

Summer 2011 Newsletter

Welcome to the first newsletter from the Innovation, Knowledge and Organizational Networks Research Centre at Warwick Business School.

IKON carries out research projects in the fields of innovation, organization studies and information systems. We apply social and organizational theory to empirical studies of the development and transformation of knowledge, networks and practices in innovation settings.

Our focus is on understanding the practices and processes entailed in innovation and the ways in which these are influenced by specific organizational and institutional contexts.

IKON research is team-based and we collaborate closely with private and public organizations through our research portfolio and our Knowledge & Innovation Network (KIN—see page 6).

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IKON Research

IKON is one of the most active research centres at Warwick Business School. Currently, the following large research projects are under way:

EVIDENCE IN MANAGEMENT

DECISIONS (EMD)

One of the most ambitious research projects of IKON, the EMD project has been carried out in collaboration with Warwick Medical School. Led by Jacky Swan and Aileen Clarke from the Medical School, the EMD project aims to shed light on how, why and when healthcare managers in the NHS use evidence in the making of commissioning decisions. Empirical research has recently been completed and some of its interesting findings were discussed and debated at a national workshop on 13 July 2011 at Warwick Business School. While still at a 'data analysis' stage, the project has already demonstrated its impact on practice through two publications in healthcare practitioner journals (see impact on practice, page 6).

ORGANIZATIONAL PRACTICES OF KNOWLEDGE MOBILIZATION AT TOP MANAGER LEVEL IN THE NHS

The KMobilis project is a two-year NIHR SDO-funded study centered on understanding everyday information and knowledge practices of a small sample of six to eight chief executives of NHS trusts. We wish to explore the key topics of knowledge mobilization and managerial work through close observation of everyday activity as a means of knowing more about these often-discussed, but seldom in-depth explored matters. Commencing in March 2011, the study is currently in the last stages of local ethical clearance, with fieldwork set to begin in the first two sites in June/July 2011. We have also successfully presented the study at a number of events thus far, such as the SDO meeting in Southampton in March 2011, and the SDO Network's CEO Forum in London in May 2011. The coming months will be focused on fieldwork and access activities and a prominent one-day international symposium on 'Managerial Work' later on in the autumn.



NETWORKED INNOVATION IN THE HEALTH SECTOR

Comparative Evaluation of the Role of Collaborations for Leadership in Applied Health Research and Care (CLAHRC)

This project is led by Harry Scarbrough and involves a transatlantic study team based across Warwick Business School & Warwick Medical School in the UK, and Bentley University in Boston, USA. In this study, we aim to identify how a group of major translational research initiatives funded by the NIHR in the UK – termed CLAHRCs - are able to support innovation in the health sector, by developing local collaborative organisational arrangements designed to facilitate the translation of research evidence into healthcare practices. In addition to collecting data from three CLAHRCs in the UK, we are also comparing these with the activities of equivalent bodies in Canada and the USA. The aim is to highlight how initiatives designed to bridge the gap between research and practice, are developing capabilities that are able to better support innovation, which can be identified through the formation of new collaborative partnership arrangements that bridge professional and organisational boundaries, and the development of new types of practices to facilitate knowledge translation. This 3-year study is funded by the NIHR Service Delivery Organisation (SDO) and commenced in January 2010. A multi-method approach is being used to collect data, including qualitative interviews, social network analysis and cognitive mapping exercises. The study is being conducted in two phases of work, to highlight the development of CLAHRCs over time, and we are currently in the process of analysing the data from the first phase.

VALUING INNOVATION: DEVELOPING BUSINESS MODELS FOR 'SERIOUS' COMPUTER GAMES

Joe, Harry and Nikiforos recently completed this ESRC-funded project. This exploratory project investigated the challenges to the development of innovations, in this case 'serious games', whose market potential and user end value are highly uncertain and contestable because their benefits can be novel and often difficult to quantify in narrow financial terms. The study focused in particular on how, through the interactions between the developers and actual or potential clients of serious games, the value of 'serious games' as an innovation was constructed and the role in this processes of business models as devices for reconciling market opportunities and the design, production, sales, and delivery of an innovation. The research paid particular attention empirically to the challenges that arise in relation to devising business models for 'serious games' and how the developers of these games sought to overcome these challenges.



Professor Joe Nandhakumar
Professor of Information Systems, Head of ISM Group

Doctoral Research in IKON

Bart Johnson is currently a doctoral researcher with IKON. Funded by IKON and a WBS Doctoral Research Scholarship, Bart is presently conducting research on the work practices of Chief Executive Officers (CEOs) in the Canadian healthcare sector. Working with Davide Nicolini and Jacky Swan, Bart's research uses an array of ethnographic research techniques to examine, in-depth, how communication technologies affect managerial work at the highest level. Bart's research runs in parallel, and in addition to KMobilis (see page 2). Conducting his fieldwork in Fall 2011/Spring 2012, Bart will be a visiting PhD student at the University of Alberta School of Business (Edmonton, AB, Canada).

Monique Ziebro is currently a doctoral researcher with IKON. Funded by IKON and a Warwick Postgraduate Research Scholarship, Monique is currently working on her doctoral thesis, which is guided by Jacky Swan and Harry Scarbrough. Her thesis examines cross-functional information exchanges in virtual communities of practice, using elements of social network analysis to explore the relationship between network range and evaluations of expertise. The dissemination of cross-functional information is further explored with the use of content analysis to assess the potential discrepancies that exist in the invitation to dialogue. Monique is currently on the job market and anticipates completing her doctoral thesis in the Fall/Winter of 2011.

Out and About

January 2011

Nikiforos, Joe and Harry presented the findings from the ESRC project, *Valuing innovation: Developing business models for 'serious' computer games*, to a range of leading academic researchers with a focus on innovation at the **Innovation Research Initiative - Distributed Projects Meeting** on the 18 January 2011, Nesta, London.

April 2011

Sarah, Daniela and Emmanouil attended the **Knowledge Exchange in Public Health Conference** on 11 & 12 April which was held in Durham. Sarah Evans presented a working paper, which focused on how innovation in the health sector requires different types of networks in order to bridge professional, disciplinary, organisational and geographical boundaries that are present. Emmanouil presented preliminary findings on the role evidence may play in the complex process of healthcare commissioning.

June 2011

Sue Newell's paper (co-authored with Kandathil and Wagner) presented at **ECIS 2011** in June received best conference paper award!

Jacky, Maxine, Nikiforos, Jeanne and Emmanouil attended the **Third International Symposium on Process Organization Studies** on 16-18 June 2011 in Corfu, Greece. Davide was already there as one of the four convenors of the symposium. The others were: Paul Carlile, Ann Langley and Haridimos Tsoukas.

Daniela attended the **ARS '11 Third International Workshop on Social Network Analysis, Collaboration Networks and Knowledge Diffusion: Theory, Data and Methods** in Naples from 23-25 June.

Harry was invited to speak at the one-day **AIM Research 'Innovation and Improvement in Healthcare'** workshop held at Warwick University on 30 June, and presented about the role of networked innovation in healthcare using the example of the UK CLAHRC initiative, which is designed to bridge the gap between research evidence and its use in practice. He emphasised that as knowledge is so specialised, networks need to be built to bring together disparate groups, but as these are culturally, cognitively and institutionally diverse, the underlying social structures of these ties needs to be understood.

July 2011

Joe, Emmanouil, Maja, Jeanne, Nikoforos and Monique attended the **EGOS** conference in Gothenburg.

AUGUST 2011

Mon	Tue	Wed	Thu	Fri	Sat	Sun
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Jacky, Sue, Davide, Emmanouil, Marco and Monique are going to the **Academy of Management Conference** in San Antonio, USA (12 – 16 August).

IKON team members based elsewhere



Dr Jeanne Mengis
University of Lugano &
WBS



Professor Sue Newell
Bentley University &
WBS (ISM Group)



Professor Maxine Robertson
QMUL

Distinguished Speakers' seminar series:

Haridimos Tsoukas on "How Philosophy Matters to Organization Theory" (Friday 18 February). Hari talked about the contribution philosophy had made and could make to the way we theorise about organisations. He persuasively argued that philosophy could help us 'picture' organisational phenomena in more interesting and complex ways.



The Institute of Health Conference: The work of IKON was well represented at this one-day event on 5 April that brought together academics from across the University of Warwick who are involved in conducting research in the health field. As Co-Director of the Institute, Davide Nicolini gave the opening welcome to the event and highlighted that *"We hold these events because there are plenty of people throughout the university who work on health, some of them in the most unexpected places."* Posters, including in the novel 'digital' format, were developed to showcase the work of all of our current studies that involve the health sector, and the event provided an opportunity to network with others who have tangential and overlapping interests to our own.

Joe served as Conference Program Chair (along with Matti Rossi, Aalto University School of Economics, Finland) for **The 19th European Conference on Information Systems (ECIS 2011)**, on 9-11 June 2011 in Helsinki. Over 500 attended conference which had 275 papers within 19 dedicated track themes, 4 panel discussions and 2 keynote addresses.

Distinguished Speakers' seminar series: Paul Carlile on "Infrastructure for Innovation in Software and Science" (Thursday 23 June). Paul presented empirical work about an accelerated research collaboration model from the drug development industry. In his presentation he contemplated what makes one infrastructure more innovative than another by considering the consequences of changing the paradox of the focus of drug development innovation from 'cure' to 'repair'. In reflecting that not all sources of innovation lead to novelty, he describes how by grounding this in an infrastructure of a collaborative model of cross-disciplinary experts, this resulted in faster process of innovation as it facilitated a multi-disciplinary perspective for decision making about the future value of innovations.

EMD national workshop, 13 July 2011: At this national workshop we presented and discussed key findings of our research. The workshop took place at Scarman Conference Centre, University of Warwick, and was organised by Warwick Business School and Warwick Medical School with full sponsorship by NIHR SDO (<http://www.sdo.nihr.ac.uk/>).

Selected IKON Publications

2010
2011

Korica, M. and Molloy, E. (2010) "Making Sense of Professional Identities: Stories of Medical Professionals and New Technologies", *Human Relations*

Nandhakumar, J. 'Contrarian information systems studies', *European Journal of Information Systems*, 19(6), 687-688, 2010. [doi:10.1057/ejis.2010.49]

Swan, J., Bresnen, M., Robertson, M., Newell, S. and Dopson, S. (2010) 'When policy meets practice – colliding logics and the challenges of 'Mode 2' initiatives in the translation of academic knowledge', *Organization Studies*, 31(9), 1-30

Swan, J., Scarbrough, H. and Newell, S. (2010) 'Why don't (and do) organizations learn from projects', *Management Learning*, 41(3), 325-344

Knights, D. and Scarbrough, H. 'In search of relevance: Perspectives on the contribution of academic-practitioner networks', (2010) *Organization Studies*, 31, 1287-1309

2011

Nicolini, D. Mengis, J. & Swan, J. (in Press) 'Understanding the role of objects in cross-disciplinary collaboration', *Organization Science*, DOI: 10.1287/orsc.1110.0664

Nicolini, D., Waring, J. & Mengis, J. (2011, in Press) 'Mind the gap: Policy and practice in the implementation of Root Cause Analysis to investigate clinical adverse events', *Social Science & Medicine*, DOI: 10.1016/j.socscimed.2011.05.010, p. 1-9

Waring, J., Nicolini, D., & Mengis, J. (2011) The challenges of undertaking root cause analysis in health care: a qualitative study, *Journal of Health Services Research & Policy*, 16: 34-41

Mengis, J. & Nicolini, D. (2011, in Press) Challenges to Learning from Clinical Adverse Events: A Study of Root Cause Analysis in Practice, in: Waring, J. & Rowley, E. (eds.) *Socio-cultural perspectives on patient safety*, Surrey (UK): Ashgate Publishing

Gkeredakis, Emmanouil, Jacky Swan, Aileen Clarke, John Powell, Davide Nicolini, Harry Scarbrough, Claudia Roginski & Sian Taylor-Phillips (2011) 'Mind the Gap: Understanding Utilisation of Evidence and Policy in Healthcare Management Practice', *Journal of Health Organisation and Management*

Mattila, M., Nandhakumar, J., Hallikainen, P., and Rossi, M, 'Role of Enterprise System in Organizational Transformation', *Engineering Management Journal (Quarterly journal of the American Society for Engineering Management)*, 23 (2), (in press) 2011.

Impact on Practice

Insights from the EMD project have made the headlines in two important healthcare news journals. The first article was published on **23 March 2011 in PULSE** (General Practitioner Journal) with the title: "How to apply 'best practice' to commissioning". The second article was published on **23 May 2011 in the Health Service Journal**, with the title: "The need for clarity in evidence based commissioning". IKON will continue its engagement with the very important debate on commissioning in the NHS.

IKON News

The IKON team sends best wishes to Jacky & Harry who married on the 14 May 2011

Congratulations to Maja Korica on successfully passing her doctoral viva!!!



The Knowledge and Innovation Network (KIN) celebrates its 10th anniversary in September with a special two-day workshop at Scarman Conference Centre. For further details please contact Dawn or visit www.ki-network.org

For more information please visit our website at www.warwick.ac.uk/go/ikon