

VISION ZERO CANCER WORKSHOP  
INCENTIVES AND GOVERNANCE



HOUSE OF INNOVATION

May 9, 2022



# TODAY'S AGENDA

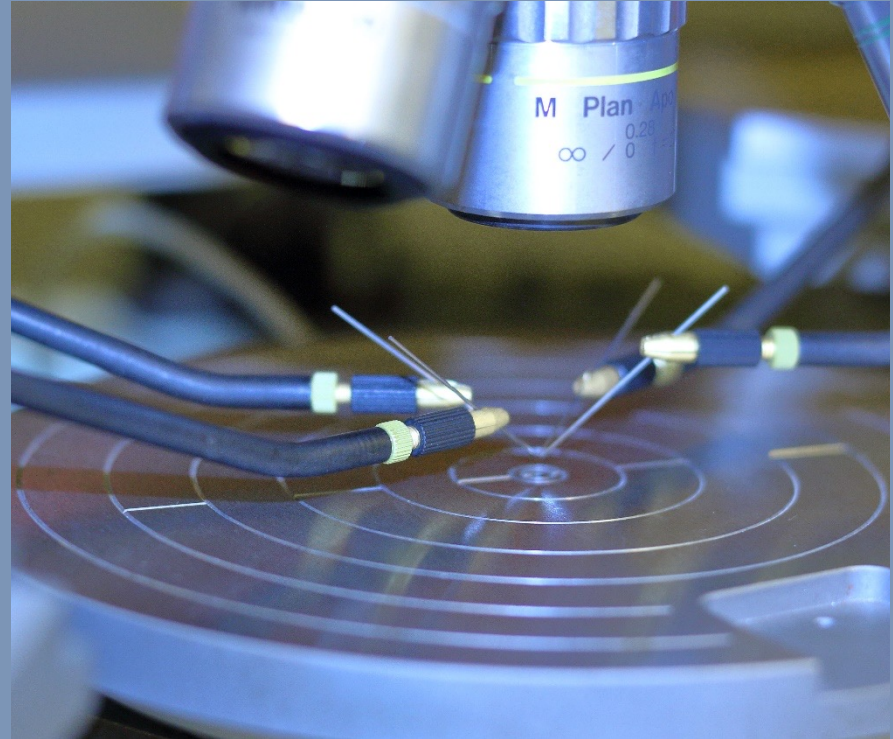
- Why are we all here?
- Motivational sources
- Break
- Governance of Cross-sector partnerships
- Discussion



# WORKSHOP AIMS

## EXPAND VZC:S POSSIBILITIES TO

- Sort out what role motivation plays in VZC:s work and vision attainment
- Work more purposively with governance
- Approach governance in a more critical and precise way



# MISSION-DRIVEN INNOVATION: A NEW INTERNATIONAL POLICY PARADIGM FOR TACKLING GRAND CHALLENGES



WHY ARE WE ALL HERE?







”This question is too important to rely on altruism”

# DIFFERENT MOTIVATIONS

Organizational motive and individual level motivation

Hedonic = To feel better right now (pleasure, fun, avoid less fun tasks)

Gain = To guard or improve one's resources (doing my job/improve my career)

Normative = Acting appropriate (behaving the right way)

Extrinsic and intrinsic..? (Reward vs. Because its personally rewarding for you - and you can "internalize" tasks)

Different motivational states are associated with different levels of value creation

Which one is Vision Zero Cancer relying on?

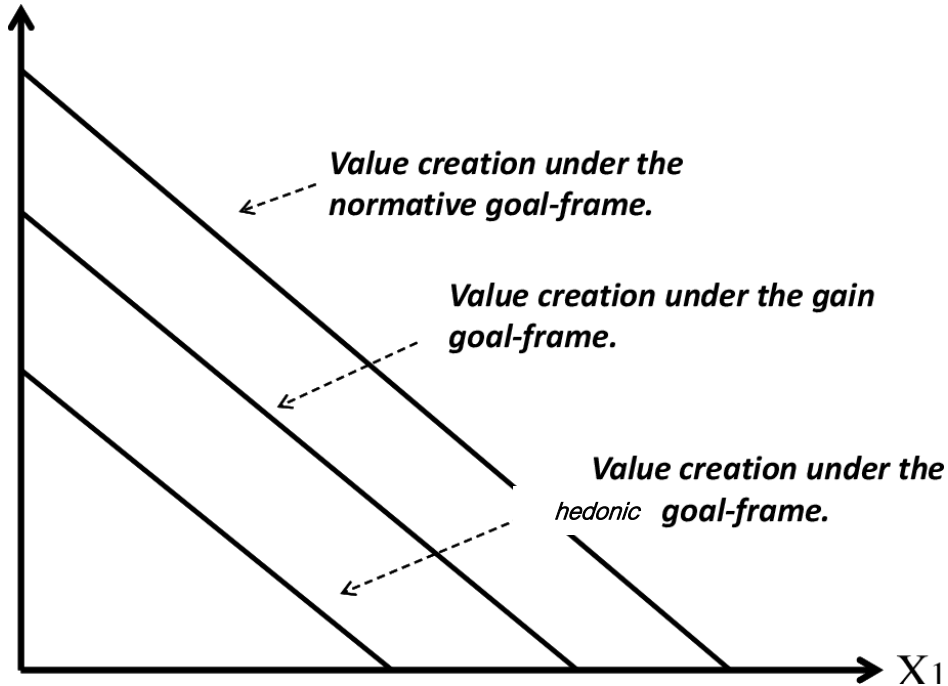
*Lindenberg, S., & Foss, N. J. (2011). Managing joint production motivation: The role of goal framing and governance mechanisms. The Academy of Management Review, 36(3), 500–525.*

*Foss, N.J., & Lindenberg, S. (2013). Microfoundations for Strategy: A Goal-Framing Perspective on the Drivers of Value Creation. Academy of Management Perspectives, 27, 85-102.*





# MOTIVATIONS AND ASSOCIATED LEVEL OF VALUE CREATION



Mission

Vision Zero cancer

Firm, organization

Team, department

Individual level motivation



# MOTIVATION & COGNITION?

Cognitive and motivational processes are so intertwined that they cannot be separated, and they must be considered simultaneously and as closely interacting via goals (Kruglanski et. al., 2002).

**Motivation is influencing what information we see, how we interpret it etc. Hence, guiding our action..**



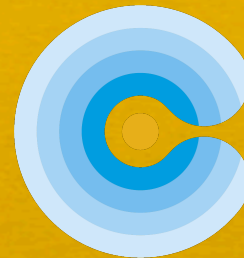
Source: Unsplash

# Official Goals

- Transform cancer from a deadly to a curable or chronic disease.

- Prevention
- Earlier detection and diagnosis
- Better treatment
- Spur research and innovation
- Improve healthcare institutions, organizations & processes

What goal(s) are most salient in everyday work?



**VISION ZERO  
CANCER**

Financed by the Swedish  
Innovation Agency

# MANY DIFFERENT MOTIVATIONS TO ENGAGE – EXAMPLES FROM INTERVIEWS

Normative - Mission	Normative - Firm	Individual gain	Hedonic
Joint work	Levering general interests (improve healthcare systems)	Gaining network	Meeting new people and friends
The best for cancer patients	Trust and relationship building activity (between stakeholders)	Issue selling (personal gain)	A break from regular work
Improvement of five identified “bottlenecks”/target areas	Reach decision-makers	Taking career risk that might pay off*	Fun tasks and events
Lower-level goals	Good PR (positive thing associated with the firm brand)	Doing my job	Seek meaningfulness



# MISSING GOALS?

IF MANY WANT TO DO MORE, WHY DOES THAT NOT HAPPEN?

- Building new firm capabilities?
- Gaining or pooling resources?
- Trying to find interdependencies?
- Find complementarities?
- Gaining individual skills?



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# WHY IS MOTIVATION IMPORTANT?



# THE ROLE OF MOTIVATION IN VALUE CREATION

- Motivation to joint production/team production are good for information sharing, coordination and proactive members etc.
- It requires less governance (a self-playing piano)
- Tasks that are personally rewarding (compared to tangible rewards) is leading to higher productivity and creativity.
- Joint production motivation is associated with spontaneous information sharing (De Dreu et al., 2008)
- Productivity and innovation performance (Tsai, 2001; Dougherty & Takcas, 2004)
- Reduces the need for costly "control" mechanisms (Podsakoff & Mackenzie, 1997)
- Intrinsic motivation is causing higher long-term productivity (Kuuvas, et. al. 2017) and creativity (Amabile, 1996)





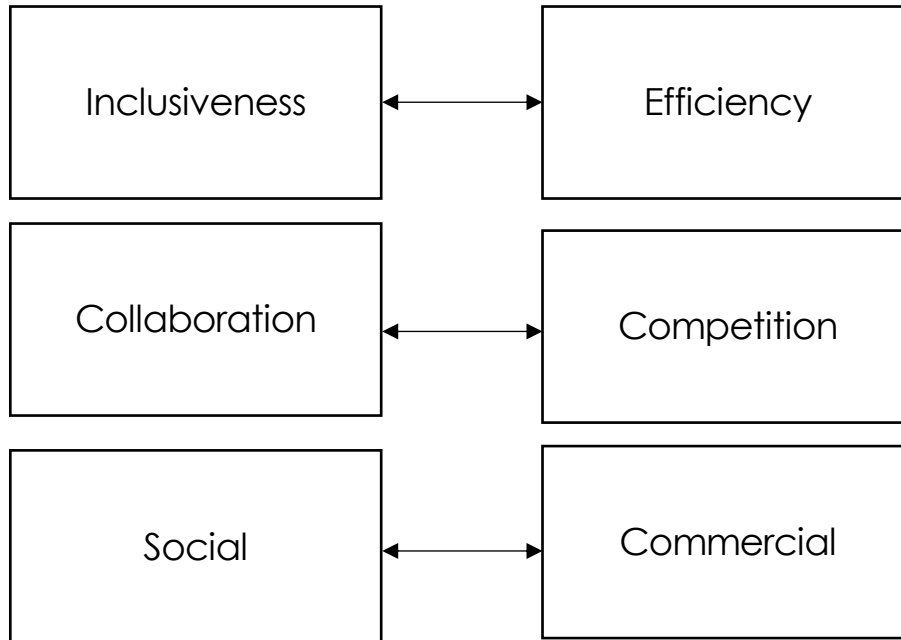
# HOW TO CREATE MOTIVATION FOR PROACTIVENESS? (12 MIN)

*Write down your ideas!*



- Is Vision Zero Cancer in need of proactive members?
- If so, what incentives do individual members have for proactiveness?
- How can we facilitate proactiveness?
- Is it easy for every individual member to know what information can be of value for Vision Zero Cancer?

# TENSIONS IN CROSS-SECTOR PARTNERSHIPS



(Henry et al., 2022; Huxham & Vangen. 2013).

Collaboration and competition  
(Stadler, 2018)

Social and commercial outcomes  
(Sharma & Bansal, 2017)

**How do these dynamics play out in Vision Zero Cancer?**

**Which one are important to address?**

# CONCLUDING REMARKS

- Motivation is not just a matter of degree but also types
- Different types of motivations have different impacts on performance
- Clear organizational goals enable motivation
- Motivation directs attention
- Hard resolved tensions need recognition







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