



# ISM SEMINAR

## Spring Term 2016-17

- Speaker:** **Professor Anne-Laure Fayard, New York University**
- Title:** Brokering for Social Impact: creating a generative space to foster collaborative problem-solving for grant challenges
- Date:** Tuesday 14 March 2017
- Venue:** Room 0.301, WBS, Scarman Road
- Time:** 14:00
- Abstract:** In this paper, drawing on observations, interviews, informal conversations and archived data gathered during an ethnography of OpenIDEO, an open innovation platform for social innovation, I examine how an organization, IDEO, created and cultivated a diverse and global community to collaboratively develop solutions on grand challenges such as health, education, aging, and safety. Through inductive analysis, I identify that to foster collaborative problem-solving for social impact, an organization, IDEO, a design and innovation consultancy, created a generative space to engage a community of passionate volunteers to collaboratively tackle complex social issues. I show how this space was created through the enactment of four practices: nurturing a collaborative community; temporally structuring interactions, brokering knowledge, and embracing an experimental mindset I found that while the OpenIDEO community was successful at generating ideas, it faced difficulties in transforming them into social impact. Yet, I show how the OpenIDEO team – by embracing an experimental mindset – was able to tinker and continuously iterate their three other practices in order to increase social impact. My findings advance our understanding of organizational efforts to tackle grand challenges by showing how they might organize to foster collective action among a diverse group of passionate individuals. This paper also participates to the new, yet vibrant, body of literature on open social innovation.
- Biography:** Anne-Laure Fayard is Associate Professor of Management in the Department of Technology Management and Innovation at NYU Tandon School of Engineering, and is affiliated with the Department of Management and Organizations at NYU Stern Business School. Her research interests involve communication, collaboration, culture and space, with a focus on interactions, particularly those between people and technology. Her work has been published in several leading journals such as *Administrative Science Quarterly*, *Information System Research*, *Organization Science* and *Organization Studies*. She is also the author with Anca Metiu of *The Power of Writing in Organizations*. Prior to joining NYU Tandon, Anne-Laure was a faculty member at INSEAD in Singapore and France. She holds a Ph.D. in Cognitive Science from the Ecole des Hautes-Etudes en Sciences Sociales (Paris), an M. Phil. in Cognitive Science from Ecole Polytechnique (Paris) and M. Phil. in History and Philosophy of Science and a BA in Philosophy and from La Sorbonne (Paris).
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