



university of  
 groningen

faculty of Arts

department of History

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# IPIC Learning Histories Groningen 21 June 2018

Rik Peters

[r.g.p.peters@rug.nl](mailto:r.g.p.peters@rug.nl)



## Interdisciplinary research is needed

### Example: COMPOSE

#### Main factors

#### Explanation

Trust

“Partnering with hidden competitors who may increase competition in a negative way and make it difficult to maintain customer focus.”

Cultural mutuality

“Mutual understanding of how you do things and from there building a common way of working.”

Willingness to collaborate

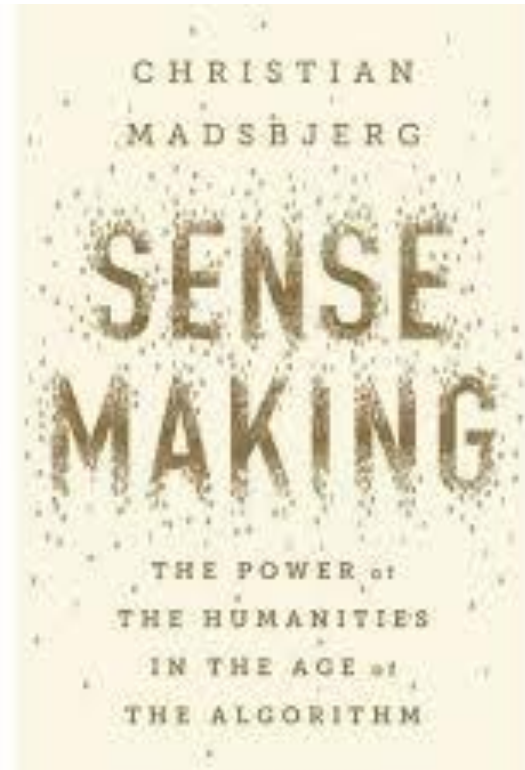
“The will to make common success. We said let’s make an engagement like before marrying... and then you agree at that point that you go, eventually you can work together.”

Communication

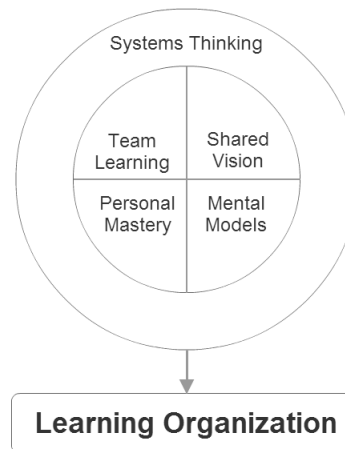
“The communication style of an organization’s representative, plays a crucial role in proceeding to a long lasting and successful collaboration.”

Competition and dominance

“People have to be able to accept that the other can also win. So, I win, you win, we both win.”



**Fifth Discipline (Peter Senge)**



What is needed?

Sensemaking.

Where?

In learning organizations

How do we achieve that?

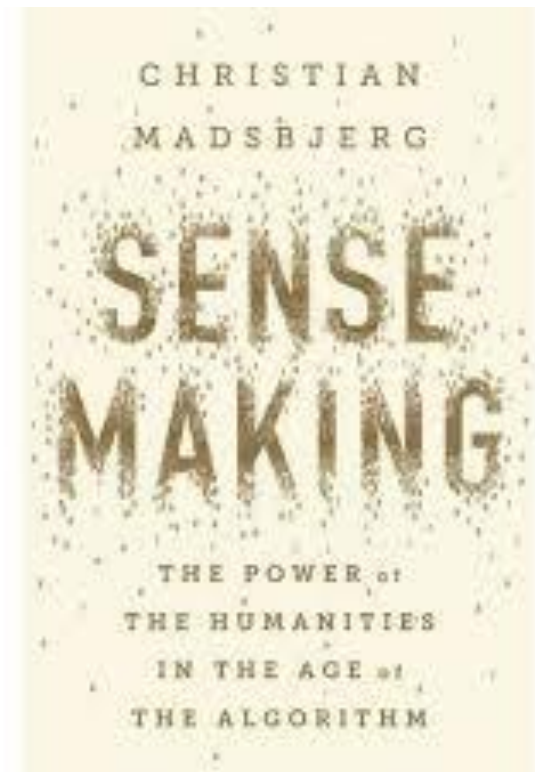
Learning histories



# What is needed?

## **Sensemaking = practice of cultural inquiry**

1. Culture not individuals
2. Thick data not just thin data
3. The Savannah not the zoo
4. Creativity not manufacturing
5. The North Star not GPS





# Culture not individuals

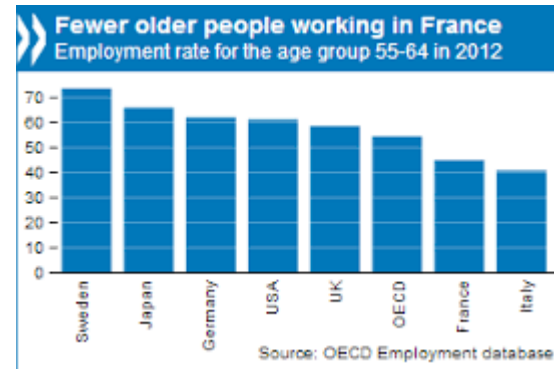
- > Behaviour not based on conscious individual choices but on tacit collective assumptions
- > Nonaka  
Takeuchi: tacit knowledge





# Thick data not just thin data

- > Thick data are meaningful about culture
- > Tell something about the deeper assumptions







# The Savannah not the zoo

- > Study  
(human)  
behaviour in  
social  
contexts



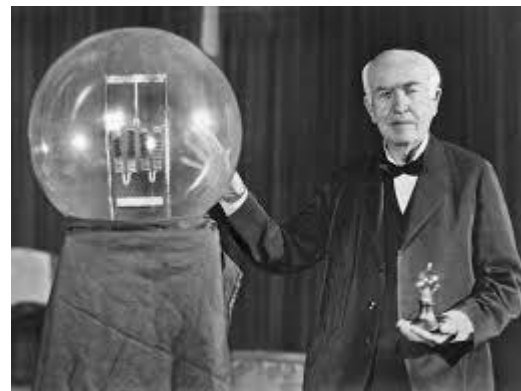
- > Meaning is  
social





# Creativity not manufacturing

- > Not deduction, or induction, but abduction
- > From particular facts to new ideas/hypotheses.







# The North Star not GPS

- > Navigate through the rich reality of our world
- > Not reacting to one type of data but to data from multiple sources



Very relevant for Leadership!

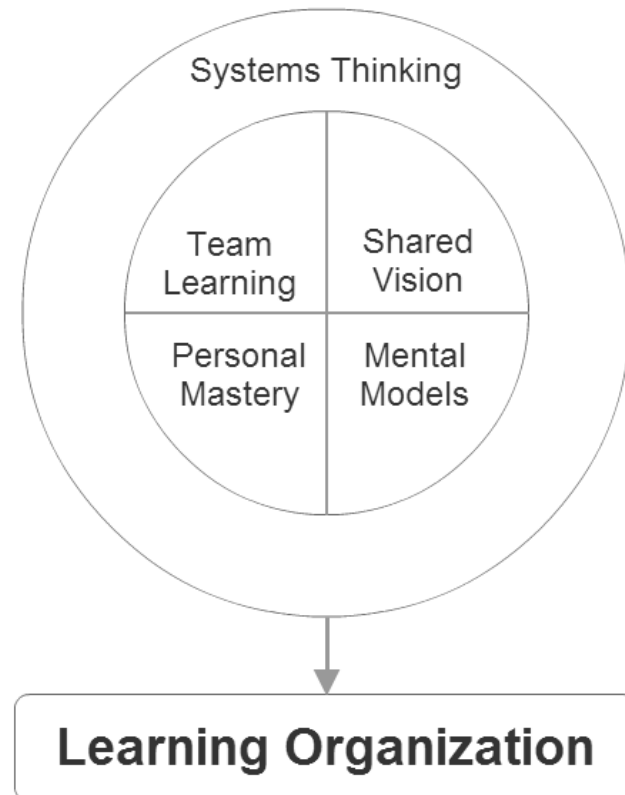


# Sensemaking in a learning organization

## Fifth Discipline (Peter Senge)

**Sensemaking = practice of cultural inquiry**

1. Culture not individuals
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# How? Learning histories

A Learning History is a jointly told story of a company's recent set of "critical episodes".

The goal is to collect different perspectives and to make past experiences usable for the (future of an) organisation."

In Groningen: more than 60,  
 Philips, Atos, Dutch Tax Administration,  
 UWV, Ministeries, Provinces,  
 Municipalities, etc.





# Preparing for the future

Form:  
multiperspectival story



Basis:  
Archival evidence +  
interviews

Secret:  
Look for the blind  
spots in the  
organization





# Case 1: UWV

Dutch employment services

45.000 employees

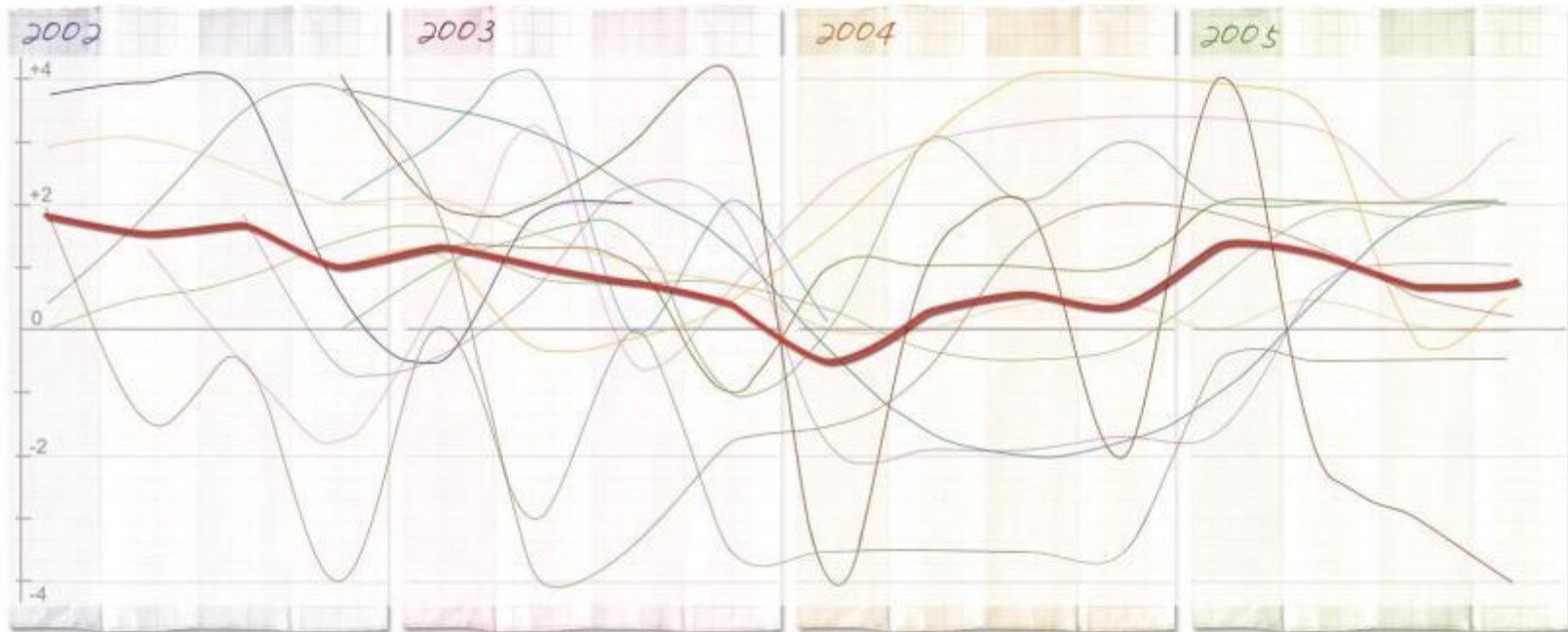
Huge implementation of  
 software 2002-2005

‘I choose the carpenter’





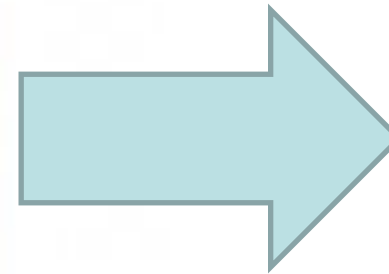
# Case 2: Emotional graphs







# Linking and humans in networks



Shared  
meaning

In  
organizational  
networks.