

6 THE OPEN, COMPLEX, DYNAMIC, AND NETWORKED ORGANIZATION

DRIVING INNOVATION

The current interest in “design thinking” has been sparked by the trouble organizations have in dealing with today’s open, complex, dynamic, and networked problem situations. Problematic situations arise when an organization’s conventional problem-solving routines fail, when the equation



that an organization has been operating under breaks down. In these situations, it can be difficult to fathom what’s wrong. Should the “what” be changed? But perhaps the “how” could also be inadequate, or the frame that drives the implication that a certain pattern of relationships will lead to the desired outcome could be faulty. Maybe the outcome itself, the desired value, is out of date because the organization has been misreading the developments in its societal context or the “market”?

The audio equipment manufacturer Bang and Olufsen, introduced in case study 2, is a perfect example of this predicament, as it experienced all of these questions in quick succession. Their capacity to innovate was honed to