

## Collaborability Meter - Executive Summary SFI NORMAN Research area 2 – WP5

The technology and production systems developments in Norman need high level interaction with organization, people and management system. WP5 Ideal factory's core focus is to ensure sociotechnical fit: to maximize the organizational exploitation of the technology systems the companies possess, acquire or develop.

A core task within WP5 is to develop models and tools for "the High Performance Collaborative Work organization". Research addresses how lean principles can be combined with the Norwegian model's competitive advantages in advanced and complex manufacturing systems.

The Norwegian model competitive advantages:

- High wage costs over prolonged time have made capital investments in technology relatively inexpensive, resulting in organizations with a high technology level
- Norwegian companies are informal and non-bureaucratic. Doors are open and there is a high acceptance of dialogue and interaction across professions and levels.
- Management and unions handle negotiation and cooperation simultaneously.
- There is a high level of trust between managers, shops stewards and regular employees.
- Employees are often involved in central processes and the average competence level is high. Thus: they understand the whole picture, they have developed independence and ability to take on responsibility, and they dare to challenge taken-for granted truths. This can make the company a hotbed for employee-driven innovation.

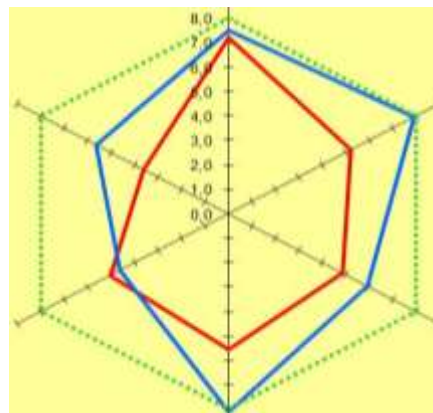


Figure: Collaborability Meter Profile: Level & quality of involvement and collaborative industrial relations in a leading Norwegian company, engineering industry

However, the Norwegian model competitive advantages are not traits that all companies possess. It takes effort to develop them. The Collaborability Meter is a tool to measure and develop core aspects of The Norwegian model competitive advantages, namely the level and

quality of involvement and collaborative industrial relations. The collaborability score is a weighted indicator of core aspects of the Norwegian model at company level. It is an indicator of the company as a High Performance Collaborative Work Organization.

The collaborability meter is a tool that can be used to improve the joint optimization of technologically advanced production systems and high performance collaborative work organizations and thus enable Norman partners to innovate based in own manufacturing processes.

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