IPIC
Learning Histories
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Interdisciplinary research is needed

Example: COMPOSE

<table>
<thead>
<tr>
<th>Main factors</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust</td>
<td>“Partnering with hidden competitors who may increase competition in a negative way and make it difficult to maintain customer focus.”</td>
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<tr>
<td>Cultural mutuality</td>
<td>“Mutual understanding of how you do things and from there building a common way of working.”</td>
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<tr>
<td>Willingness to collaborate</td>
<td>“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.”</td>
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<tr>
<td>Communication</td>
<td>“The communication style of an organization’s representative, plays a crucial role in proceeding to a long lasting and successful collaboration.”</td>
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<tr>
<td>Competition and dominance</td>
<td>“People have to be able to accept that the other can also win. So, I win, you win, we both win.”</td>
</tr>
</tbody>
</table>
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 = practice of cultural inquiry

1. Culture not individuals
2. Thick data not just thin data
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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.