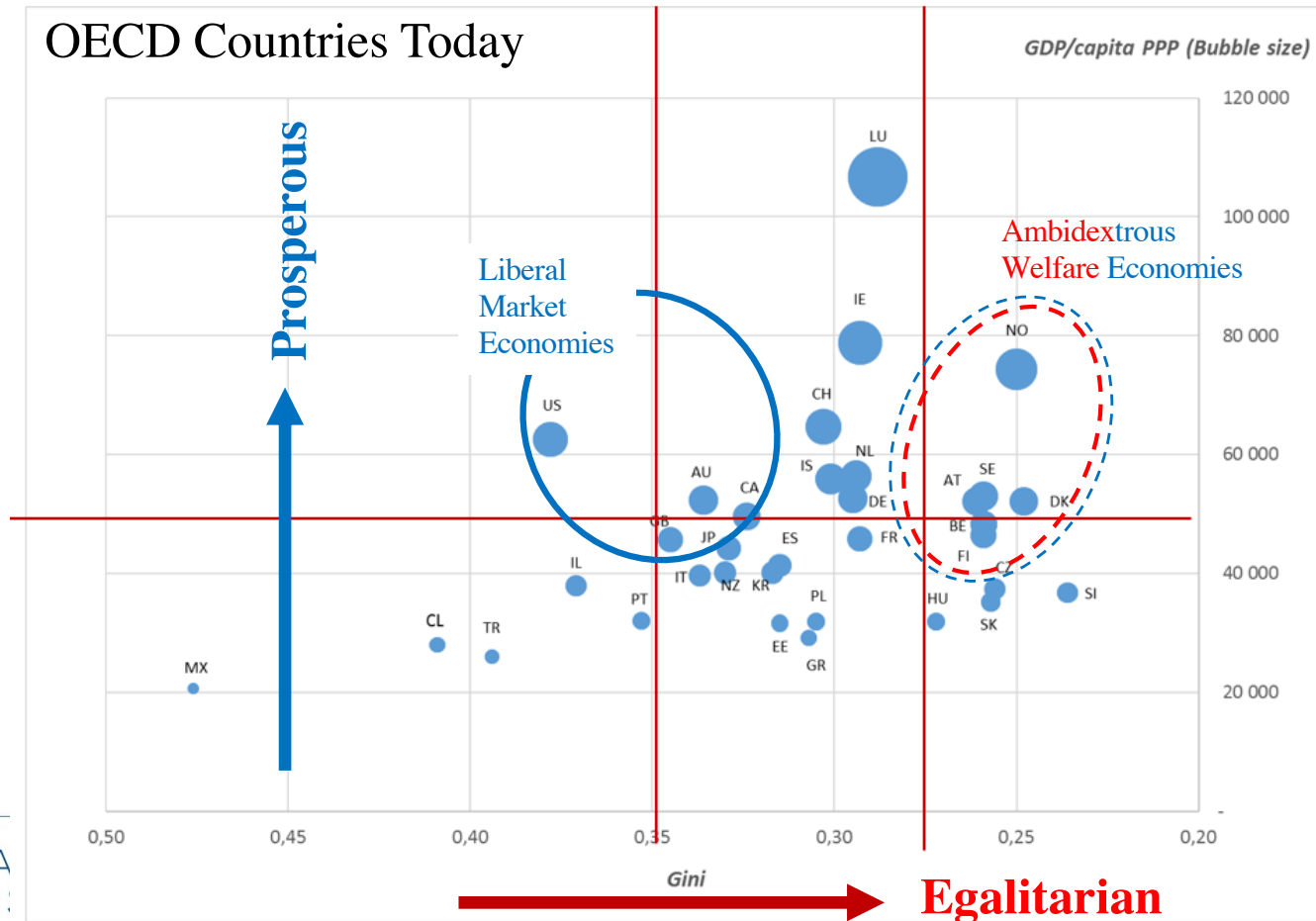


THE COMPETITIVE ADVANTAGE OF COLLABORATION

Presentation at
SCANDINAVIAN LEADERSHIP DNA:
Supporting Creativity, Innovation and Growth
June 4 th, Copenhagen

Professor Atle Midttun
BI Norwegian Business School

Achieving Economic and Social Sustainability



Sources of Inspiration

VOLUME 82, No. 4

DECEMBER 2007

THE QUARTERLY REVIEW of BIOLOGY



RETHINKING THE THEORETICAL FOUNDATION
OF SOCIOBIOLOGY

DAVID SLOAN WILSON

*Departments of Biology and Anthropology, Binghamton University
Binghamton, New York 13902 USA*

E-MAIL: DWILSON@BINGHAMTON.EDU

EDWARD O. WILSON

*Museum of Comparative Zoology, Harvard University
Cambridge, Massachusetts 02138 USA*

KEYWORDS

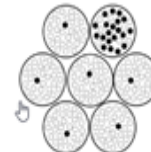
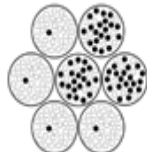
altruism, cooperation, eusociality, group selection, human evolution,
inclusive fitness theory, kin selection, major transitions, multilevel selection,
pluralism, sociobiology

individual
selection



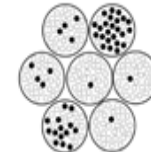
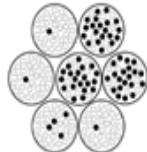
favors selfish
individuals

group
selection



favors
cooperative
individuals
within selfish
groups

multilevel
selection



outcomes
depend on the
balance of
both effects

○ cooperative ● non-cooperative ('selfish')

The Ambidextrous Organization

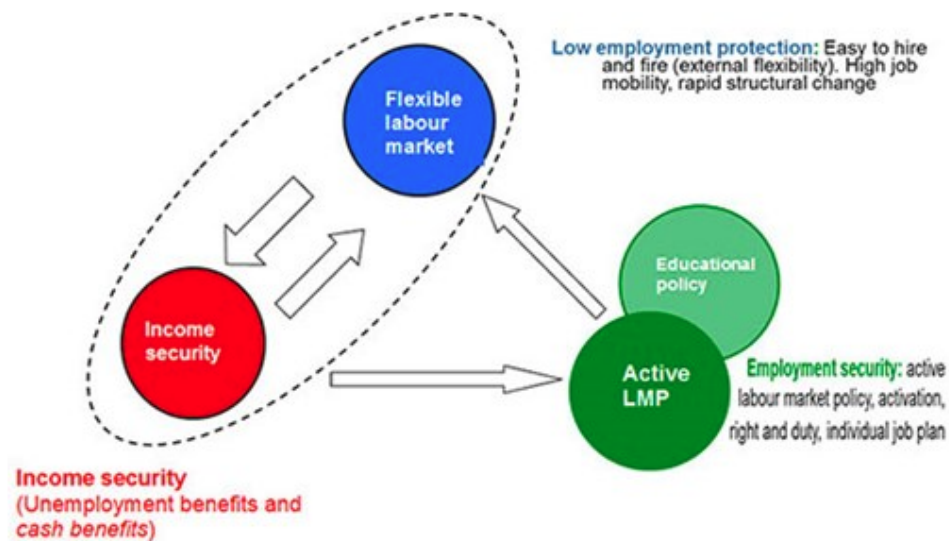
Charles A. O'Reilly III and Michael L. Tushman



The Welfare State Model- Nordic Style: Ambidexterity Under Multilevel Selection

	NEOLIBERAL		PLANNED		AMBIDEXTROUS	
<u>Selection level</u>	<u>Selection mode</u>	Simple Alignment	<u>Selection mode</u>	Simple Alignment	<u>Selection mode</u>	Complex Alignment
<u>Higher level</u>	Competitive		Coordinated/ Collaborative		Competitive	
<u>Meso level</u>	Competitive		Coordinated/ Collaborative		Collaborative/ Coordinated	
<u>Lower level</u>	Competitive		Coordinated/ Collaborative		Competitive & Collaborative	

Flexicurity- an example of Ambidexterity



Source: Danish Agency for Labour Market and Recruitment

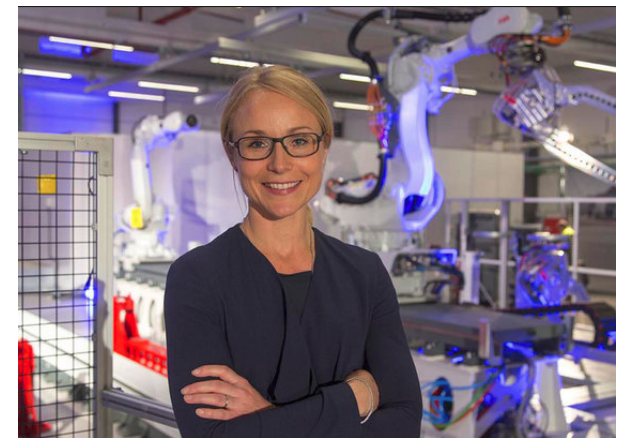
Industrial Organization for Dialogue and Worker Empowerment



**The Front Industries' Model
Further international
Competitiveness**

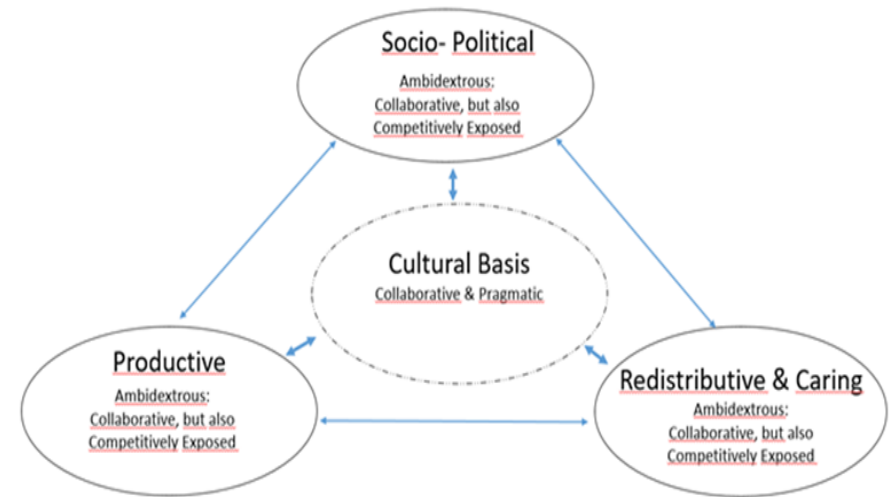
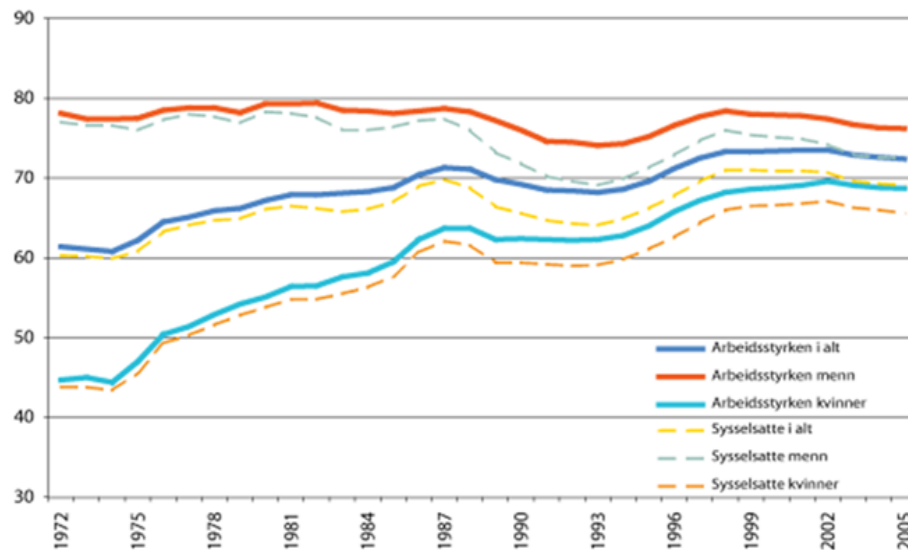


**Wage compression through
collaborative wage settlements**



**Further Industrial
Modernization**

Female Participation in Value Creation Intimately Connected to the Welfare State

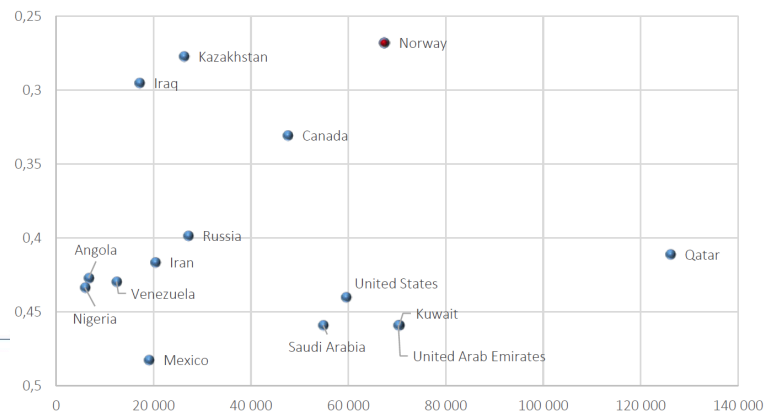


Norway's ambidextrous petroleum governance



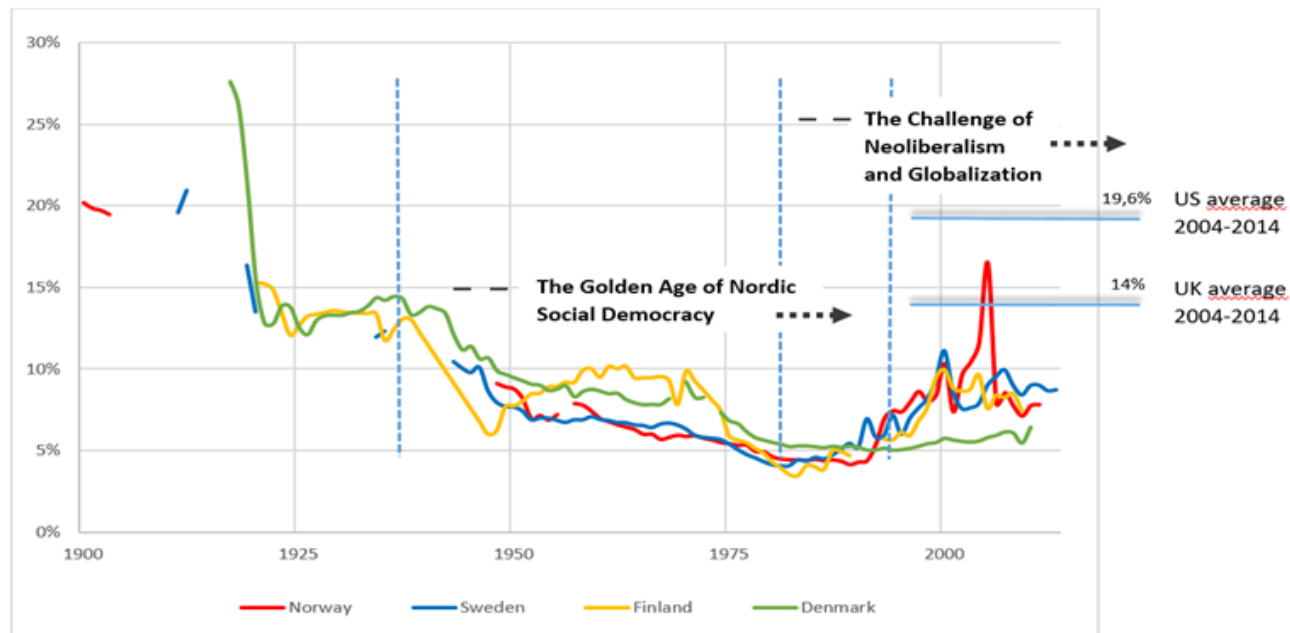
Orchestrated through four core regimes:

- 1) **a regulatory regime – to bring petroleum resources under public control and to organize exploration and production efficiently, while securing public oversight;**
- 2) **an industrial regime – to secure the buildup of domestic industrial capabilities for competitive success in international markets;**
- 3) **a taxation regime – to secure the public interest; and**
- 4) **a wealth management regime – to secure sustainable economic development and fair distribution.**



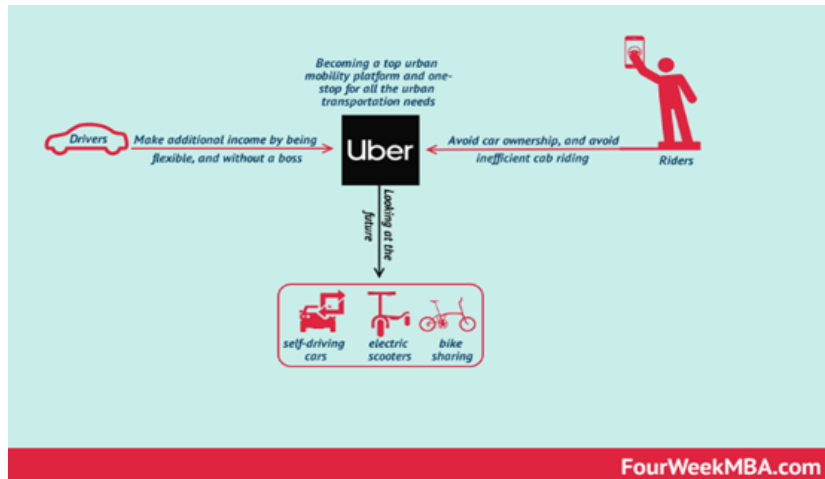
Source: GDP average as provided by World Bank 2017, CIA 1993-2017 and IMF 2017 ([https://en.wikipedia.org/wiki/List_of_countries_by_GDP_\(PPP\)_per_capita](https://en.wikipedia.org/wiki/List_of_countries_by_GDP_(PPP)_per_capita)), GINI average as provided by World Bank (2006-2015) and CIA (2006-2014) (https://en.wikipedia.org/wiki/List_of_countries_by_income_equality). Departing from calculations made by the World Inequality Database, Kuwait and the Emirates are estimated to be on the same level as Saudi-Arabia, which we gathered from the World Bank (2013).

Income Inequality: Share of 1% Richest

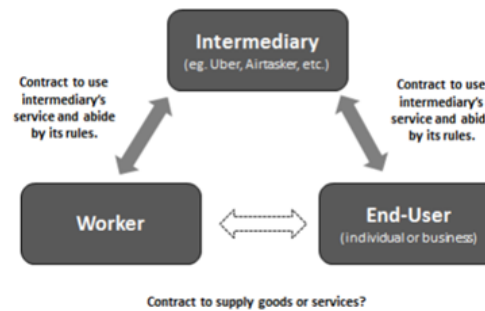


Source: World Inequality Database (wid.world), 2018

Tech. Transition: The Platform Economy



<https://www.mturk.com/>

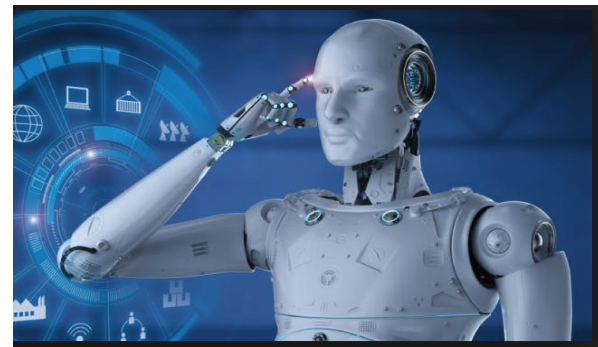


Source: Stewart & Stanford 2017

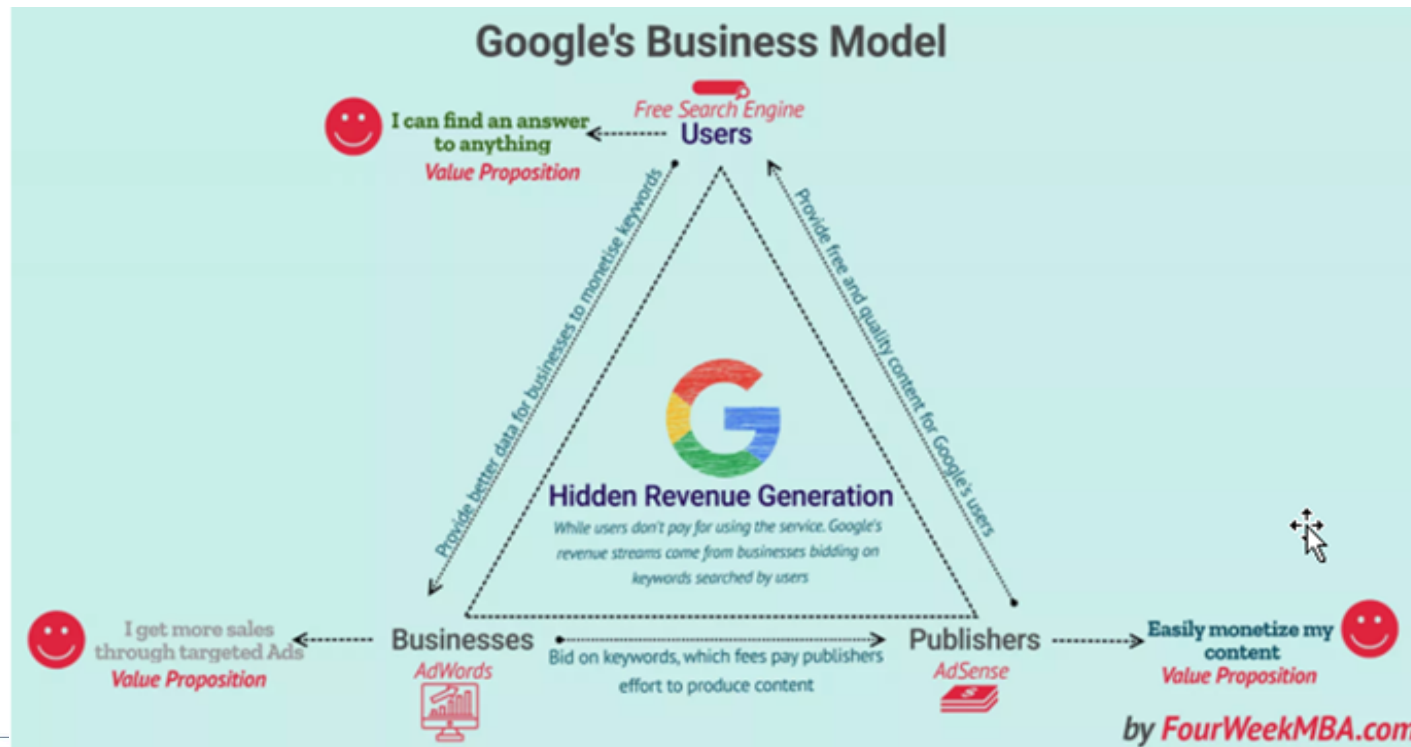


Jobs and Robotics – Should We Share or Fear?

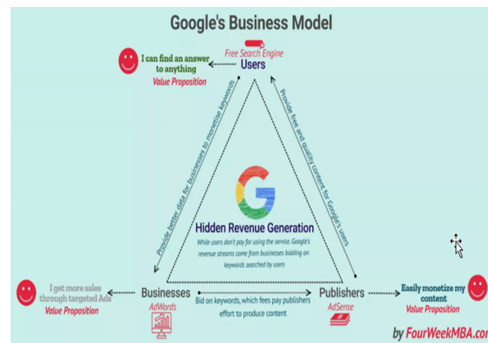
The Athenian Paradox



Tech. Transition: The Surveillance Economy



Expanding Transparency for Democracy



Surveillance
Capitalism

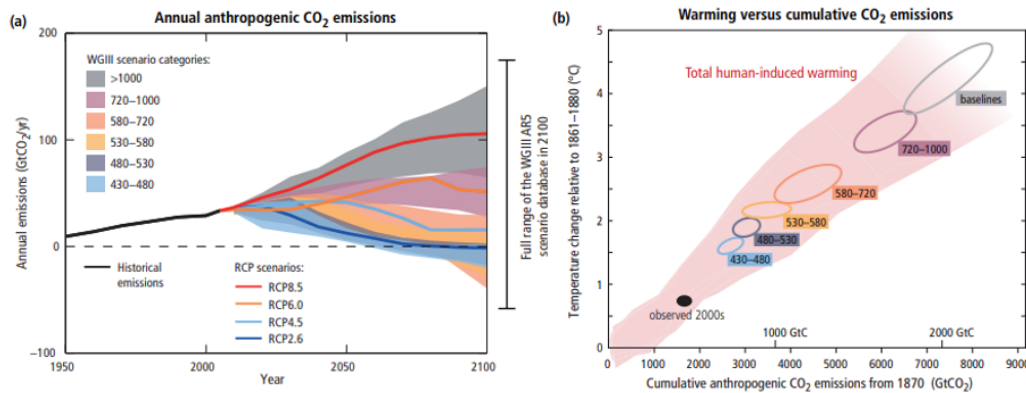
Democractic
Transparency



European Union



The Climate Challenge

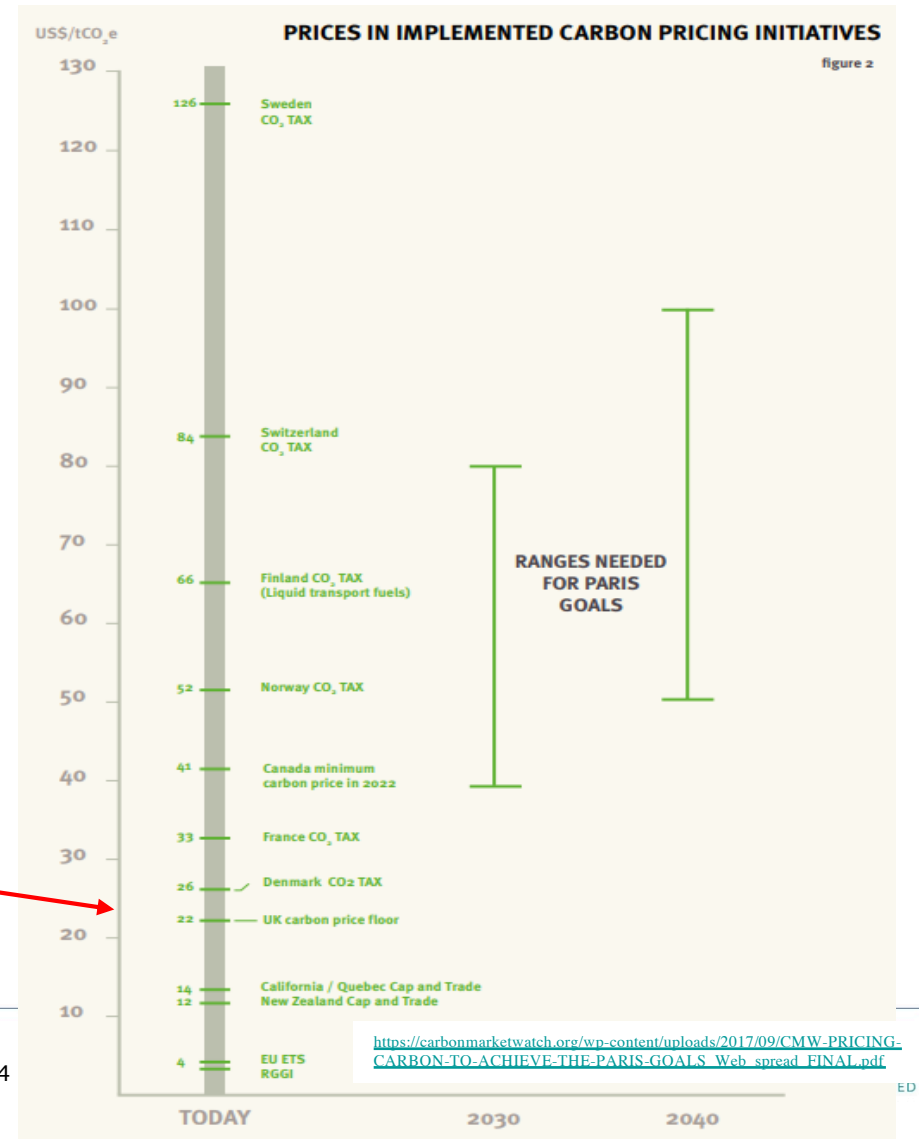


https://www.ipcc.ch/site/assets/uploads/2018/02/AR5_SYR_FINAL_SPM.pdf

CO2 EUROPEAN EMISSION ALLOWANCES PRICE CHART



14



ED

Ecological-Modernization

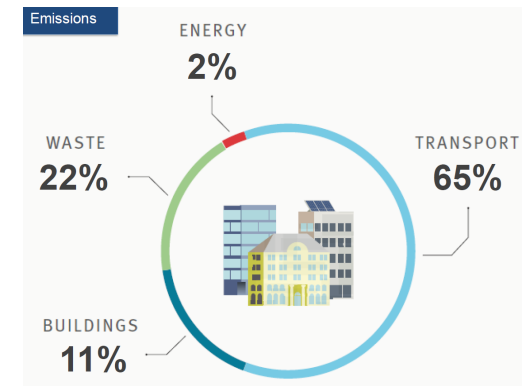
Eco-Austerity



Prohibition
Emission Taxes
Restraint



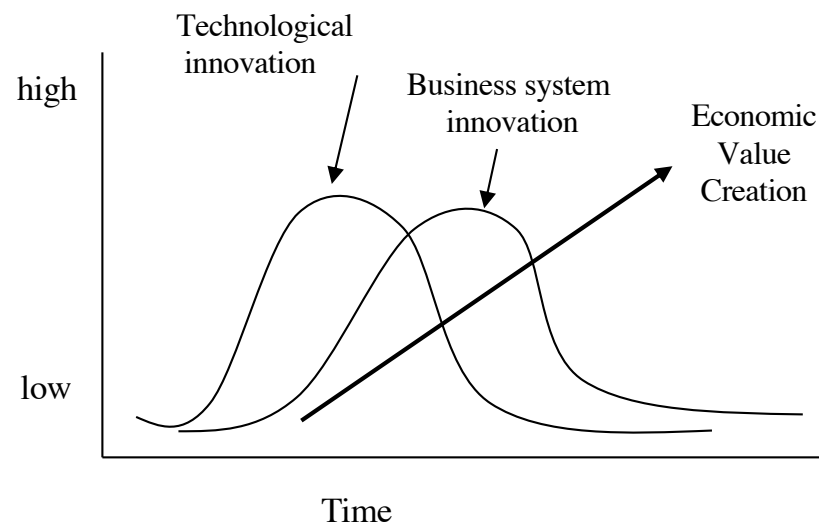
Green Growth



Innovation
Transformation
Stimulation

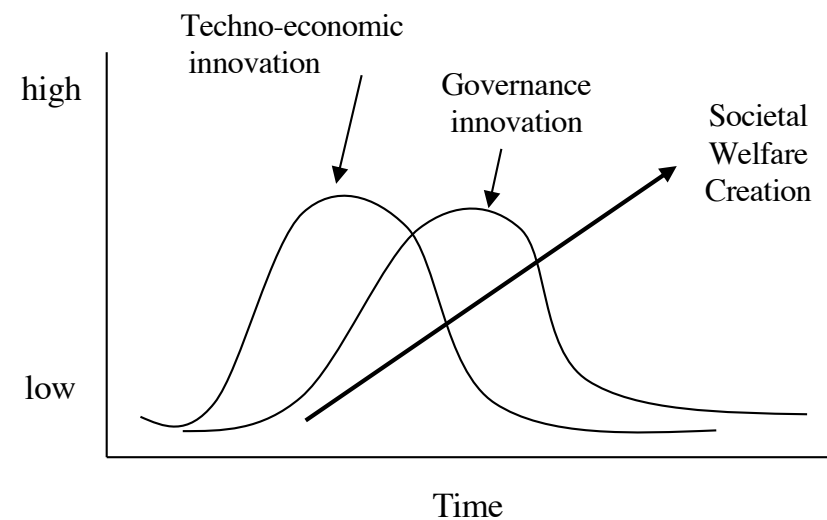
Governance for (Social and Environmental) Sustainability

Innovation and Economic Value Creation



Inspired by Abernathy & Utterback 1978

Innovation and Societal Welfare Creation



Ambidextrous management of competition and collaboration as an Asset for Transformation

Capability to mobilize both competitive and collaborative arrangements



Both Moral and Economic Appeal

Can allow dynamic competitive exposure because of collaborative buffering at other levels



Presupposes a Cultural Basis for Collaboration

References

Nina Witoszek and Atle Midttun (2018) Sustainable Modernity: The Nordic Model and Beyond, Routledge open access:

<https://www.taylorfrancis.com/books/e/9781351765633>

A short video introduction:

<https://www.youtube.com/watch?v=VNwqq6ACrjY&t=4s>

Wilson, David Sloan and Wilson, Edward O. (2007) Rethinking the Theoretical Foundation of Sociobiology. *The Quartely Review of Biology*. December

Charles A. O'Reilly and Michael Ltushman (2004)

The Ambidextrous Organization, Harvard Business Review April