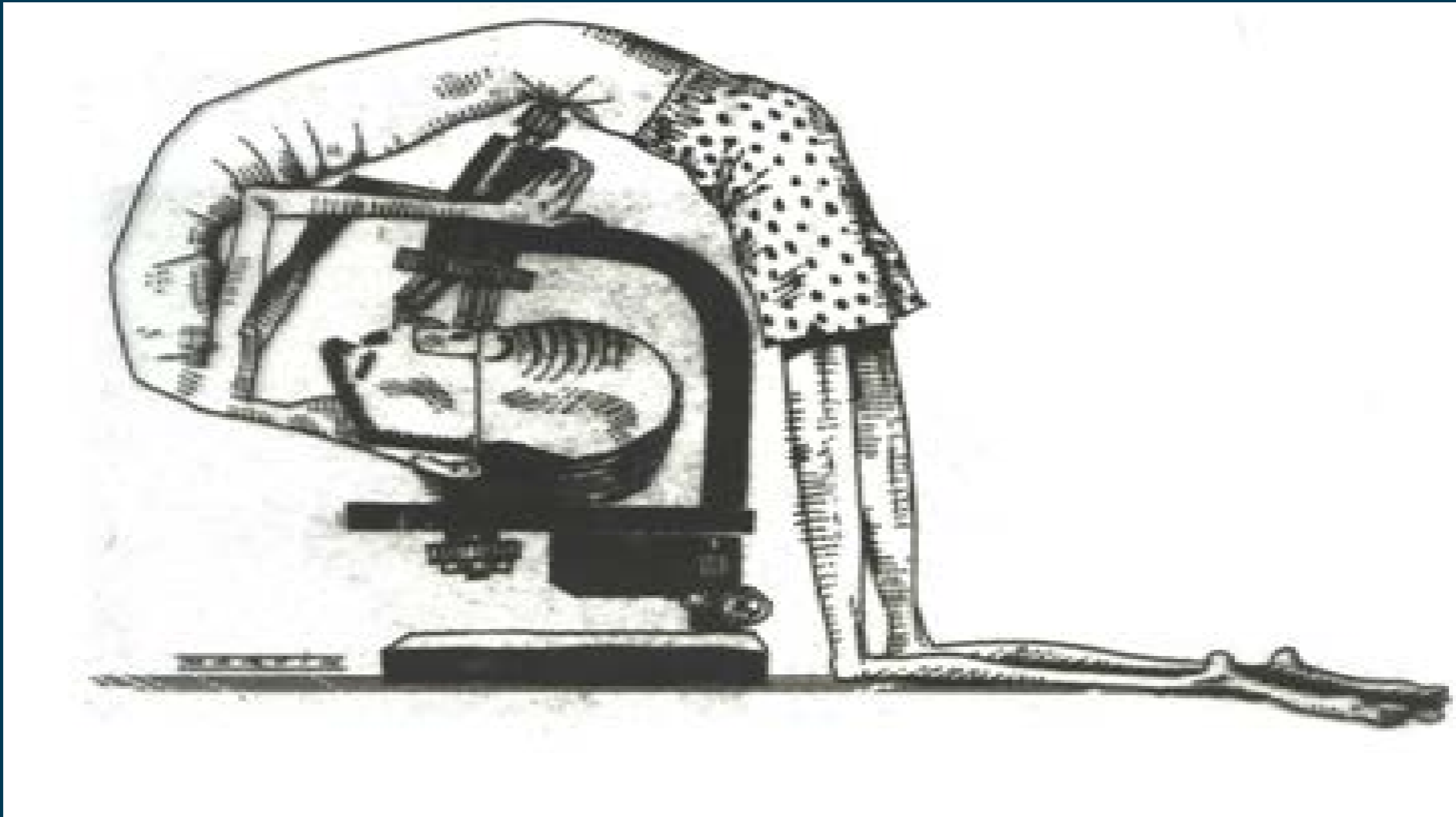
VS.



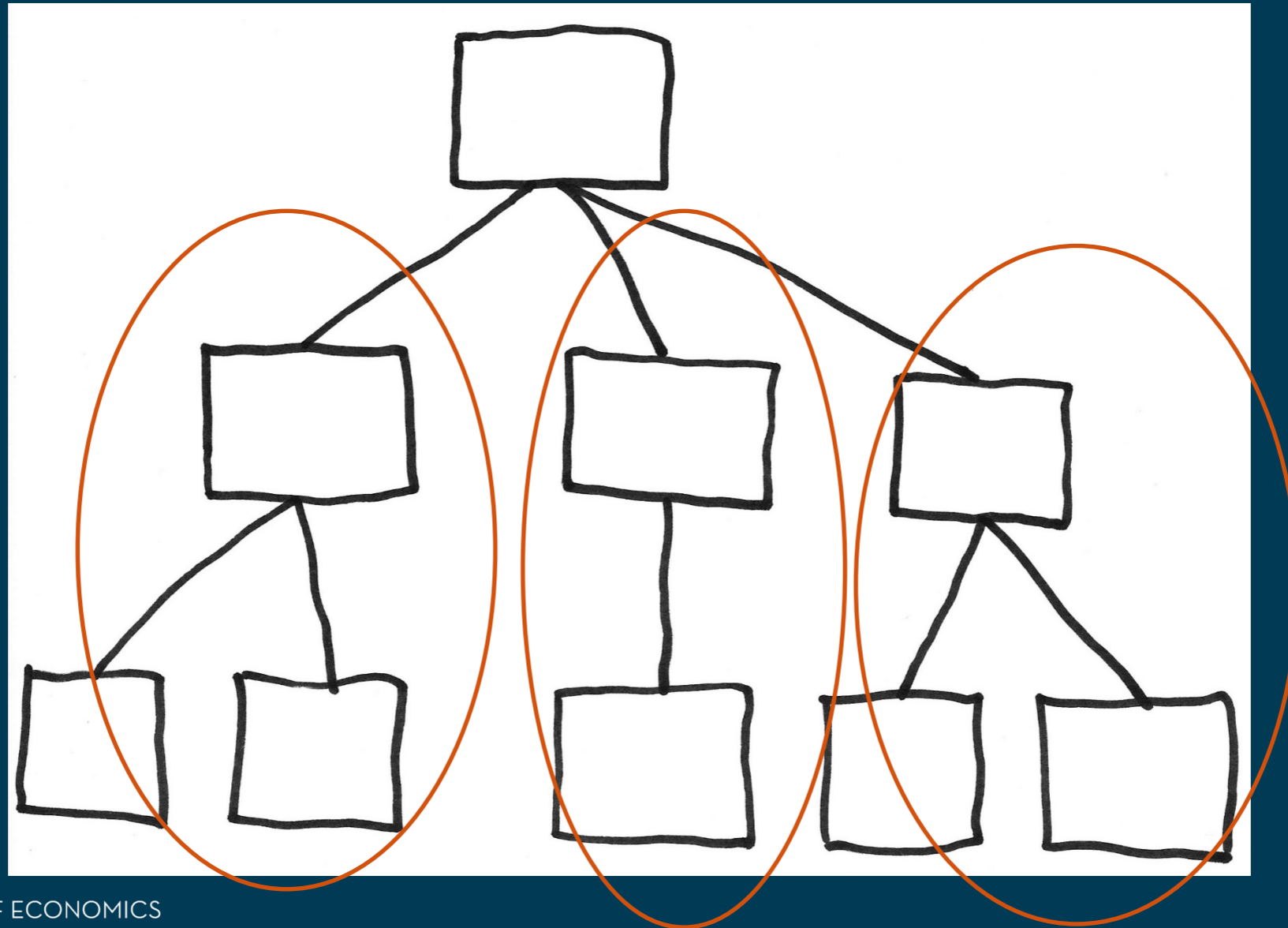
UTFORSKE

«Å lære noe helt nytt»

FORKLARING #1



FORKLARING #2



FORKLARING #3



Evne

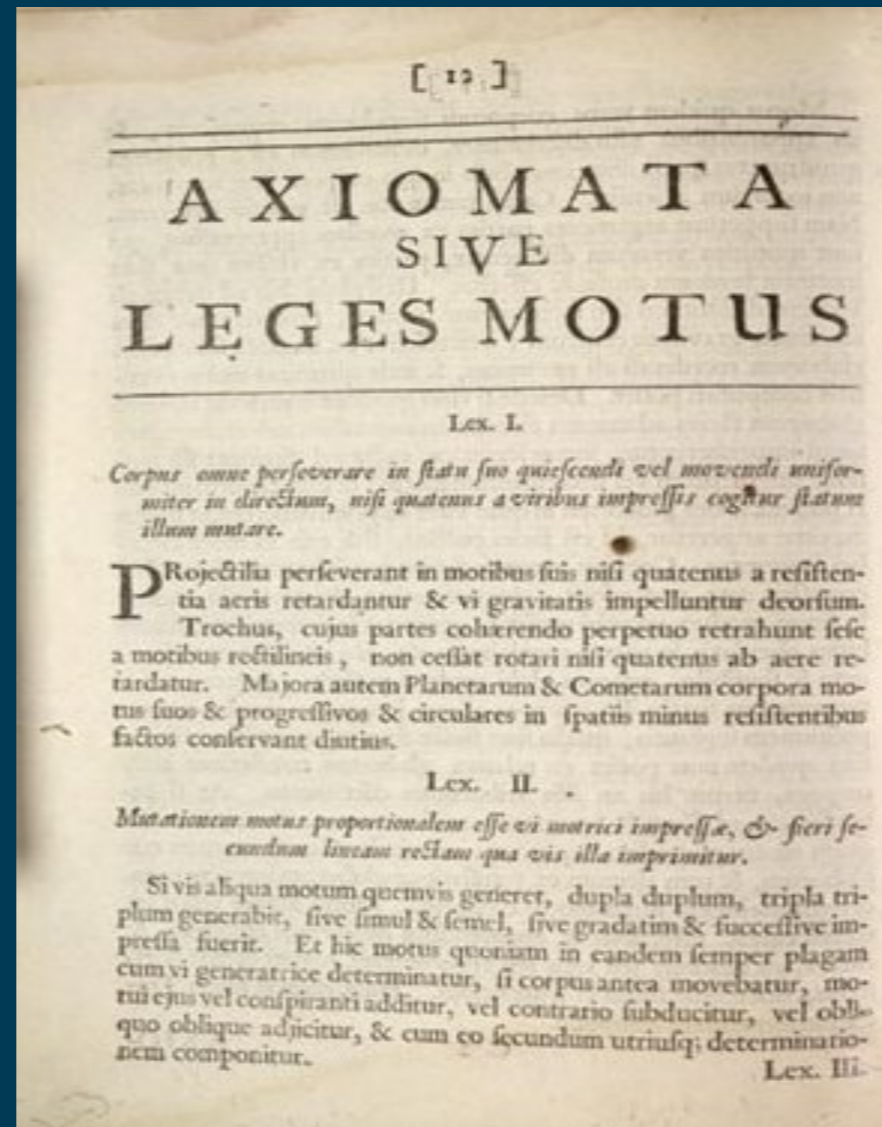


Vilje



Stiavhengighet

NHH



Nonkonformist





Adaptability (Chatman, et al. 2014)

- Risk taking
- A willingness to experiment
- Empowerment
- Personal initiative
- Fast decision making and execution
- Ability to spot unique opportunities

The study suggests that “strong organizational cultures”— where a high **consensus exists across** a broad set of culture norms—can contribute to better financial performance in dynamic environments, **provided that a norm of adaptability is intensely held by the employees .”**

Hva kan ledere gjøre? (Edmondson et al, 2014)

Skape et trygt «psykologisk klima»



Psykologisk klima og kvalitetsfokus (Edmondson, 2016)

Kvalitetsfokus og motivasjonsnivå

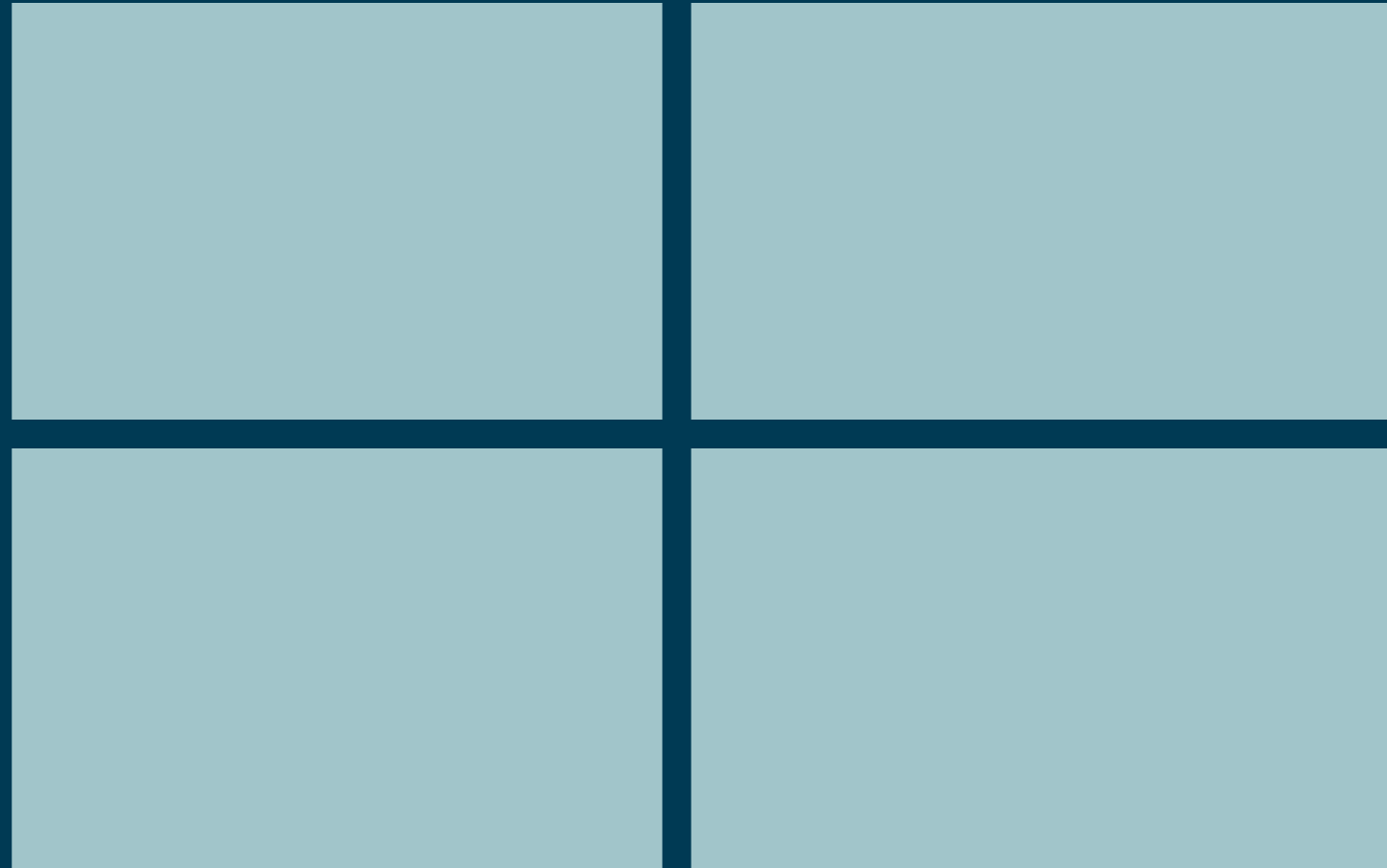
Lavt

Høyt

Trygt

Psykologisk
klima

Utrygt



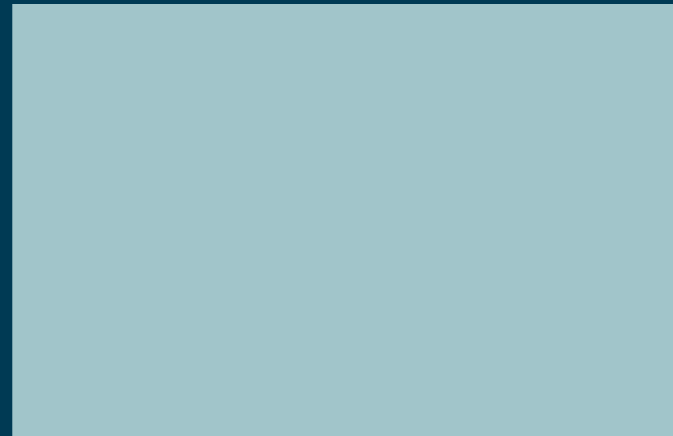
Psykologisk klima og kvalitetsfokus (Edmondson, 2016)

Kvalitetsfokus og motivasjonsnivå

Lavt

Høyt

Trygt



Psykologisk
klima

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Fryktsonen

Psykologisk klima og kvalitetsfokus (Edmondson, 2016)

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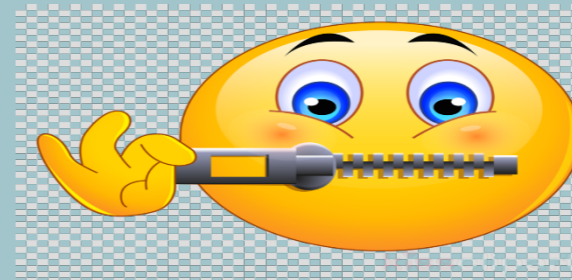


Psykologisk
klima

Utrygt



Apatisonen



Fryktsonen

Psykologisk klima og kvalitetsfokus (Edmondson, 2016)

Kvalitetsfokus og motivasjonsnivå

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Høyt

Trygt

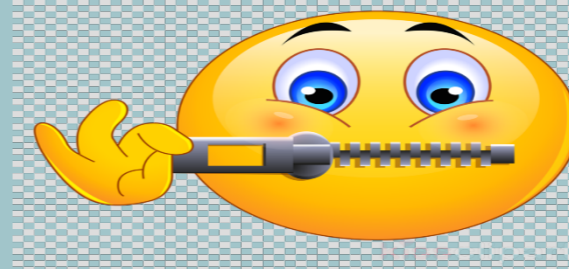


Komfortsonen

Utrygt



Apatisonen



Fryktsonen

Psykologisk
klima

Kvalitetsfokus og motivasjon

Lavt

Høyt

Trygt



Komfortsonen

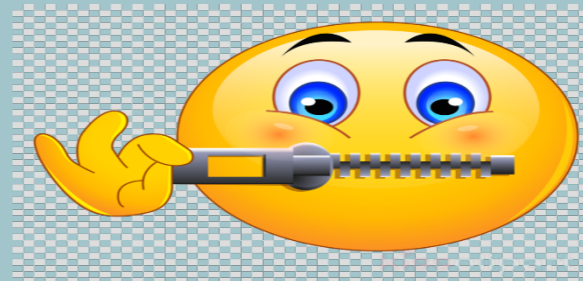


Læringssonen

Utrygt



Apatisonen



Fryktsonen

Psykologisk
klima