



Slides 5
Engaged research with companies

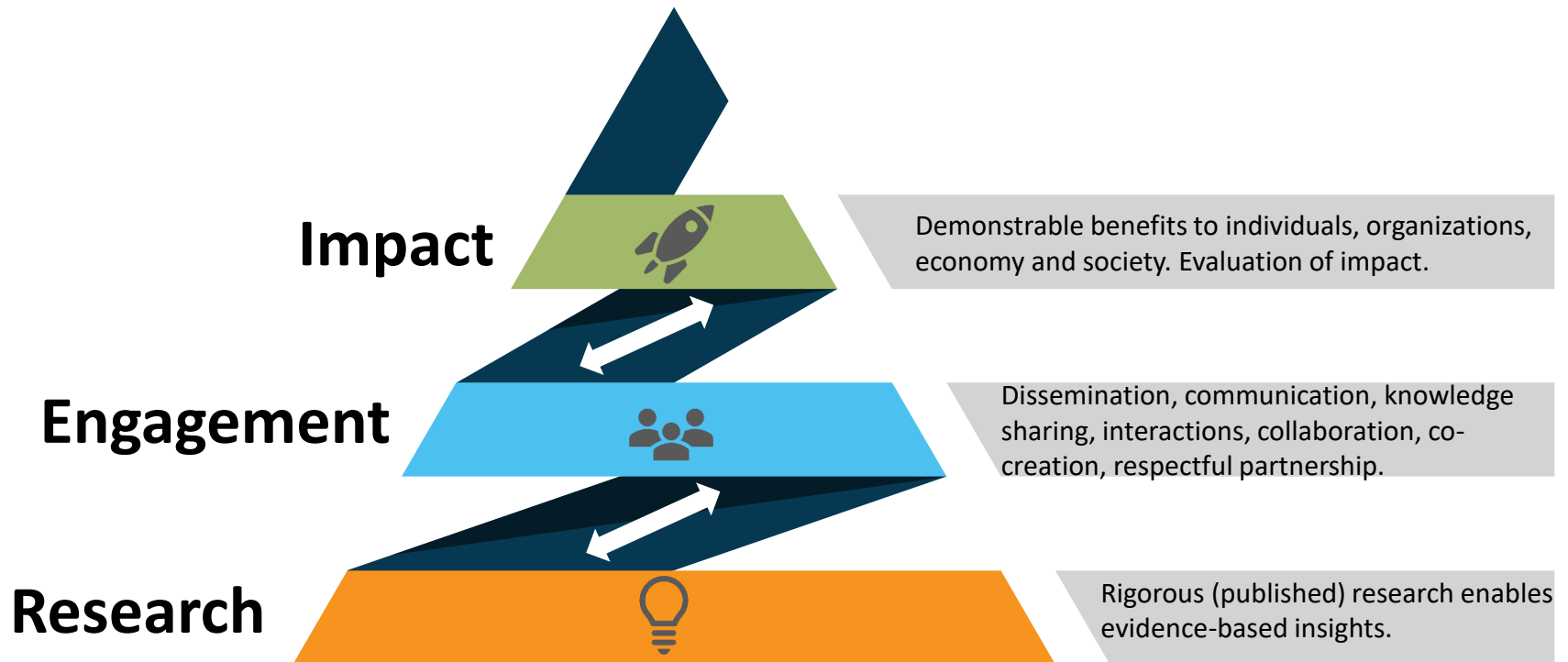
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The role of engagement in an impact pathway



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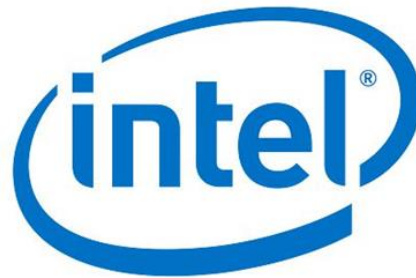


$$I = f(R_{output}, E_{quality}) = R_{output} \times E_{quality} \quad R_{output} > 0 \text{ and } E_{quality} > 0$$

Some names



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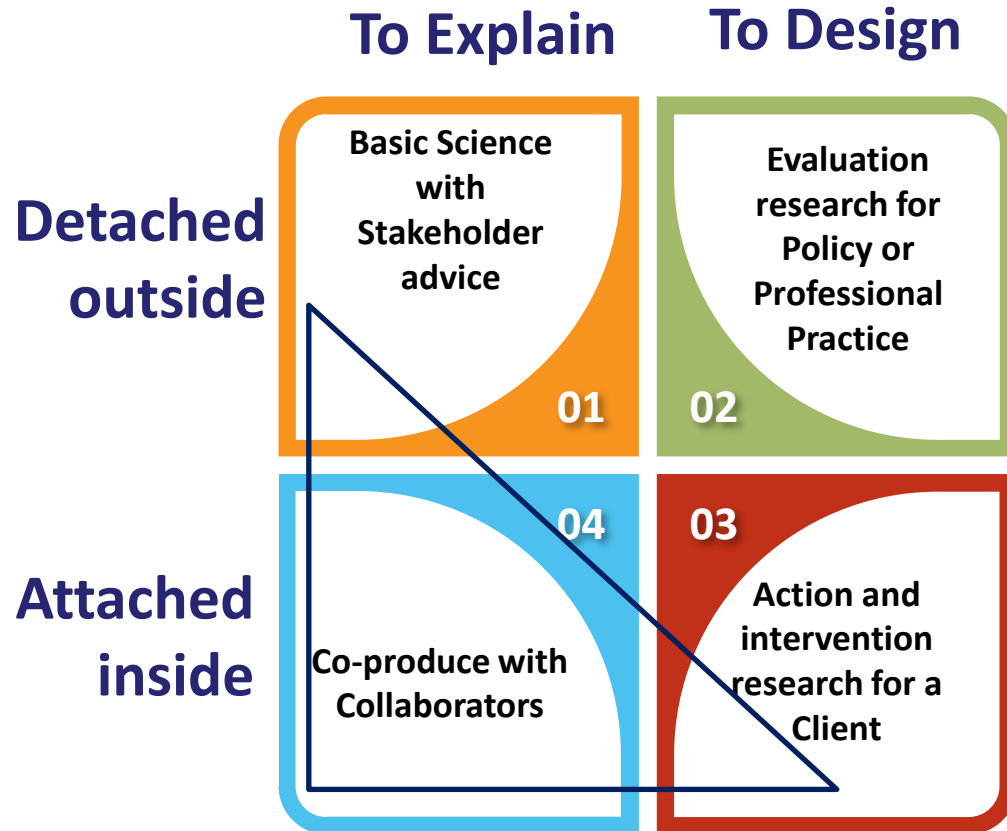
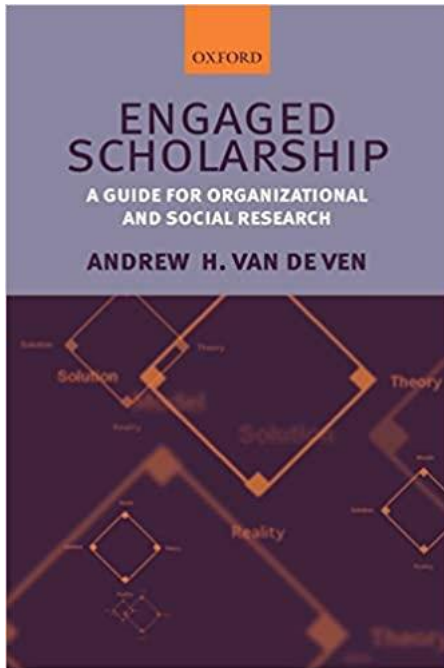


KONICA MINOLTA

Forms of Engaged Scholarship



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Three roles for a researcher in corporate engagement



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Trusted advisor

- Strong personal accord between an academic and practitioner.
- Exchange of ideas based on trust, curiosity and reflexivity.

Consultant

- Highly professional interaction between a client and a service provider.
- Solution for an identified problem in exchange for fees.

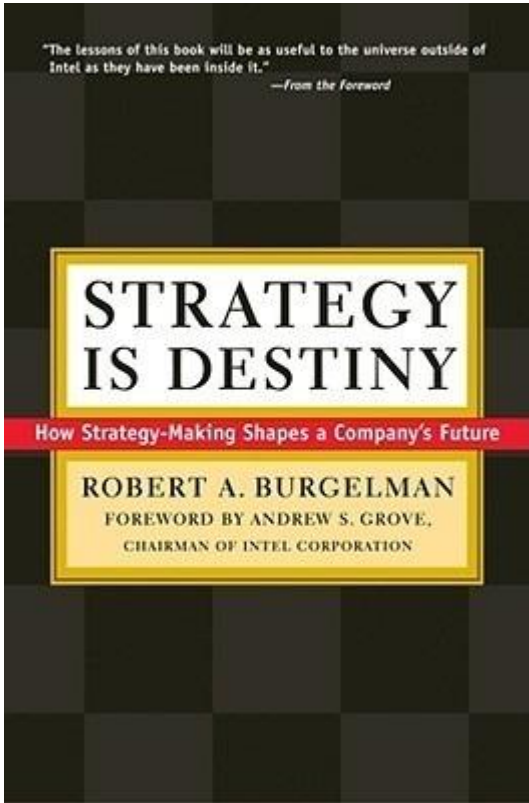
Partner

- Co-production of new knowledge with mutual benefits beyond economic transaction.
- Collaboratively negotiating a problem and creating actionable knowledge.

An example of trusted advisor model



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Strategic Management Journal
Strat. Mgmt. J., 28: 965-979 (2007)
 Published online 14 June 2007 in Wiley InterScience (www.interscience.wiley.com) DOI: 10.1002/smj.625
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LET CHAOS REIGN, THEN REIN IN CHAOS – REPEATEDLY: MANAGING STRATEGIC DYNAMICS FOR CORPORATE LONGEVITY
 ROBERT A. BURGELMAN* and ANDREW S. GROVE
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Combining longitudinal field research and executive experience, we propose that corporate longevity depends on matching cycles of autonomous and induced strategy processes to different forms of strategic dynamics, and that the role of alert strategic leadership is to appropriately balance the induced and autonomous processes throughout these cycles. We also propose that such strategic leadership is the means through which leadership style exerts its influence on corporate longevity. Our findings can be related to organizational research on structural inertia, learning and adaptation, as well as to formal theories of complex adaptive systems. They also contribute to resolving the seeming contradiction between a study of corporations that attributes exceptional long-term success to leadership style, and the more common proposition that strategy is the determinant of long-term performance. Copyright © 2007 John Wiley & Sons, Ltd.

INTRODUCTION

It is generally acknowledged that relatively few companies survive as independent entities for very long periods of time. For instance, of the top 100 U.S.-based industrial companies listed in *Fortune* magazine in 1965, only 19 remain in the top 100 in 2005, 15 fell out of the top 100, and 66 were acquired or disbanded.¹ We think that an important reason for this lack of institutional longevity is that most of the time companies operate in a stable

industry structure and develop a strategy-making process geared toward coping with linear strategic dynamics, which are relatively easy to understand and predict (e.g., Porter, 1980); but at some times in their evolution they face *nonlinear* strategic dynamics that overwhelm their capacity for strategy-making. Nonlinearity is described as the property that the magnitude of an effect or output is not linearly related to that of the cause or input' (*Oxford English Dictionary, Supplement*).² Such nonlinear transformations of inputs into outputs are governed by positive feedback loops in the interactions of the components of complex social systems (Arthur, 1989), and their outcomes are difficult to understand and predict.

Nonlinear strategic dynamics come about as industry participants—sometimes incumbents, but probably more frequently new entrants—change the 'rules of the game': normative rules based

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¹These 19 survivors of the top 100 of 1965 are: General Motors, Exxon Mobile, Ford Motors, General Electric, IBM, Chevron Texaco, Boeing, Procter & Gamble, Lockheed Martin, Conoco Phillips, United Technologies, Dow Chemical, Caterpillar, DuPont, International Paper, Honeywell International, Alcoa, Coca Cola, and Weyerhaeuser.
²*Oxford English Dictionary* (compact edn) (1971), xv, 'non-linearity.'

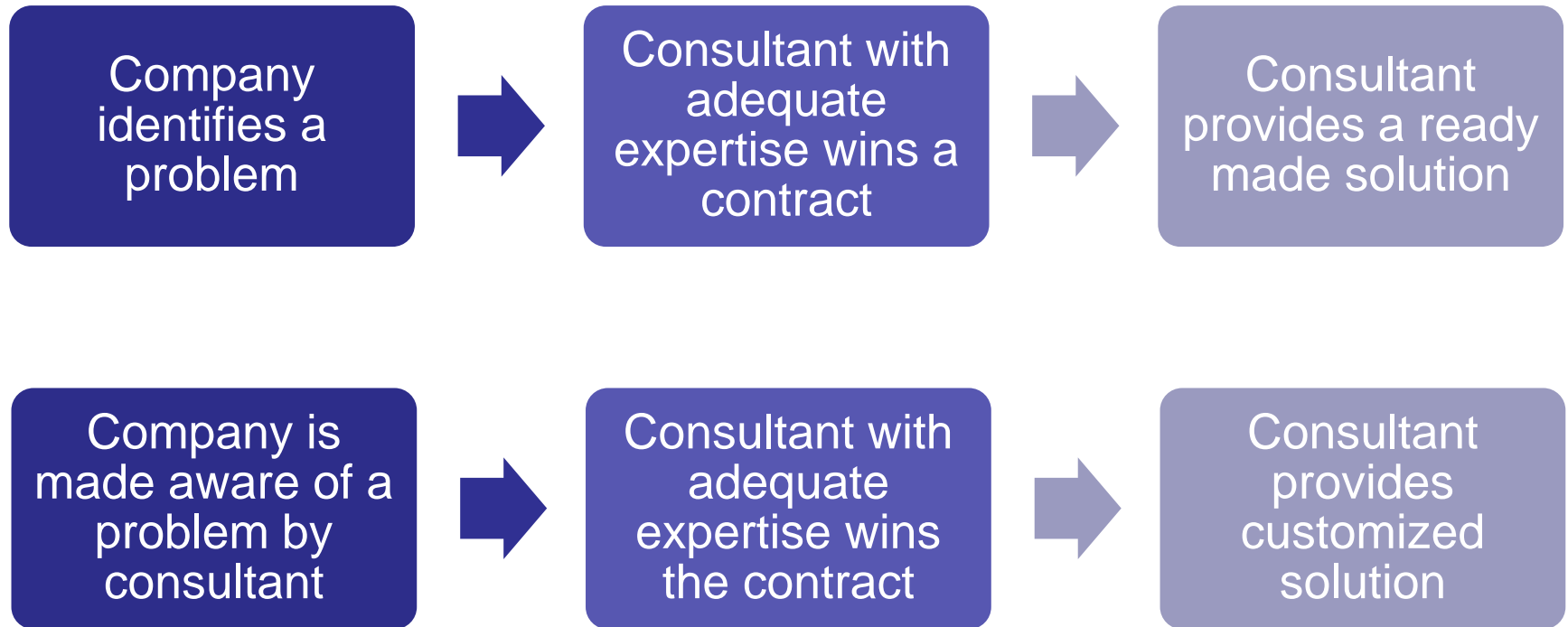
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Consultancy model



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Challenges



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Trusted advisor

- Idiosyncrasy.
- Luck.

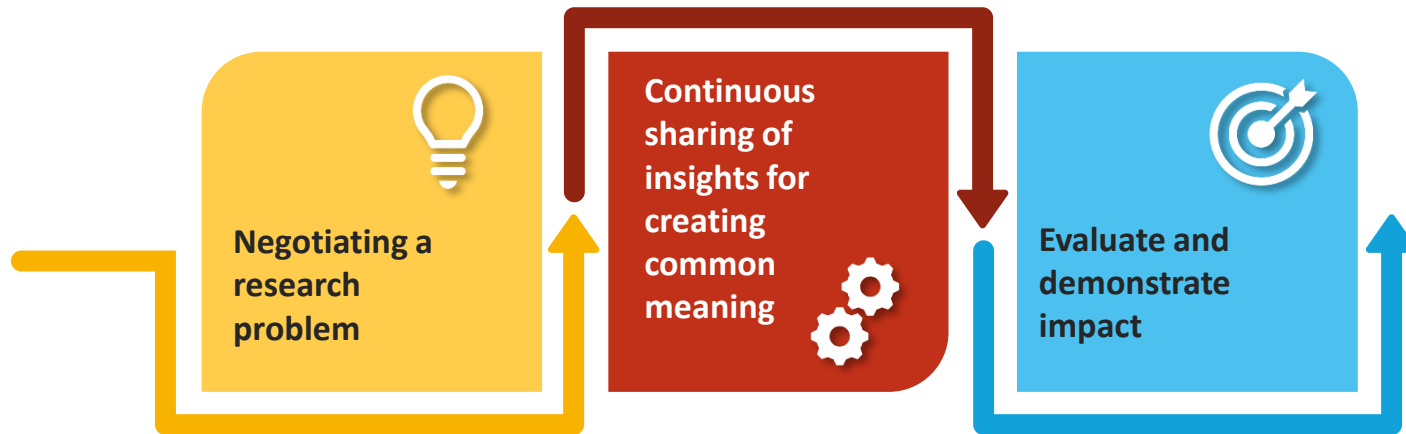
Consultant

- Organizational capabilities.
- Institutional support.

Partnership and collaboration model



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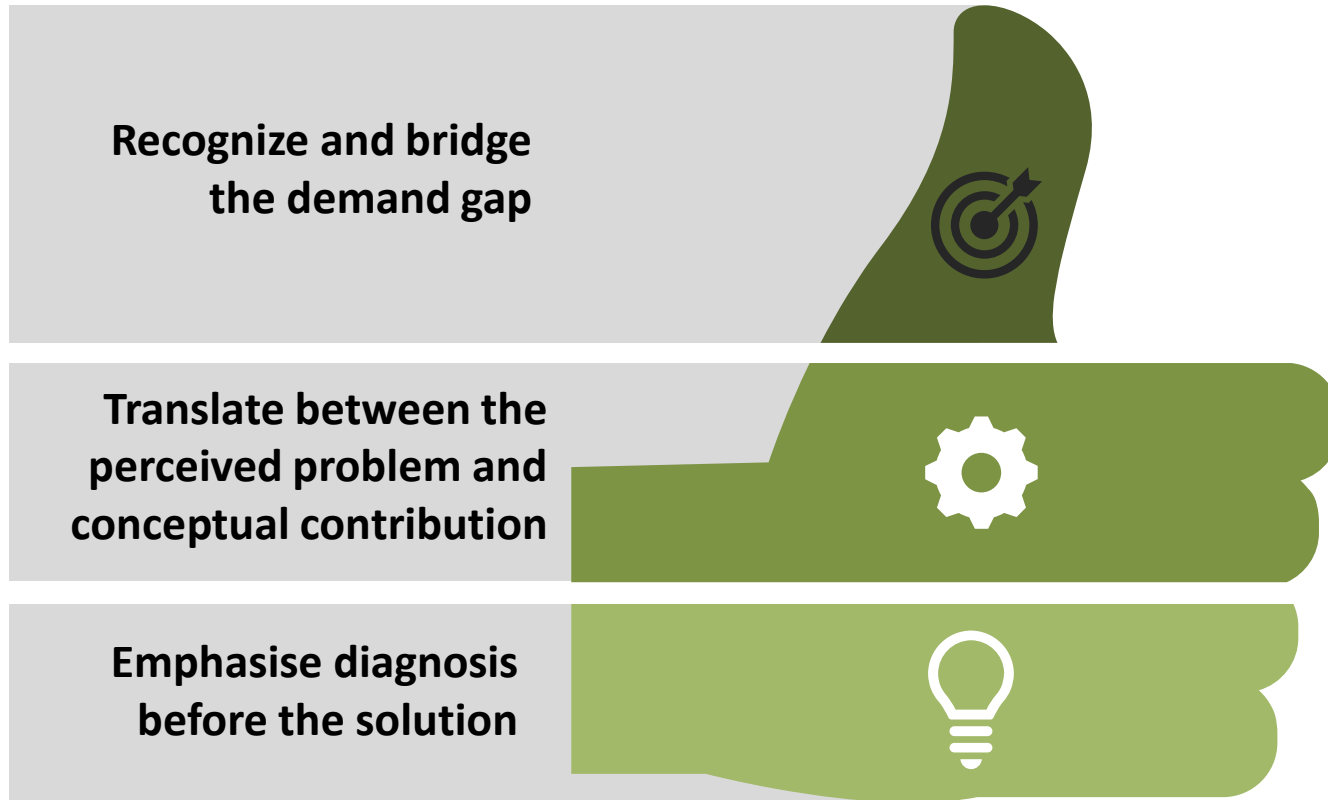
External funding enable:

- Impact work start with negotiation of a problem.
- diagnosing and shaping the problem;
- framing collaboration as research project (production of novelty);
- evaluate and confirm the impact.

Negotiating research challenge



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Continuous knowledge sharing



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**Build holistic insights
and embrace complexity
(integrate your insights
with other research)**



**Produce artefacts as
boundary objects for
communication**



**Develop interactional
expertise for boundary
work**



Evaluate and demonstrate impact



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