



Sustainable development in organizations

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About me...

- Professor in Quality Technology and Management
- Centre director of HELIX Competence Centre
(www.liu.se/helix)



- **Some of my latest publications**
 - McKoll Kennedy, Elg mfl, The Changing Role of the Health Care Customer: Review, Synthesis and Research Agenda, *Journal of Service Management (in press)*
 - Engström, J., & Elg, M. (2015). A self-determination theory perspective on customer participation in service development. *Journal of Services Marketing*, 29(6/7), 511-521
 - Elg, M., Ellström, P-E., Klofsten, M. & Tillmar, M. (2015) (eds). Sustainable development in organizations: Studies on Innovative Practices.



HELIX Competence Centre – Research about Sustainable development in organizations

- **VINNOVA Excellence Centre 2006-2015**
- **VINNOVA Competence Centre 2017-2021**
- **Approx. 2 million Euro/year + other external funding**

- **Multi-disciplinary research**
- **Partnership between universities, private companies, public organisations, labour market organisations and civil society**
- **Interactive research approach**

Sustainable development in organizations

Content

Process

WHAT?

HOW?

Result-orientation

Good working conditions



Two models for organizational development

HOW?

	Planning-and-control	Process-and-learning-orientation
Orientation	Results, implement defined solution	Process, improve organizational capability
Nature of change process	Predefined	Emergent and experimental
Relations between involved actors	Distanced	Working together
Feedback	Ex-ante, ex-post	Ongoing
Assumptions about results	Determinate, closed, predicable	Indeterminate, open, unpredictable

Active ownership through the whole chain - a mechanism for sustainable development



Motivated team members

Target groups with influence

Demanding sponsors

Active project owners

Professional steering committee

Competent project management

Active ownership through the whole chain - a mechanism for sustainable development



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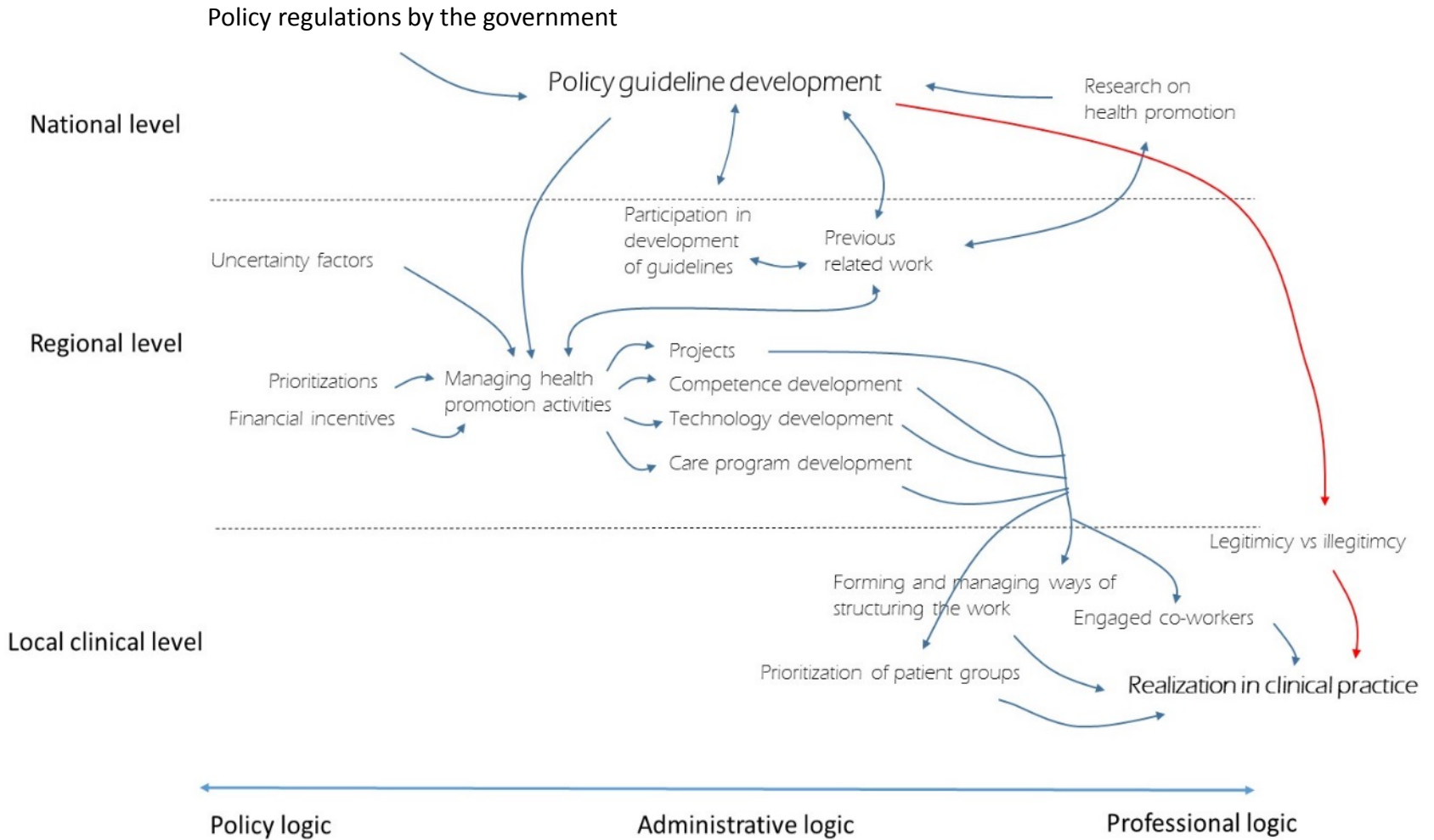
Professional steering committee

Competent project management

Motivated team members

Target groups with influence

Implementing national guidelines



Cooperation among different actors as a mechanism for sustainable development

Two ideal-types of professionalism in knowledge-based work

Organizational professionalism	Occupational professionalism
Discourse of control used increasingly by managers in work organizations	Discourse constructed within professional groups
Rational-legal forms of authority	Collegial authority
Standardized procedures	Discretion and occupational control of the work
Hierarchical structures of authority and decision-making Managerialism	Practitioner trust by both clients and employers Controls operationalized by practitioners
Accountability and externalized forms of regulation, target-setting and performance review	Professional ethics monitored by institutions and associations

- We have to ask why places like the Geisinger Health system in rural Pennsylvania, Intermountain Health in Salt Lake City/.../can offer high quality care at a cost below average, but other places in America can't. We need to identify the best practices across the country, learn from success, and replicate that success elsewhere”.



- Barack Obama (2011)
- Källa: www.whitehouse.gov

Intermountain Healthcare – a systems approach to service delivery



Ownership with developed learning loops

Decision making based on data from the patient and from research based knowledge

Focus on developing and establishing care delivery processes that generate value for patients

Continuous process where evidence and new ideas are modified, realised and integrated into clinical work



Learning through on-going evaluation

- **Reveal anticipated and unanticipated effects**
- **Provide (dis)confirmation of expectations**
- **Enable continuous improvements**
- **Create disturbances that may trigger developmental learning**