

Innovative organizing

Edge Cities Network Meeting in Nacka

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Value Network

VALUE CHAIN

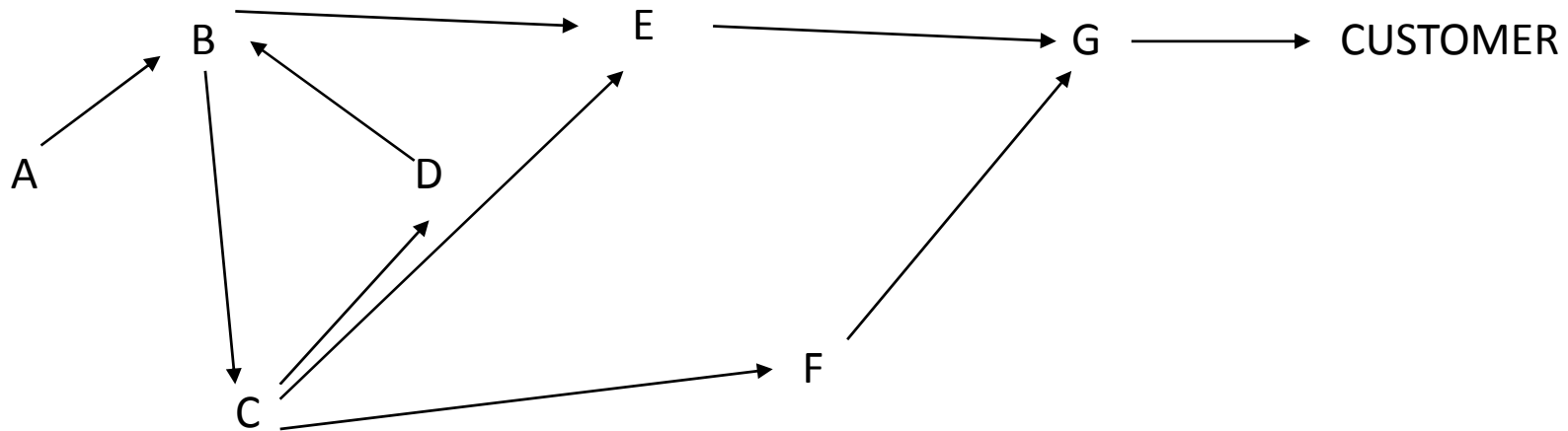


Up-streams

Down-streams



VALUE NETWORK



Reasons

- Knowledge as production factor
- ICT as a connecting factor

Implications

- Low barriers of entry
- High risk of exit
- Old “truths” are dismissed
- Innovation becomes more important

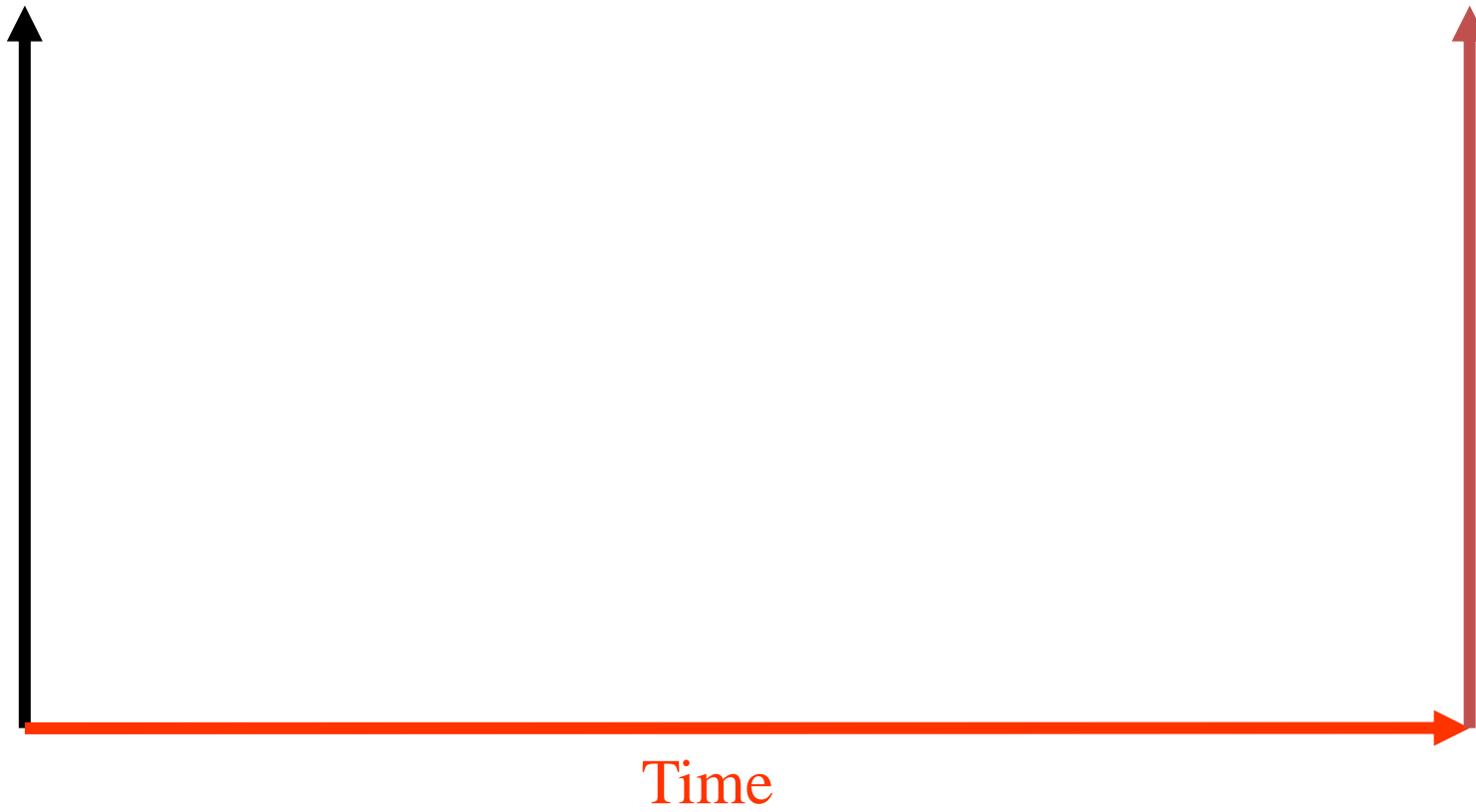
The Network Economy

- Collective value creation
- Dependencies
- Uncertainty
- Speediness
- Position

Positioning

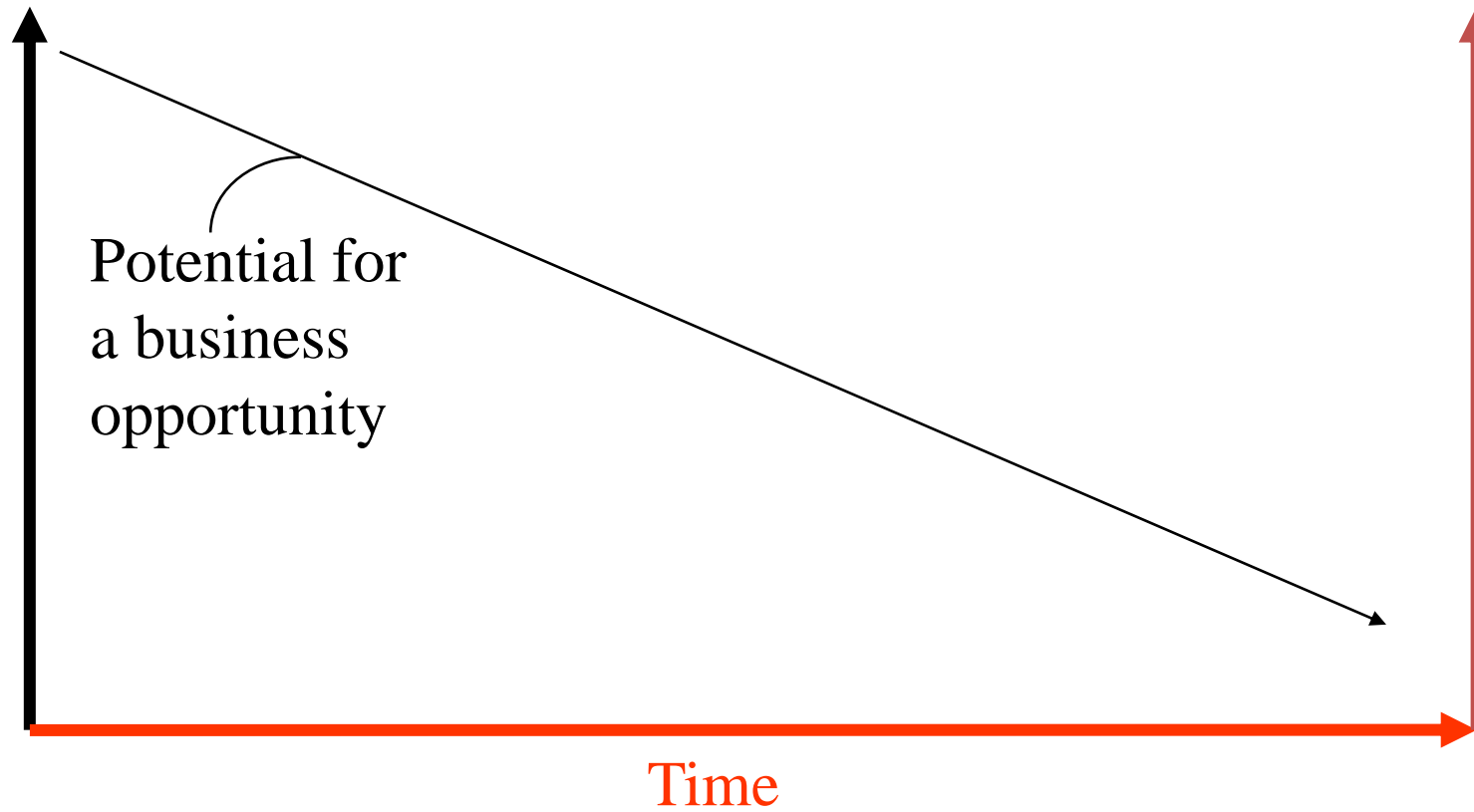
- Understand the potential of a position
- Influence the network
- Exceed expectations

Business Creation

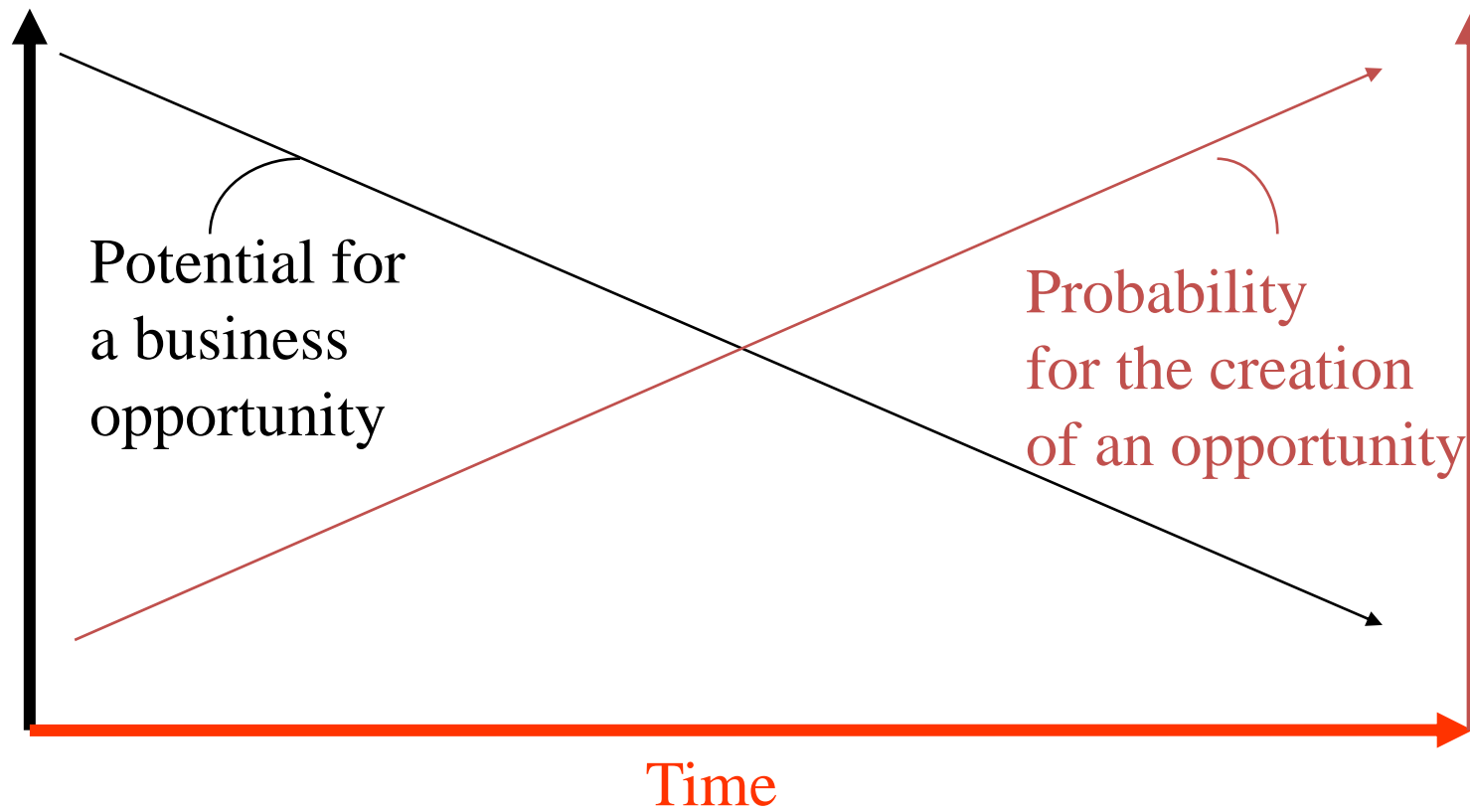




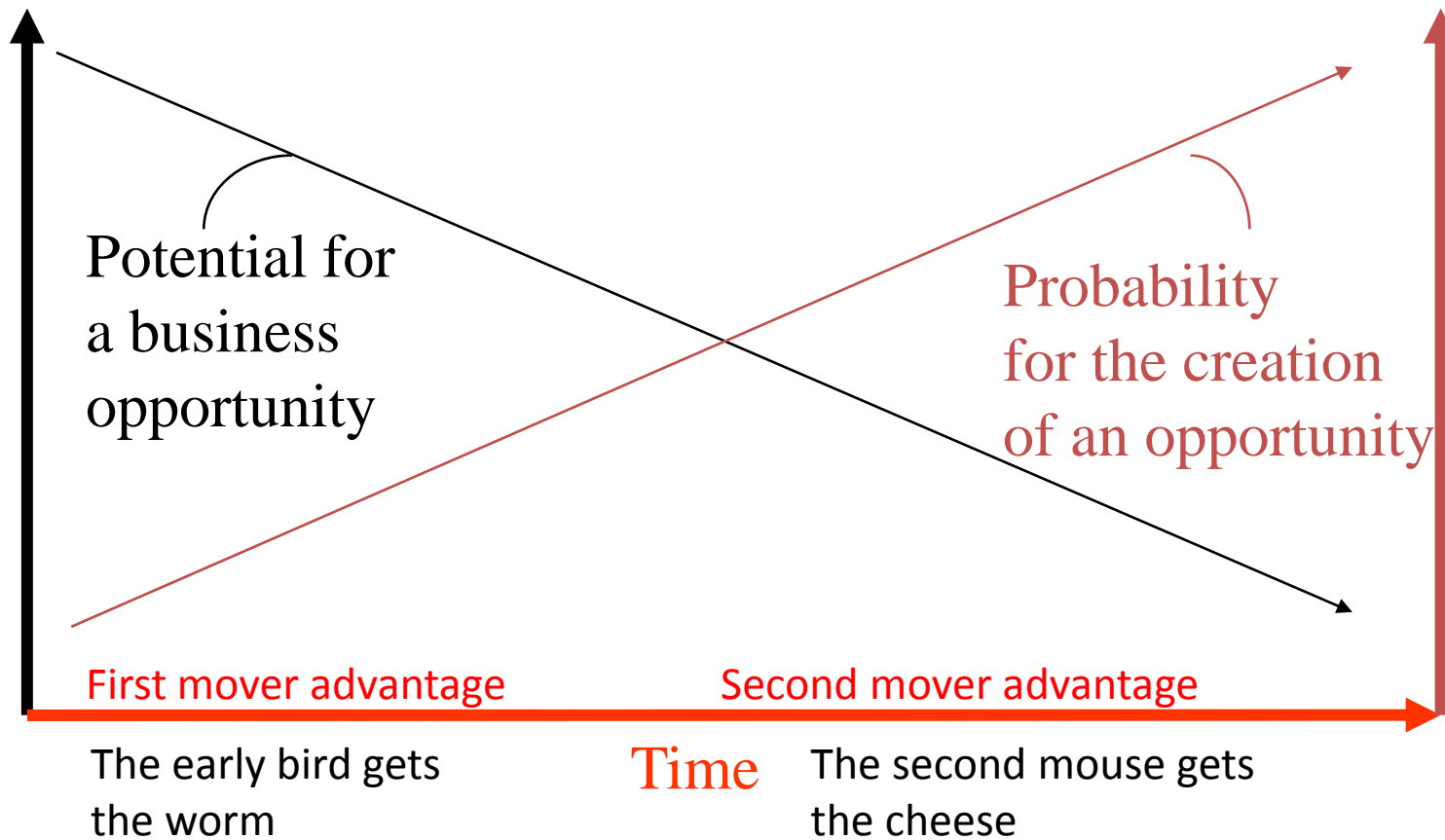
Business Creation



Business Creation



Business Creation



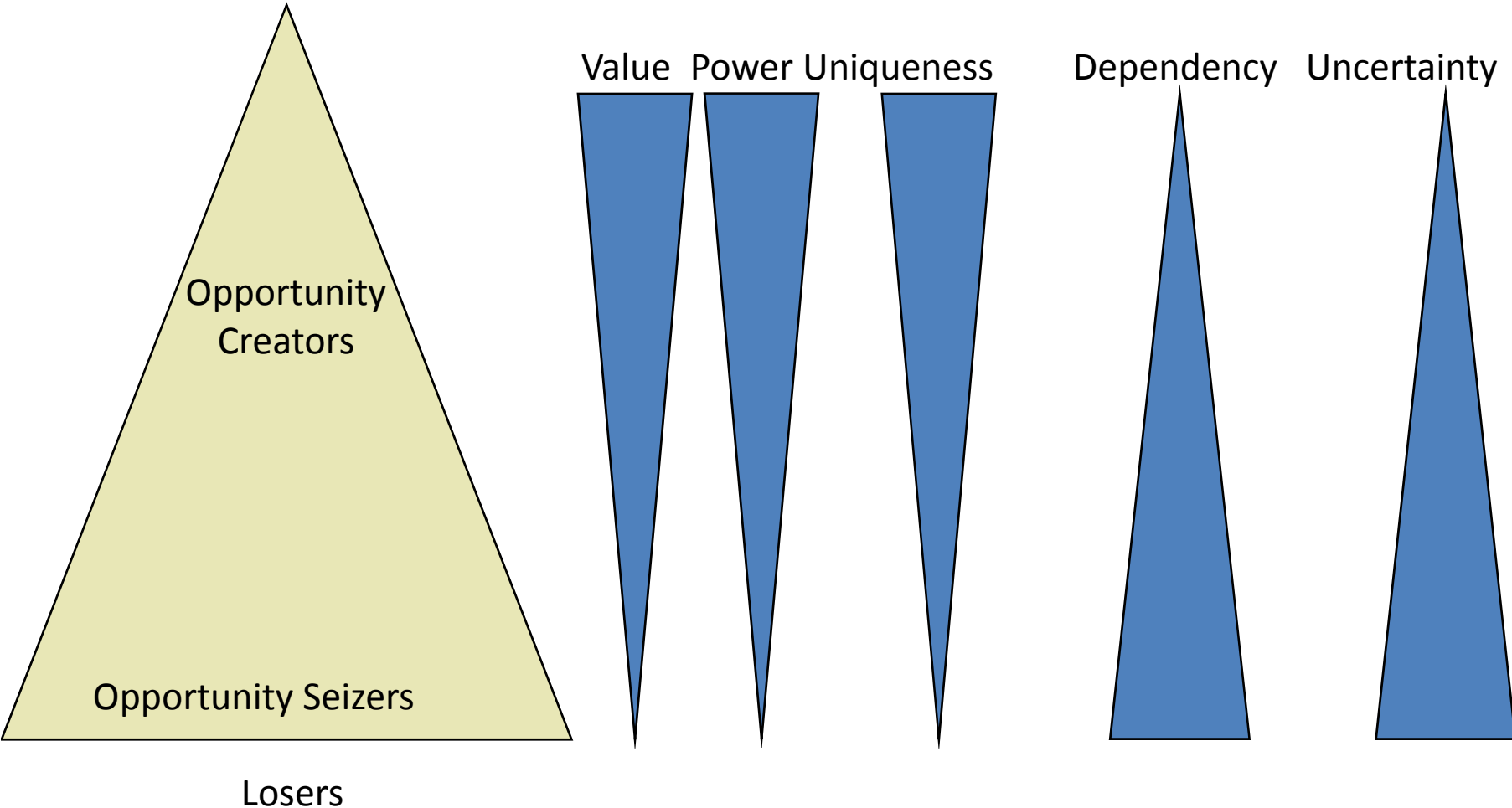
First mover

Innovation
Serendipity
Own resources
Inside-out strategy
Create opportunity
Assimilate ambiguity

Second mover

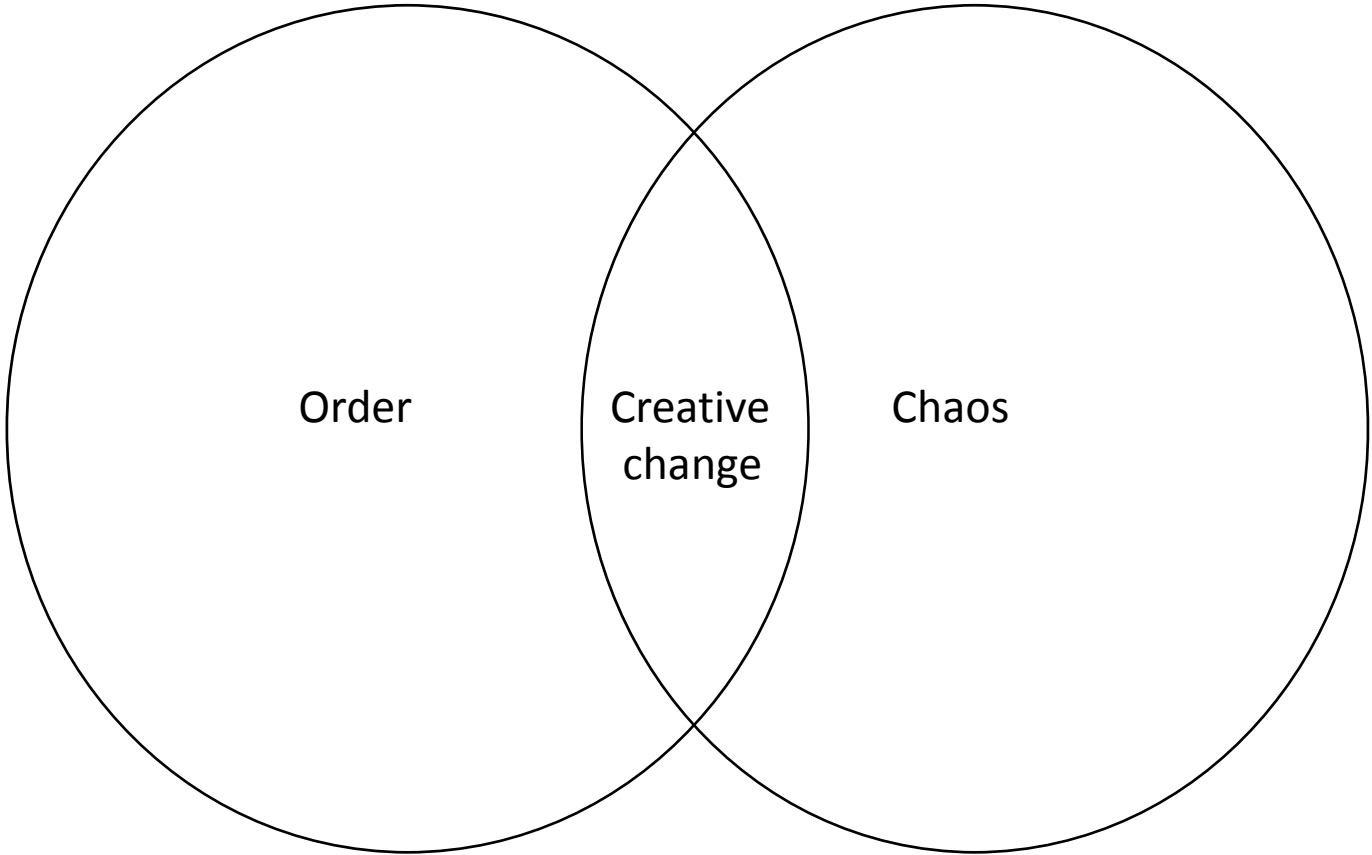
Innovation/imitation
Systematic search
Network resources
Outside-in strategy
Seize opportunity
Allocate uncertainty

The Network Hierarchy

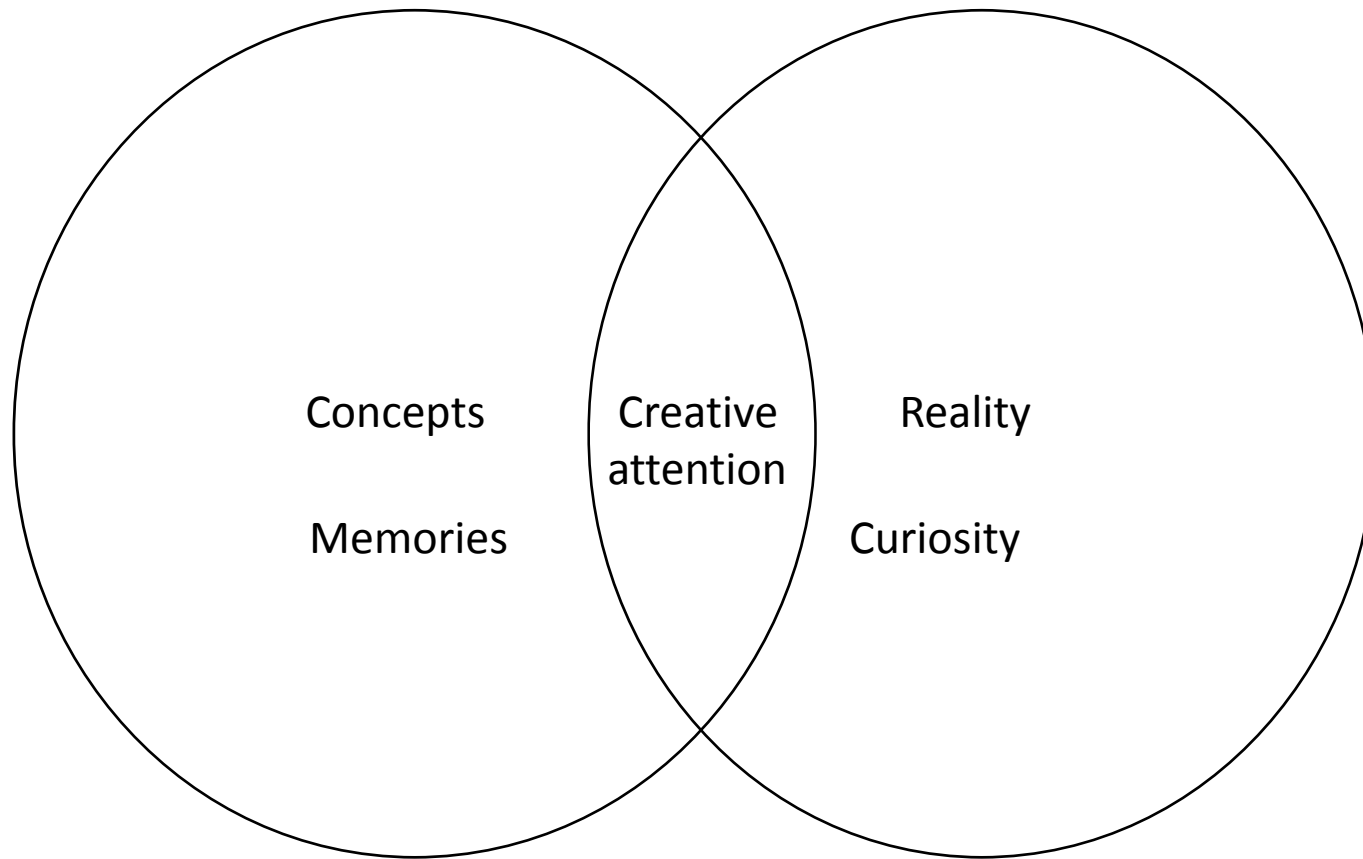


It is a Darwinistic world indeed...

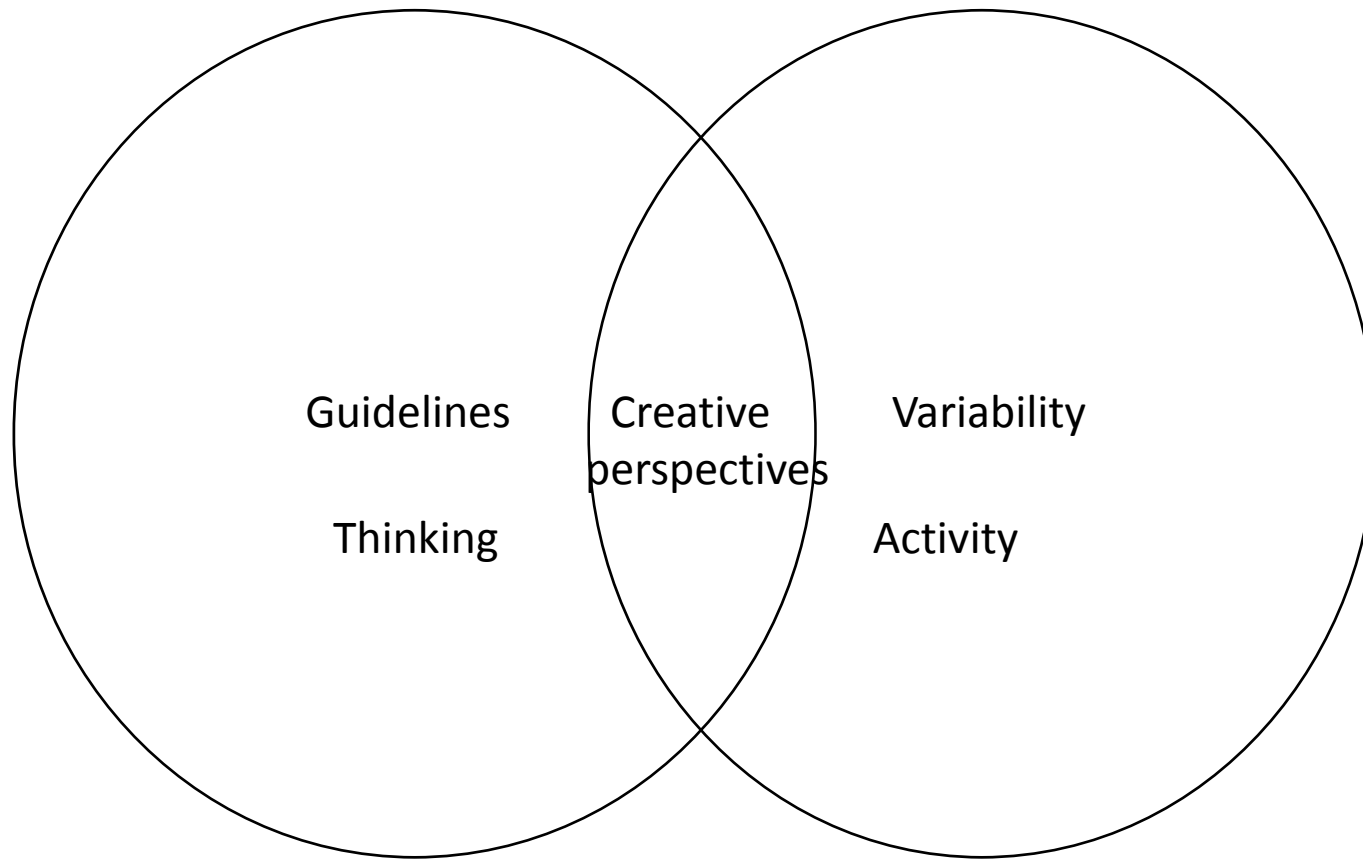
Chaos Theory



Cognition

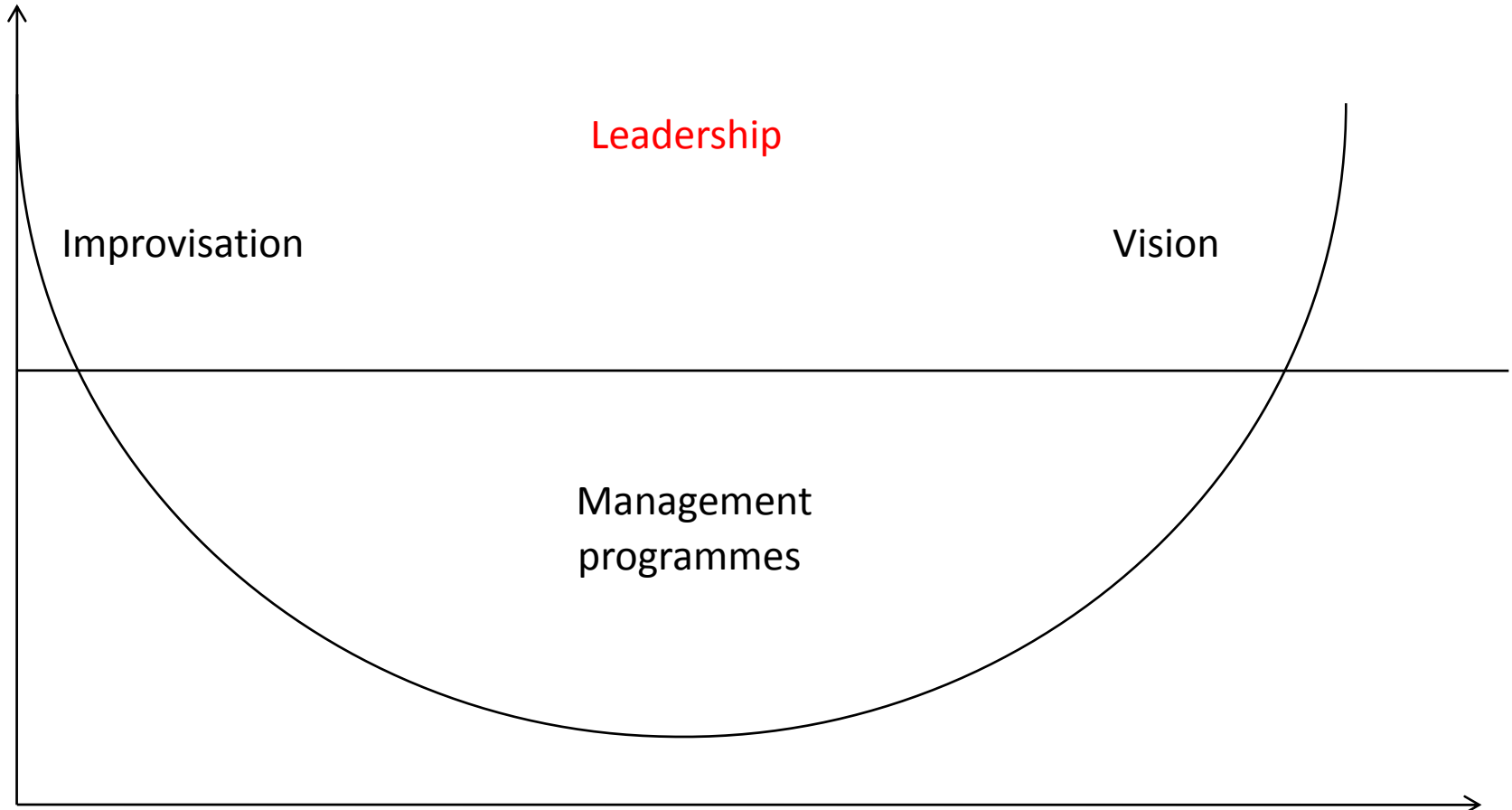


Communication



Leadership

Uncertainty



Leadership

Improvisation

Vision

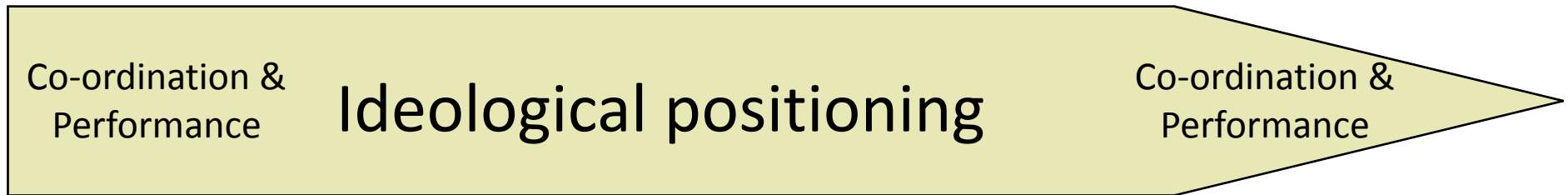
Management
programmes

Time

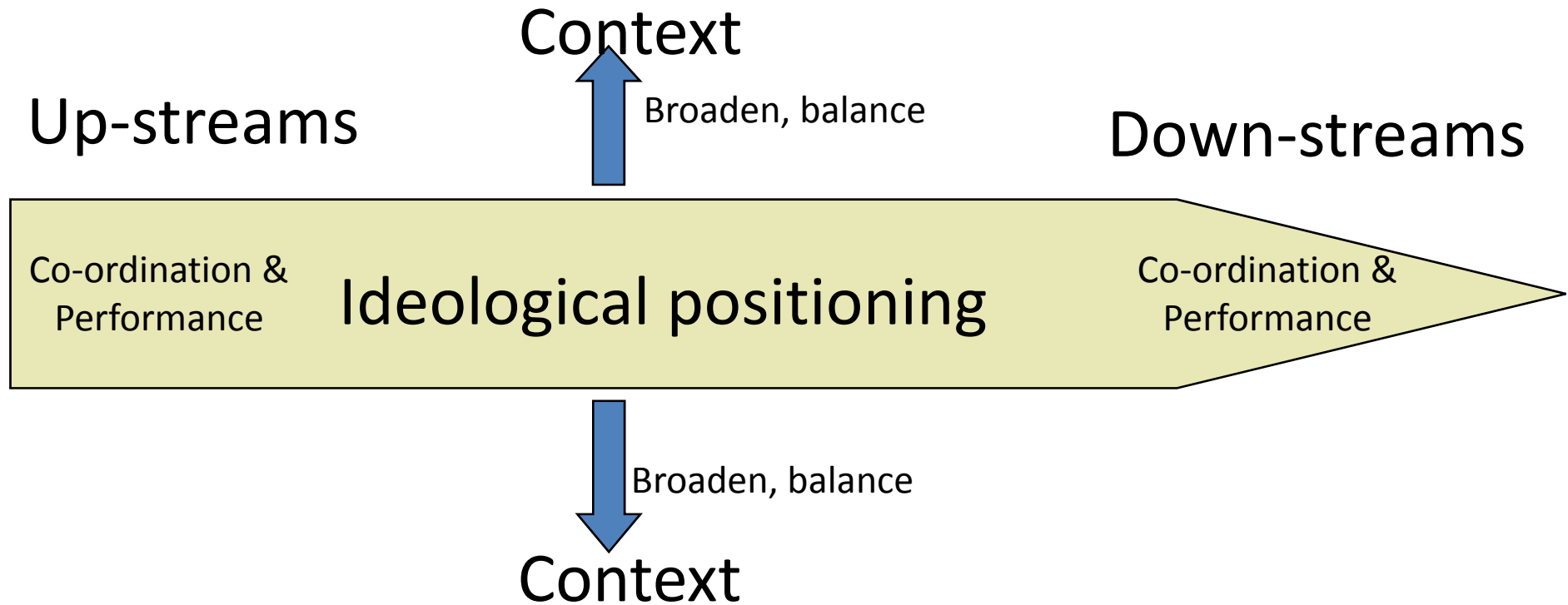
Communicative Leadership

Up-streams

Down-streams



Communicative Leadership



A combination of ideological & contextual leadership

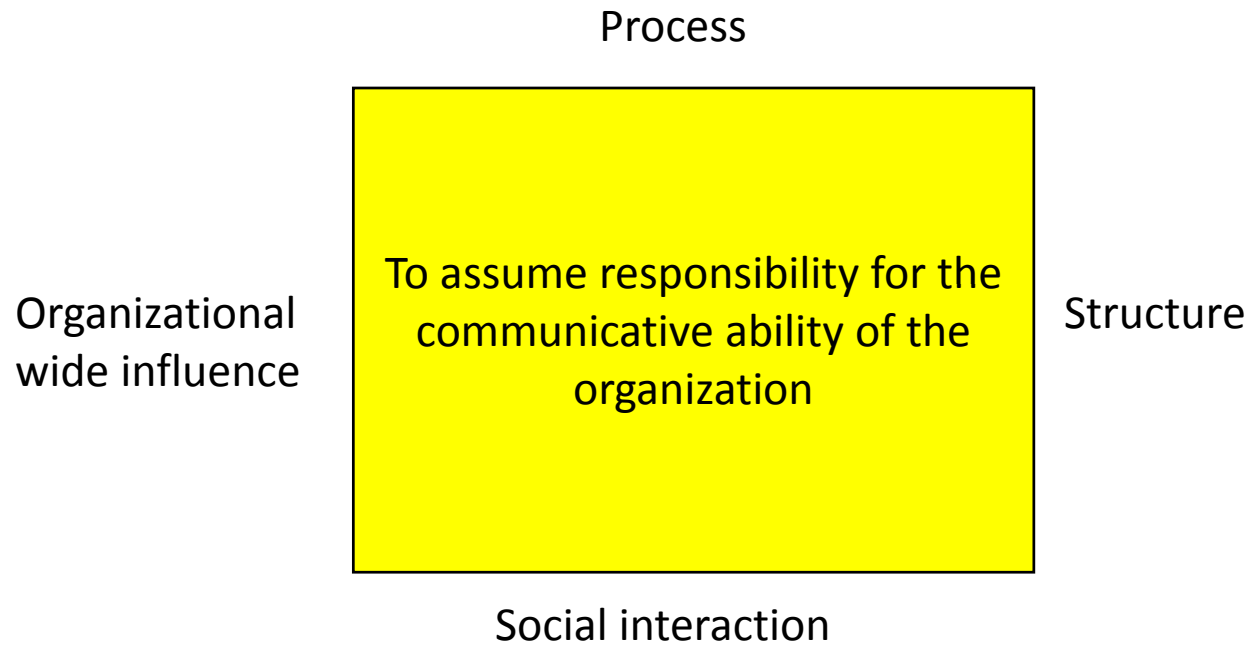
Ideological Leadership

- Create the vision
- Enabling the vision in the moment
- Live the vision
- Enable direct performance

Contextual Leadership

- Understanding of context
- Support the ideological leadership
- Relationship development
- Communicative strength of the organisation

The Mission



Aiming to support conceptual focus & variability in action

PROCESS

- Flow
- Co-ordination in communication
- Speediness
- Feedback
- Knowledge integration

STRUCTURE

- Physical appearance
- Transparency of the communication
- Mission definitions

SOCIAL INTERACTION

- Interactive culture and rules
- Interaction design of dialogue
- Interaction in networks

ORGANIZATIONAL WIDE INFLUENCE

- Strategy to be influenced
- Strategy to influence
- Transparency and structural holes