Erfolgsfaktoren im Wettbewerb der Plattformen

Zürich, Januar 2017

Prof. Dr. Dr. Ayad Al-Ani

SYSTEMBRUCH.
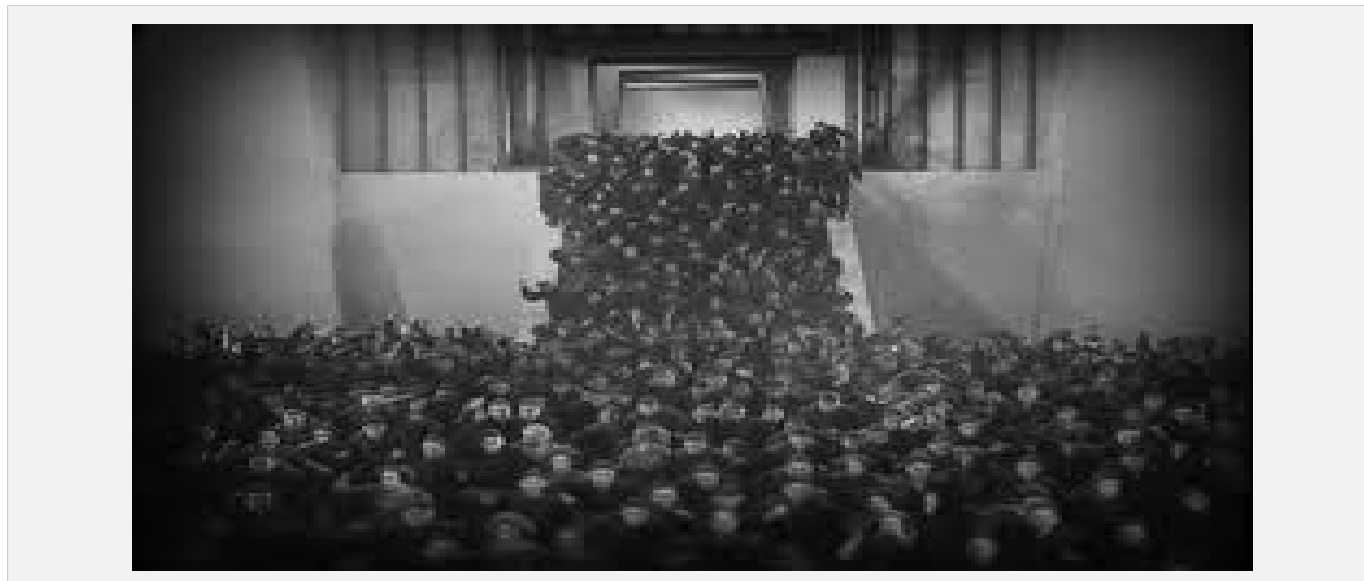
"Capitalists are no longer going to be interested in capitalism because it doesn't work for them anymore." (I. Wallerstein)

"When tracked against the hopes of the 1950s and 1960s, technological progress has fallen short in many domains." (P. Thiel)
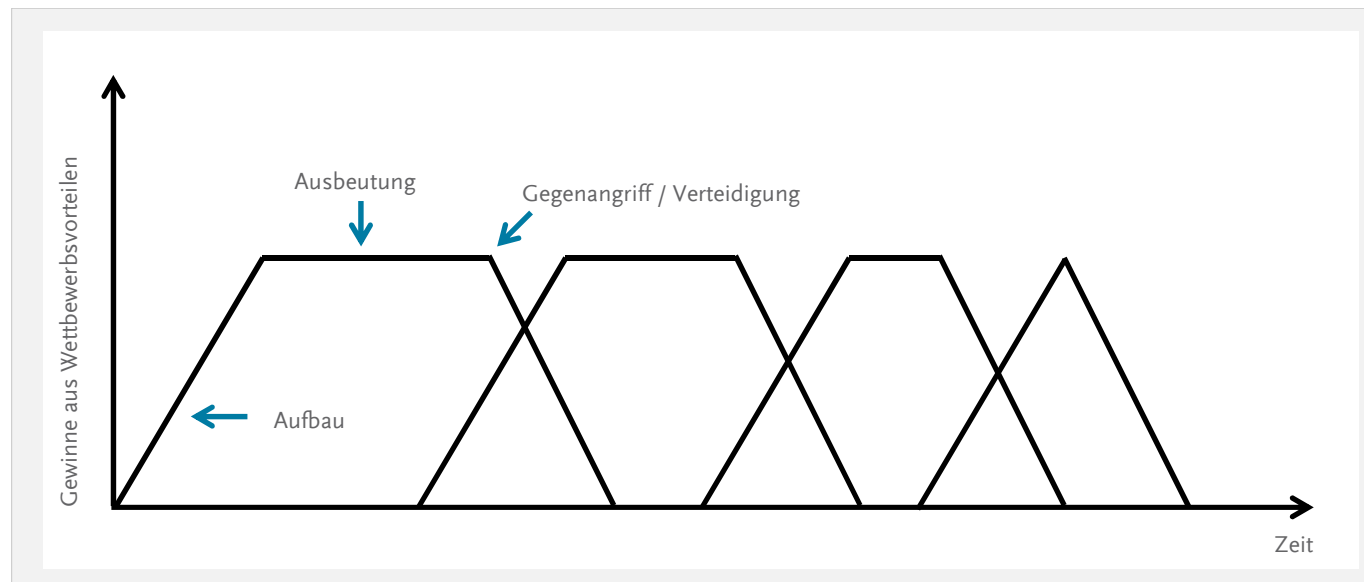
HIERARCHIE ALS ORDNUNGSPRINZIP.

Or Else?

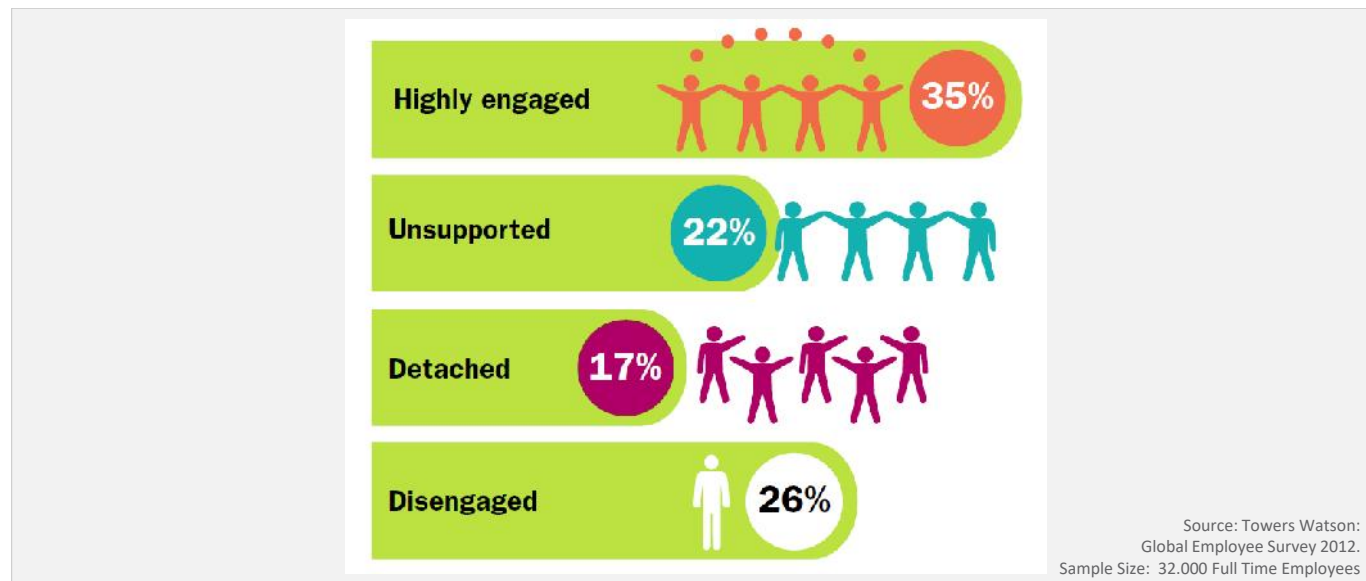# DER HYPERWETTBEWERB ERLAUBT KEINE KERNKOMPETENZEN.

Quelle: D'Aveni

Die schlanke Unternehmung und die Konsequenzen.

08.30 a.m.

Engagement als Minderheitenprogramm.

Highly engaged **35%**

Unsupported **22%**

Detached **17%**

Disengaged **26%**

Source: Towers Watson:
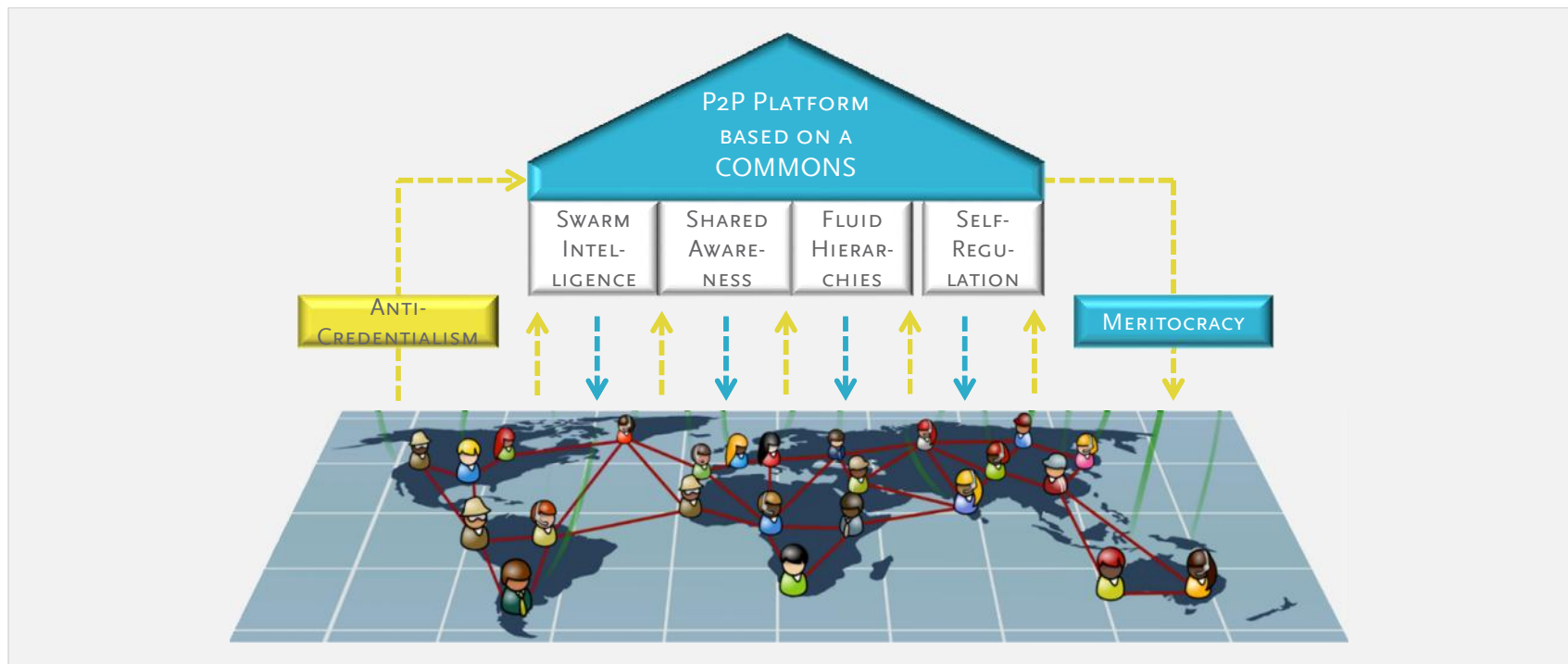Global Employee Survey 2012.
Sample Size: 32.000 Full Time Employees

„Cognitive Surplus" als neue Währung.

08.30 p.m.

PEER-TO-PEER PRODUKTION: EINE NEUE ORGANISATIONSFORM ENTSTEHT.

REGULARIEN DER COMMUNITY.

Wikipedia's Bureaucracy

The volunteer who produce the encyclopedia have created a complex system of governance. Here are some of its roles:

Administrators

Bots

Account creators

Checkusers

Autopatrollers

Bureaucrats

Edit filter managers

IP-block exempt

Oversighters

File movers

Ombudsmen

Importers

(CON) Konsensus muss erarbeitet werden. "Polling is not a substitute for discussion"
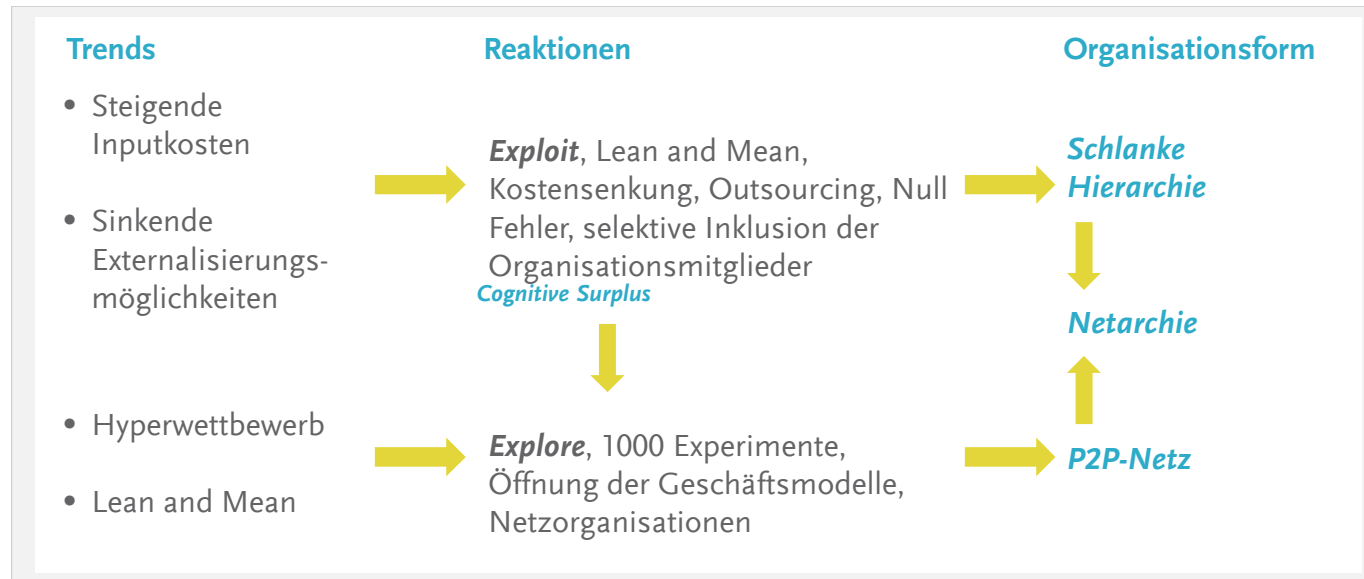
(ASG) Assuming Good Faith

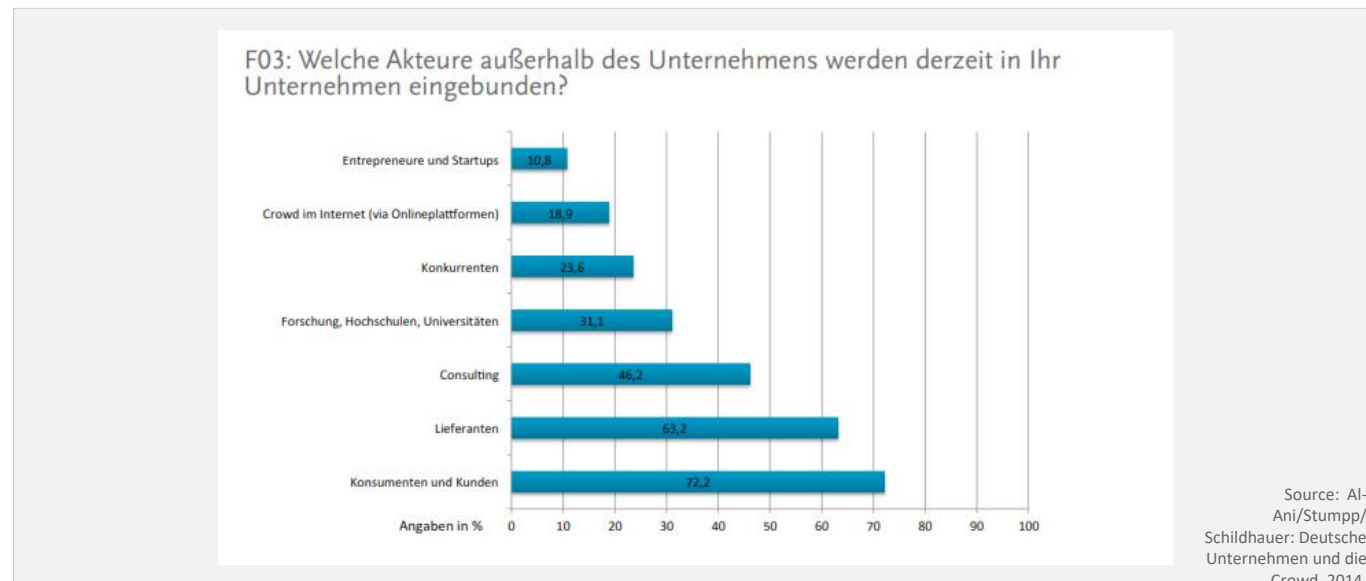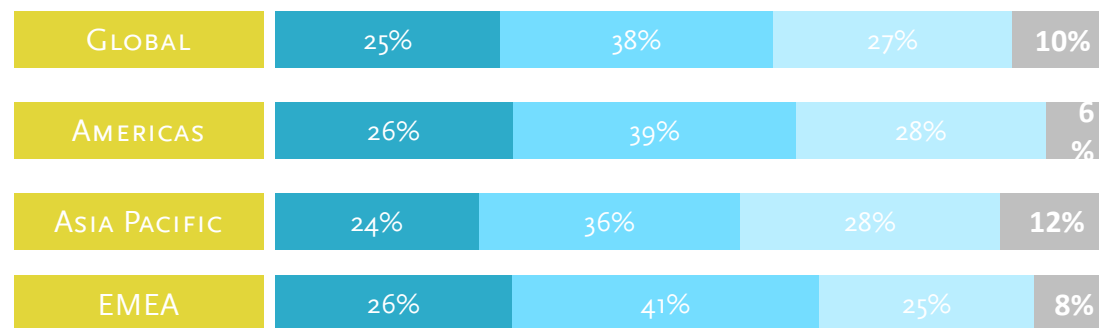**(DNB)** Do not bite newcomers

(NPOV) Neutral point of view

KINDERKRAM.

Der Entwicklunsprozess der Unternehmung ist blockiert.

Trends

- Steigende Inputkosten

- Sinkende Externalisierungs-möglichkeiten

- Hyperwettbewerb

- Lean and Mean

Reaktionen

Exploit, Lean and Mean, Kostensenkung, Outsourcing, Null Fehler, selektive Inklusion der Organisationsmitglieder

Cognitive Surplus

Explore, 1000 Experimente, Öffnung der Geschäftsmodelle, Netzorganisationen

Organisationsform

Schlanke Hierarchie

Netarchie

P2P-Netz

Jedes 5. Unternehmen arbeitet mit der Crowd.

F03: Welche Akteure außerhalb des Unternehmens werden derzeit in Ihr Unternehmen eingebunden?

Source: Al-Ani/Stumpp/Schildhauer: Deutsche Unternehmen und die Crowd, 2014.

Companies prepare for the „Open Talent Economy".

Global	25%	38%	27%	10%
Americas	26%	39%	28%	6%
Asia Pacific	24%	36%	28%	12%
EMEA	26%	41%	25%	8%

Deloitte Human Capital Trends 2013

- Trend is highly relevant today
- Trend will be relevant in the next 1-3 years
- Trend will likely be relevant in 3 years and beyond
- Not applicable

Respondents:
Americas 315
Asia Pacific
582
EMEA 412
Total 1309

Offene Organisation: IT-Campus.

Peers /

Innovations-
Plattformen

SW Community-Plattform

IT-Campus

Governance-
Plattformen

Interne-Plattformen

IT-Kern

Test
Factory

Startups

Kollaborations-
partner
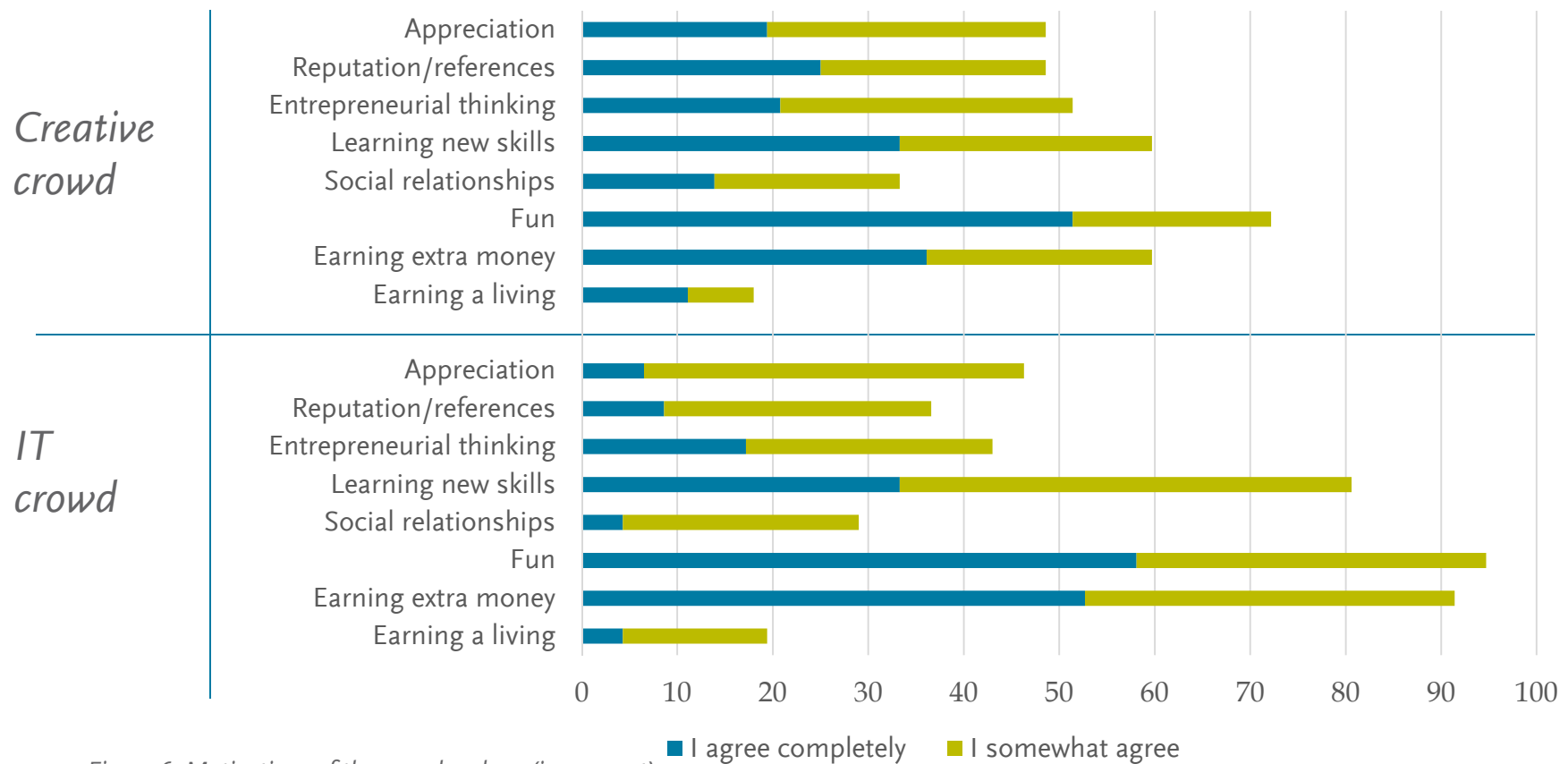
Externe
Firmen

Agile
Partner
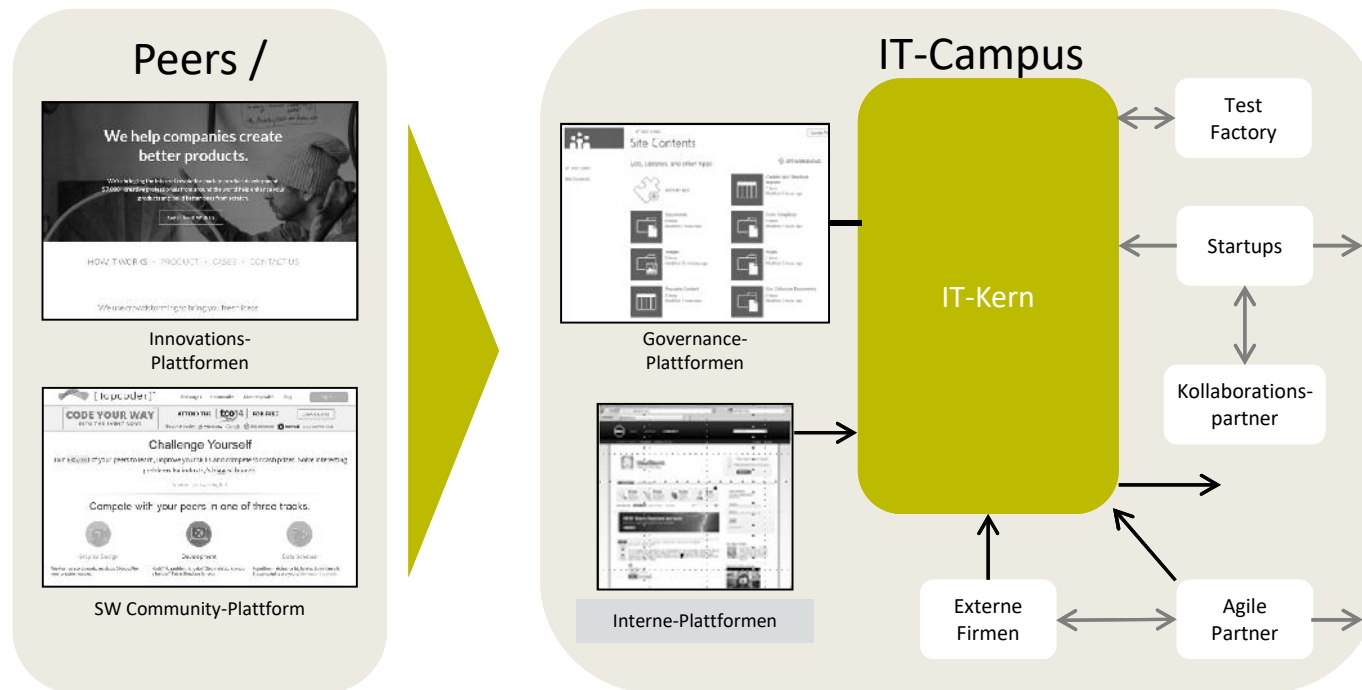
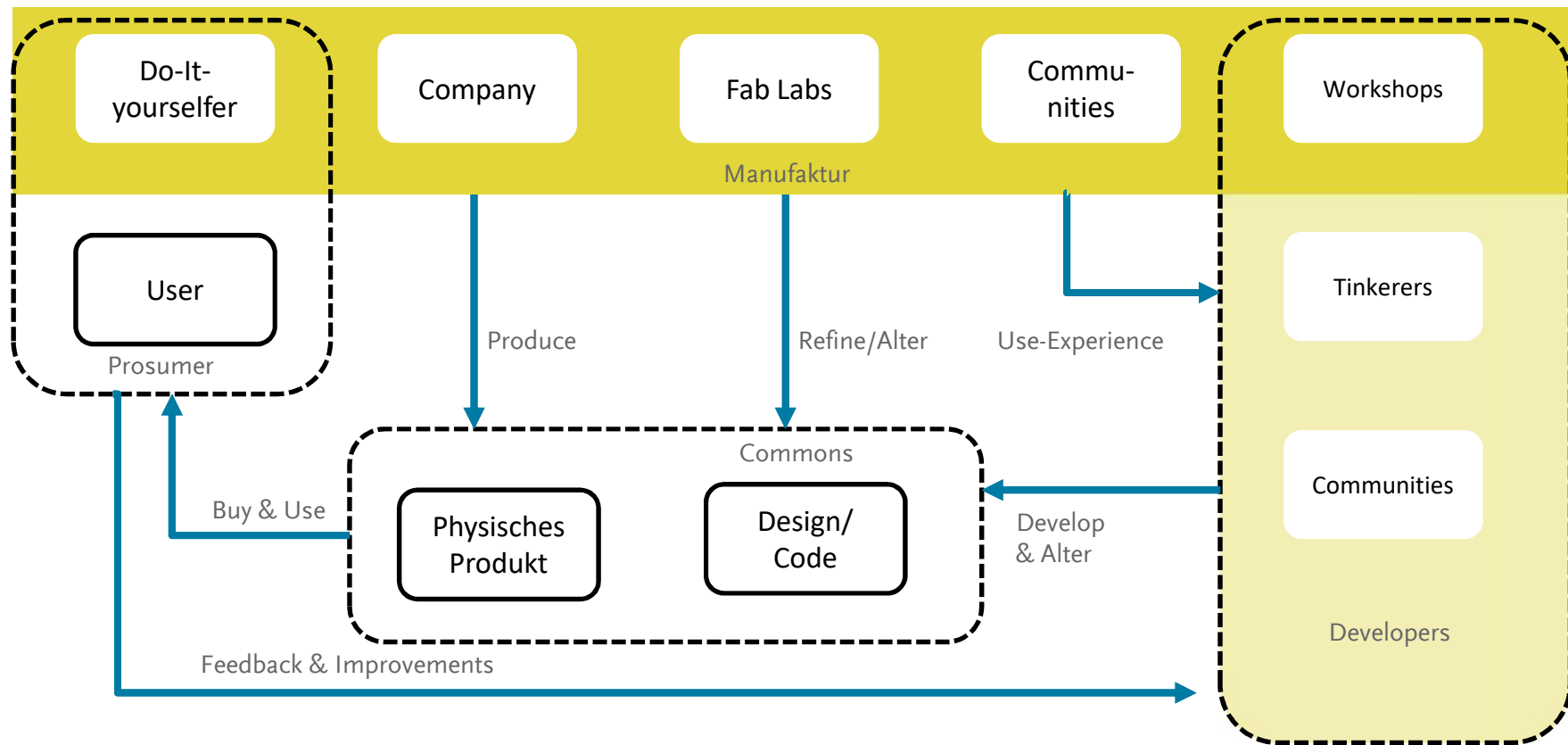Source: tebble

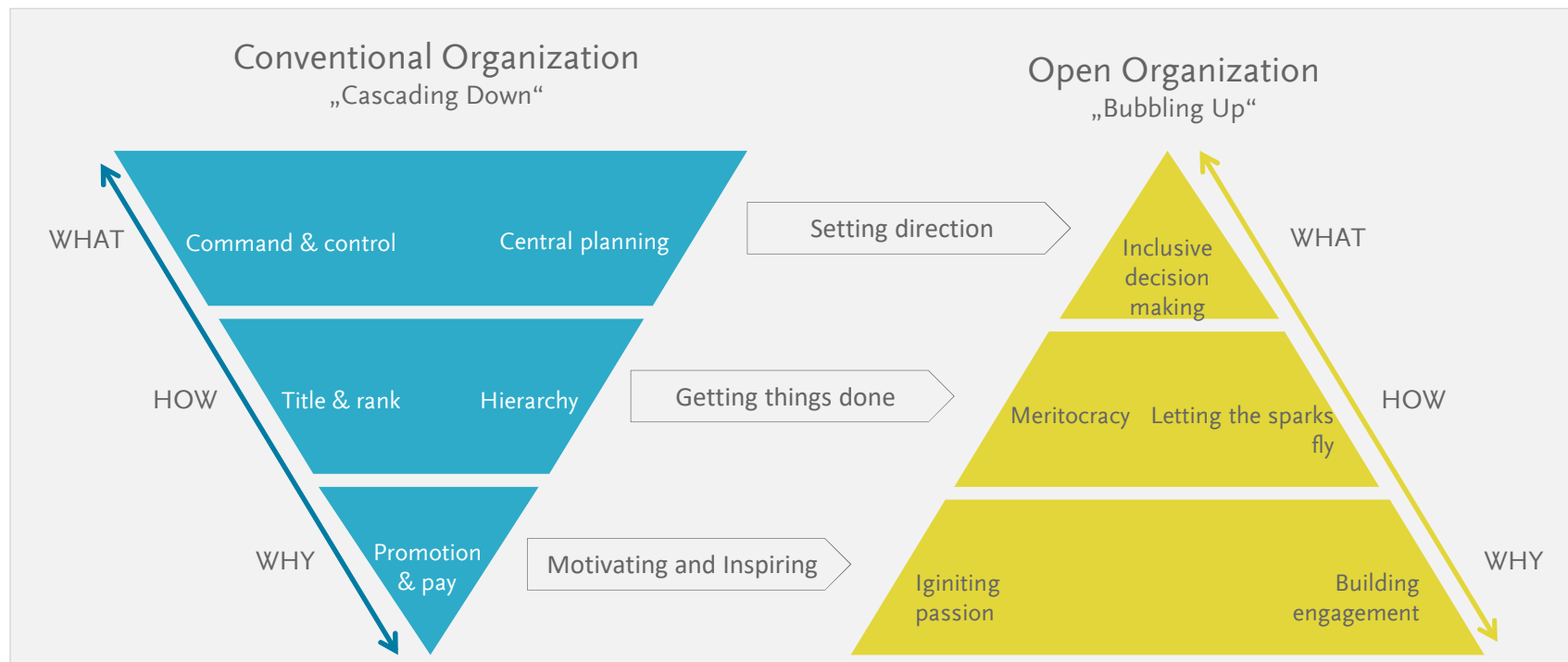# Motivations

Figure 6: Motivations of the crowdworkers (in per cent)

Offene Prozesse: SWE.

Quelle: tebble
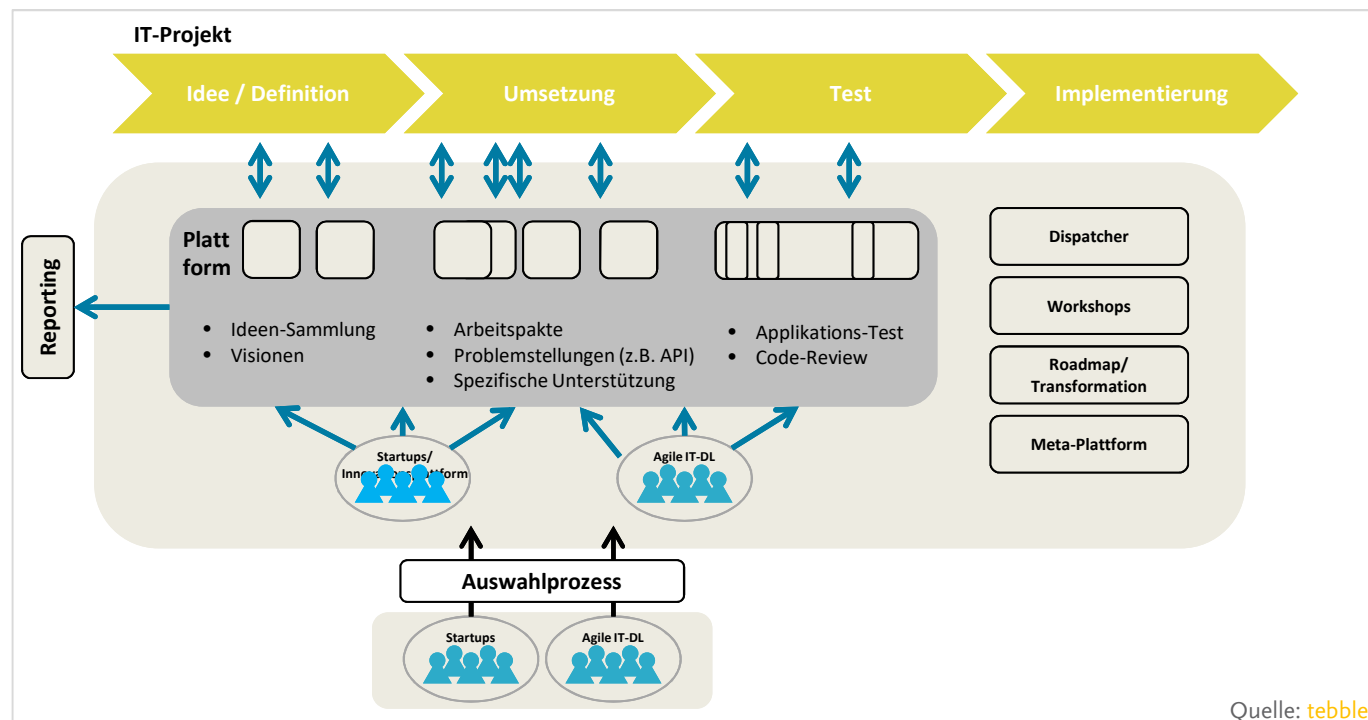
THE BIG WIDE OPEN (MANUFACTURING).
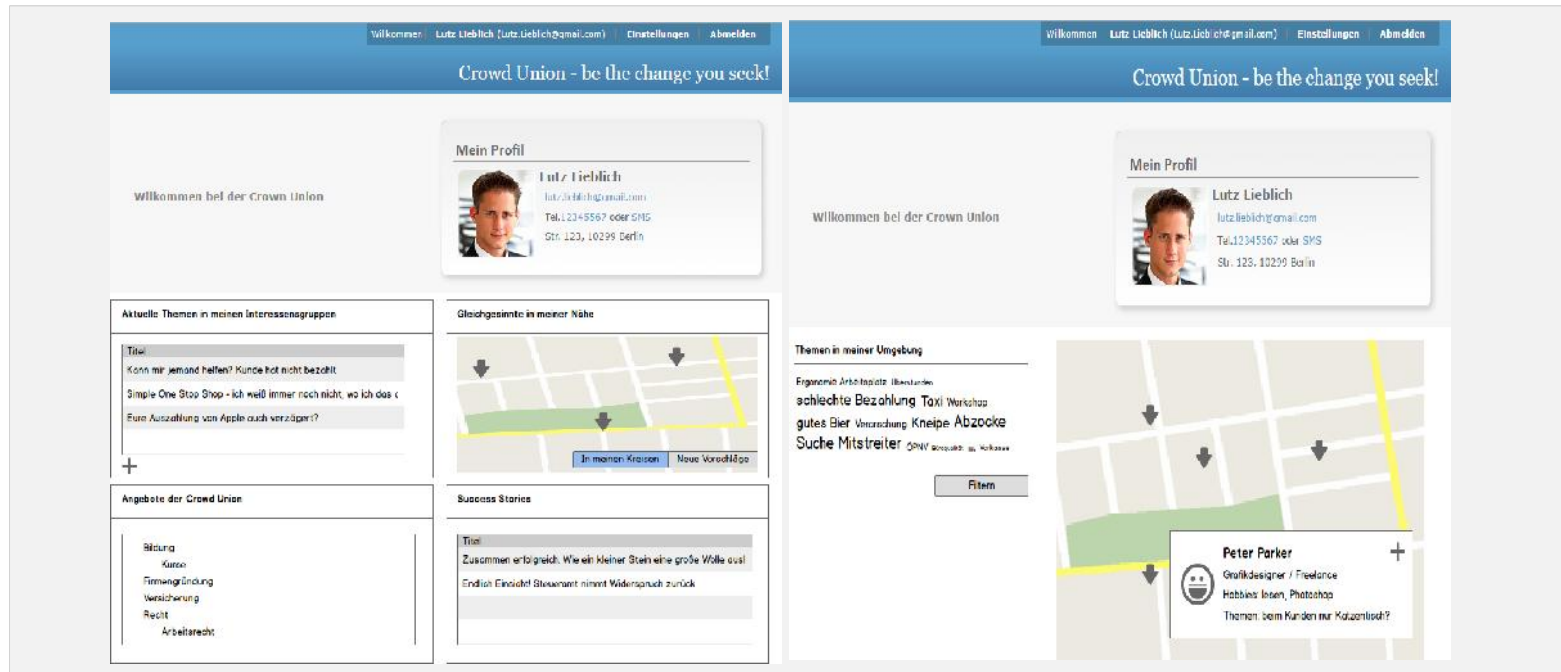
Die offene versus die konventionelle Organisation

Quelle: Red Hat

Selbstorganisation als Prinzip.

Wir haben noch keinen Namen ...

	Management	Leadership	That something else better that isn't management or leadership
Attitude	Compliance	Humility	Service
Authority	Based upon title	Based upon earned trust	None. Offers an example which may be followed or not
Questions	Questions are viewed as a threat to authority	Encourages questions to develop an ethical understanding	Asked frequently
The Framework	Procedural	Relational	Engaged and connected
Rules/Boundaries	Based upon conformity	Based upon an ethical, philiosophical concept	Based on respect for others
Procedures	Standardized	Personalized	Adapted as needed
Innovation	Discouraged if it challenges the status quo	Provides a vision that inspires others	Secondary to creativity, freedom and exploration
Submission	Forced: Based upon a fear	Voluntarily: submitting to another's strenths to protect one's weekness	There is no submission; exchanges are mutual and of mutual value
Motivation	Extrinsic	Intrinsinc	Not necessary
The Results	Behave externally but rebel internally	Empathetic, ethical thinkers who want to do what is right	Cooperative environment populated by creative and expressive individuals who see respect for and services to others as the highest good

Quelle: P2P Foundation

Das Digitale Programm. Baue Organisationen um die Talente herum

4 — Baue Plattformen und multipliziere „Change by Platform"

3 — Rede und lerne über die Zukunft mit Kollegen und Experten

2 — Identifiziere Fähigkeiten des alten Modells, die übertragen werden

1 — Was wird sich verändern, wann?

Network

Hierarchie

Quelle: tebble

SUMMARY.

Arbeit

- Arbeit im Workflow / Plattform mit Kollegen und externen Partnern
- Transparenz der Leistung & Partizipation
- Selbstvertrauen & kontinuierliches Re-evaluieren des Verhaltens
- Lust auf Lernen/ Kennenlernen neuer Facetten des Selbst
- Eigene Lösungen zur Abhilfe

Externe

Algo-rithmen

Organisation

Partner

Fordert   Determiniert

Selbst

Ideen | Talente | Moti-vation | . . .

Definiert   Nutzt

Digitale Lernplatt-formen

Individuelles Lernen (Edupunks)

Kollegen

Lernstrecken

Führung

- „Compelling Aspirations"
- Anziehen von Talenten für Projekte/Plattform
- Ideen/Innovationen (Schumpeter)
- Indirektes Management
- Fluide Hierarchien
- Demografie-Management
- Coaching individueller Lernerfahrung

- Geschichten als Trajektorie
- Bündelung von Talenten
- „Change by Platforms"

Transformation

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