HVORDAN DESIGNE SMIDIGE OG SMARTE ORGANISA-SJONER?

VEGARD KOLBJØRNSRUD
Assistant Professor, BI Norwegian Business School
Senior Research Fellow, Accenture

BI Norwegian Business School

accenture

ORGANIZATIONS AREN'T WHAT THEY USED TO BE

Forbes

Building Agile Organizations: Adapting Faster

The Economist | World politics | Business & finance | Economics | Science & technology | Culture

Special report: The company

The new organisation

The way people work has changed dramatically, but the way their companies are organised lags far behind, says Tim Hindle (interviewed here)

Jan 19th 2006 | From the print edition

Timekeeper | Like 5 | Tweet 3

QUARTZ

EXCLUSIVE

Zappos is going holacratic: no job titles, no managers, no hierarchy

Forbes

BUSINESS 10/21/2014 @ 10:03AM | 278 views

Collaboration Unlocks Some Of Science's Biggest Problems

Sylvain Milet, Medidata

Futurism

OFF WORLD

NASA Announces the First Multi-Planet System Discovered Entirely Through Crowdsourcing

Citizen science pays off.

Slate

Who's the Boss? No One.

The advantages of offices without managers.

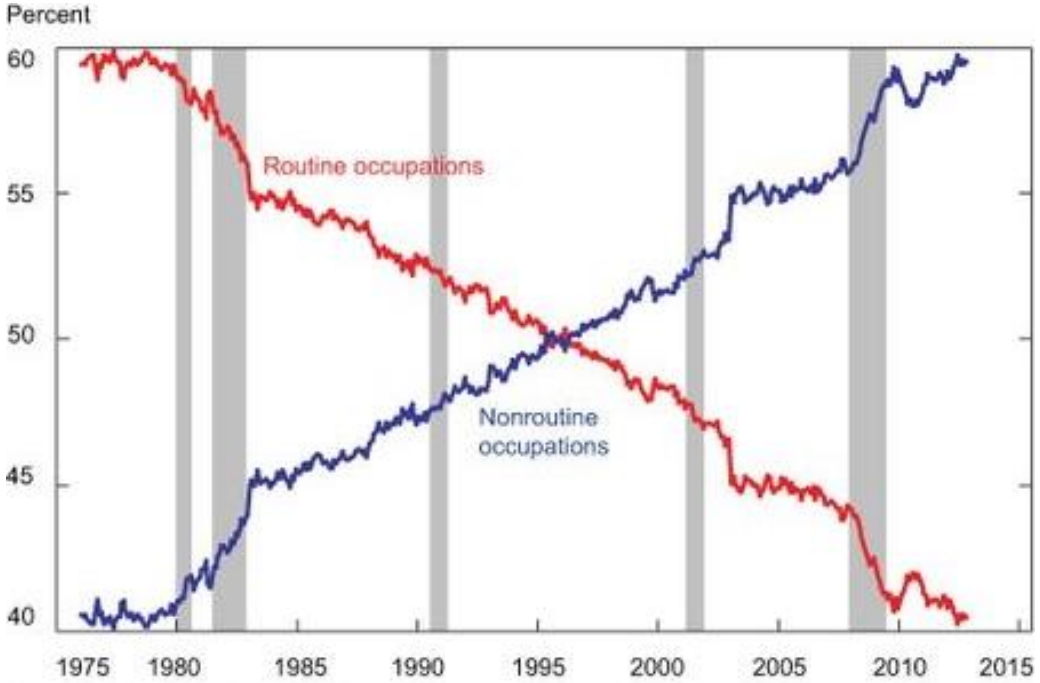
By Seth Stevenson

326 795 29

THE PUSH FOR AGILITY

- **RAPID TECHNOLOGICAL DEVELOPMENT**
- **DISRUPTIVE INNOVATION**
- **DEMOGRAPHIC AND CULTURE CHANGE**
- **MARKET AND POLITICAL TURBULENCE**

CHANGING NATURE OF WORK*



Source: U.S. Census Bureau, Current Population Survey.

Note: The bands indicate recessions as defined by the National Bureau of Economic Research.

* Federal Reserve Bank of New York (Link)

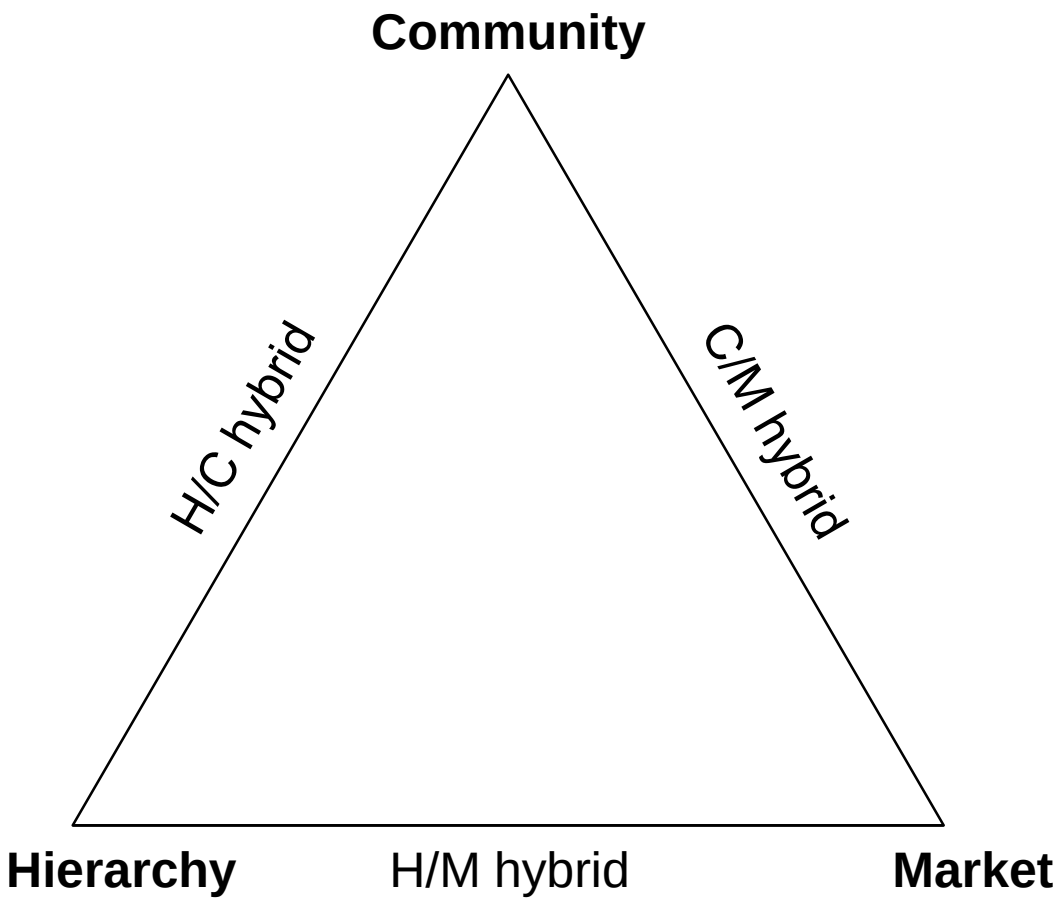
HOW TO DESIGN ORGANIZATIONS THAT CONTINUOUSLY SOLVES NEW PROBLEMS WITH NEW COMBINATIONS OF PEOPLE AND RESOURCES?

WOULD YOU DESIGN AN AGILE ORGANIZATION WITH A FROZEN STRUCTURE?

OPEN SOURCE DRUG DISCOVERY

- OPEN MEMBERSHIP: 8000 PARTICIPANTS, 130 COUNTRIES
- SHARED VALUES, RULES AND PROTOCOLS
- COMMONS: DATA, MODELS, MATERIALS
- TRANSPARENCY AND PEER REVIEW

THE COMMUNITY ORGANIZATIONAL FORM



COMMUNITY

- Design: Values, rules, and protocols
- Goals: Shared
- Affiliation: Membership
- Assignment: Self-selection
- Quality approval: Peer
- Property rights: Common

ORGANIZATIONAL IDEAL TYPES AND HYBRIDS

Community

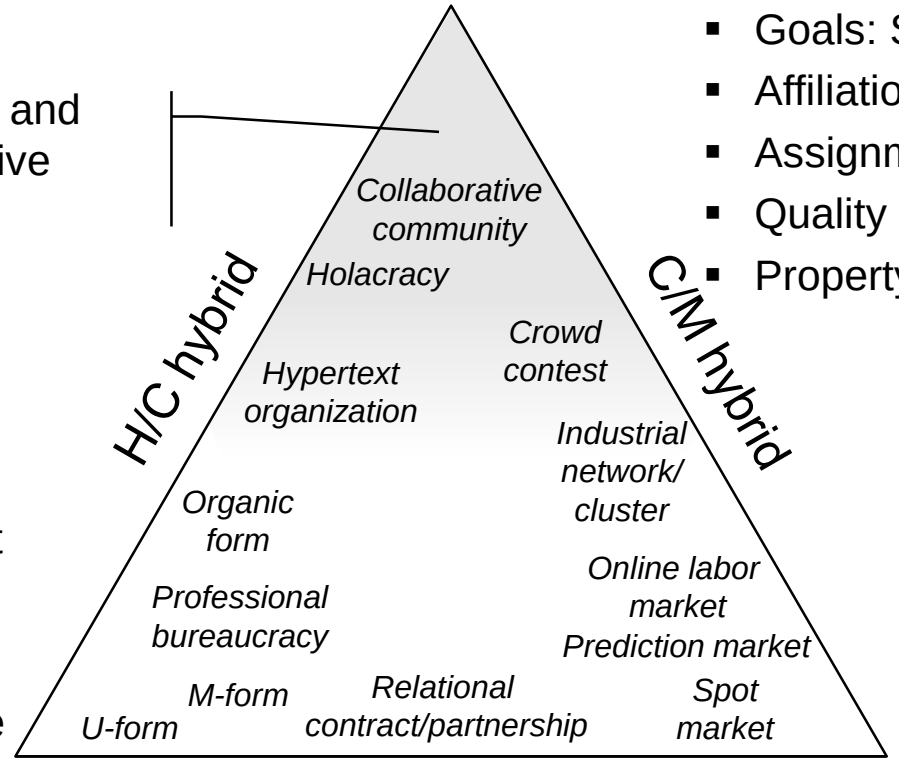
- Goals: Shared
- Affiliation: Membership
- Assignment: Self-selection
- Quality approval: Peer
- Property rights: Common

Hierarchy

- Goals: Owner's goals; goal alignment
- Affiliation: Employment
- Assignment: Authority
- Quality approval: Boss
- Property rights: Private

Market

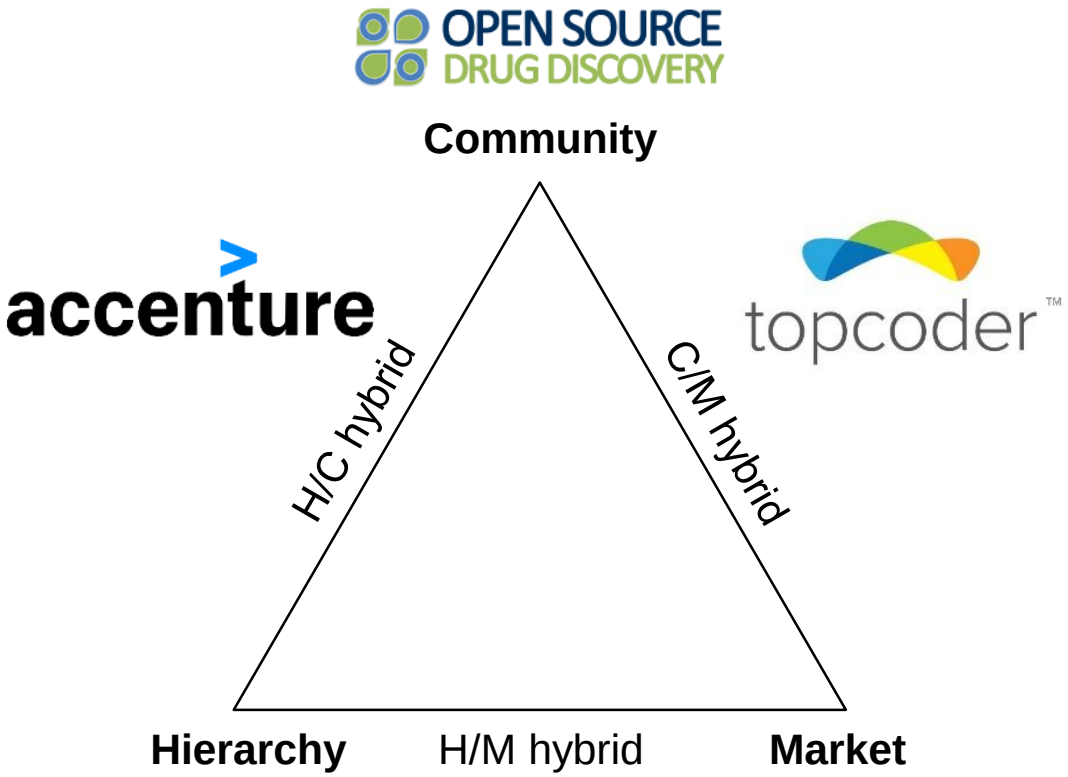
- Goals: Actor specific
- Affiliation: Market contract
- Assignment: Bidding
- Quality approval: Customer
- Property rights: Private



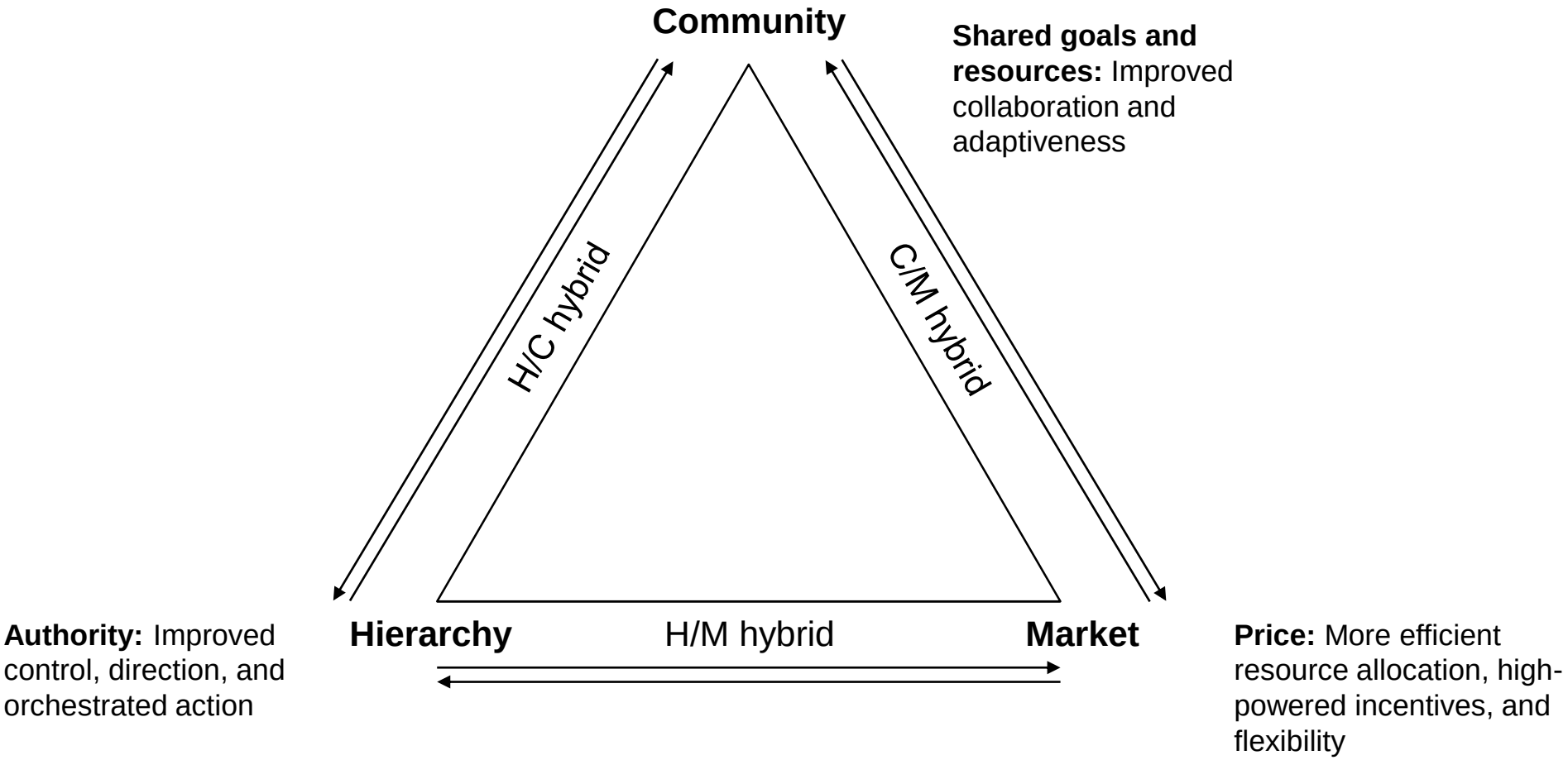
«MOST ORGANIZATIONS ARE HYBRIDS…»

MAKING TRADEOFFS BETWEEN CONFLICTING DEMANDS

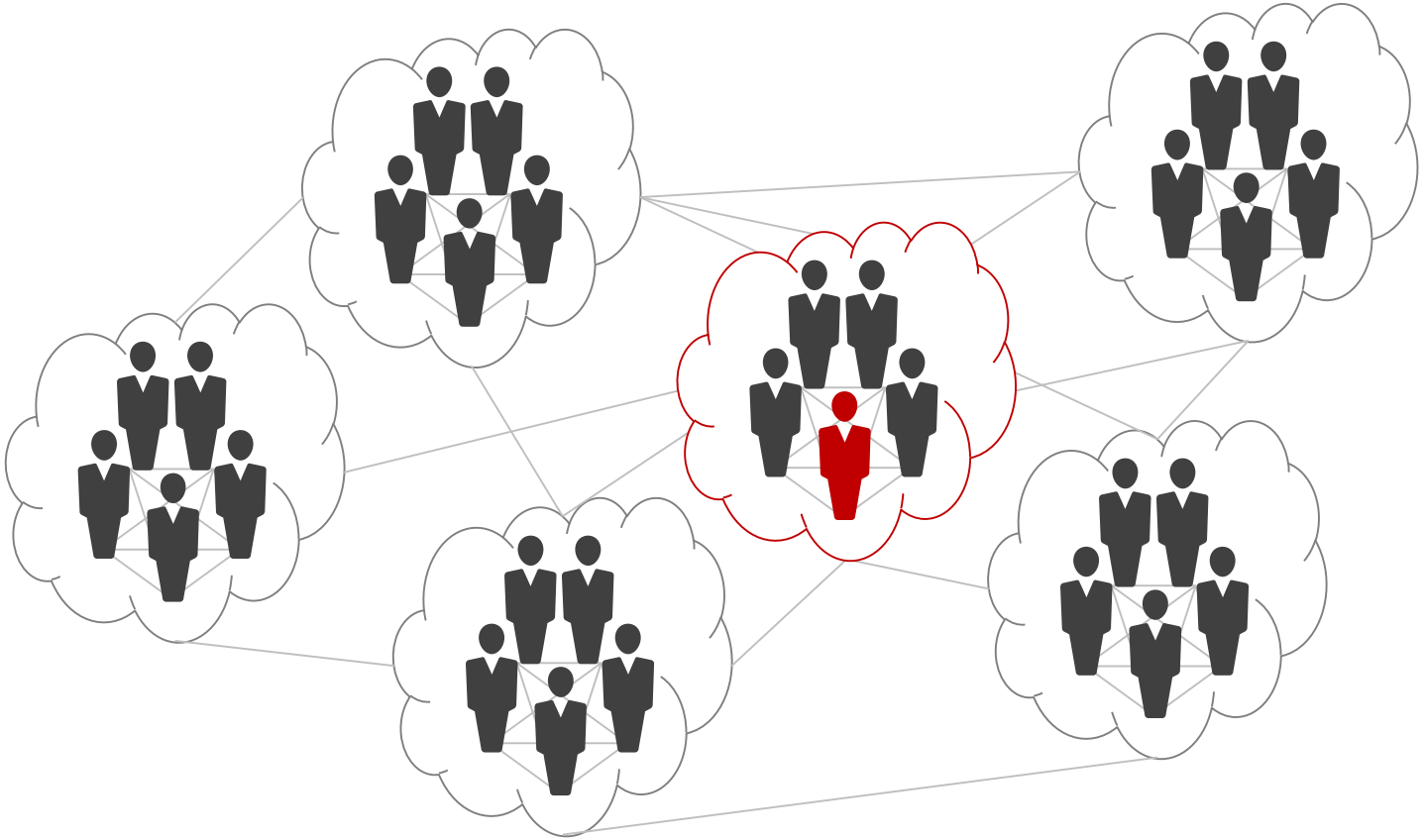
- Efficiency and adaptiveness
- Autonomy and alignment
- Exploration and exploitation
- Collaboration and competition



FORCES DRIVING CHANGE IN ORGANIZATIONAL FORM



AGILE AND COLLABORATIVE ACROSS LEVELS



INDIVIDUAL

- Values and capabilities

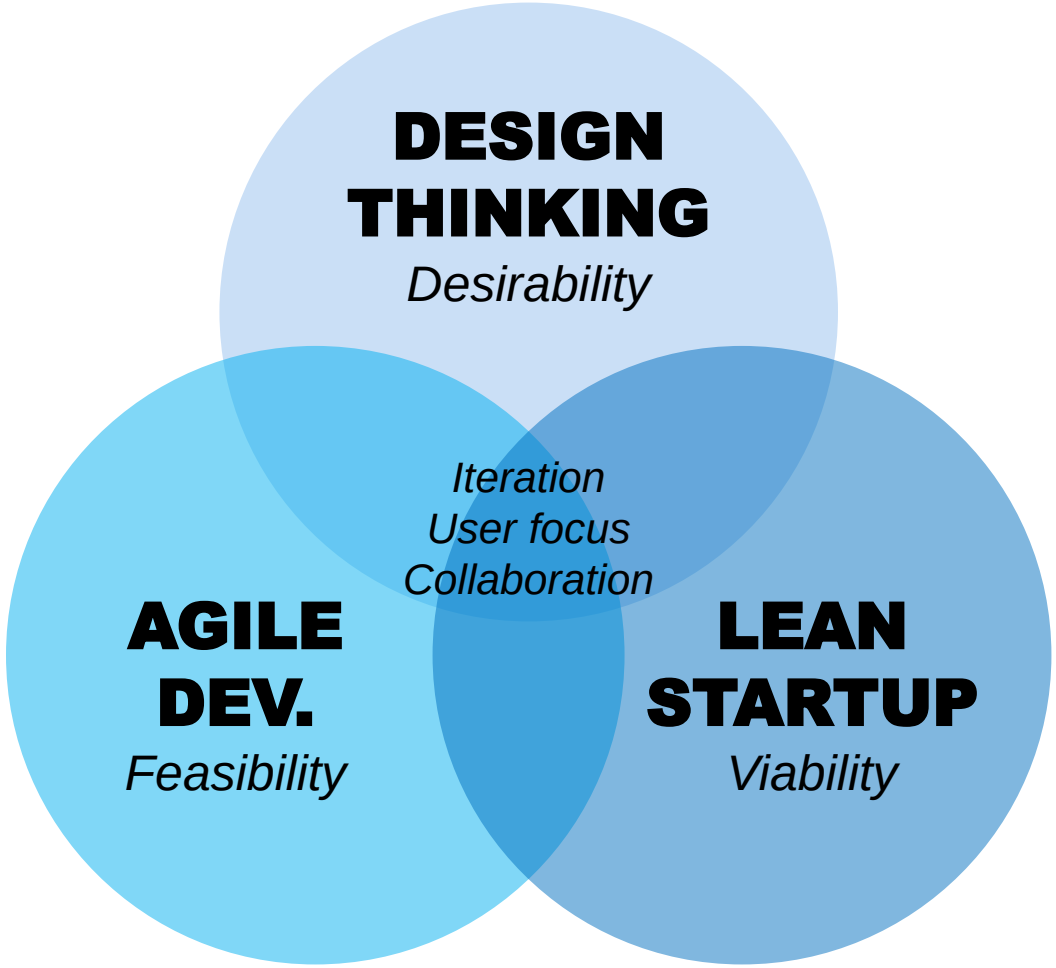
TEAM/PROJECT

- Work methods and practices

ORGANIZATION

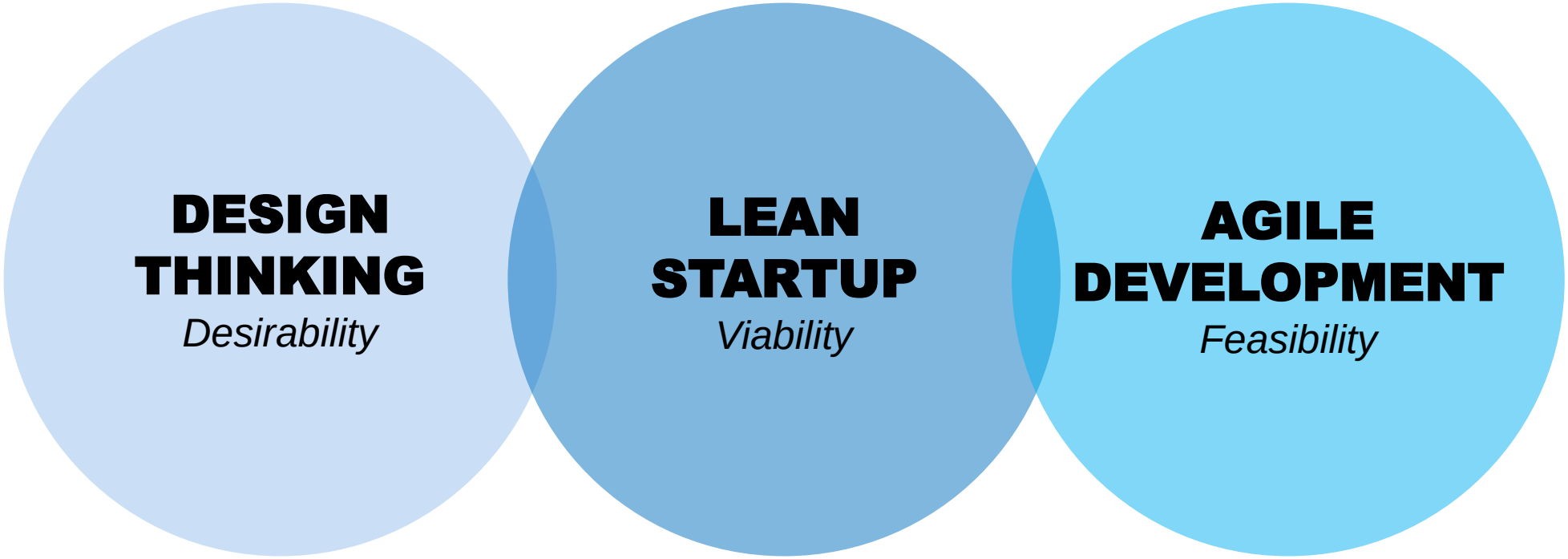
- Values, rules, and protocols
- Commons and infrastructures

COMPLEMENTARY AGILE METHODS



Gartner (2016), Rhinow (2018a, 2018b, 2019)

THE RIGHT AGILE METHOD FOR THE RIGHT PROBLEM



- Addresses a relevant user need
- Gives a valid solution to a user's need

→**NEED-SOLUTION FIT**

- Addresses a relevant audience
- Develops and tests business models

→**PRODUCT VISION & STRATEGY**

- Plans and adjusts targets iteratively at short intervals (sprints)
- Provides continuously functioning product components

→**PRODUCT DEVELOPMENT**

Gartner (2016), Rhinow (2018a, 2018b, 2019)

SOME LOCAL
AGILE ROLE MODELS

RiksTV

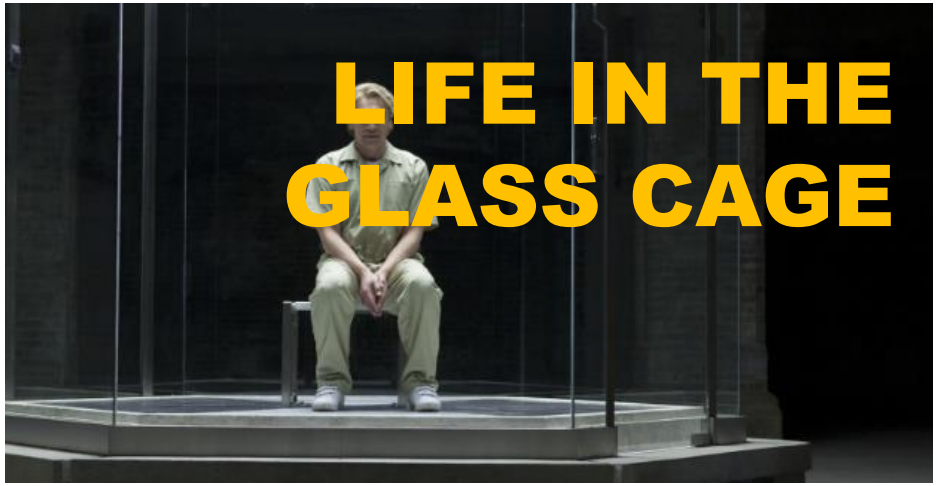
FINN

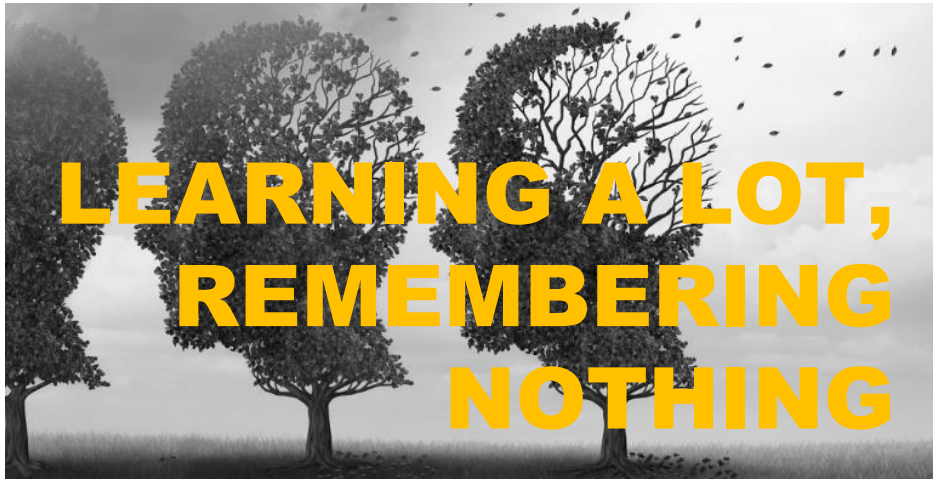
storebrand

SOME PRINCIPLES AND TRADEOFFS FOR AGILE TEAM DESIGNS

- **Autonomous, self-sufficient teams solving self-contained problems**
- **Cross-functional teams with the insight and skills to fully understand the problem and provide solutions**
- **Team size: tradeoff between team dynamics and scope of self-contained problem**
- **Combine functional consistency and learning across teams and team autonomy. Avoid «functional loneliness.»**
- **Management: ensuring alignment on purpose and problem, otherwise interfere as little as possible**
- **Stable vs. dynamic teams: balance exploration and exploitation over time**

THE DARK SIDE OF AGILE





TO BECOME MORE AGILE AND COLLABORATIVE…

- Focus on what brings you together – the shared goals, values, and resources
- Govern by simple rules (not a rigid structure)
- Make openness the standard (secrecy as exception)
- Give it a try, now! …Or strategy as disciplined experimentation

READING MORE…

MAIN SOURCE

RESEARCH

Collaborative organizational forms: on communities, crowds, and new hybrids

Vegard Kolbjørnsrud

Kolbjørnsrud, V. (2018). Collaborative organizational forms: on communities, crowds, and new hybrids. **Journal of Organization Design**, 7(11), 1-21:

https://jorgdesign.springeropen.com/track/pdf/10.1186/s41469-018-0036-3

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- Kolbjørnsrud, V. (2017) "Agency problems and governance mechanisms in collaborative communities," **Strategic Organization**, 15(2), 141-173. (Journal | Open access)
- Snow, C. C., Fjeldstad, Ø. D., & Langer, A. M. (2017). Designing the digital organization. **Journal of Organization Design**, 6(7), 1-13. (Link)
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REACH OUT, CONNECT

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