

# FOKUSOMRÅDE DIGITALISERING

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Swedish Center for Digital Innovation [www.scdi.se](http://www.scdi.se)

Forskningskonsortiet Digital Förvaltning

[www.digitalforvaltning.se](http://www.digitalforvaltning.se)

Göteborgs universitet



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GOTHENBURG



# Digital ambidexterity in the public sector: empirical evidence of a bias in balancing practices

Empirical evidence of a bias

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**Abstract**  
**Purpose** – The purpose of this study is to explore and describe an imbalance practice (IP) for digital ambidexterity in the public sector.  
**Design/methodology/approach** – This research is designed as an interpretive case study of a large Swedish authority, involving 16 stakeholders in the form of interviews and internal documents. The method of analysis involves both identifying the findings from a previous framework for digital innovation and deriving design implications for ambidextrous governance.  
**Findings** – This findings show that all identified IP merged into imbalance innovation is directed toward an increased emphasis on efficiency capabilities rather than innovation capabilities. With the increased demand for innovation capabilities in the public sector, this is identified as a problem.  
**Research limitations/implications** – The limitations identified are related to the choice in the method of an interpretive case study, with issues of transferability and external generalizability as the main concern. The implications for research are related to a need for additional studies into the enactment of digital ambidexterity, where the findings offer insight and inspiration for continued research.  
**Practical implications** – This study shows that managers and executives involved in the design and enactment of governance within the public sector need to take the design recommendations for digital ambidexterity into consideration.  
**Social implications** – This study offers two main implications for practice. First, public sector need to take the conceptual definition of efficiency and innovation into account when designing policies for the digital government. Second, existing funding practices need to be re-designed to better facilitate innovation.  
**Originality/value** – This is the first study designed around examining the insight into IP for digital ambidexterity in the public sector. The study has so far resulted in both a localized shift in policy and new directions for research. With the public sector being unable to increase innovation capabilities, the study offers a first step toward understanding how this is currently experienced through governance design.

**Keywords** Governance, Public sector, Digital ambidexterity, Balancing

**Paper type** Research paper

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## ACCELERERAD DIGITALISERING AV OFFENTLIG SEKTOR:

Förmågor, uppgifter och befogenheter

## Closeness and distance: configurational practices for digital ambidexterity in the public sector

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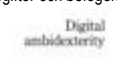
Jwan Khisro  
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 Adreco AB, Gothenburg, Sweden

**Abstract**  
**Purpose** – The purpose of this study is to increase the current understanding of how public sector organizations dynamically balance exploration and exploitation of digital innovation, i.e. the enactment of digital ambidexterity.  
**Design/methodology/approach** – This study uses Zimmerman, Belsch and Cardinale's perspective of configurational practices for addressing the enactment of digital ambidexterity. The method comprises a qualitative, interpretive case study of a large municipality in Sweden, using both interviews and secondary data.  
**Findings** – Through the perspective of configurational practices, the study identifies and describes a set of micro-practices that constitute the enactment of digital ambidexterity. This is then used for identifying how configurational practices involve the balancing of closeness and distance.  
**Research limitations/implications** – This study is limited by being a single, non-longitudinal case of a Swedish municipality that has implications for generalizability and transferability. Moreover, it opens up for new perspectives to the future study of the enactment of ambidexterity in the public sector.  
**Practical implications** – Organizations striving for digital ambidexterity are recommended to use the configurational approach to assess and design their governance to build ambidextrous capabilities through a combination of closeness and distance.  
**Social implications** – This study is aimed at strengthening public services' abilities for continued relevance for its stakeholders over time. With increased need for digital innovation within the public sector,

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Lazar Rana  
 Gauravji Viscusi, Editors

Information Technology Governance in Public Organizations  
 Theory and Practice

Springer

19th IFIP WG 8.5 International Conference, EGOTV 2020  
 Linköping, Sweden, August 31 – September 2, 2020  
 Proceedings

Electronic Government

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TÄRKT DIGITAL MÖGNAD I SUNDSVALL

Den kommunala investeringsbudgeten som instrument för ändamålsenlig digitalisering

Johan Magnusson  
 Jwan Khisro  
 Jonas Lindroth

Arbetsmarknadsdepartementet för Digital förvaltning

Swedish Center for Digital Innovation

Institutionen för Tillämpad IT, Göteborgs universitet

2018-03-26

BALANSERANDE STYRNING UTVECKLING VID FÖRSÄKRINGSKASSAN

Johan Magnusson, Dina Koutsikouri och Tero Päävirinta  
 SCDI, Institutionen för Tillämpad IT, Göteborgs universitet  
 2018-03-26

BALANSERANDE STYRNING UTVECKLING VID FÖRSÄKRINGSKASSAN

Johan Magnusson, Dina Koutsikouri och Tero Päävirinta  
 SCDI, Institutionen för Tillämpad IT, Göteborgs universitet  
 2018-03-26

Information Technology Governance in Public Organizations  
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EMPIRICAL RESEARCH

OPEN ACCESS

Efficiency creep and shadow innovation: enacting ambidextrous IT Governance in the public sector

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**ABSTRACT**  
 The current push towards increased innovation within the public sector calls for new approaches to IT Governance. However, recent findings highlight the aim to avoid trade-offs between innovation and efficiency through organisational ambidexterity. This paper reports a case study of ambidextrous IT Governance in two large government agencies. According to the findings, ambidextrous IT Governance is enacted through two separate but interrelated mechanisms that emerge simultaneously. In terms of exploitation, the "efficiency creep" mechanism creates a bias for efficiency – rather than innovation-oriented investments. In terms of exploration, the "shadow innovation" mechanism involves unsanctioned innovation activities. These two mechanisms interplay, in the enactment of ambidextrous IT Governance. The contribution of this study lies in theorising about how ambidextrous IT Governance is enacted in public sector organisations, and how efficiency creep and shadow innovation influence each other. This contribution aids future research and practice on public sector innovation and IT Governance.

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**KEYWORDS**  
 IT Governance, public sector innovation, ambidexterity, public sector, digital government

Statusrapport  
 Digital Mognad i Offentlig Sektor  
 2020

Affärs system

SCDI

Johan Magnusson  
 Jwan Khisro



## BALANSERANDE MÄTNING OCH STYRNING FÖR ACCELERERAD DIGITALISERING

Johan Magnusson  
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 2017-09-29

BALANSERANDE MÄTNING OCH STYRNING



Digital Balansgång

Skatteverkets

Johan Magnusson, Jacob Torell, Lidija Polutnik och Urban Ask  
 Swedish Center for Digital Innovation  
 Göteborgs Universitet och Halmstad

Sammanfattning 05  
 Inledning 05  
 Metod 05  
 Resultat 05  
 Strategisk styrning: Formulering av IT-strategi 05  
 Taktisk styrning: Implementering av IT-styrning inom Skatteverket 05  
 Operativt arbete: Implementering av IT-styrning inom Skatteverket 05  
 Diskussion 05  
 Slutsatser 05

Enterprise System Platforms

Transforming the Agenda

Johan Magnusson  
 Andreas Nilsson

INTERAKTIV VISUALISERING AV DIGITAL MÖGNAD

Johan Magnusson  
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 2017-12-08

Statusrapport  
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Research Paper

ISSN: 1529-3197

Semi-Confusing Information Systems Revisited: The Role of Inefficiencies in the Enactment of Ambidexterity

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**Abstract**  
 Forty years ago, Bo Hedberg and Stan Jönsson proposed the notion of semi-confusing information systems as a desired state for organizations operating in dynamic environments. Core to the idea was that more efficiency is not enough for long-term success, but that organizations also require a certain amount of inefficiency. These ideas resonate within the growing literature on organizational ambidexterity, in which the dynamic balancing of exploration and exploitation is deemed a prerequisite for long-term performance. This study utilizes the design characteristics of semi-confusing

Det underlättar om vi **talat om rätt saker.**



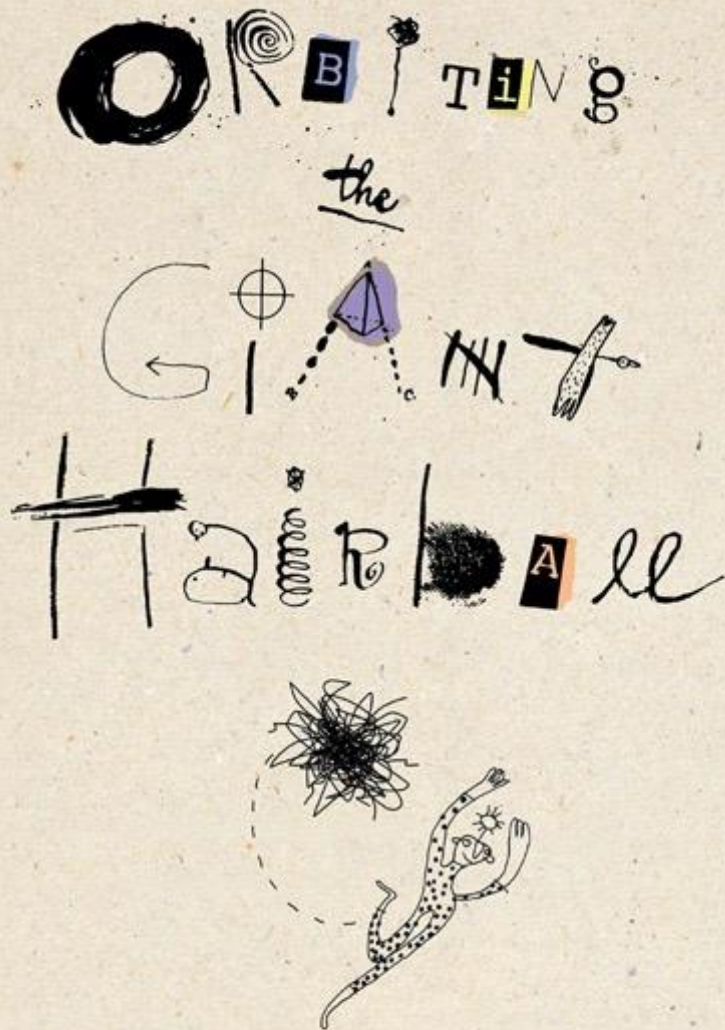
# Digitalisering

...en **metod för verksamhetsutveckling** där digitala lösningar används för automatisering eller innovation.

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(ORBITING THE GIANT HAIRBALL)

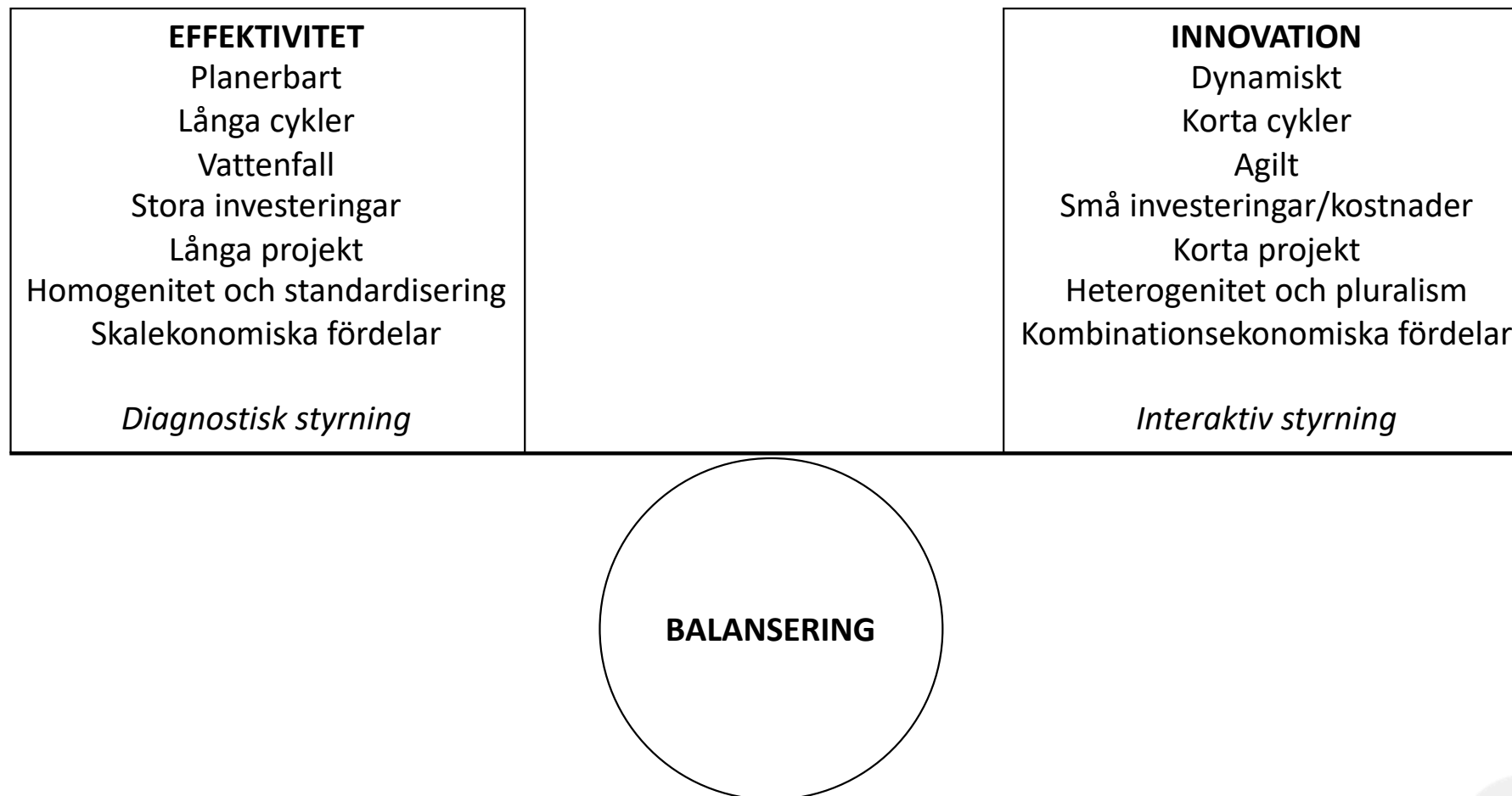
*A Corporate Fool's Guide to Surviving with Grace*

Gordon MacKenzie

Olyckligtvis, när Hallmarks hjärta sjunger sånger om kreativitetens dygder, tillber företagets intellekt förutsägbarheten i status quo, och är därmed motsträvig till nya idéer. Denna inkongruens skapar en vanligt förekommande företagsmässig personlighetsstörning: **organisationen lovprisar officiellt skapandet av nya idéer samtidigt som man i lönndom motverkar implementationen av just dessa idéer.**

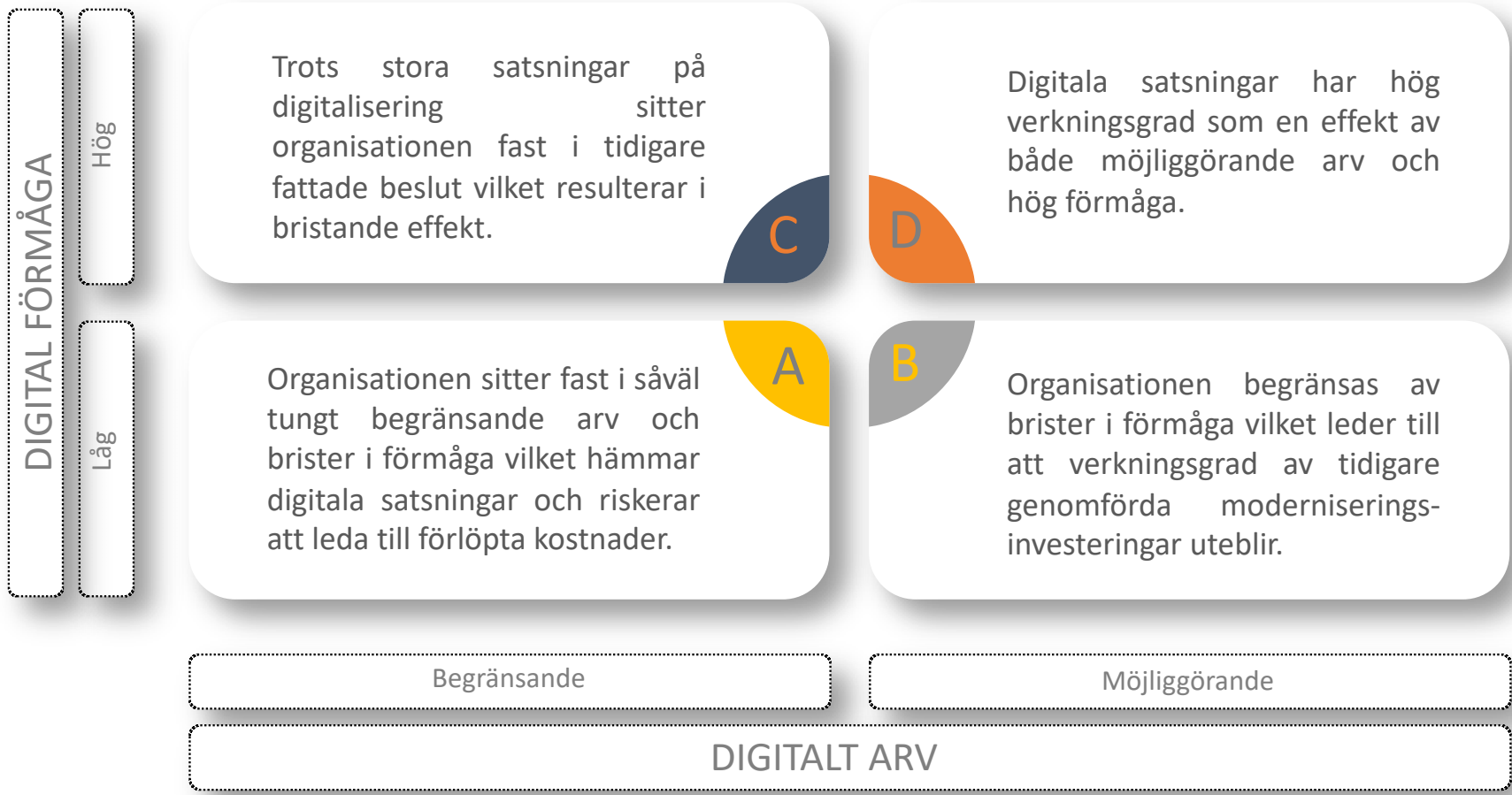
MacKenzie, 1996, s.147 (egen översättning)

# Styrningsmässig kravställning





# DiMiOS



## Effektivitet

- Portföljstyrning
- Förvaltningsstyrning
- Projektstyrning
- Försörjningsstrategi
- Ekonomiska ramar
- Informationssäkerhet och integritet
- Standarder

## Teknik

- Infrastruktur
- Skugg-IT
- Teknisk skuld
- Styrning

## Innovation

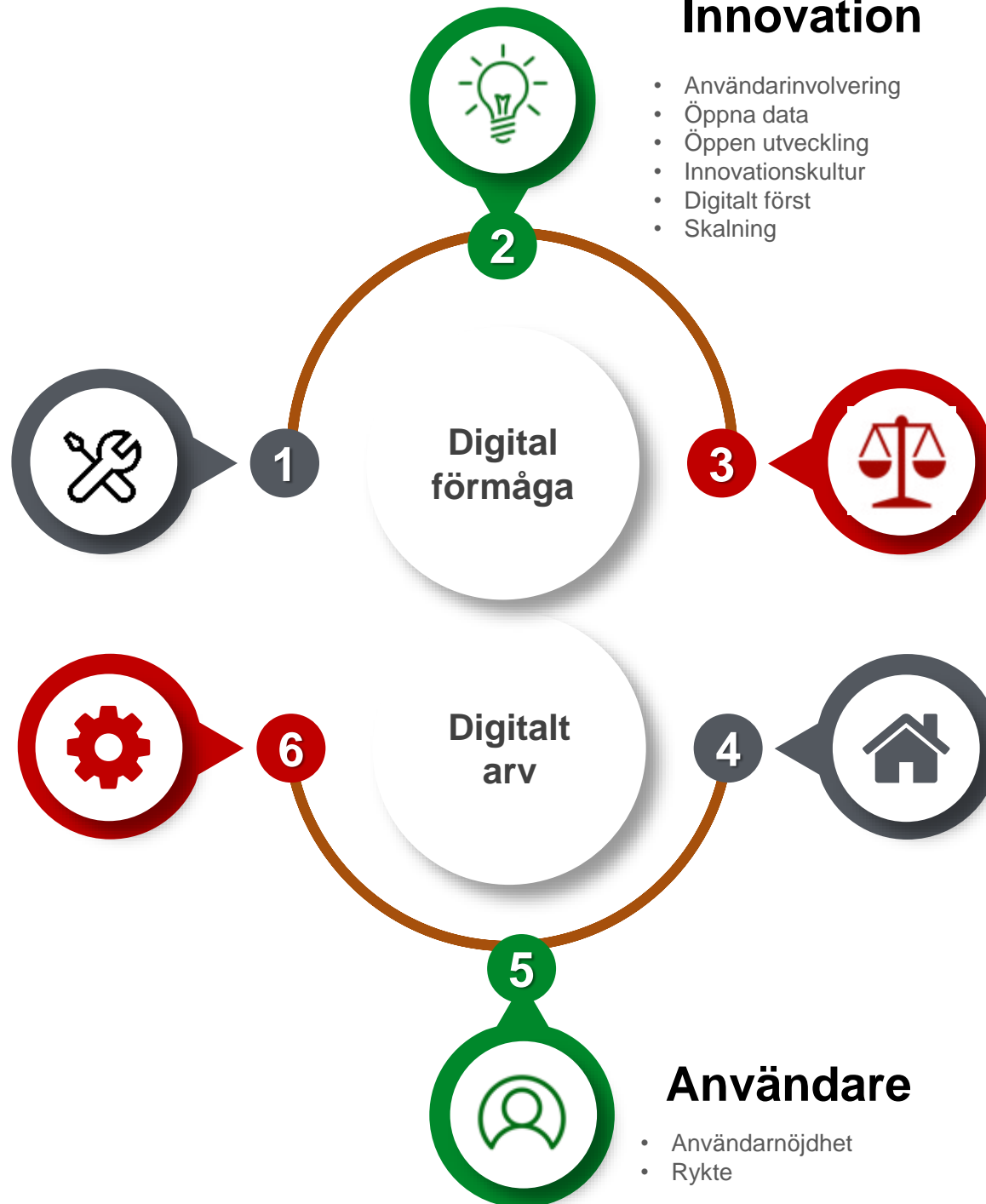
- Användarinvolvering
- Öppna data
- Öppen utveckling
- Innovationskultur
- Digitalt först
- Skalning

## Balansering

- Prioritering
- Kostnadskontroll
- Nyttorealiserings
- Nyttokontroll
- Kompetensförsörjning

## Organisation

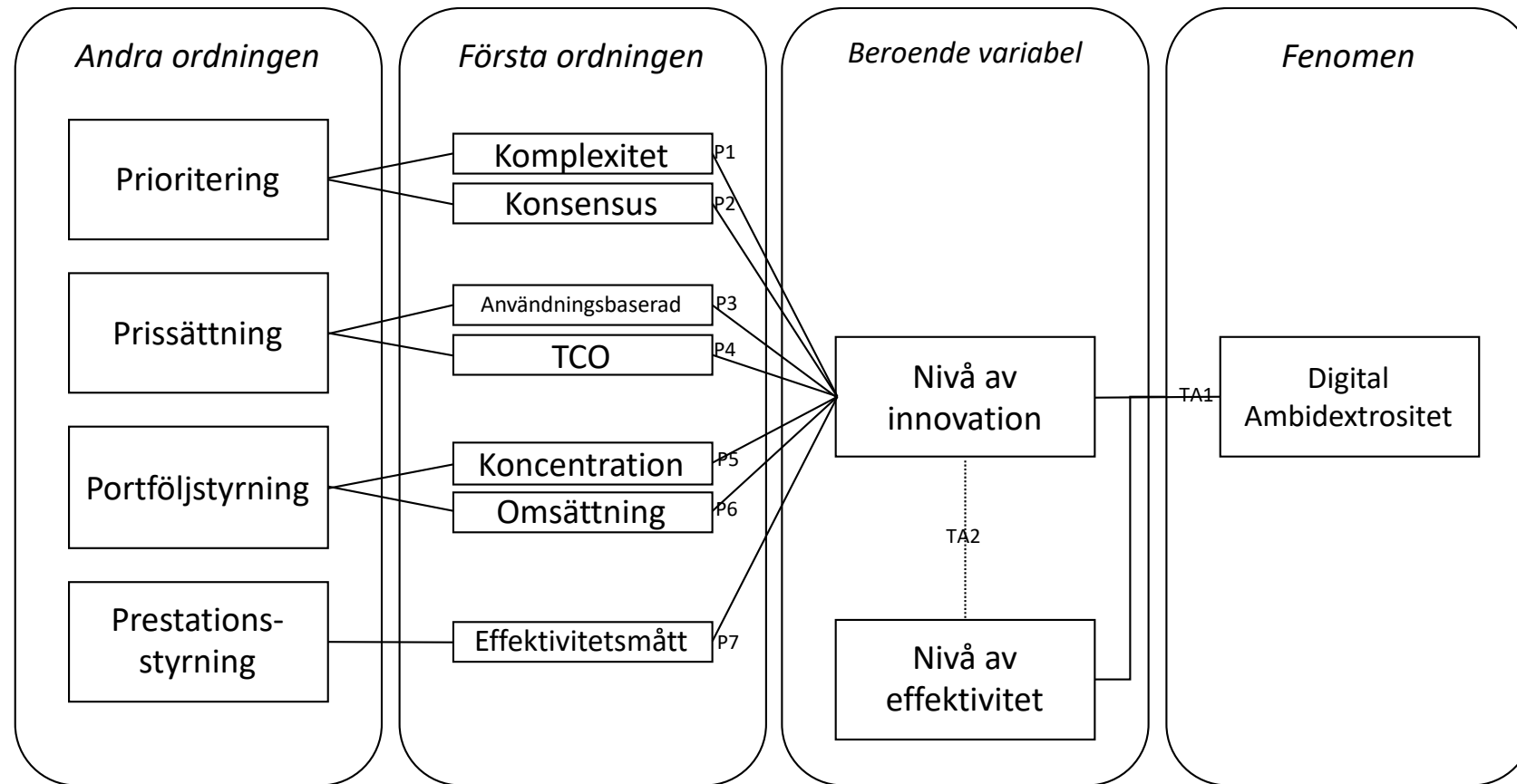
- Kompetensmix
- Arbetsmiljö



## Användare

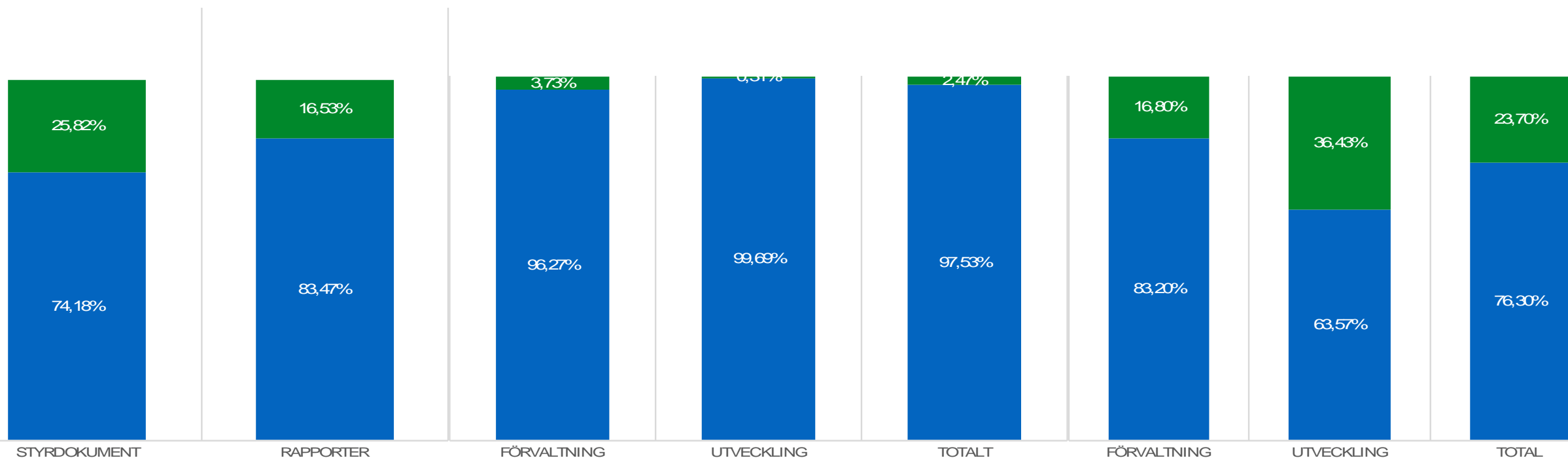
- Användarnöjdhet
- Rykte

Verksamheten blir sällan bättre än **styrningen...**



Vad i existerande IT-styrning **motverkar digitalisering?**

# ”Är innovation ens möjligt med PM3?”



Strategisk

Taktisk

Operativ

$$i_s = (i_o - i_t) \times \text{Budget}$$

Skugginnovation = 20%



## (IT-)styrning är idag **designad** för att:

- ... minimera risk och osäkerhet: Motverka innovation
- ... optimera CIOs trygghet: Motverka förändring
- ... skapa förutsättningar för planering: Motverka situationsanpassning
- ... driva skal-ekonomiska fördelar: Motverka variation
- ... vara solid och robust: Motverka flexibilitet
- ... förtydliga ansvar: Motverka medarbetares engagemang

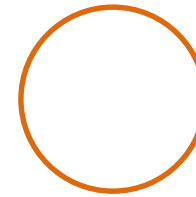
Vad behöver vi göra för att **motverka negativa konsekvenser**?

Digitalisering begränsas av  
existerande digital infrastruktur...



**29,7** md

Drift och anpassning  
(inkl. abrovinkkostnad 2,7md)

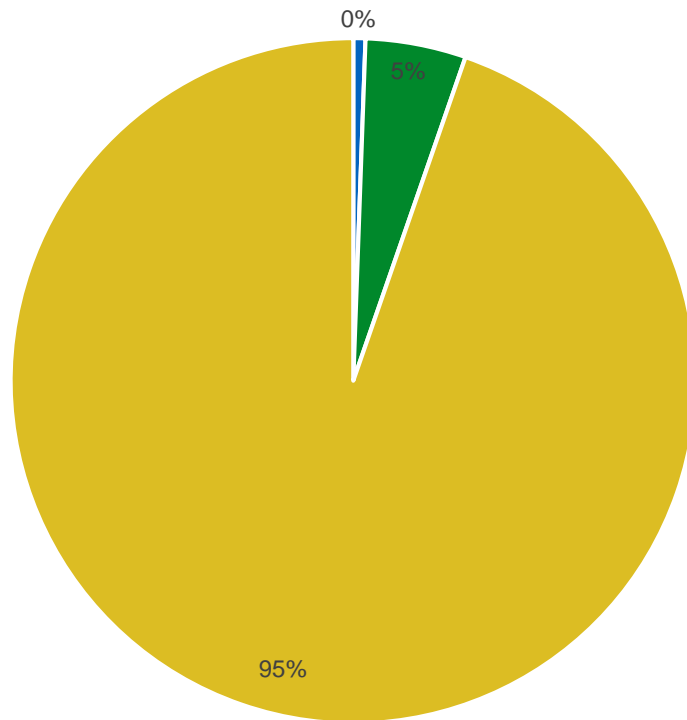


**300**<sub>mn</sub>  
Digitalisering



## Kostnadsfördelning Avvecklingsstatus

■ Under avveckling ■ Planerad avveckling ■ Avvecklingsplan saknas



19 av 20  
system saknar  
avvecklingsplan

**Nekros**, inte apoptos





2020-10-07 av Digital Förvaltning

### Innovation och offentlig digitalisering

Offentlig sektor lider av en oklarhet rörande vad innovation är och hur man på bästa sätt undviker dess motverkan. Föreläsningen sätter grunderna för hur man kan tänka på innovation som en del av offentlig digitalisering, samt vad man behöver göra för att säkerställa rätt förutsättningar.

[Se film](#) [Dela](#)



2020-09-21 av Digital Förvaltning

### Behovet av en nationell digital infrastruktur

I bristen på en nationell digital infrastruktur uteblir den effekt av digitalisering vi har som målsättning. I denna föreläsning lyfts fyra återkommande fel i sättet vi idag styr offentlig digitalisering och rekommendationer presenteras för att åtgärda dessa fel. Föreläsningen bygger på pågående forskning kring digital infrastruktur med bl.a. Sundsvalls kommun.

[Se film](#) [Dela](#)



2020-09-12 av Digital Förvaltning

### Datadriven verksamhetsutveckling

Hur bör vi som organisation tänka när det gäller att dra nytta ur en ständigt växande tillgång på data? Föreläsningen riktar sig till personer i ledning och lyfter upp bristande intern förändring av styrning som det största hotet mot ökat datanyttjande i beslutsfattande.

[Se film](#) [Dela](#)



2020-09-04 av Digital Förvaltning

### Nya krav på digitalt ledarskap

I denna föreläsning lyfts frågan om vad som utmärker ett ledarskap som klarar av att balansera effektivitet och innovation. Genom tidigare litteratur och forskningsresultat från en kommun presenteras ingångsvärden för ett nytt ledarskap.

[Se film](#) [Dela](#)



# digital förvaltning

För ytterligare information, rapporter etc.

[www.digitalforvaltning.se](http://www.digitalforvaltning.se)

