

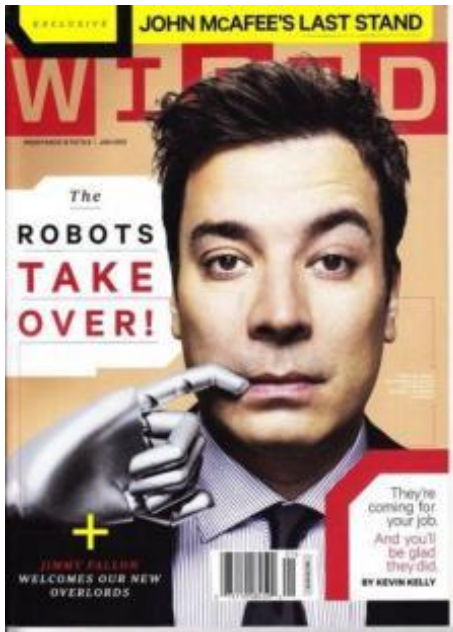


Are We Taking the Wrong Approach to Digital Changes?

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TECHNOLOGY

Tue Oct 25, 2016 | 10:01 PM EDT

Uber's Otto hauls Budweiser across Colorado in self-driving truck



Oct 25, 2016 | 01:36

Driverless 'beer run' across Colorado

Technology

Pepper robot to work in Belgian hospitals

🕒 14 June 2016 | [Technology](#)



AZ DAMIAAN HOSPITAL

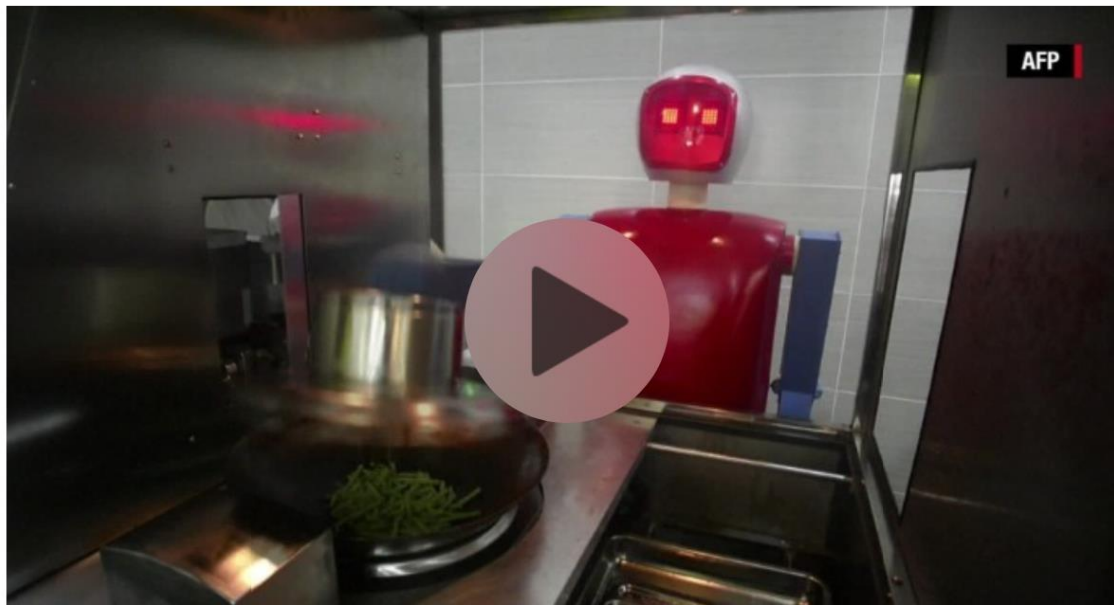
Pepper will assist people when they arrive at hospital

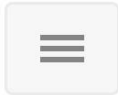
Pepper, the humanoid robot programmed to "understand" human emotions, is to take a new job - as a receptionist in two Belgian hospitals.

New order? China restaurant debuts robot waiters

By **Chuck Thompson** and **Elaine Yu**, CNN

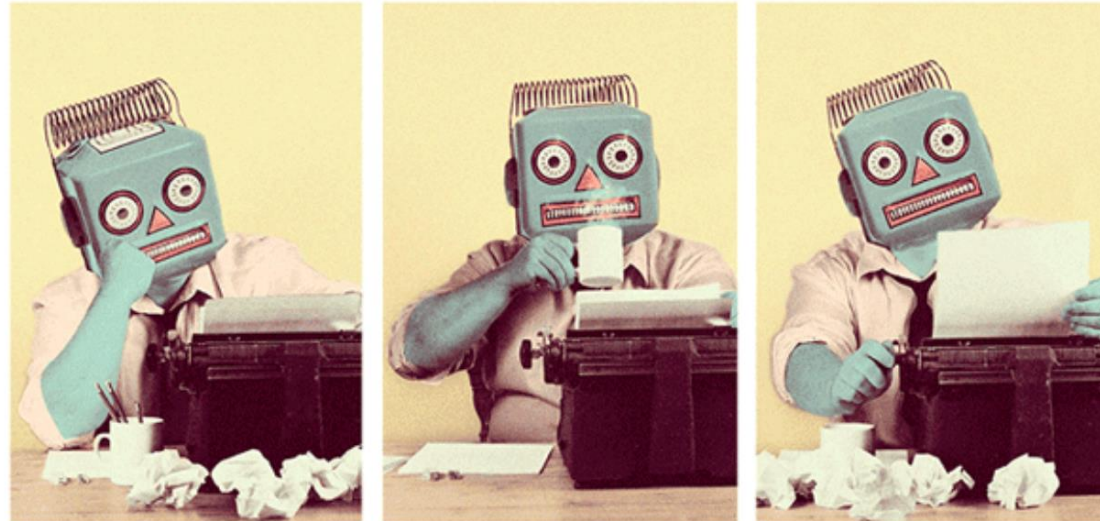
🕒 Updated 04:19 GMT (12:19 HKT) April 20, 2016





OPINION

If an Algorithm Wrote This, How Would You Even Know?



JAVIER JAÉN, PHOTOGRAPHS BY ROGER LECUYER / GETTY IMAGES

Business



University opens without any teachers

By Matt Pickles

.

🕒 26 October 2016 | [Business](#)



Brittany Bir says students used to teaching themselves are better self-starters in work

Digital is Driving Revenue

At a company level, digital will increase revenues on average by over 10%, which means digital will touch every aspect of a company's strategy and operations.

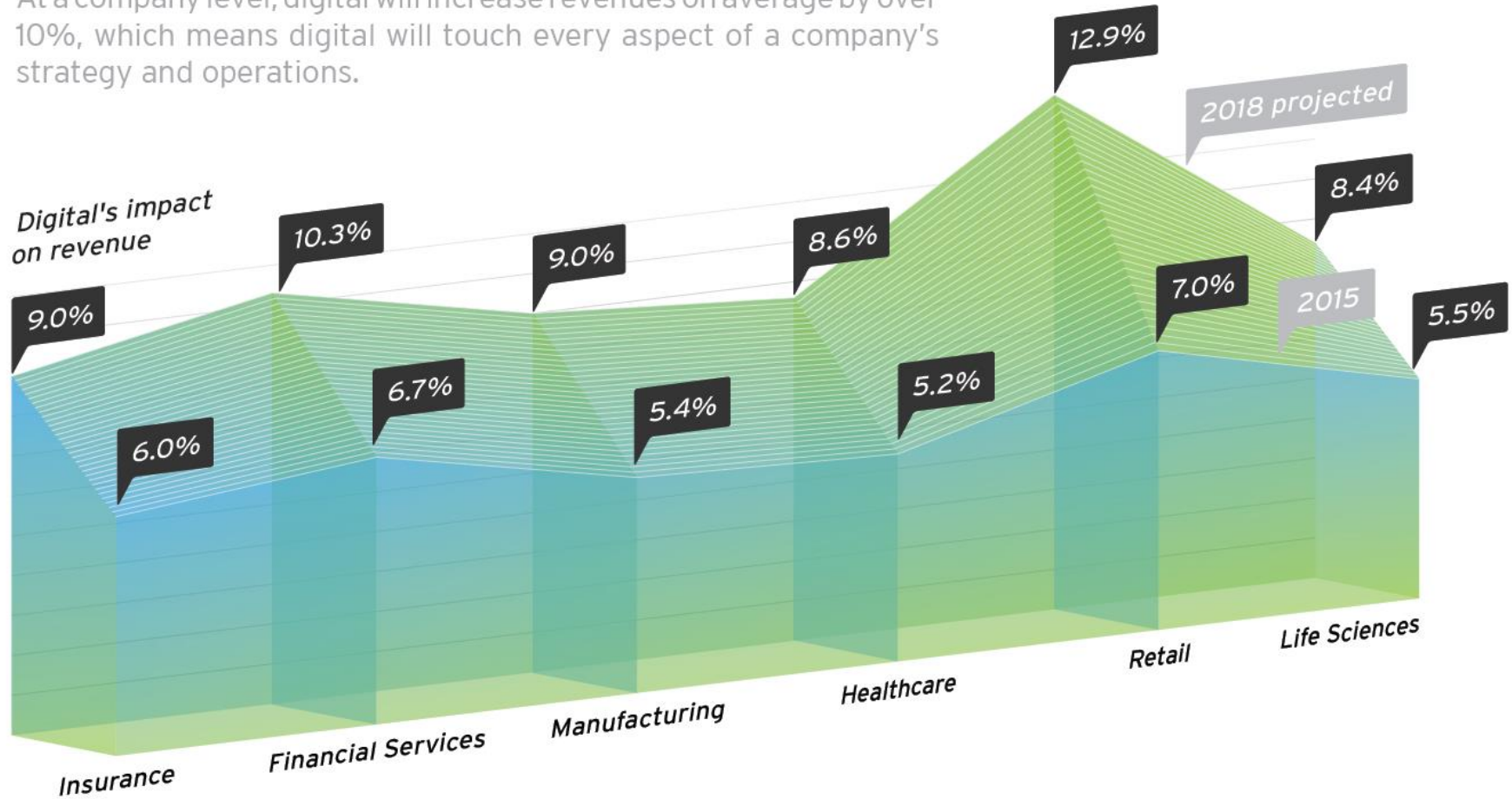


Figure 2

Source: Cognizant Center for the Future of Work, 2016

How Companies Compare Applying Digital

Executives appear realistic for 2015, with most on par with competitors, but delusional about the future, when most believe they will be ahead of others in their industry.

How does your company compare to others applying digital technology?

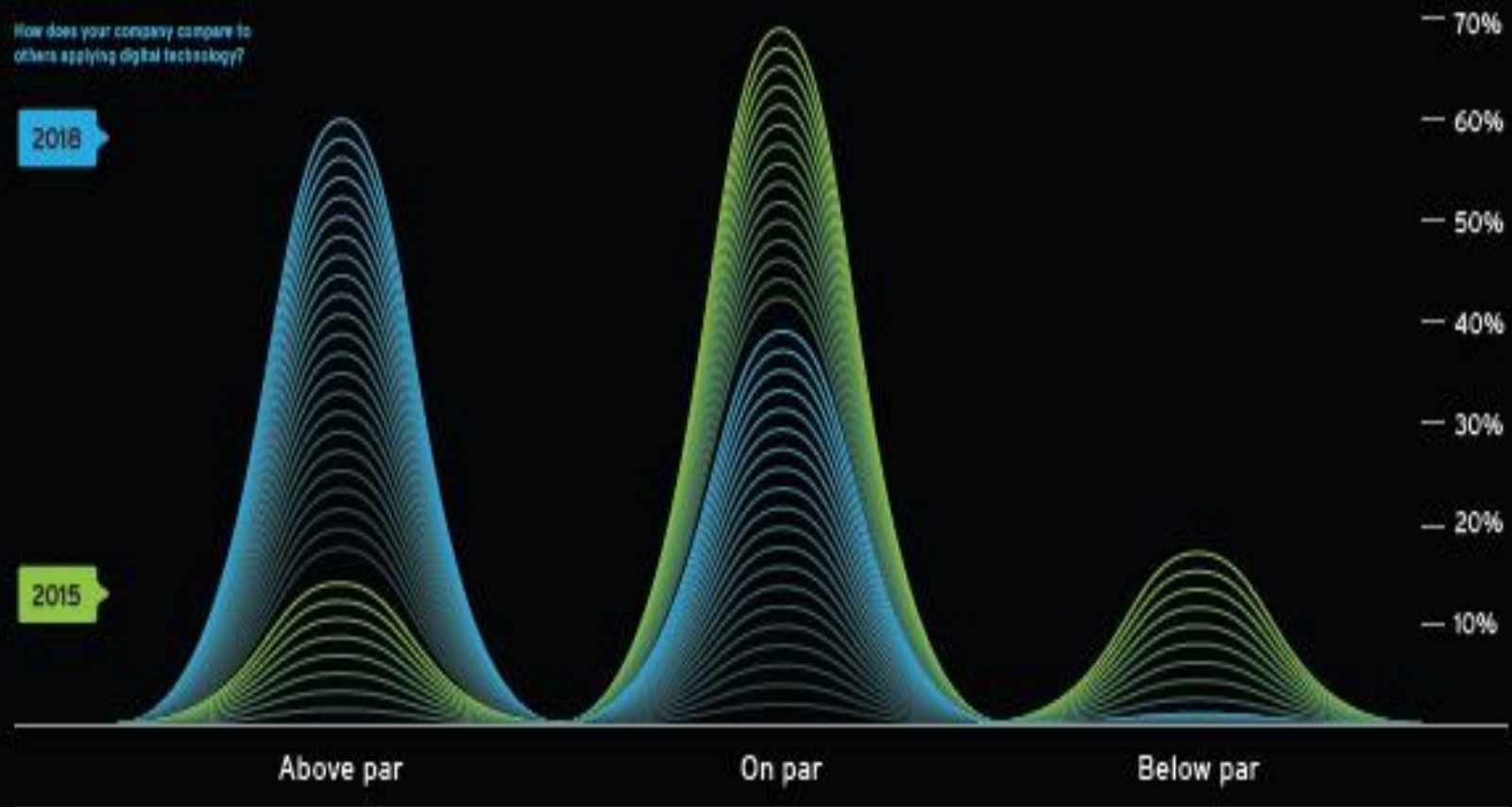
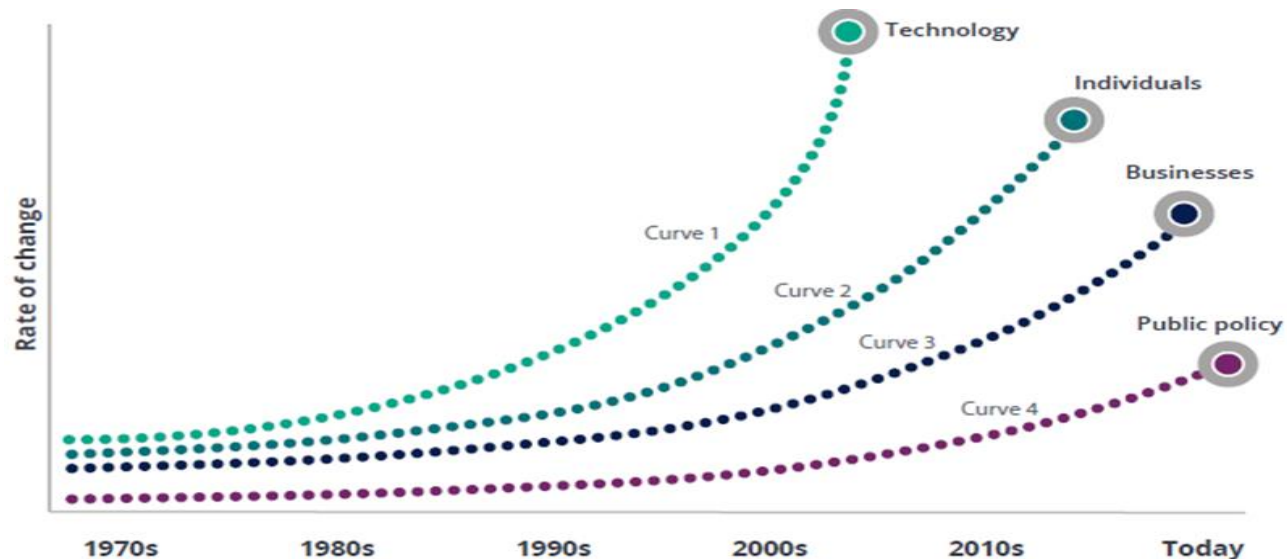


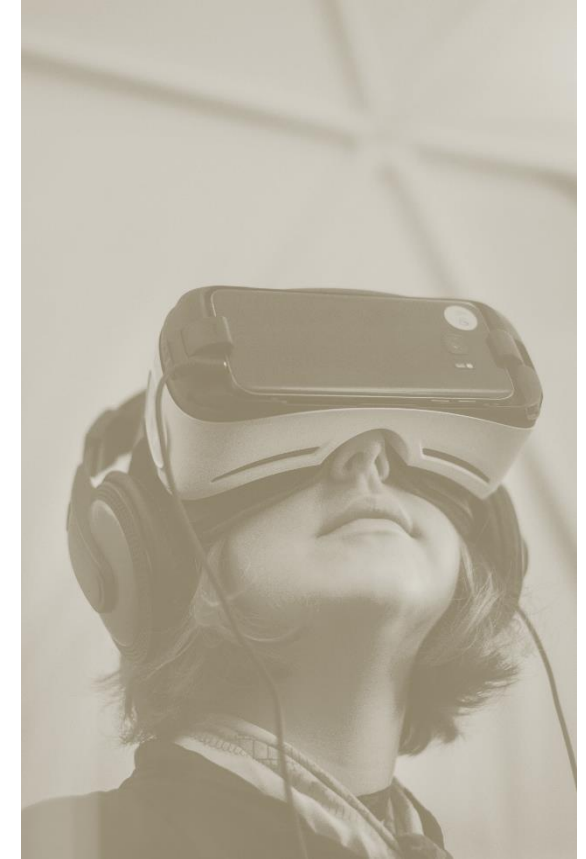
Figure 8 Source: Cognizant Center for the Future of Work, 2016

The 4th industrial revolution

- New ways of working
- New challenges for leaders, organizations, and policy makers



Source: 2017 Deloitte Global Human Capital Trends



90% - their industries will be largely disrupted by digital trends

44% - their organizations are preparing for it

(MIT sloan management review, 2016)

My organization primarily drives digital business adoption and engagement internally through:

Percentage of respondents



Support The Guardian

News Opinion Sport C



The New York Times



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Will Robots Take Our Children's Jobs?



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11:39:24 AM ET

o robots

Nine jobs

By Judith Aquino

Business Insider

better plan now
late

Larry Elliott





Roboter vil overta en rekke jobber i fremtiden, ... [les mer](#)

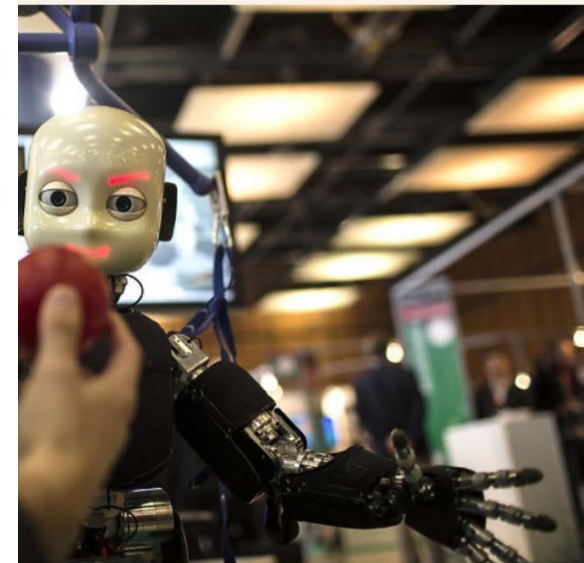
Nyheter Arbeidsliv

Når maskin jobben Her er robotguruens beste råd til deg som vil unngå å miste jobben

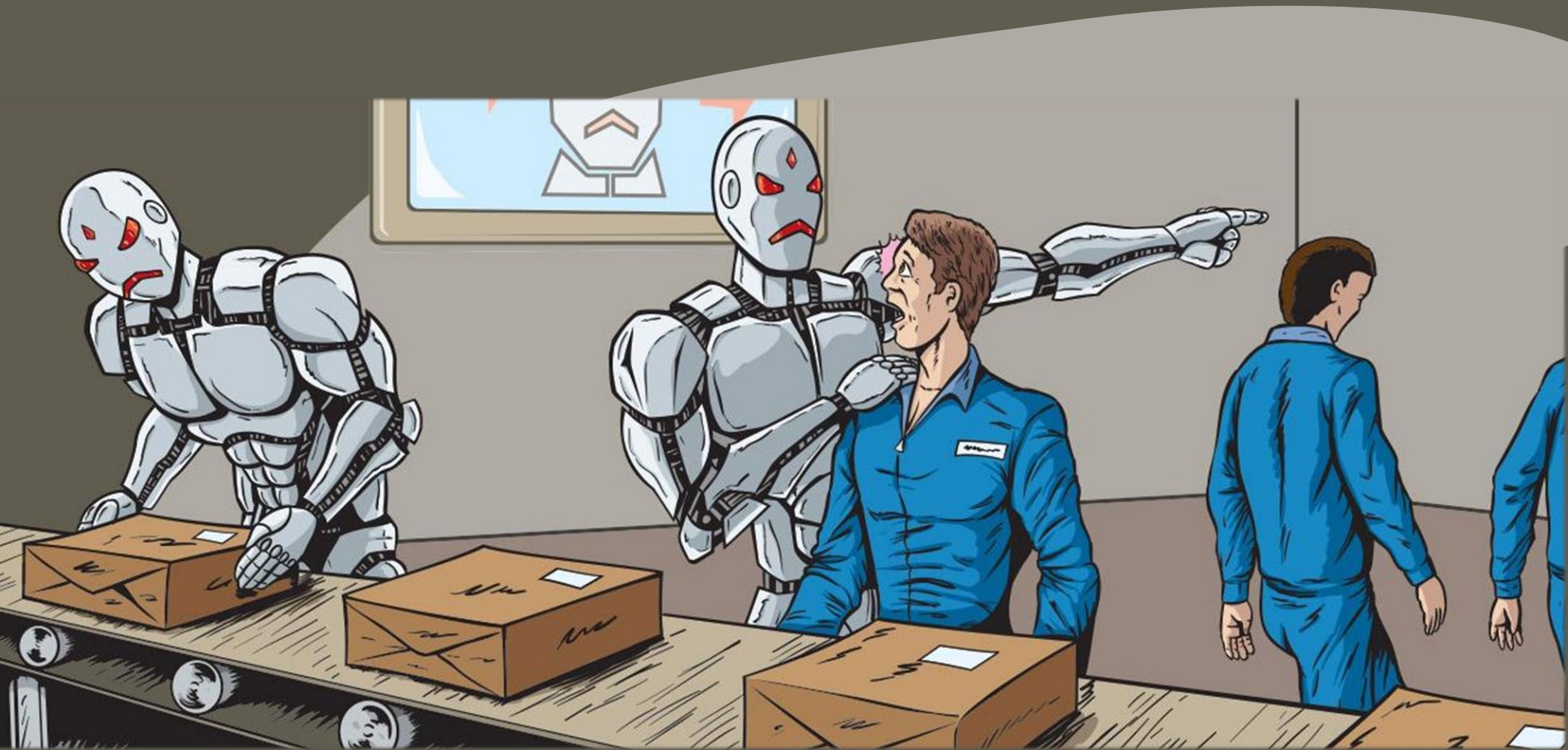
Halvparten av jobbene kan forsvinne som følge av automatisering, viser ny

av dagens oli erstattet

re mener at halvparten av
vunnet og er erstattet av



BILDETEKST





LISTEN

People should feel like technology is being made to work for them. Instead, they often feel they are being made to work for technology.

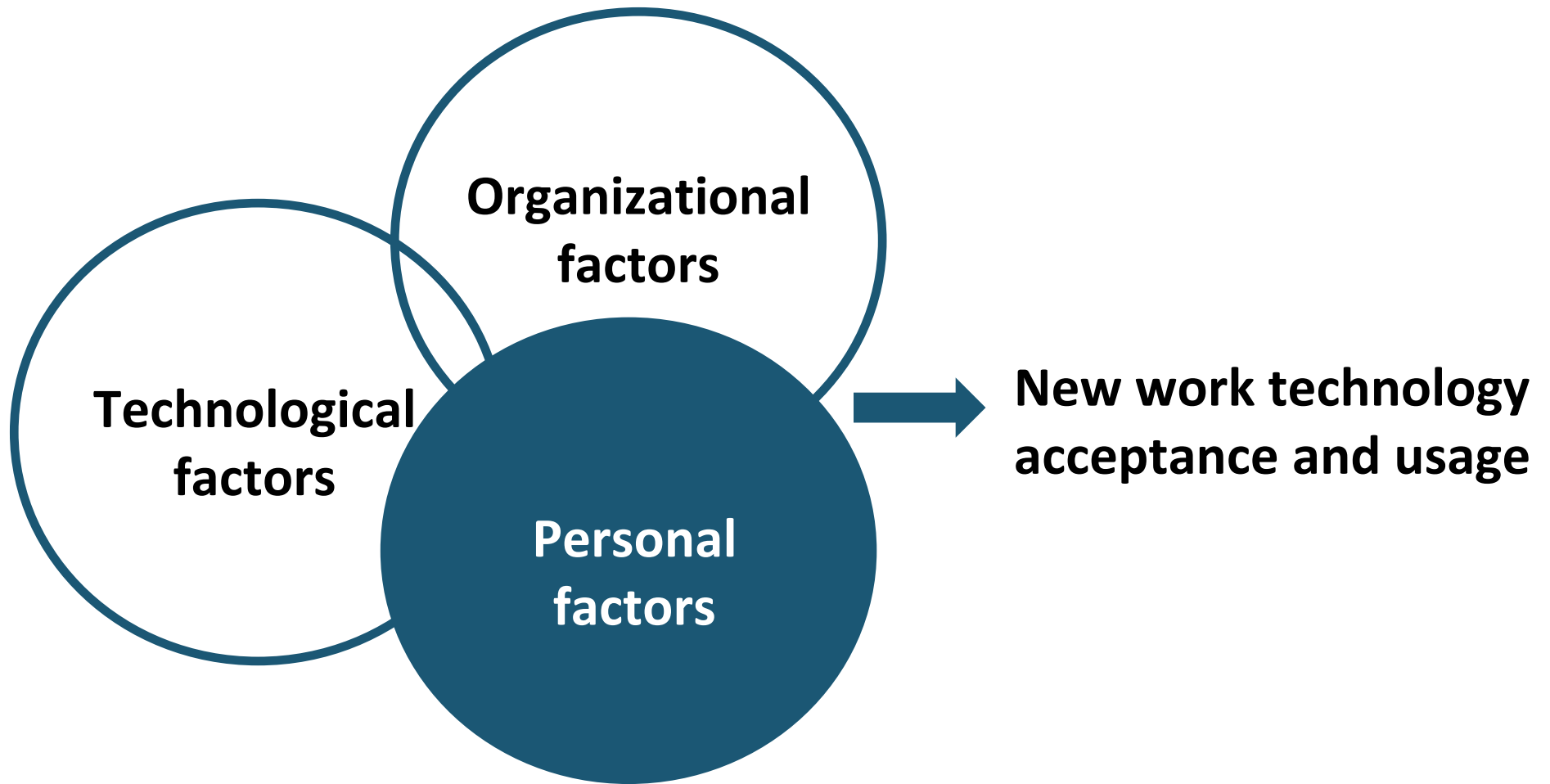
Technology-centric model

Employees are more likely to accept and use new technology at work when they believe that...

Technology is easy
to use

Technology is useful
for doing their work

Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, 13(3), 319-340.



c.f., Bondarouk, T., Parry, E., & Furtmueller, E. (2017). Electronic HRM: four decades of research on adoption and consequences. *The International Journal of Human Resource Management*, 28(1), 98-131.

A 3D rendering of a human brain, shown from a slightly elevated, front-facing perspective. The brain is rendered in a light gray, almost white color with a highly reflective, glossy surface. The intricate folds and grooves of the cerebral cortex are clearly visible, creating a complex, textured appearance. The lighting is soft and even, highlighting the contours of the brain. In the center of the brain, the word "MINDSET" is written in a large, bold, black, sans-serif font. The letters are thick and blocky, with a slight shadow that makes them appear to be floating just above the brain's surface. The background is a plain, light gray, which makes the brain and the text stand out prominently.

MINDSET

What is mindset?

Fundamental beliefs about the the truth or existence of something

Fixed/Growth Mindset

Beliefs about basic *personal resources* like competence or ability, and the extent to which are malleable

(e.g., Dweck, 2000; Dweck et al., 1995)

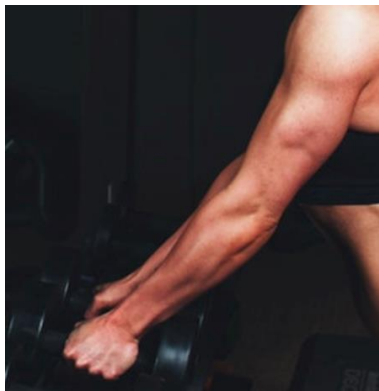
Zero-/Expandable-Sum Mindset

Beliefs about *situational resources* and the extent to which they are finite, such that a gain for some implies a loss for others

(e.g., Sirola & Pitesa, 2017)

Fixed versus growth mindset: beliefs about personal resources

A person's level of technological competence is something basic about them, and there isn't much that can be done to change it.

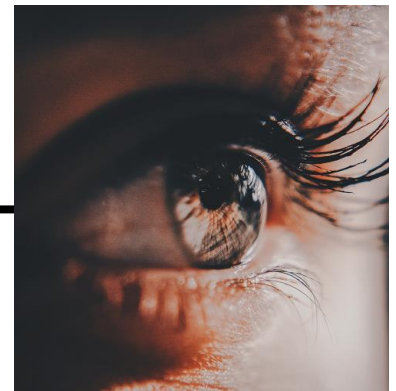


growth mindset

2

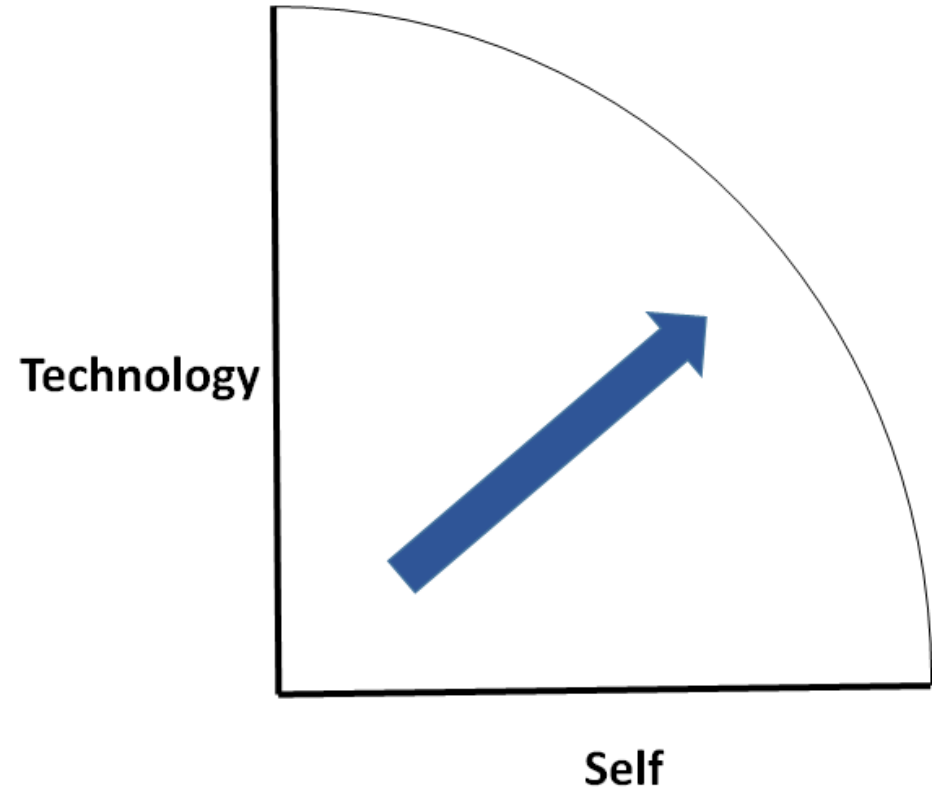
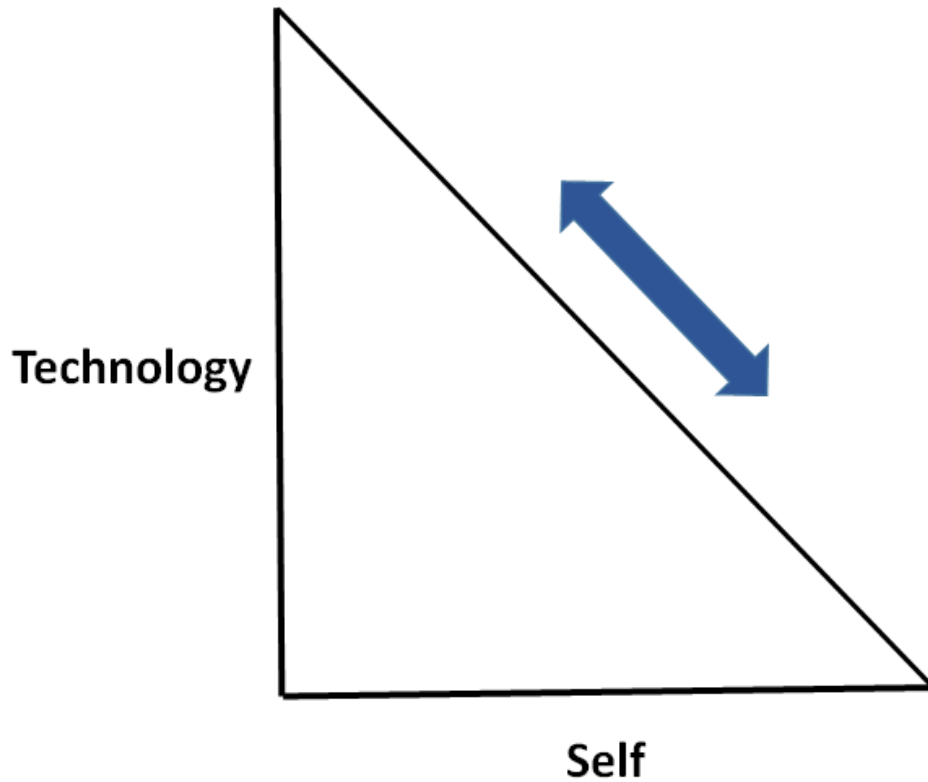
3

4



fixed mindset

Zero- and expandable-sum mindset: beliefs about situational resources



Expandable-Sum

Zero-Sum



Fixed

Growth

Fixed x zero-sum mindset: Non-compliance crafting

“With every customer I try to provide a personalized and positive customer service experience. To remind people that a machine cannot replace hospitality.”

Waitress, 25 years old

Expandable-Sum

Zero-Sum



Fixed

Growth

Fixed x expandable-sum mindset: Complementary crafting

“With the help of team member [who] will do the R&D work, I integrate the new changes”

Web-developer, 36 years old

Expandable-Sum

Zero-Sum



Fixed

Growth

Growth x zero-sum mindset: Competitive advantage crafting

“Anytime I acquire new information about a new job or skill, I like to note it into my smartphone. My smartphone contains a long list of skills learned that I will never forget.”

Security guard, 32 years old

Expandable-Sum



Zero-Sum



Fixed

Growth

Growth x expandable-sum mindset: Social innovative crafting

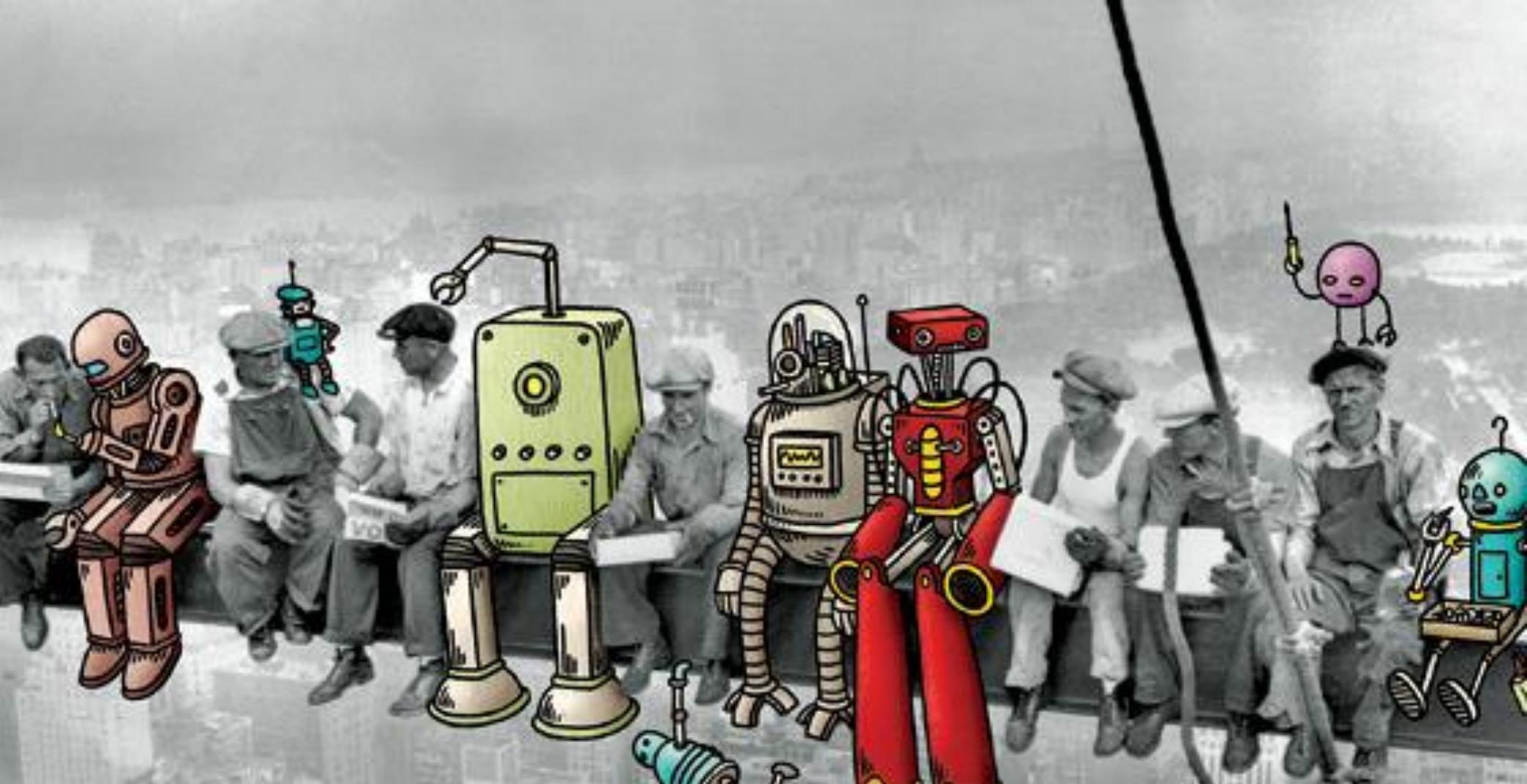
“I created a WhatsApp group for my coworkers that excluded company managers, so that we can discuss our needs and problems [with new technologies being introduced in the workplace.]”

Android developer, 26 years old

Manager's mindsets also matter

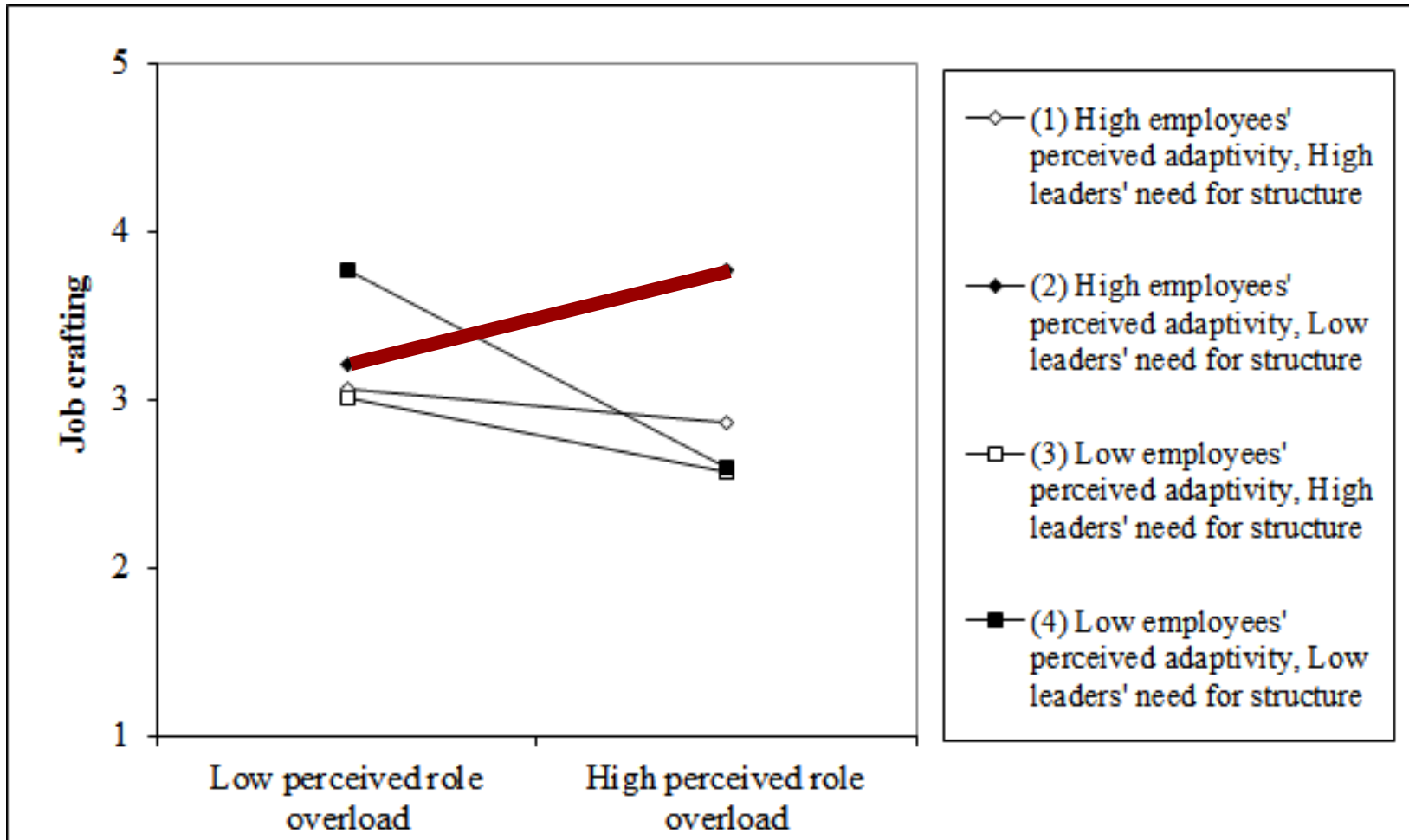
"I complain to my fellow managers about the useless changes. Then I put on a happy face, attend the WebEx calls explaining how to utilize the programs. Continue to smile and talk up the program as I teach other RN's how to access and utilize it." *Health clinic manager, 56 years old*

"I feel hopeful about [the new call management system], although there is a huge learning curve for myself and my employees."... "I have implemented a new 90 day policy of no coaching for errors related to the new system. This 90 days will be a training period so that we all perfect our knowledge of the software." *Call center manager, 39 years old*



Technology as colleagues, partners, inspectors or competitors

New forms of interaction between humans and machines emerge. There will be a coexistence of forms in the future.



Solberg, E., & Wong, S. I. (2016). Crafting one's job to take charge of role overload: When proactivity requires adaptivity across levels. *The Leadership Quarterly*, 27(5): 713-725.

“The future is not some place we are going to, but one we are creating. The paths are not to be found, but made. And the making of them changes both the maker and the destination.”

John Schaar, futurist, 1999

...international collaboration and funding



Funded by the Norwegian Research Council and the European Union, the Nordic Research Centre for Internet and Society aims, as a think-and-do-centre, to **bring together leading scholars and practitioners from Norway, Scandinavia, and the rest of the world** to explore the re-invention of work and organizing in a digital, networked, and media-rich environment.



thank you for
your time

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