



NHH



**Innovasjonskultur:  
Ledere som  
«kulturelle arkitekter»**

LEIARSAMLING NORSK KULTURSKOLERÅD VESTLAND

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# 1. Kultur som **fenomen**

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## 2. Hva er en **GOD** kultur i Kulturskolen?

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# 3. Kulturer som fremmer nytenkning og samhandling

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# 1. Kultur som **fenomen**

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CAFE

DIDN'T WASH  
HANDS

MEN

Johnson



# Hvorfor og hvordan virker kultur?

- Women were observed in a public restroom to determine the effects of the presence or absence of an observer upon the likelihood of handwashing.
- **18 of 20 subjects (90%)** in the presence of another, and **3 of 19 (16%)** who were not observed washed.
- The difference in frequency of handwashing between the two groups was clearly significant.

*Perceptual and Motor Skills*, 1986, 62, 169-170. © Perceptual and Motor Skills 1986

## EFFECTS OF AN OBSERVER ON CONFORMITY TO HANDWASHING NORM

DARHL M. PEDERSEN, SHEILA KEITHLY, AND KARIE BRADY  
*Brigham Young University*<sup>1</sup>

*Summary.*—Women were observed after elimination in a public restroom to determine the effects of the presence or absence of an observer upon the likelihood of handwashing. 18 of 20 subjects in the presence of another and 3 of 19 who were not observed washed. The difference in frequency of handwashing between the two groups was clearly significant.

Asch (1956) demonstrated that a person was likely to conform to the decision of a majority in spite of clear objective evidence to the contrary. Both direct and indirect external pressures for conformity have been studied. Milgram (1963) used direct pressure to study compliance to authority. High conformity was found even though the behavior violated the code of ethics of the person. Indirect pressure was used by Sechrest.<sup>2</sup> A female accomplice entered a situation in which male students were viewing "sexy" magazines. In the presence of the female the subjects discontinued looking at the magazines; however, when the female left the room they again looked at the magazines.

Lefkowitz, Blake, and Mouton (1955) studied the effects of status on violation of or conformity to a traffic signal. A confederate was dressed in high or low status clothing and either conformed to or violated a traffic signal to "wait." Other pedestrians conformed to the behavior of the model, and conformity was especially high to the high-status model. Thus, people conform to the behavior of others even when doing so violates their personal ethics or the law.

The mere presence of an observer may be sufficient to influence behavior. Arsenian (1943) observed that the presence of a passive adult calmed a group of anxious nursery school children.

People in our culture are concerned with health issues. Considerable importance is attached to cleansing, sanitizing, and deodorizing the human body. Harris and Guten (1979) surveyed 842 individuals to determine what they considered to be the most important things they could do to protect their health. Personal hygiene ranked fifth among the 19 things listed. Handwashing after going to the bathroom is a personal hygiene behavior that is highly subscribed to in our culture. In view of the importance attributed to personal hygiene in general and to handwashing in particular, it would be expected that a high de-

<sup>1</sup>Requests for reprints should be sent to 1090 SWKT, Brigham Young University, Provo, UT 84602.

<sup>2</sup>L. Sechrest, Situational sampling and contrived situations in the assessment of behavior. (Unpublished manuscript, Northwestern Univer., 1965)

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For å nå målet har regjeringen utviklet tre prinsipper for å fremme innovasjon i offentlig sektor:

1. Politikere og offentlige myndigheter må gi handlingsrom og insentiver til å innovere.
2. Ledere må **utvikle kultur og kompetanse for innovasjon**, der man har mot til å tenke nytt og lærer av feil og suksesser.
3. Offentlige virksomheter må søke nye former for samarbeid.





# Harvard Business Review

- 104 Your Company Is Too Risk-Averse
- 58 What's Really Holding Women Back?
- 68 How Insider CEOs Succeed



## Creating a Culture of Experimentation

Good tools aren't enough. You need a total change in attitude.



# Harvard Business Review

- 136 Marvel's Blockbuster Machine
- 94 Digital Doesn't Have to Be Disruptive
- 116 When a Colleague Is Grieving



## The AI-Powered Organization

The main challenge isn't technology. It's culture.

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MIND THE CULTURE GAP

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## EXPLORATION AND EXPLOITATION IN ORGANIZATIONAL LEARNING\*

JAMES G. MARCH

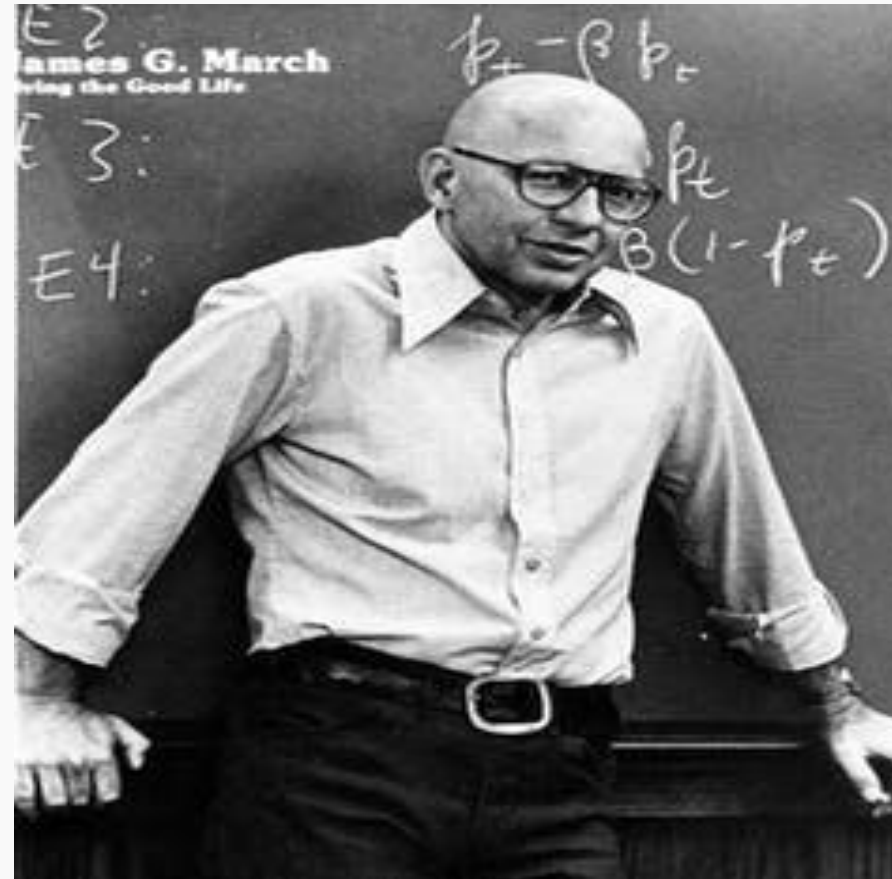
Graduate School of Business, Stanford University,  
Stanford, California 94305

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.



Exploitation in Organizational Learning. *Organization Science*.

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# To innfallsvinkler til læring

**UTNYTTE**

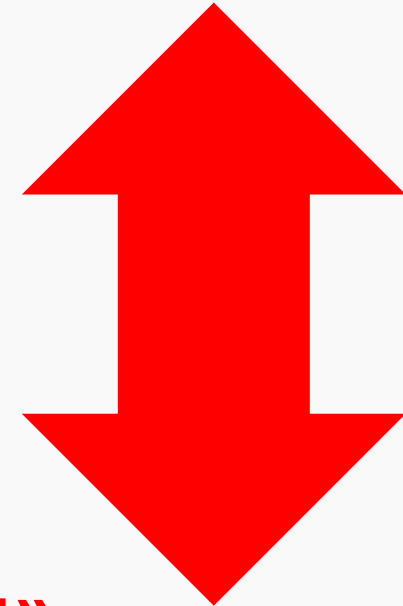
«Å bli bedre på det en kan»



VS.

**UTFORSKE**

«Å lære noe helt nytt»



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# Odda kommune: “Sansehage”



<https://www.nrk.no/video/242cb3cd-9387-493d-b221-05db646b4eac>

## Gamle minne gir Thor betre humør, rolegare netter og mindre behov for medisinar

ODDA (NRK): Her får Thor Haugland (83) sjå bilete frå då han gifta seg med Turid (78). Det unike prosjektet med personlege sanserom for demenspasientar viser allereie stor effekt.



GODE MINNE: Thor Haugland får sjå bryllaupsbiletet frå då han gifta seg med Turid i 1962. Sjukepleiar og prosjektmedarbeidar Therese Bakke følger med.

**Tale Hauso**  
Journalist

**Paul André Sommerfeldt**  
Journalist

**Simen Sundfjord Otterlei**  
Journalist

**Bergit Sønstebo Svendsen**  
Journalist

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# Forretningsmodellinnovasjon i NETFLIX



[https://twitter.com/dvdnetflix/status/1166048554252554241?ref\\_src=twsrc%5Etfw%7Ctwcamp%5Etweetembed%7Cwterm%5E1166048554252554241%7Ctwgr%5E%7Cwcon%5Es1\\_c10&ref\\_url=https%3A%2F%2Fsecinfinite.net%2Fnor%2Fnetflix-tjener-fortsatt-penger-pa-dvder-og-har-akkurat-sendt-sine-5-milliarder-plater%2F](https://twitter.com/dvdnetflix/status/1166048554252554241?ref_src=twsrc%5Etfw%7Ctwcamp%5Etweetembed%7Cwterm%5E1166048554252554241%7Ctwgr%5E%7Cwcon%5Es1_c10&ref_url=https%3A%2F%2Fsecinfinite.net%2Fnor%2Fnetflix-tjener-fortsatt-penger-pa-dvder-og-har-akkurat-sendt-sine-5-milliarder-plater%2F)

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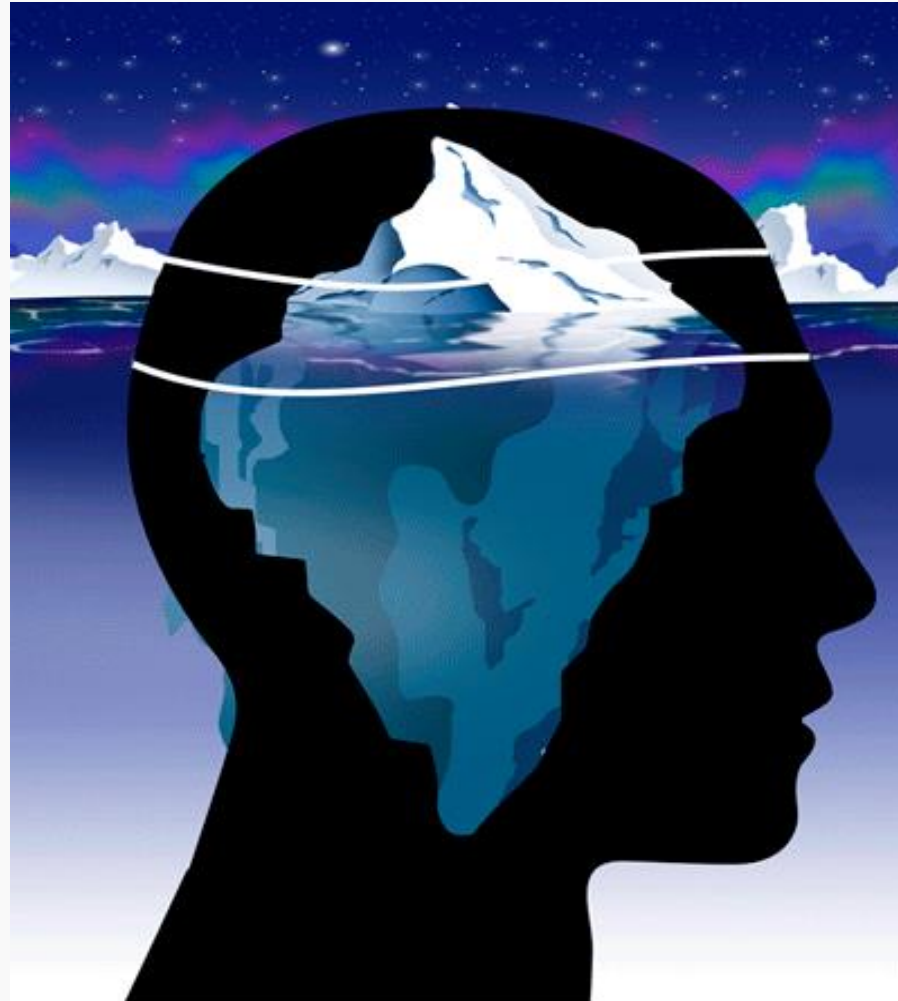


# Noen **problemer**

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# 1. Evne



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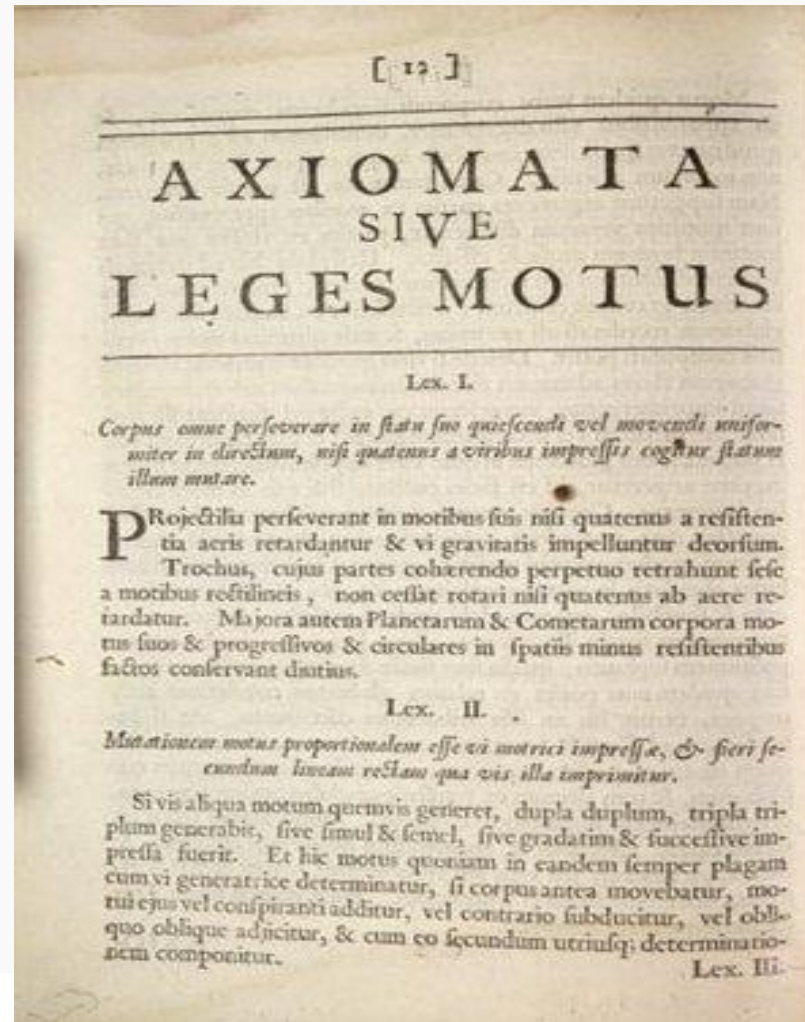




## 2. Vilje



# 3. Stiavhengighet



# 4. Nonkonformist





X



1



2



3

|  
20  
|

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## 2. Hva er en **GOD** kultur i Kulturskolen?

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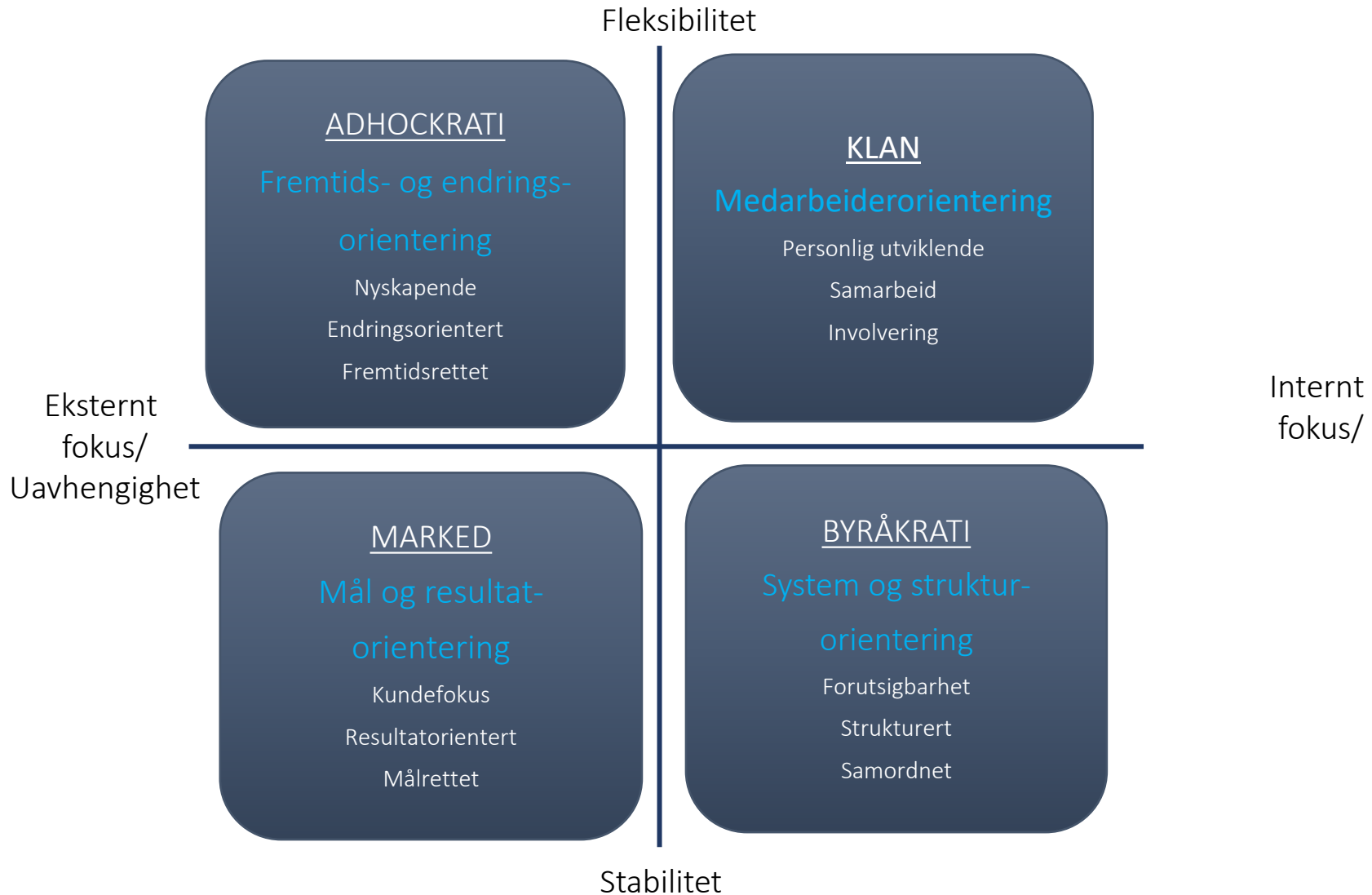
# KOMMER AN PÅ!

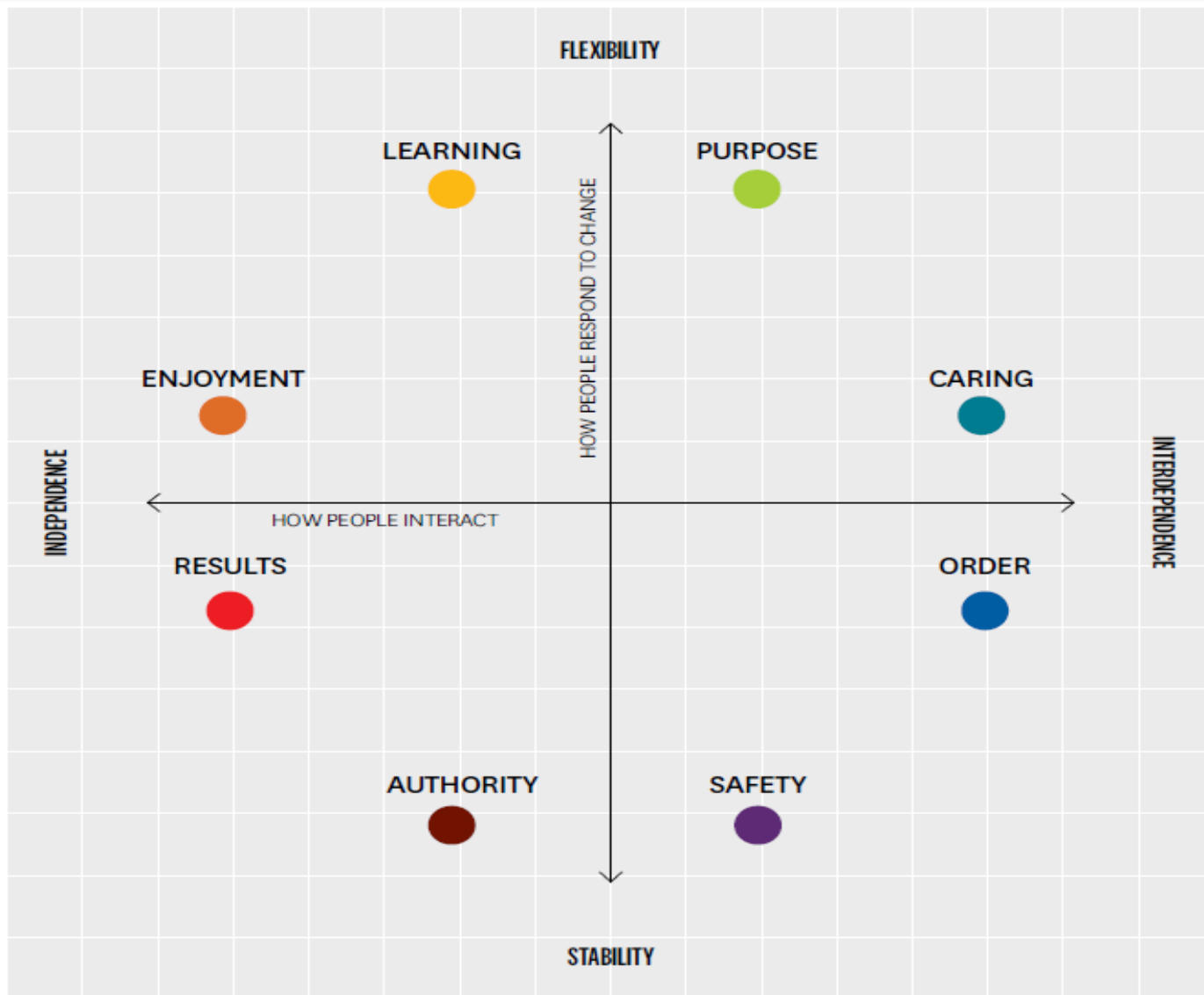
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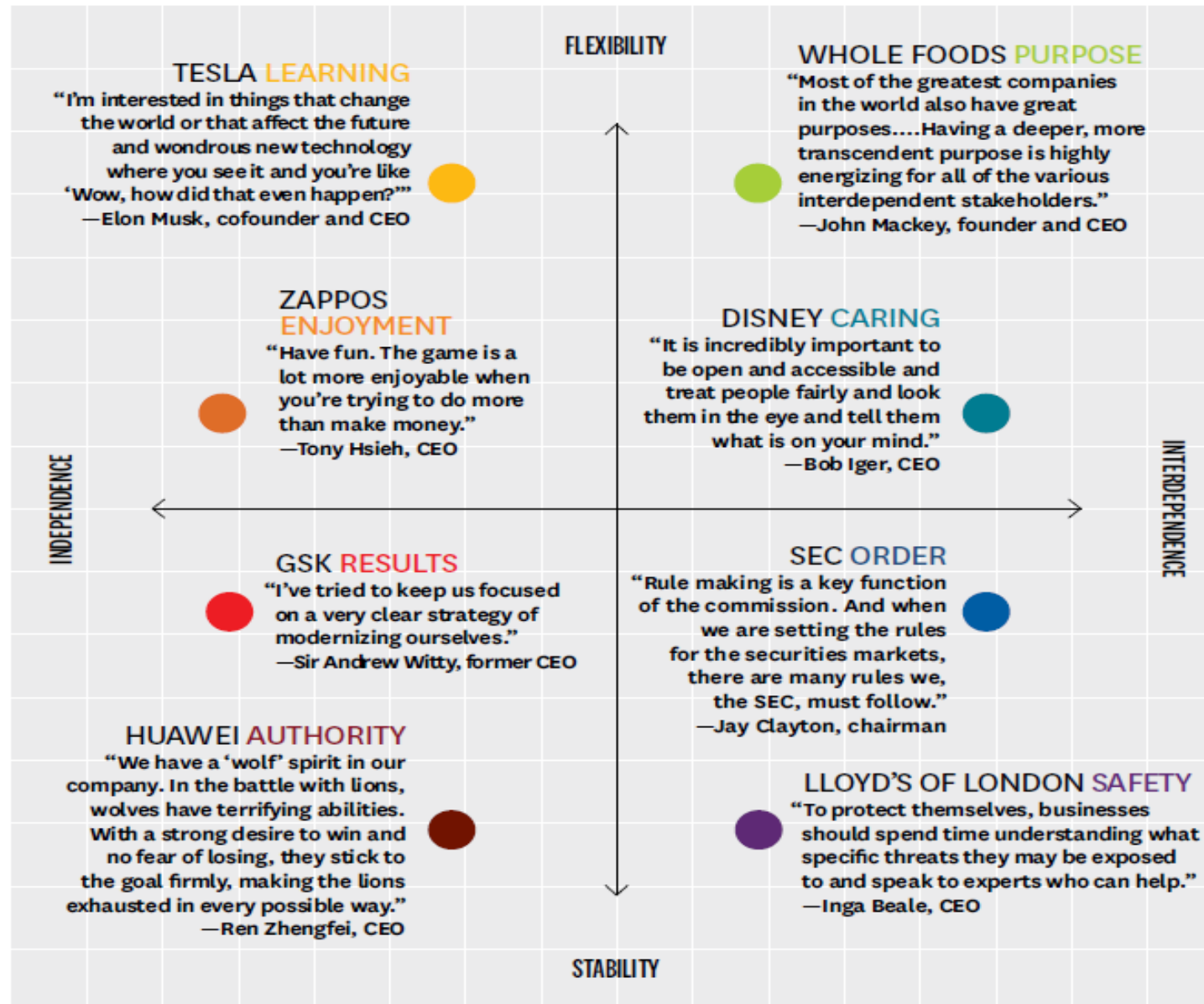
# Konkurrerende verdier

(Cameron and Quinn, 2006, Groysberg et al 2018)









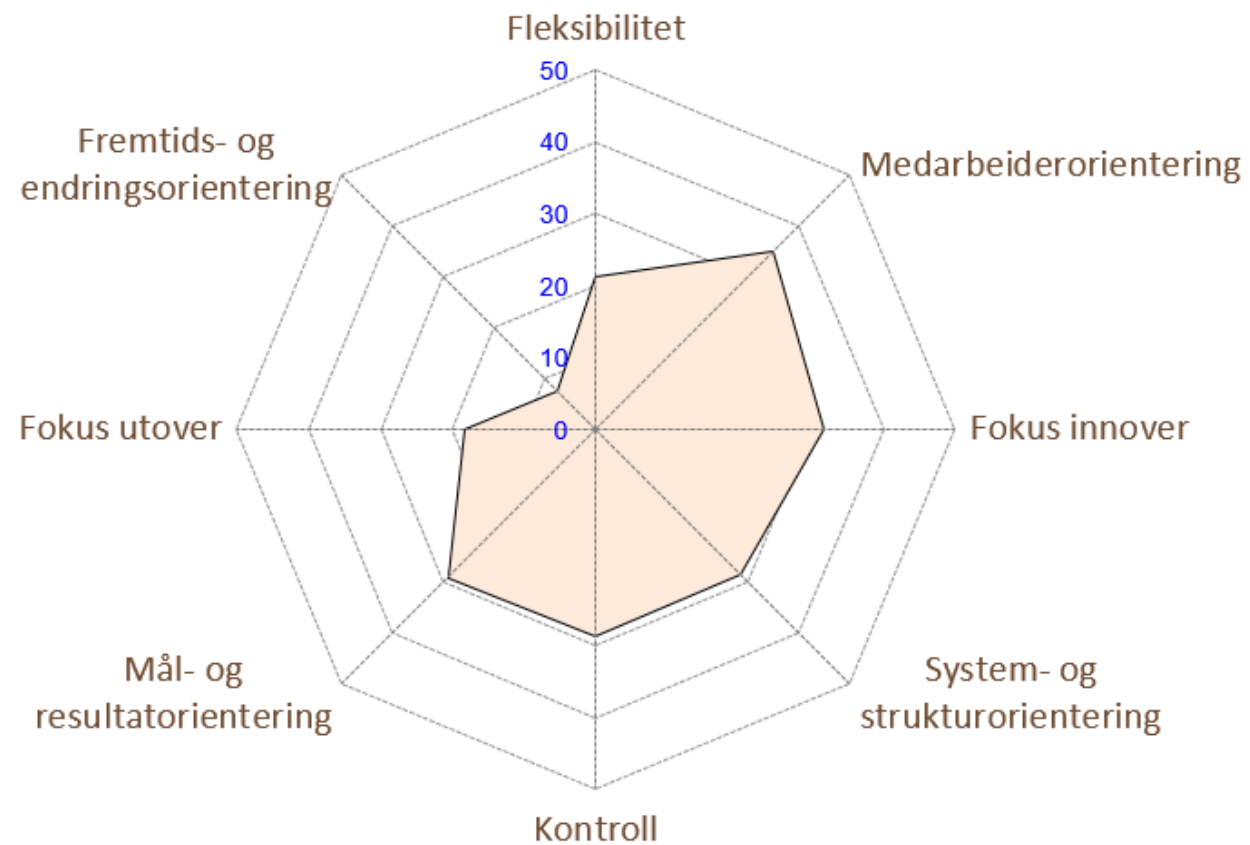
## THE PROS AND CONS OF CULTURE STYLES

Every culture style has strengths and weaknesses. The table below summarizes the advantages and disadvantages of each style and how frequently it appears as a defining culture characteristic among the companies in our study.

| CULTURE STYLE  | ADVANTAGES  | DISADVANTAGES   | RANKED 1 <sup>ST</sup> OR 2 <sup>ND</sup> |
|--|---|---|---|
| <b>CARING</b><br>Warm, sincere, relational             | Improved teamwork, engagement, communication, trust, and sense of belonging     | Overemphasis on consensus building may reduce exploration of options, stifle competitiveness, and slow decision making                  | 63%                                       |
| <b>PURPOSE</b><br>Purpose driven, idealistic, tolerant | Improved appreciation for diversity, sustainability, and social responsibility  | Overemphasis on a long-term purpose and ideals may get in the way of practical and immediate concerns                                   | 9%  |
| <b>LEARNING</b><br>Open, inventive, exploring          | Improved innovation, agility, and organizational learning                       | Overemphasis on exploration may lead to a lack of focus and an inability to exploit existing advantages                                 | 7%  |
| <b>ENJOYMENT</b><br>Playful, instinctive, fun loving   | Improved employee morale, engagement, and creativity                            | Overemphasis on autonomy and engagement may lead to a lack of discipline and create possible compliance or governance issues            | 2%  |
| <b>RESULTS</b><br>Achievement driven, goal focused     | Improved execution, external focus, capability building, and goal achievement   | Overemphasis on achieving results may lead to communication and collaboration breakdowns and higher levels of stress and anxiety        | 89%                                       |
| <b>AUTHORITY</b><br>Bold, decisive, dominant           | Improved speed of decision making and responsiveness to threats or crises       | Overemphasis on strong authority and bold decision making may lead to politics, conflict, and a psychologically unsafe work environment | 4%  |
| <b>SAFETY</b><br>Realistic, careful, prepared          | Improved risk management, stability, and business continuity                    | Overemphasis on standardization and formalization may lead to bureaucracy, inflexibility, and dehumanization of the work environment    | 8%  |
| <b>ORDER</b><br>Rule abiding, respectful, cooperative  | Improved operational efficiency, reduced conflict, and greater civic-mindedness | Overemphasis on rules and traditions may reduce individualism, stifle creativity, and limit organizational agility                      | 15%                                       |

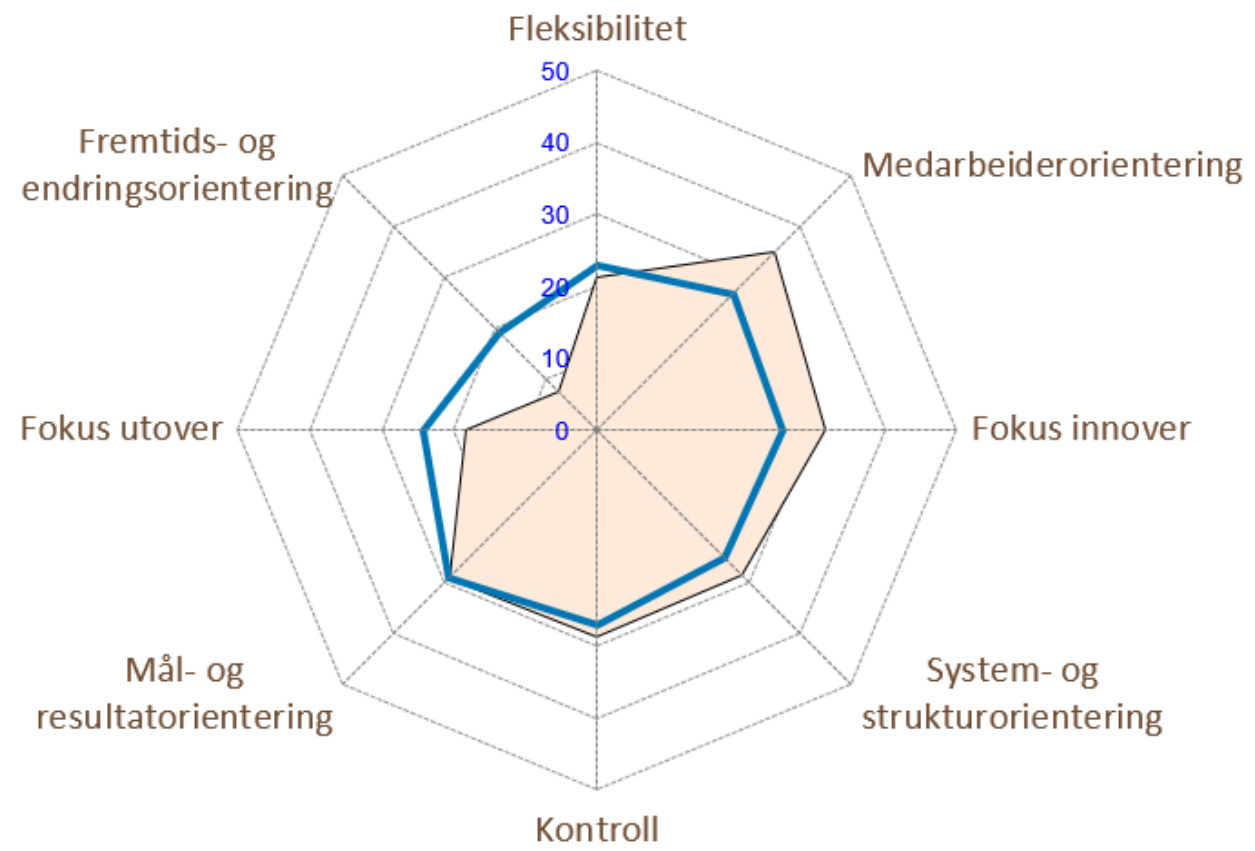
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□ NÅ    □ FREMTID





□ NÅ    ■ FREMTID

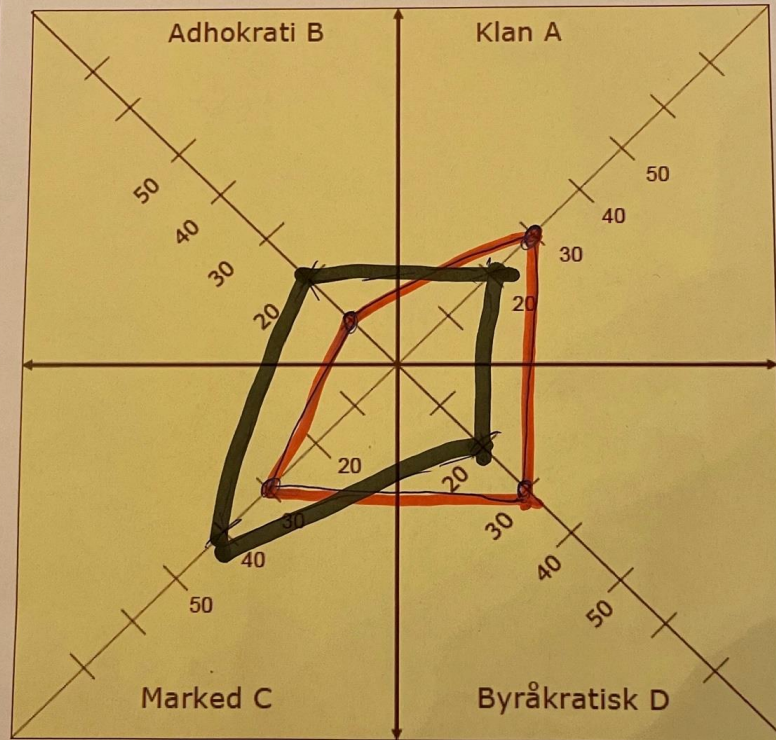


# EKSEMPEL

Skjema for skåring

 Nå

 Ønsket



# EKSEMPEL

Skjema for skåring

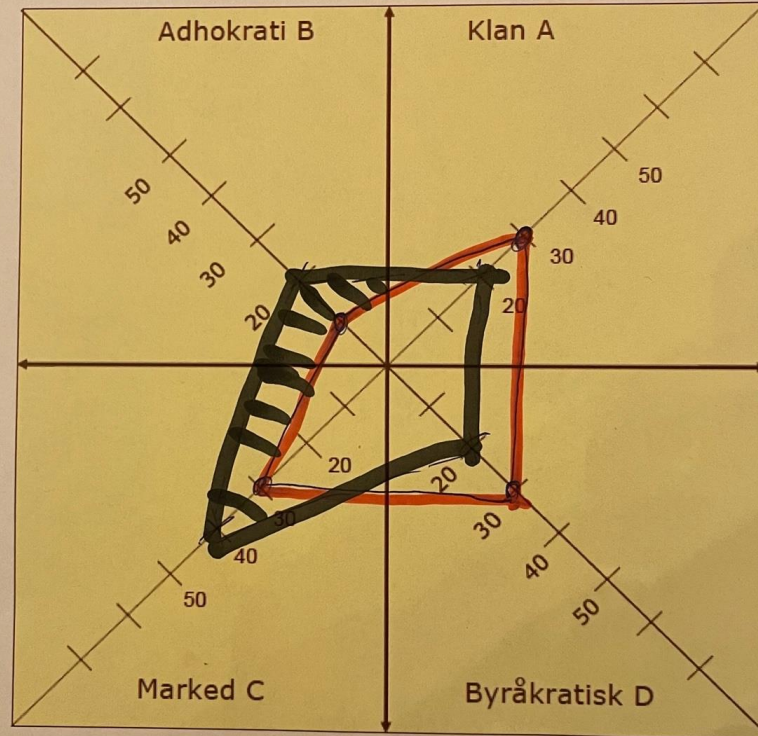


Nå



Ønsket

≡ } Gap.



# 3. Kulturer som fremmer nytenkning og samhandling

# Adaptability (Chatman, et al. 2014)

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

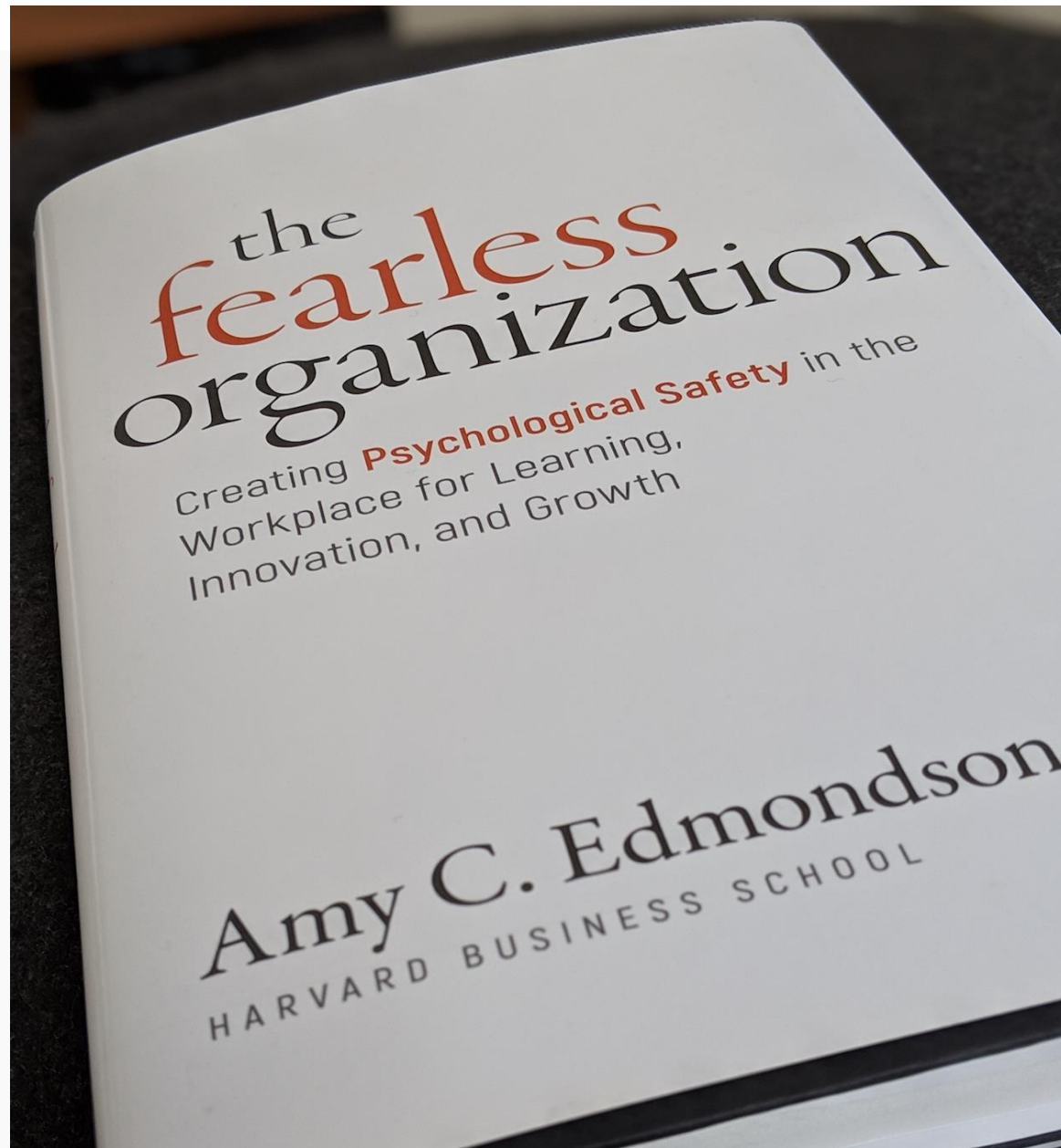
The study suggests that “strong organizational cultures”— where a high consensus exists across a broad set of culture norms—can contribute to better financial performance in dynamic environments, **provided that a norm of adaptability is intensely held by the employees .”**

Chatman, J., Caldwell, D., O'Reilly, C., and Doerr, B. (2014): [Parsing organizational culture: How the norm for adaptability influences the relationship between culture consensus and financial performance in high-technology firms](#). *Journal of Organizational Behavior*.

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# Psykologisk klima og kvalitetsfokus (Edmondson, 2019)

## Fag- og kvalitetsfokus

Lavt

Høyt

Trygt



Komfortsonen

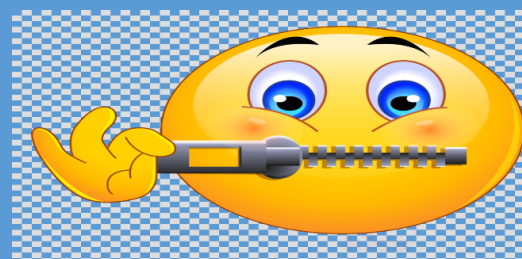


Læringssonen

Utrygt



Apatisonen

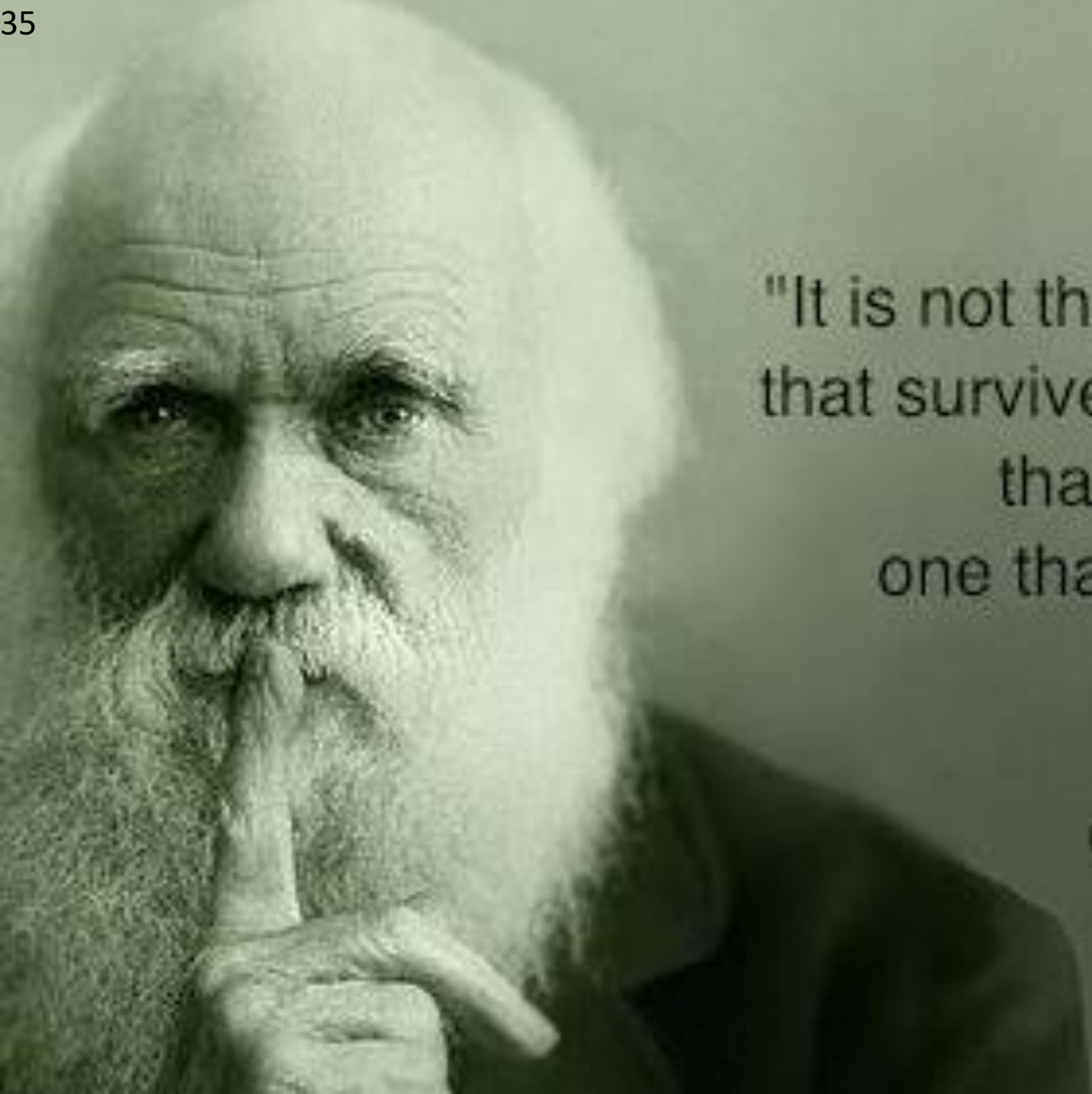


Fryktsonen

Psykologisk  
klima

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"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change".

Charles Darwin