

Jonas A. Ingvaldsen, PhD candidate

Ingvaldsen got his Master of Technology degree in Industrial Economics and Technology Management from The Norwegian University of Science and Technology (NTNU) in 2009. His master thesis was about team-based work systems. The same year he became a PhD candidate and joined SFI Norman.

At NTNU Ingvaldsen teaches courses in organization theory, technology management and change management.

Academic interests are high-performance work systems, socio-technical theory and action research.



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Work systems in Norwegian manufacturing have traditionally been characterized by worker autonomy, formal and informal participation and "practice learning". This is sometimes referred to as the "Norwegian model" at the micro level. Today, new technology and competitive pressure are drivers of change. Internationally, so-called "lean production", pioneered by Toyota, has become the blueprint for best practice in manufacturing. At the level of work organization, lean production is characterized by high interdependence between activities (low autonomy), formalized work processes and systematic continuous improvement. Hence, lean production is in many respects different from the "Norwegian model". In particular there is a tension between worker autonomy and process standardization.

In my thesis I ask how the "Norwegian model" of manufacturing can be reconfigured at the micro level to remain competitive in the future. To achieve system-wide efficiency and learning, some lean production structures and practices should be adopted. However, these practices must continue to be governed by participative relations of production, which is a characteristic of the Norwegian work life.

Theoretically, my research is influenced by socio-technical theory and labor process analysis. Methodologically, I use qualitative analysis and comparative case studies in order to gain in-depth understanding of different work practices and systems.

Facts

PhD started in 2009

Supervisor:

Monica Rolfsen

Thesis title:

Lean production in Norwegian manufacturing



My thesis is a collection of research papers, which will be published in international journals. Practical implications will be communicated through workshops in the SFI Norman network. In particular I want to highlight which choices companies have when designing work systems, and what are the likely consequences of different organization choices for coordination and participation.

