HVORDAN DESIGNE SMIDIGE OG SMARTE ORGANISASJONER?

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ORGANIZATIONS AREN’T WHAT THEY USED TO BE

Building Agile Organizations: Adapting Faster

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

The new organisation

Collaboration Unlocks Some Of Science's Biggest Problems

Who's the Boss? No One.

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

Citizen science pays off.
THE PUSH FOR AGILITY

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

CHANGING NATURE OF WORK*

* Federal Reserve Bank of New York (Link)

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

New agile and collaborative forms

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

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

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

Market
- Hypertext organization
- Industrial network/cluster
- Online labor market
- Prediction market
- Spot market

Community
- Collaborative community
- Holacracy
- Crowd contest
- U-form
- M-form
- Professional bureaucracy
- Relational contract/partnership
- Organic form

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Hierarchy
- H/M hybrid
- HIC hybrid

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«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

Authority: Improved control, direction, and orchestrated action

Hierarchy

H/M hybrid

Market

Community

Shared goals and resources: Improved collaboration and adaptiveness

Price: More efficient resource allocation, high-powered incentives, and flexibility
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

DESIGN THINKING
Desirability

AGILE DEV.
Feasibility

LEAN STARTUP
Viability

Iteration
User focus
Collaboration

Gartner (2016), Rhinow (2018a, 2018b, 2019)
THE RIGHT AGILE METHOD FOR THE RIGHT PROBLEM

DESIGN THINKING
Desirability

• Addresses a relevant user need
• Gives a valid solution to a user’s need

→NEED-SOLUTION FIT

LEAN STARTUP
Viability

• Addresses a relevant audience
• Develops and tests business models

→PRODUCT VISION & STRATEGY

AGILE DEVELOPMENT
Feasibility

• 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
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

THE POPULARITY CONTEST

MISSING CAREER PATH?

LIFE IN THE GLASS CAGE

NO COMMITMENTS, NO ORDER

ESCAPE OF THE EXPERTS

LEARNING A LOT, REMEMBERING NOTHING
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

**OTHER SOURCES**

REACH OUT, CONNECT

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