




INNOVATION & LEADERSHIP

THE **NORWEGIAN** LEADERSHIPMODEL

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**3 SUCCESS FACTORS FOR
LEADING GAME CHANGING
INNOVATIONS**



**1. INNOVATION DEMANDS MORE FOCUS ON
LEADERSHIP – LESS ON ADMINISTRATION**

Kotter's Functions of Management VERSUS Leadership

Management Produces Order and Consistency	Leadership Produces Change and Movement
Planning & Budgeting <ul style="list-style-type: none"> • Establish agenda • Set timetables • Allocate resources 	Establishing Direction <ul style="list-style-type: none"> • Create a vision • Clarify big picture • Set strategies
Organizing and Staffing <ul style="list-style-type: none"> • Provide structure • Make Job placements • Establish rules and procedures 	Aligning People <ul style="list-style-type: none"> • Communicate goals • Seek Commitment • Build teams and Coalitions
Controlling & Problem solving <ul style="list-style-type: none"> • Develop incentives • Generate creative solutions • Take corrective action 	Motivating and Inspiring <ul style="list-style-type: none"> • Inspire and energize • Empower subordinates • Satisfy unmet needs

Culture: Equality
(high trust,
aversion to
hierarchies, high
degree of
consensus and
accountability).



Institutions:
**Legislation and
agreements,
tripartite
cooperation**

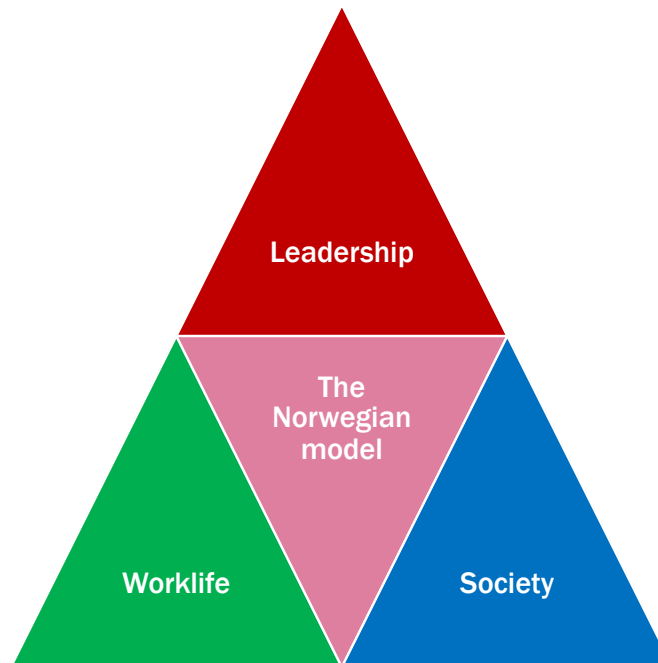
*Cooperation between
employers, unions and
government*

THE NORWEGIAN LEADERSHIPMODEL & INNOVATION

The good cooperation between management and employees is a **competitive advantage**. It helps to **promote innovation and productivity** (NOU 2013:13)

Participation-based organizations contribute to **innovation** and new creation when it comes to, for example, the development of products and services and how work is organized (Levin, Nilssen, Ravn and Øyum, 2012).

LEVELS, THE NORWEGIAN MODEL

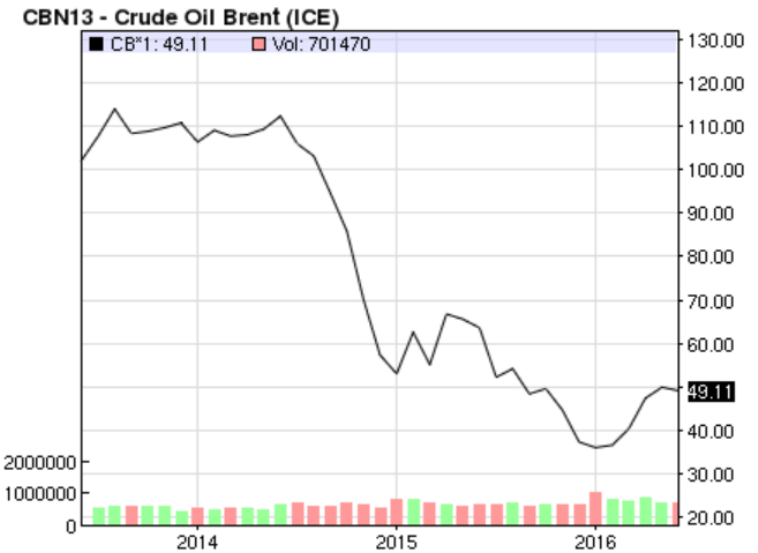


Source: Gitmark & Traaseth, 2022



1971

THE 10 OIL COMMANDMENTS



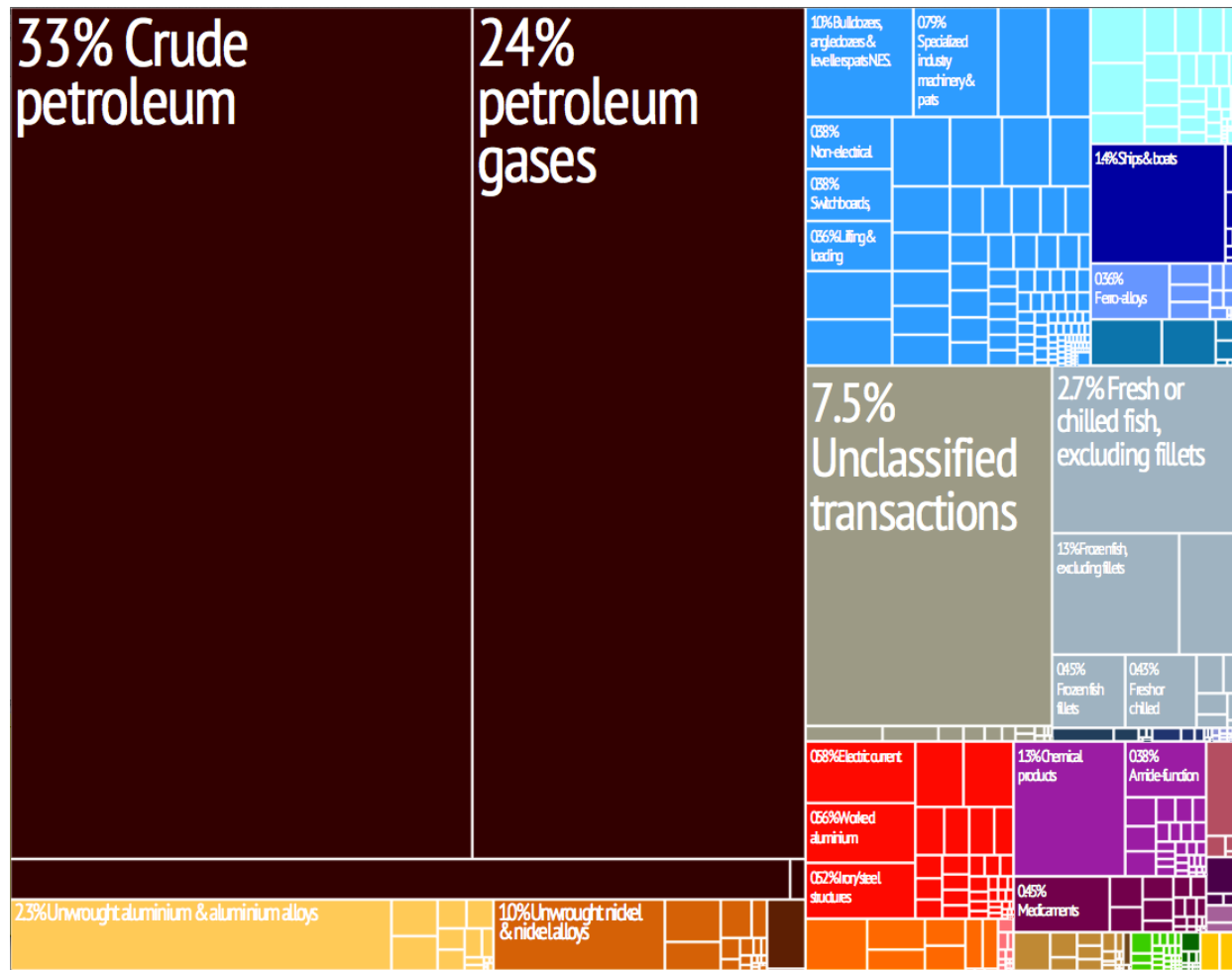
2014: WAKE-UP CALL

Image from The Economist

A photograph of a middle-aged man with grey hair and glasses, wearing a dark suit, white shirt, and red tie. He is looking slightly to the left of the camera. The background is blurred, showing a blue screen with some text. A white rectangular box is overlaid on the image, containing the text «NORWAY - FROM 'POLE POSITION' TO TRANSITION».

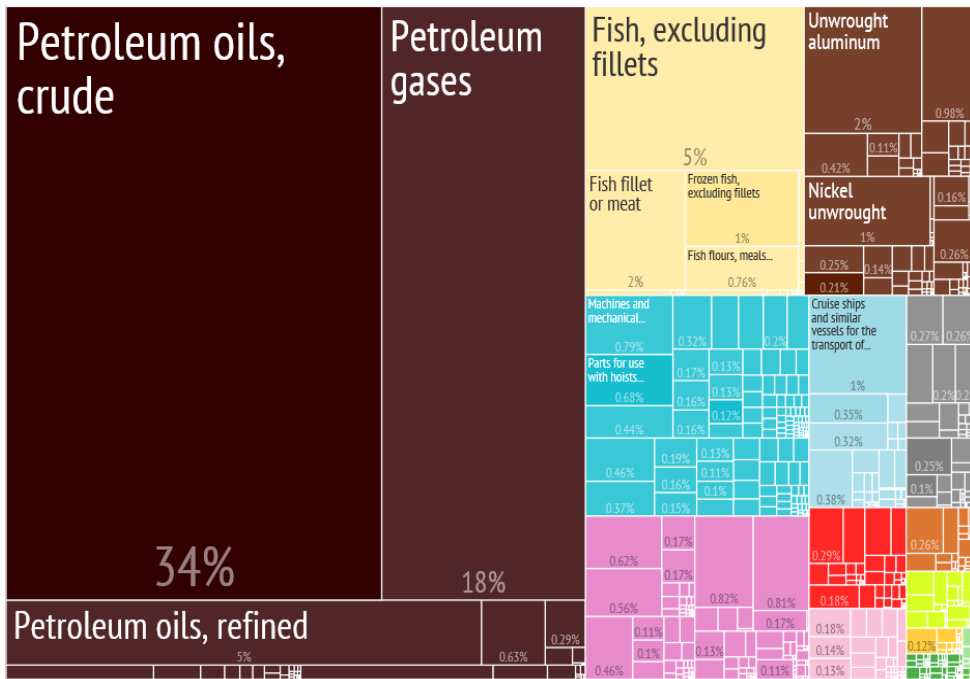
«NORWAY - FROM 'POLE POSITION' TO TRANSITION».

The former Governor, Norges bank, annual speech 2015

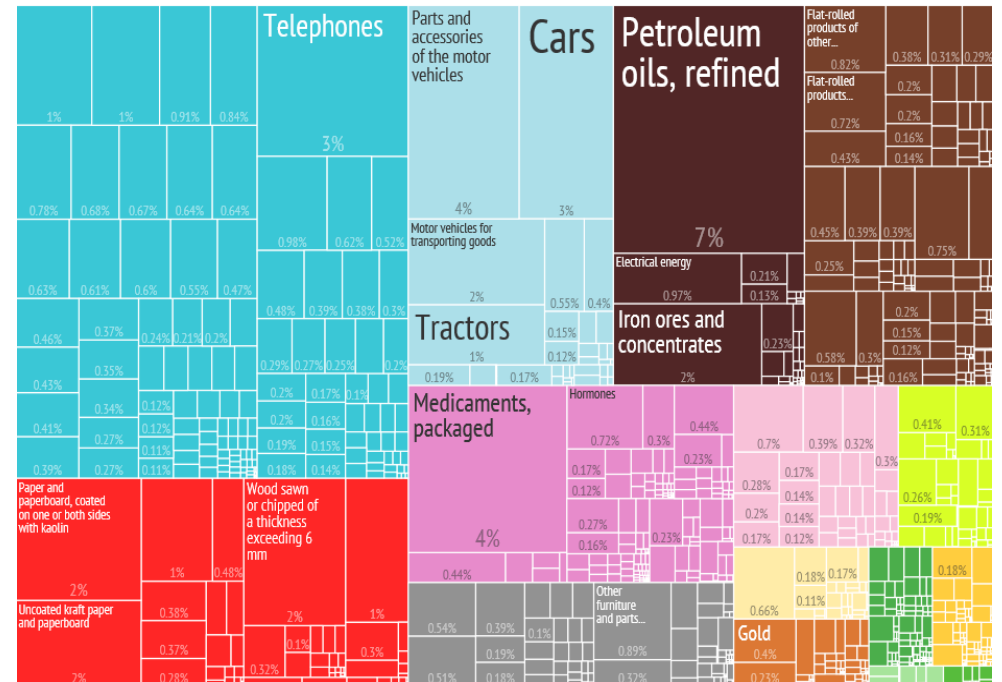


Source: Harvard Economic Complexity Index

Norway



Sweden



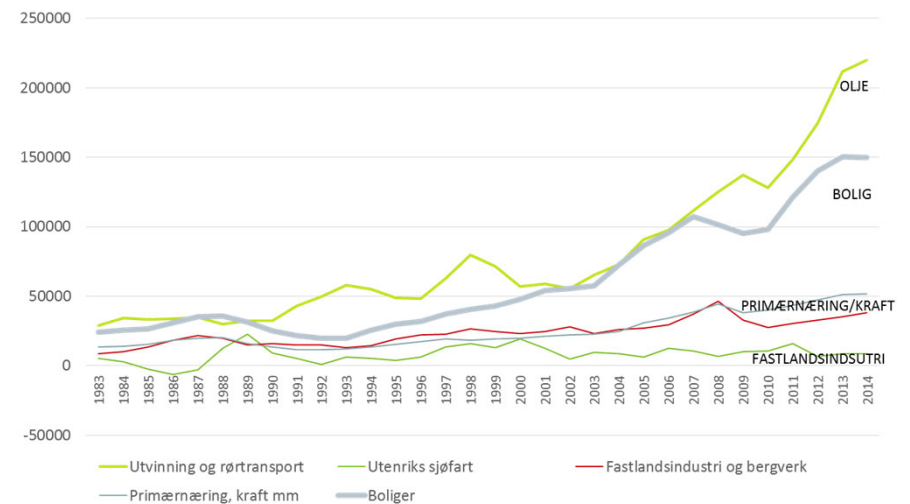
Source: Harvard Economic Complexity Index.

NORWEGIAN INVESTMENTS SINCE 1983...

Oil & gas.

Property.

Source: Investinor/SSB årlig nasjonalregnskap/Menon Business Economics





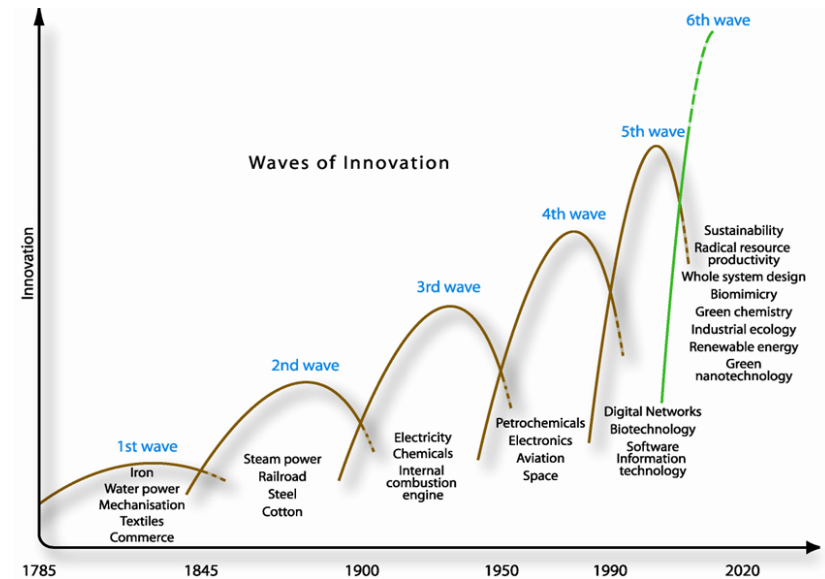
2. 'Contextual intelligence'

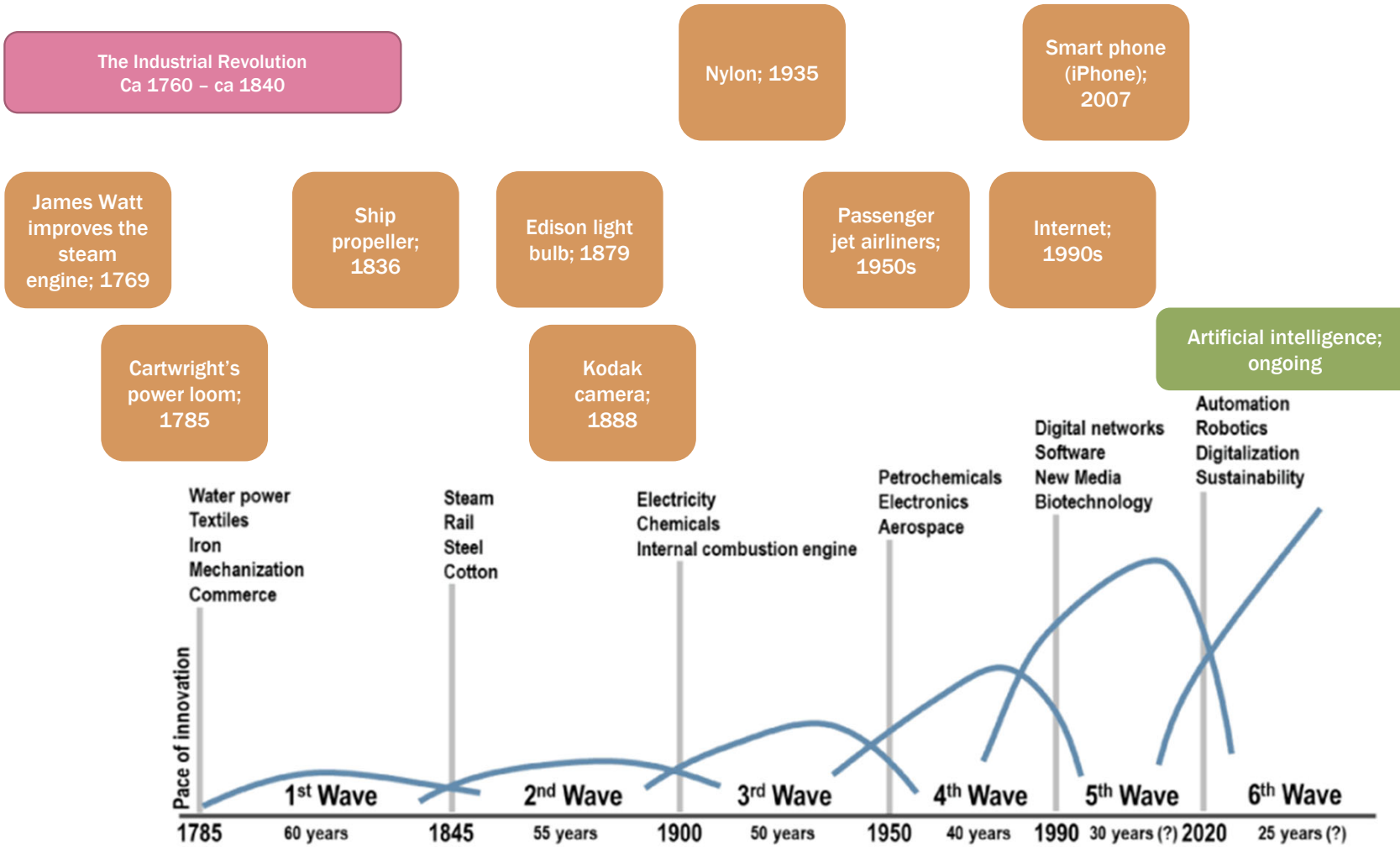
Analytical – Creative – Practical

- WE NEED TO INCREASE OUR **CAPACITY** TO BE AWARE OF THE CHANGES THAT ARE HAPPENING AND RESPOND TO THOSE CHANGES IN A WAY WHICH ARE CONDUCTIVE TO SUCCESS.

THE SIXTH INNOVATION WAVE - IT'S ALL ABOUT SUSTAINABILITY & DEEP-TECH

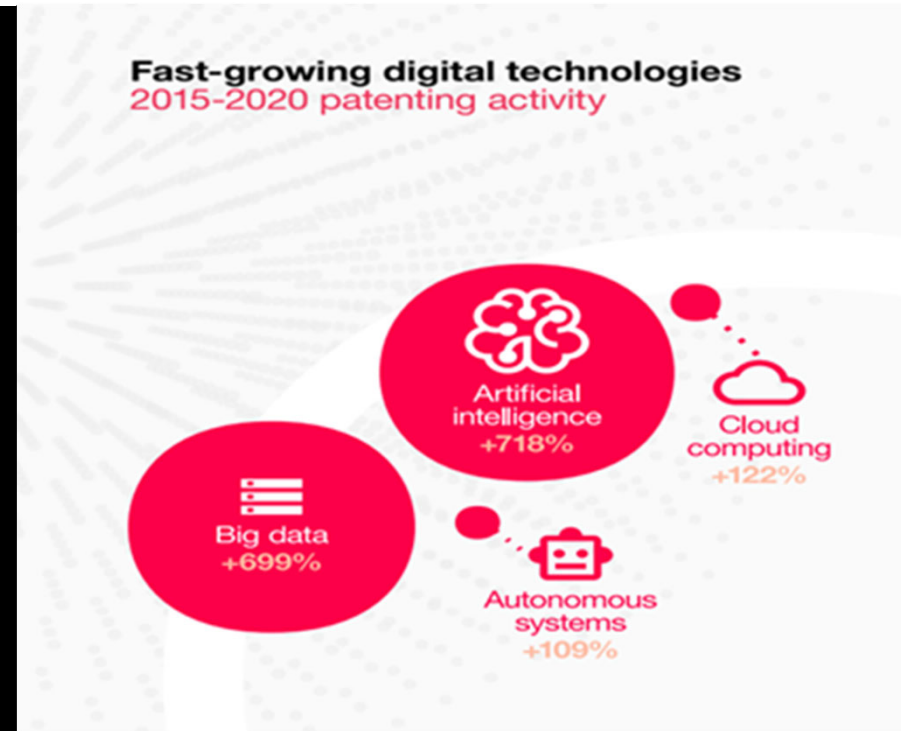
Deep tech; business model is based on high tech innovation in engineering, or significant scientific advances. Difficult to replicate, and their patented technology is often Commercialized.





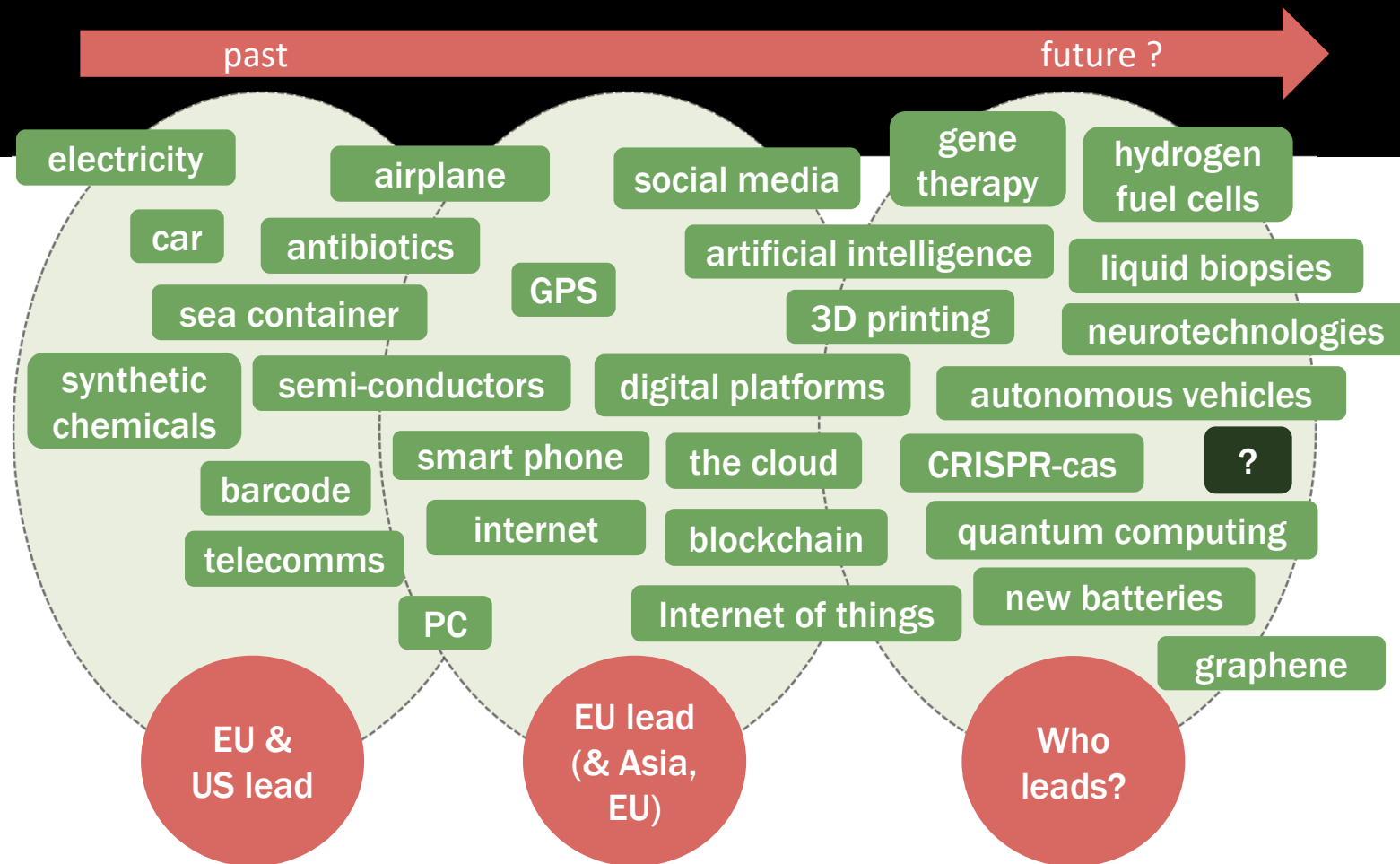
Source: Patentstyret, 2022

THINGS ARE MOVING FASTER...



*“One of the most striking findings of the report is that **50 percent of all AI patents have been published in just the last five years** – a remarkable illustration of how rapidly innovation is advancing in this field.” (WIPO)*

WHO WILL TAKE THE LEAD?



Examples taken from WIPO, MIT, WEF, OECD, etc.



- TECHNOLOGICAL CHANGE HAS
ACCELERATED AND WILL
ACCELERATE FURTHER, AND WHAT IS
AT ISSUE IS NOT ITS CONTINUATION,
OR EVEN ITS SPEED, BUT ITS
DIRECTION.

(1993 EAEPE)

TECHNOLOGICAL SOVEREIGNTY

TOP OF THE EUROPEAN AGENDA

Commissioner Gabriel: - It's important that Europe has a choice of base technologies to avoid being locked in or to become too dependent on a small number of non-European suppliers

- We need to know *how* to identify critical technology, secure key IPR and balance this towards the freedom of the entrepreneurs/innovators

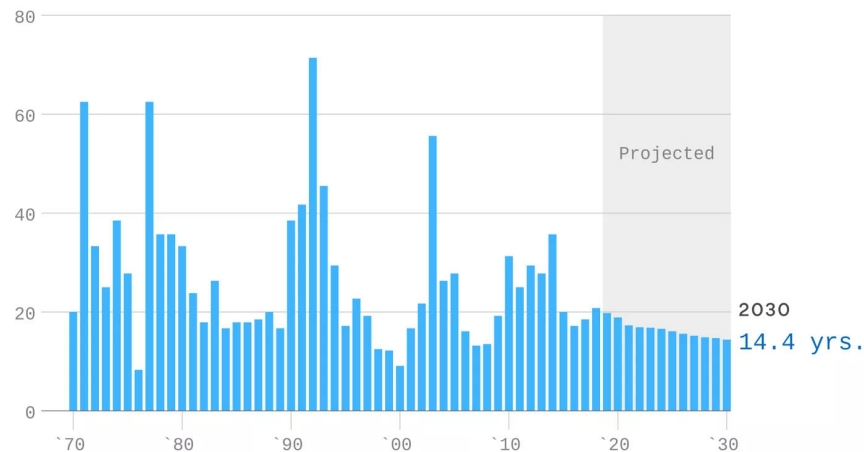
What is the concept of technological sovereignty?

Technological sovereignty is a political outlook where information and communications infrastructure and technology is aligned to the laws, needs and interests of the country in which users are located

AVERAGE LIFESPAN OF COMPANIES ARE GOING DOWN... NEW FORCES FOR INNOVATION

Average lifespan of companies on the S&P 500

In years, 1970 to 2030



The reduced time period is largely due to **increased disruption**, analysts say. (Adapted from QAD; Chart: Andrew Witherspoon/Axios)

A previous [study from Innosight](#) projected that nearly 50% of the current S&P 500 would be replaced over the next decade.

Start-ups and sme's: a driving force for growth and competition

3. OPEN INNOVATION



Key findings

- Around 70% of corporates rate startup collaboration as **Important or Mission Critical** for their organisation's strategy
- 50% of corporates started to collaborate with startups **during or after the pandemic**
- 46% of corporates want to work with startups to **discover unknown business opportunities**
- The biggest blockers to collaboration are **legal and regulatory issues** (14%) and **low risk tolerance** (14%)
- Corporates find the first phase of the collaboration - **finding the right startup** - to be the most difficult phase (44%).
- **Sustainability, Artificial Intelligence** and **Cybersecurity** are the top three topics corporates aim to explore in collaboration with startups.



LEADERSHIP

CONTEXTUAL INTELLIGENCE

OPEN INNOVATION