

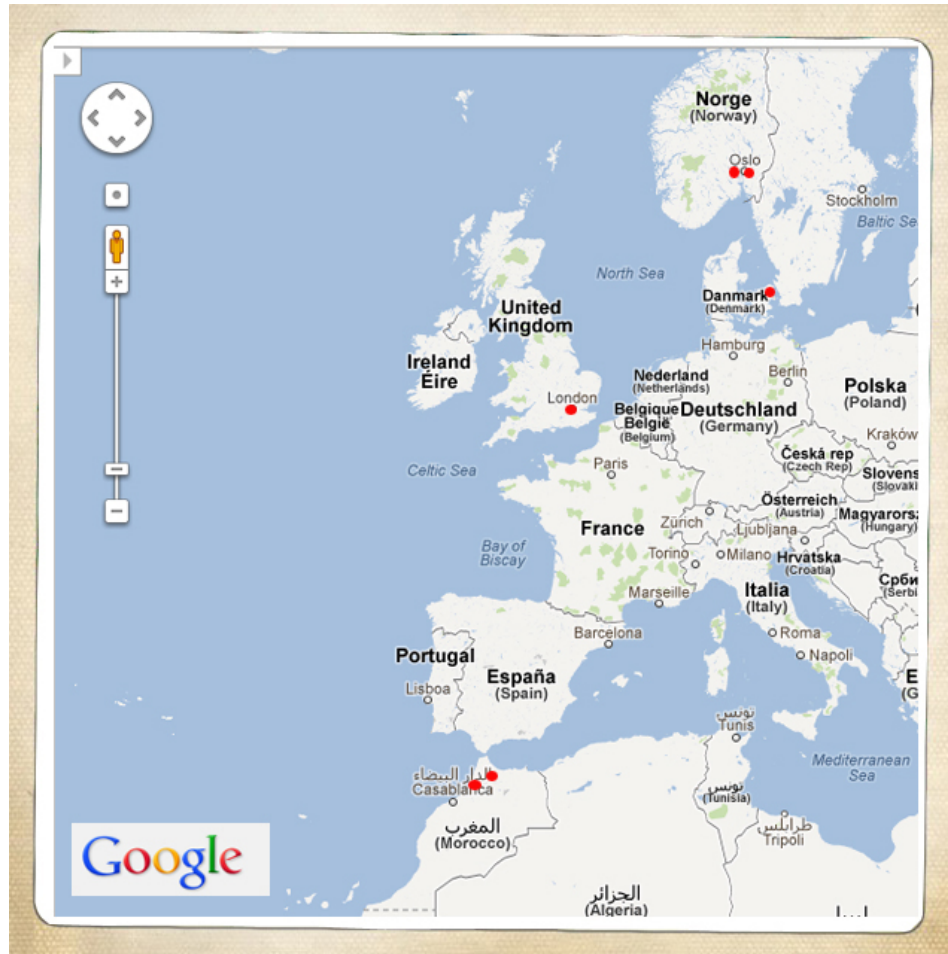
MIND THE GAP

- KNOWLEDGE WORK, CONTEXT AND SOCIAL ENTERPRISE PLATFORMS

PARTNERFORUM APRIL 2014
BY LENE PETTERSEN  @LeneJBP

MY STUDY

- 27 in-depth interviews in six entities in four countries (with Marika Lüders)
 - participatory observations UK and Denmark
- pilot study in Norway 2010
- field studies in Norway and Morocco in 2011 and repeated in 2012
 - key informant methodology



- social network analysis of off-line collaboration tendencies
- close analysis of participators E2.0 use, in particular the 'Following' and 'Group' functionality in the software
- analysis of E2.0 functionality, overall strategy, user patterns, engagement within E2.0, selected content (blog post, comments), statistics (traffic, page views, user profiles)
- self-perceived ICT-competence
- close analysis of participators social capital (numbers of connections) in SNS (Facebook, LinkedIn) and numbers of close colleagues at work

I WILL PRESENT SOME HIGHLIGHTS FROM TWO OF MY PHD-ARTICLES

Local Villages In A Globally Connected Online Structure - Moving Online With Offline Practices in the Backpack

Introduction

Working practices at play in organizations have changed dramatically over the past century (Ackroyd, Batt, & Thompson, 2006), and their boundaries have blurred, due to globalization (Ailon, 2007). This has been a time characterized by technologies becoming a social, and integrated part of our everyday lives (Khanna & Khanna, 2012; Wellman & ... of us are connected to the Internet by mobile devices ... platforms (SEP) are today ... of employees' knowledge ... (2008; McAfee, 2009). These platforms ... functionality, and introduced to organizations to capitalize on employees' ... provide opportunities for establishing social relationships or connections between employees, regardless of physical locations (Cook, 2008; McAfee, 2009). The information model of SEP is people-centric, where the individual is placed in the center as the stepping stone to the information or knowledge you are searching for. SEP is said to represent a new paradigm for organizations' strategic collaboration and knowledge management (Guerteen, 2012), and is having considerable impact (Tapscott, Williams, & Herman, 2007), being seen as a main value creator in the new social economy (Chui et al., 2012). These predictions are problematic in several manners. Firstly, they do not consider that the users' working practices are context-specific, and cannot be understood without reference to the social context in which they occur, as well as to the practices they relate to (Brannen, 1991; Bresnen, Goussevakaia, & Swan, 2004). Studies of different types of work-related interactions are called for (Fayard & Weeks, 2007), and we need to study how local and offline spaces interplay with employees interaction

At review

Working Practices and Social Enterprise Platforms: Colliding Worlds? Lene Pettersen March 2014

Introduction

It is today taken for granted that employees' knowledge and skills are valuable resources and represents a competitive advantage to organizations (Grant 1996, Penrose 2009, Hansen, Nohria, and Tierney 2005). A variety of initiatives for how to manage knowledge was set ... to the evolution of the knowledge society in the early 1980ties and to this ... in (Ackroyd, Batt, and Thompson 2006), knowledge ... technology-driven ... down manners by ... commodifying the tools and metrics of ... will gladly participate as donors and recipients" (p. 171). The first- ... with their heavy emphasis on IT solutions for knowledge-sharing, brought disappointing results (Murillo 2011, McAfee 2009, Ackroyd, Batt, and Thompson 2006). In parallel to the development from the first version of the web (often labelled web 1.0), that was characterized by a passive one-way sender-received model, to the second version (read-write web or web 2.0) characterized by two-way interaction, were KM tools adding increasingly more social layers to the technologies. These new social enterprise platforms are labeled social KM (Guerteen 2012), Enterprise 2.0 (McAfee 2010, Cook 2008) or enterprise social media (Leonardi, Huysman, and Steinfield 2013). Characteristic for these social enterprise platforms are their inspiration from the social media landscape and the viral effect these applications have shown to have (e.g. Facebook, Twitter, LinkedIn, YouTube, Wikipedia etc.), and are today introduced to organizations as a replacement of traditional intranets. The social enterprise platforms have filled practitioners and scholars with new enthusiasm and predictions

In progress

SAMHANDLING ← = collaboration



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Søk

Samhandling

Fra Wikipedia, den frie encyklopedi

Samhandling er et begrep som benyttes om **koordinering** og gjennomføring av aktiviteter i en **prosess** der ingen enkelt person eller institusjon har et totalansvar for prosessen, f eks å lande et fly. Prosessen må derfor finne sted i forhandlinger mellom **aktørene**.^[1]

Innhold [skjul]

- [Opprinnelse og betydning](#)
- [Samhandling kan omfatte](#)
- [Generelt](#)
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Opprinnelse og betydning [rediger | rediger kilde]

Ordet "samhandling" er et norsk begrep, og kommer opprinnelig fra dataverdenen. Betydningen var da "sømløs" samhandling i **grensesnittet** mellom maskin og menneske. Etter hvert har ordet også fått betydning som en handling, samspill, eller vekselvirkning også i grensesnitt mellom personer, organisasjoner, grupper, avdelinger, osv.

Samhandling skjer mellom og på tvers av ulike nivåer, organisasjoner, spesialiteter og profesjoner.

Samhandling kan omfatte [rediger | rediger kilde]

- Kommunikasjon, både menneskelig og elektronisk
- Samarbeid
- Felles prosesser
- Erfaringsutveksling
- Arbeide sammen mot felles mål
- Informasjonsutveksling
- Dele kunnskaper
- Det å ha/få en felles oppfatning av et meningsinnhold
- Felles tiltak for å oppnå samme mål

ENTERPRISE 2.0

“...the use of emergent social software platforms by organizations in pursuit of their goals (...) Enterprise 2.0, then, is about how organizations use the newly available ESSP’s [emergent social software platforms] to do their work better”.

McAfee, Andrew. 2009. *Enterprise 2.0: New collaborative tools for your organization's toughest challenges*: Harvard Business Press.

THE SOCIAL ECONOMY

McKinsey Global Institute



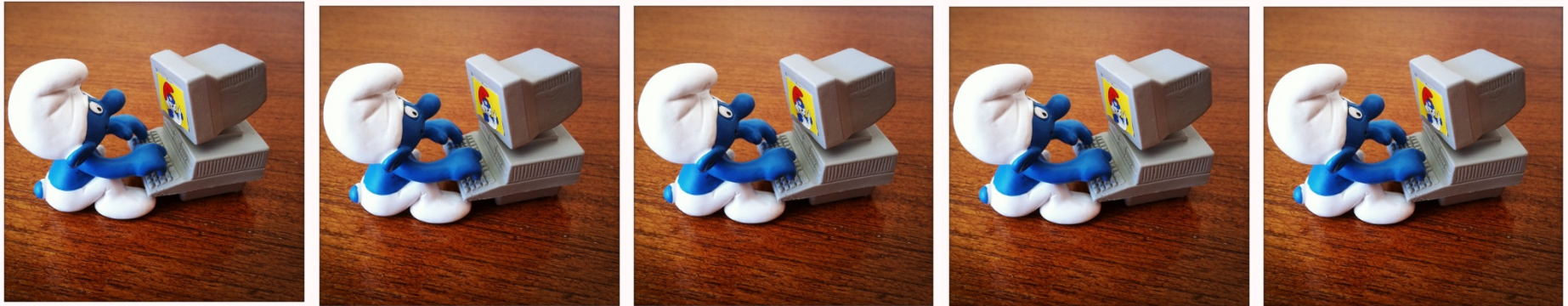
July 2012

The social economy:
Unlocking value and
productivity through
social technologies

“Overall, we estimate that between \$900billion and \$1.3trillion in value can be unlocked through the use of social technologies in the sectors we examined. Two-thirds of the value creation opportunity afforded by social technologies lies in improving communications and collaboration within and across enterprises” (Chui et al. 2012, iii).

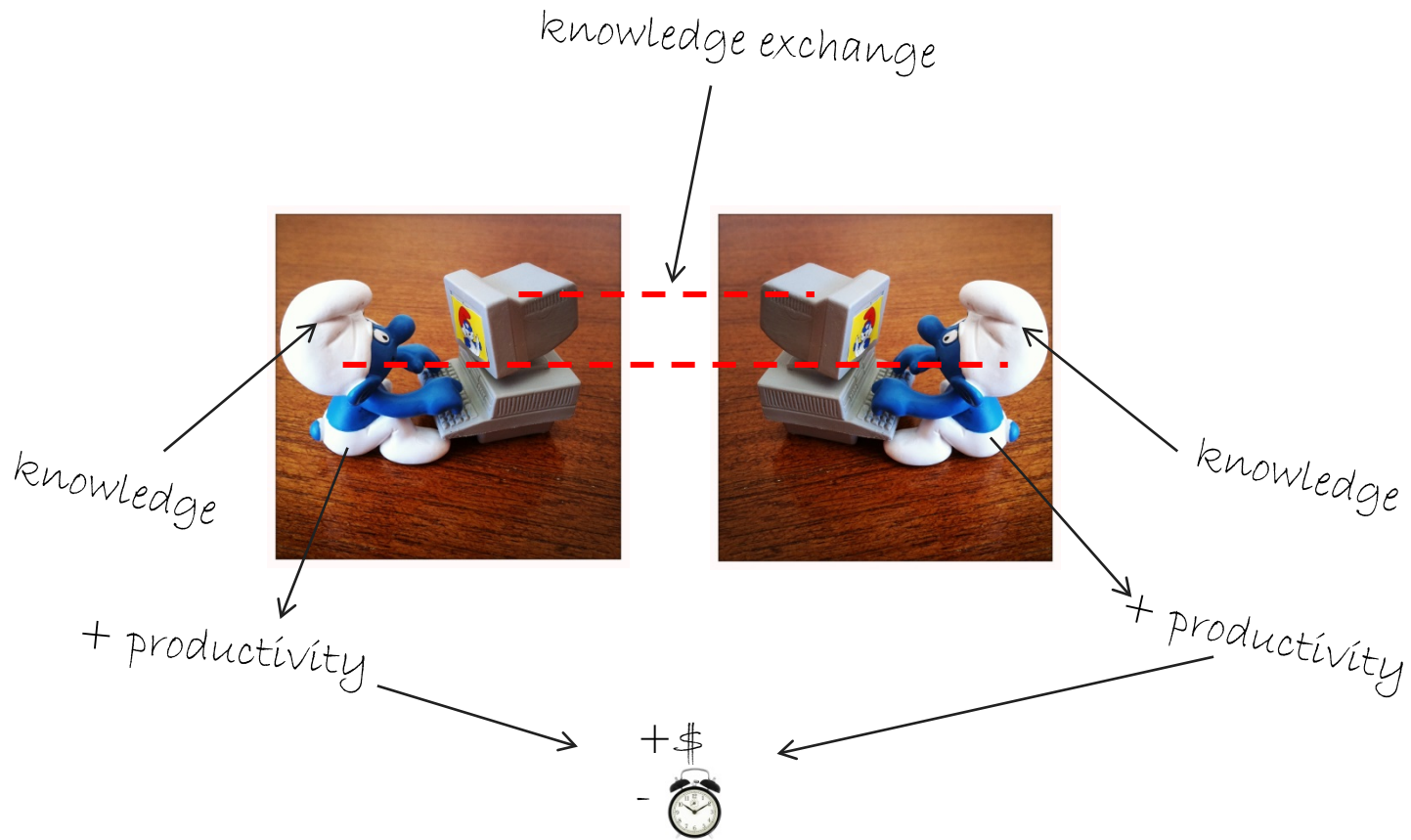
THE HYPE

[FILL IN HERE] connects employees, customers and partners to increase productivity within companies. [FILL IN HERE] transforms the way work gets done and improves productivity, creativity and innovation for millions of people.



← Employees

THE LOGIC



THE main PREMISE

1. KNOWLEDGE CAN
BE EXTRACTED AND
SHARED VIA



TECHNOLOGY

KM TRADITION

2. CONNECTING
KNOWLEDGEABLE
INDIVIDUALS VIA



TECHNOLOGY

ENTERPRISE 2.0

3. THUS, THE GOAL IS:
ADOPTION OF



TECHNOLOGY

SCHOLARS FROM
VARIOUS FIELDS

CAOS

(EXACTLY WHAT WILL SOCIAL ENTERPRISE PLATFORMS DO/FACILITATE/ENABLE?)

Keep updated?

Reuse others insights?

Knowledge sharing?

Information finding?

Spark new ideas (innovation)?

Management = role models?

Information container?

Write blog posts?

Create trustful work places?

Empowerment?

A place to work?

Connect with others?

Social or professional content?

What to do (in the platform)?

Strengthen company identity?

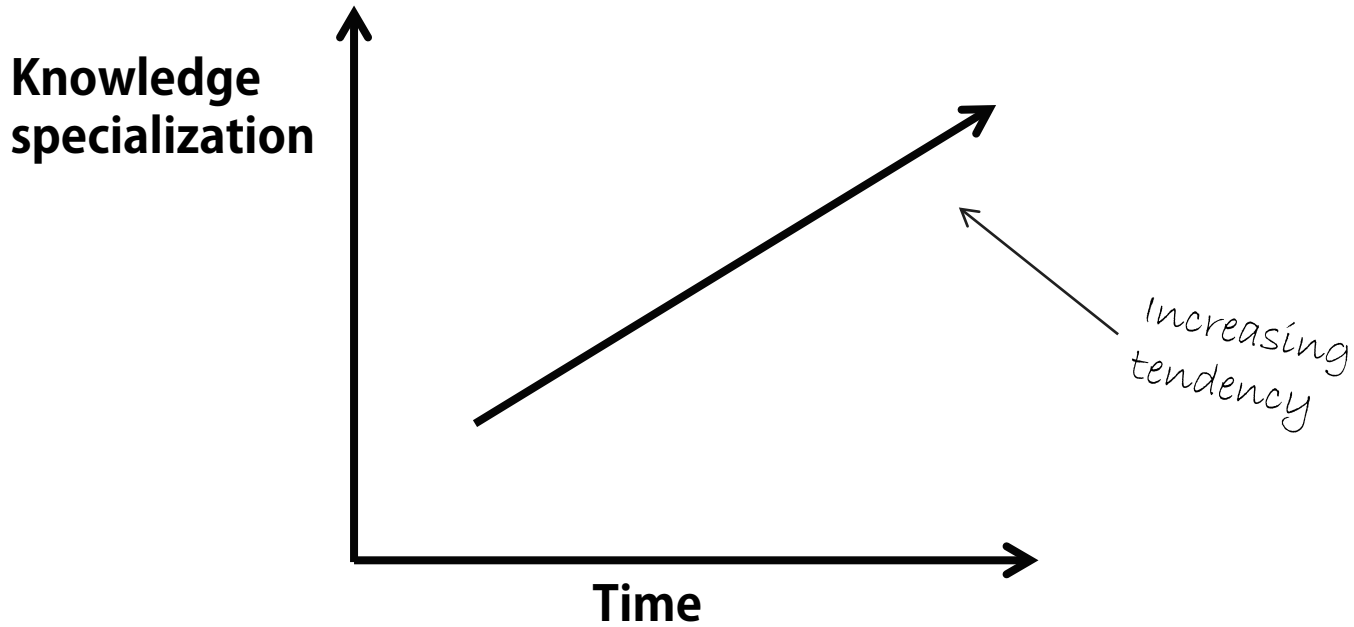
Conversations?

Minimize organizational hierarchies?

SOME BACKGROUND FACTS:

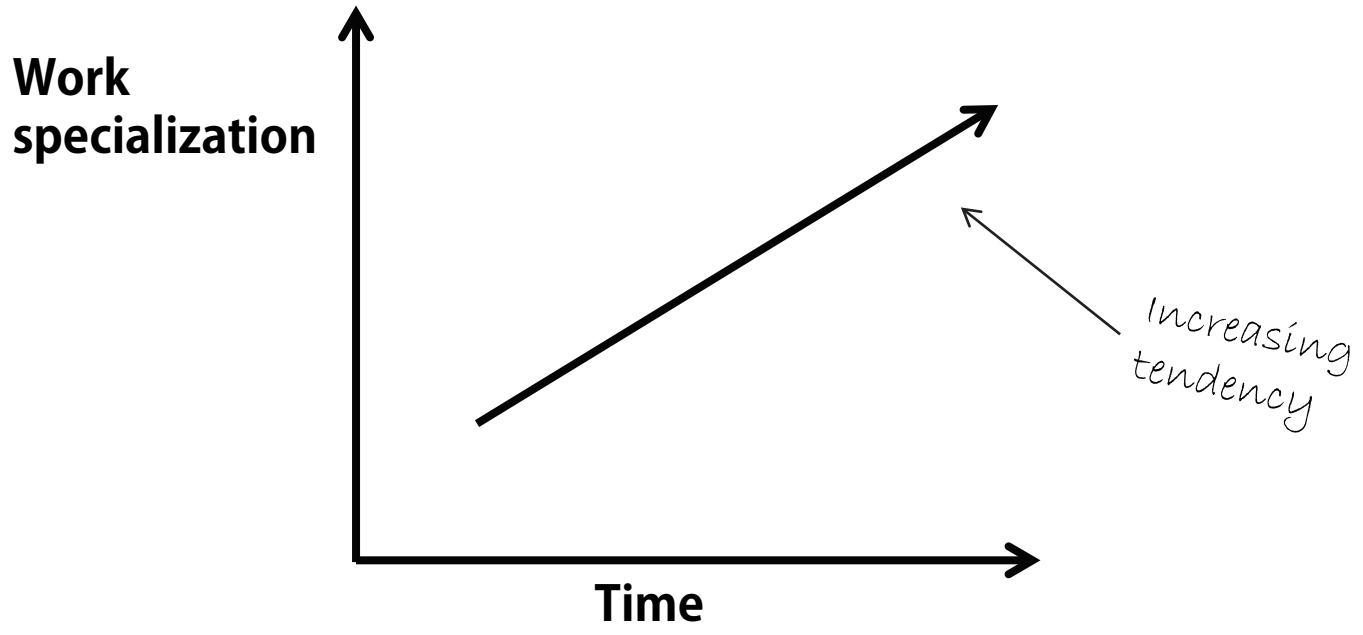
KNOWLEDGE

SOCIETY



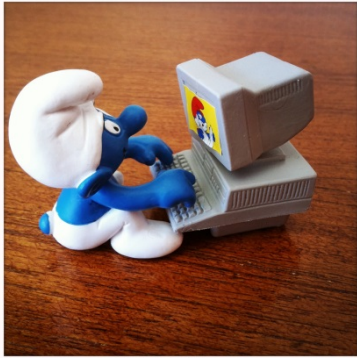
SOME MORE BACKGROUND FACTS:

KNOWLEDGE WORK



= self-managed employees who need to use 'their discretion and expertise to make adjustments to respond to changing situations' (Kuvaas, 2006:367).

KNOWLEDGE WORKERS



Knowledge professionals have different information needs during their working day. And thus needs different platforms.

Davenport, Thomas H. 2011. "Rethinking knowledge work: A strategic approach." *McKinsey Quarterly* 1 (11).

Kuvaas, B. (2006). Work performance, affective commitment, and work motivation: The roles of pay administration and pay level. *Journal of Organizational Behavior* no. 27 (3):365-385.

OKEY, SO

KNOWLEDGE WORKERS

ARE SPECIALIZED. BUT THAT IS ONLY ONE SIDE OF THE 2.0-DICE

LENE IS READING A SEQUENCE
FROM HER DATA

ANOTHER, WHICH IS MY THEORETHICAL TAKE, IS

FOCUS ON

KNOWING CONTEXT PRACTICE



Engaging with our surroundings and others in the context of living activities'. Actions, reactions and interactions are the background in relation to which all of what we do makes sense (Heidegger, Wittgenstein, Foucault, Bourdieu, Nicolini).

The working place, social structure

'shared routines of behavior, including traditions, norms and procedures for working, thinking, acting and using things'

Whittington, R. 2006. Completing the practice turn in strategy research. *Organization Studies* no. 27 (5):613-634.

HOW WOULD YOU DESCRIBE YOUR KNOWLEDGE OF CATCHING THIS BALL?



HOW WOULD IT BE TO WORK WITH OTHERS THAT HAVE DIFFERENT PRACTICES THAN YOURSELF?



Picture from: Eriksen, Thomas Hylland. (2001). *Small places, large issues*. London, UK.: Pluto.

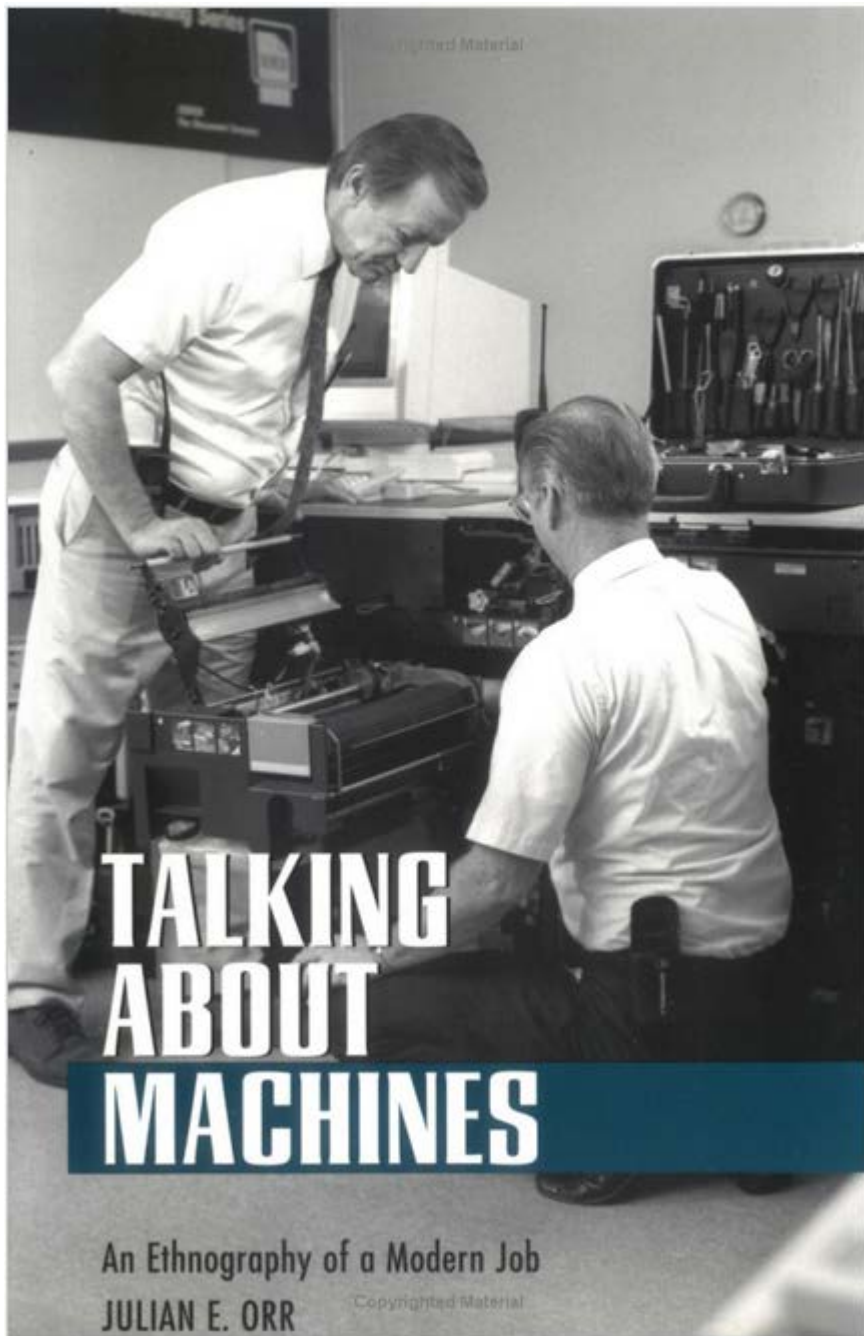


SOCIAL ENTERPRISE PLATFORMS

MIND THE GAP

WORK, WORKERS, CONTEXT & PRACTICES

The gap



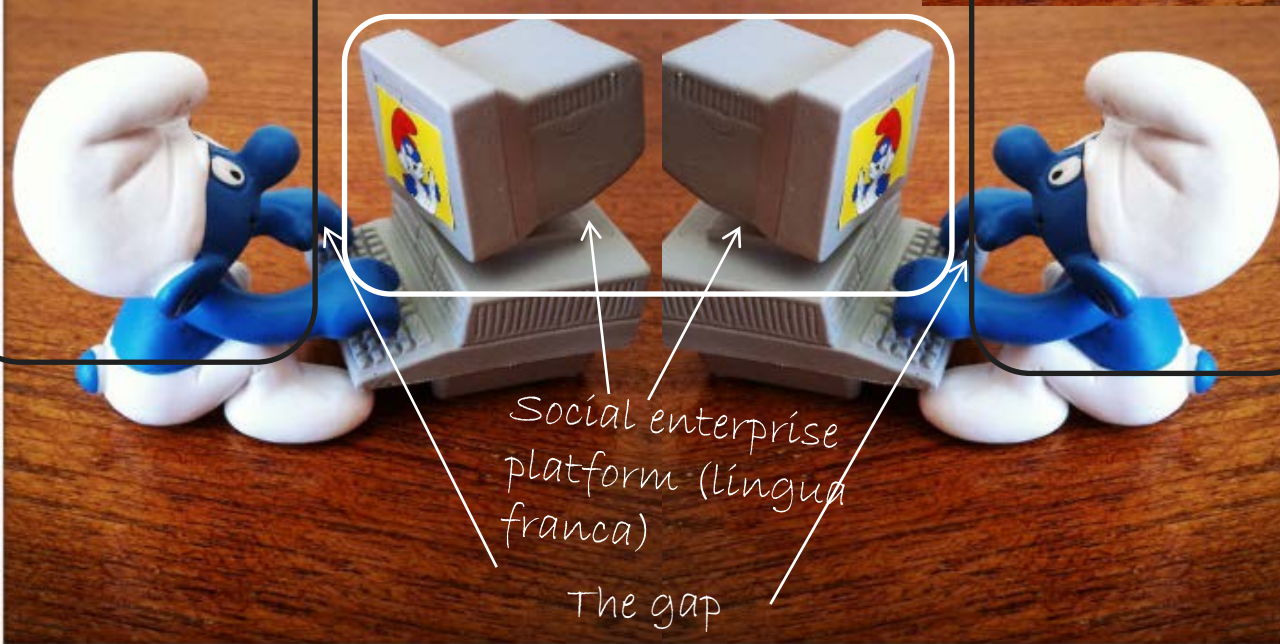
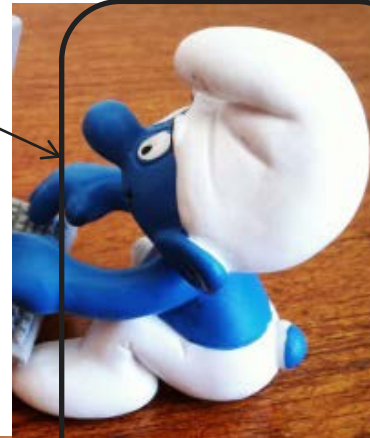
«The upshot is that millions of people go to work each day to do things that almost no one but themselves understands but which large numbers of people believe they know enough about to set policy, offer advise, or redesign. Work has become invisible»
Barley, in the foreword in Orr, 1996.



Technology for work purposes are representations of work and should be designed in ways that represent the users' working processes

Suchman, Lucy. 1995. Making work visible. *"Communications of the ACM 38 (9):56-ff.*

**EVERYWORKINGDAY
MEANING
CONTEXT
PRACTICES**



Difficult to upload and share

Social enterprise platform (lingua franca)

The gap

SUMMARIZED

SAME SAME, BUT DIFFERENT

The collaborative model in the social media landscape differs from the work place. Work structures and communication processes differ between employees in corporate settings and peers in web communities

Schneckenberg, Dirk. 2009. "Web 2.0 and the empowerment of the knowledge worker." *Journal of Knowledge management* 13 (6):509-520.

By pushing more of the same does not mean that more of the same effects will happen. For example, when Norwegians had only one television channel it had a uniting function for the Norwegian people, but with the introduction of multi-channels the opposite happened; it separated Norwegians.

Eriksen, Thomas Hylland. 2001. *Tyranny of the moment: Fast and slow time in the information age*: Pluto Press.

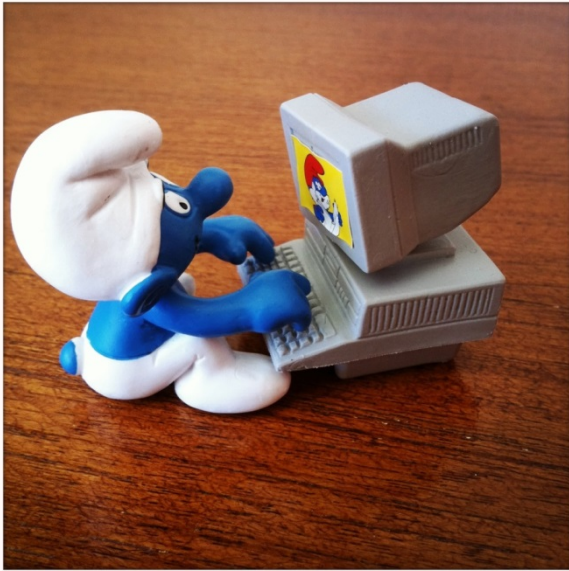
**TENDENCIES AT
PLAY IN SOCIAL
MEDIA**



ORGANIZATIONS



EMPLOYEES NEED DIFFERENT INFORMATION AND TOOLS - AND OFFLINE PLAY KEY ROLES FOR ONLINE INTERACTIONS, THIS IS NOT "WRONG USE" , BUT IT IS NOT THE WAY MCKINSEY ET AL PICTURES IT (HIGHLY CONNECTED, KNOWLEDGE "FLOW")



← Employees





twitter



Oscar Berg @oscarberg · Mar 3

Sometimes it seems the purpose of social tools is adoption, not working smarter together. #e20 #esn #sodbiz

Expand

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Lene Pettersen @LeneJBP · Mar 13

@oscarberg Not sometimes, mostly. Writing about this right now actually. There's a gap between IT and Org scholars that needs to be united

 [Hide conversation](#)

 Reply  Delete  Favorite  More

RETWEET

1



7:32 PM - 13 Mar 2014 · Details

Forskning

Aktuelt innen forskning

Aktuelle forskningssaker

- 2012
- 2013
- 2014

Digitalisering hindrer fleksibilitet

Mange av NAVs datasystemer styrer de ansattes hverdag på svært rigide måter. Stikk i strid med NAVs mål om muligheten for å utøve skjønn i enkeltsaker.

I et halvt år var [Maria Røhnebæk](#), doktorgradsstipendiat ved Senter for for teknologi, innovasjon og kultur (TIK), flue på veggen på et NAV-kontor. Hun deltok på alle interne møter og kurs, «skygget» og intervjuet flere ansatte og fikk selv prøve ut de ulike datasystemene som var i bruk på kontoret. Målet: Å finne ut hvordan arbeidsdagen til veiledere i NAV formes av etatens informasjons- og datasystemer.

- Utgangspunktet for at jeg ønsket å se på dette, er at vi i dag ser to parallelle utviklingstrekk i NAV. For det første er det et klart uttrykt mål at tjenestene skal bli mer brukerrettet, altså at de i større grad skal tilpasses den enkeltes behov og at man skal utøve mer fleksibilitet i behandlingen av saker. Samtidig skjer det en økt digitalisering. Og det medfører som regel økt standardisering, sier Røhnebæk.



Maria Røhnebæk (Foto: Privat)

Maria

[Røhnebæk](#) har gjennomført doktorgradsarbeidet som stipendiat ved Høgskolen i Lillehammer og kandidat ved TIK. Hun arbeider nå ved Østlandsforskning.

Maria [disputerer for graden ph.d. 4. april 2014](#)

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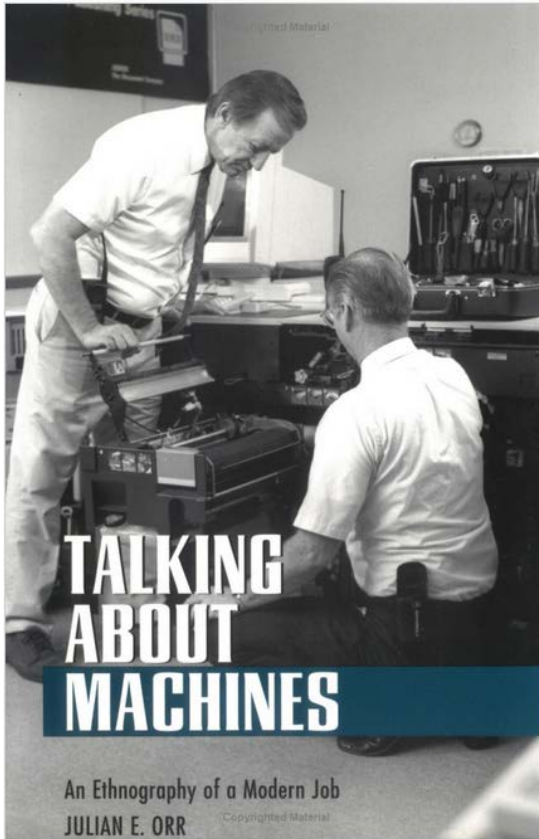
[Mastergrad TIK](#)

Kontakt oss

Pressekontakt: [Tina Næss](#)

er denne spenningen til syne i de NAV-ansattes arbeidshverdag?

= Digitalization prevents flexibility.
Maria Røhnebæk's doctoral thesis (to be defended April 4th 2014)



→ Work is seen from the corporation's perspective in terms of the task alone and not in the way in which the process of doing the task is structured by the constantly changing conditions of work and the world

Brown, John Seely, and Paul Duguid. 1991. "Organizational learning and communities-of-practice: Toward a unified view of working, learning, and innovation." *Organization science* 2 (1):40-57.



ENTERPRISE 2.0

[tak] [tack] [thanks] [merci] [shokram] [salamat] [gracias] [kiitos] [ευχαριστίες] [teşekkürler] [takk]
[grazie] [gràcies] [dank] [shukrani] [nhò] [köszönöm] [buíochas] [dankie] [terima kasih] [ขอบคุณ]

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