A method for Effect Modifier Assessment in ergonomic intervention research – The EMA method

Purpose: Intervention research includes studies in which researchers arrange (or follow) changes in working conditions to determine the effects on risk factor, health and/or performance. Often this research takes place at workplaces and not in a controlled laboratory environment. Effects may thus be due to other factors in addition to the intervention – i.e. effect modifiers. These need to be identified and assessed in terms of potential impact on studied outcomes before proper inference can be drawn. We present a method to estimate potential effects of modifiers in intervention research.

Methodology: The EMA method is a type of group interview including 3-6 employees representing the occupational groups in the investigated organization. With reference to the investigated period they are asked to recall important changes/events in and around the organization; 1) in general, 2) in work processes and equipment and 3) regarding their work environment. In each step the participants write their individual answers on post-it notes which are then discussed in plenum, one at a time, and placed on a timeline. All identified events are assessed as due to the investigated intervention(s) or other causes (“effect modifiers”). Their impact on the outcomes is estimated by triangulation. Following the workshop, events are entered into a database and analyzed. Results: Preliminary evaluations of the method suggest that it offers a relevant overview of potential effect modifiers. Limitations: Further validation is needed. Implications: Using the EMA-method seems to facilitate proper inference regarding the impact of a workplace intervention. Originality: The EMA-method is a novel and systematic approach to estimate potential effect modifiers.
Applying boundary objects to create coherence between management decisions regarding prevention of Musculoskeletal Disorders and implemented changes

Purpose. This study aims to support social healthcare workplaces with methods to establish coherence between management decisions regarding prevention of Musculoskeletal Disorders (MSD) and the work related preventive changes implemented in the organization. The study builds on the known risk factors for developing MSD in combination with the theory of explication of tacit knowledge by the use of boundary objects (Carlile, 2002). Design/Methodology. Searching the literature of visual knowledge generating methods, we selected those methods which addresses specific risk factors of MSD but when combined, they provide a holistic insight in to the work-related causes to MSD at the workplace. The new knowledge forms the basis for focused work-related preventive changes. The test participants found the methods applicable in relation to create coherence between strategy and practice. Results. The identified visualization methods each address specific risk factors of MSD but when combined, they provide a holistic understanding of the work-related causes to MSD. The new knowledge forms the basis for focused work-related preventive changes. The test participants found the methods applicable in relation to create coherence between strategy and practice. Research implications: Our preliminary results imply that visualization methods can generate new knowledge about work-related causes to MSD, identification of new preventive changes and how they link to the preventive MSD strategy. Originality/Value. The study investigates the application of boundary objects in the identification of causes and implementation of a preventive MSD strategy and work-related changes.

General information
State: Published
Organisations: Department of Management Engineering, Management Science, Implementation and Performance Management
Authors: Ipsen, C. (Intern), Edwards, K. (Intern), Poulsen, S. (Intern), Seim, R. (Intern)
Publication date: 2017
Event: Abstract from European Association of Work and Organizational Psychology, Dublin, Ireland.
Main Research Area: Technical/natural sciences
Electronic versions:
EWOP_abstract_final_27.09.16_DTU.pdf
Source: PublicationPreSubmission
Source-ID: 132361670
Publication: Research - peer-review › Conference abstract for conference – Annual report year: 2017

Developing communities of practice in health care

Purpose
Standard operating procedures (SOPs) are a part of healthcare operations but relying on explicit knowledge is not necessarily sufficient to continuously adapt and improve processes. The theory of communities of practice (CoP) proposes an approach to knowledge sharing that could supplement the use of SOPs. A CoP is a social community formed around a practice (e.g. ICU nursing) which induce a propensity to share experiences and thereby constitute knowledge sharing (Lave & Wenger 1991; Brown & Duguid 1991).

CoP was conceived as a descriptive construct but has gained popularity and is found to improve practice performance, but knowledge about developing and measuring CoP is lacking (Ison et al. 2014).

We propose a method to develop a CoP and the method is tested in a blood analysis unit at ‘Nordsjællands Hospital’ in Denmark.

Design/methodology/approach
The interventions were identified from current CoP research. Interventions were initiated just after baseline measurement. The following interventions took place: The practice was operationalized narrowly as employees performing a specific operational task. The practice was chosen due to a high frequency and recurring problems. A voluntary CoP coordinator was identified. She then invited her colleagues to participate in the CoP and arranged CoP meetings. The ‘Event Effect Method’ was used to control for effect modifiers by identifying events both part and not part of the intervention and estimating their effect on CoP.

Originality/value
The development method improved knowledge sharing and the SOP. The method confirmed some earlier findings regarding CoP development and raises new questions regarding participant engagement, researcher role and start-up workshop.

Practical implications
The results indicate that knowledge sharing within operations can be improved by considering tacit and explicit knowledge sharing as supplementary.

General information
Integrating Work Environment Considerations Into Lean and Value Stream Mapping

Public healthcare systems and in particular hospitals in industrialized countries face growing demand in terms of number of patients and new advanced treatments. Funding does not increase proportionately and hospitals are ever searching for methods to increase productivity. Lean management has emerged a dominant approach to increase productivity in healthcare (Edwards et al. 2012. Radnor, Holweg, & Waring, 2012). In Denmark lean management has become widely used with hospitals developing their own lean departments and consultants. Lean management is developed in the car manufacturing industry (Spear & Bowen, 1999; Womack & Jones, 1996) and is based on standardisation, levelling, and optimisation of work flows through value stream mapping (VSM) (Rother & Shook, 2009) and eliminating waste. Lean is essentially a rationalization approach that will reduce waste and increase productivity thereby causing work intensification (Westgaard & Winkel, 2011) with negative impact on work environment. To compensate for the negative effects of lean a work environment complement (ErgoVSM) has been developed in Sweden (Jarebrandt et al. 2010). EgoVSM integrate work environment considerations into VSM by introducing work environment measurements to be assessed for each identified work activity. The measurements are: 1) Physical: a) work posture, b) weight/force, c) physical load, d) potential, e) porosity and f) variation. And 2) psychosocial dimensions: a) Demands, b) control, c) communication, d) potential, e) mental porosity and f) variation in contents. However, lean management and the VSM analysis focus on waste to identify workflow problems and develop an improved workflow. The lean mindset and waste analysis is taught to workshop participants by a lean coach. The focus and mindset of reducing waste is much different from identifying and discussing work environment problems and there might be a tension between the two perspectives. Subsequently it may not be possible to integrate work environment considerations into lean and VSM. The purpose of this presentation is to examine if it is possible to integrate work environment considerations into lean and VSM. This is done by applying the ErgoVSM method as part of a normal lean intervention. The paper will answer if ErgoVSM can identify physical and psychosocial work environment problems and develop solutions as part of lean and VSM.

Systematic Problem Solving in Production: The NAX Approach

This paper outlines the NAX problem solving approach developed by a group of problem solving experts at a large Danish producer of medical equipment. The company, “Medicmeter” is one of Denmark’s leading companies when it comes to lean and it has developed a strong problem solving culture. The main steps of the approach are to extensively gather direct detailed process knowledge at the actual process, assemble a team that systematically builds on each other ideas, apply team thinking in a structured way to get a rapid and very deep understanding of the problem, and conducting a structured deselection of hypothetical causes to uncover the true root causes. What sets this approach apart from other is that it contains a guide of how to facilitate these steps. A case study was performed in a production department at Medicmeter to demonstrate its effectiveness and reproducibility. It resulted in a close to 60% reduction of the issue concerned.

General information

State: Published
Organisations: Department of Management Engineering, Management Science, Implementation and Performance Management
Authors: Jørgensen, R. (Intern), Edwards, K. (Intern)
Number of pages: 17
Publication date: 2017
Main Research Area: Technical/natural sciences
Electronic versions: Developing_communities_of_practice_in_health_care_1_.pdf
Source: PublicationPreSubmission
Source-ID: 133954154
Publication: Research - peer-review › Paper – Annual report year: 2017
Accounting for effect modifiers in ergonomic intervention research

Literature reviews suggest that tools facilitating the ergonomic intervention processes should be integrated into rationalization tools, particularly if such tools are participative. Such a tool has recently been developed as an add-in module to the Lean tool “Value Stream Mapping” (VSM). However, in the investigated context this module seems not to have any direct impact on the generation of proposals with ergonomic consideration. Contextual factors of importance seem to be e.g. allocation of sufficient resources and if work environment issues are generally accepted as part of the VSM methodology.
Introduction:
Ergonomic intervention research includes studies in which researchers arrange (or follow) changes in working conditions to determine the effects in risk factors and/or health. Often this research takes place at workplaces and not in a controlled environment of a laboratory. The effects may thus be due to other factors in addition to the investigated intervention – i.e. due to effect modifiers. Such effect modifiers need to be identified and assessed in terms of potential impact on the investigated outcome before proper inference can be drawn. A preliminary review of the literature revealed lack of or poor consideration of effect modifiers in ergonomic intervention research. We present a method that has been developed over the course of several years parallel to intervention studies in healthcare.

Material and methods:
The EMA method is a type of group interview including 3-6 employees representing the occupational groups in the investigated organization. With reference to the investigated period they are asked to recall important changes/events in and around the ward: 1) in general, 2) in work processes and equipment and 3) regarding their work environment. In each step the participants write their individual answer on post-it notes. The answers are then discussed in plenum, one at a time, and the post-it note is placed on a timeline. At the end this illustrates the sequence of significant events. All identified events are assessed for being caused by either the investigated intervention(s) or other causes (“the effect modifiers”) and their impact on the work environment. Following the workshop, events are entered into a database and reassessed by triangulation based on scientific evidence, researcher knowledge, reading the transcribed audio recorded workshop and other local sources.

Conclusion:
The EMA method seems to offer a feasible procedure to obtain significant knowledge on potential effect modifiers in ergonomic intervention research. However, further development and validation is suggested.
fitted to the organizational complexity and diverging values in hospitals in order to bring about a larger impact. It is therefore necessary to develop new models for the lean concept as well as the implementation of lean adapted to the particular context of hospitals with a stronger focus on patient experiences and on coordination of social relations.

**General information**

**State:** Published  
**Organisations:** Department of Management Engineering, Management Science, Implementation and Performance Management, Aalborg University  
**Authors:** Hasle, P. (Ekstern), Nielsen, A. P. (Ekstern), Edwards, K. (Intern)  
**Pages:** 430-442  
**Publication date:** 2016  
**Main Research Area:** Technical/natural sciences

**Publication information**

**Journal:** Human Factors and Ergonomics in Manufacturing  
**Volume:** 26  
**Issue number:** 4  
**ISSN (Print):** 1090-8471  
**Ratings:**  
BFI (2017): BFI-level 2  
Web of Science (2017): Indexed Yes  
BFI (2016): BFI-level 2  
Scopus rating (2016): SJR 0.344 SNIP 0.744 CiteScore 1.13  
Web of Science (2016): Indexed yes  
BFI (2015): BFI-level 2  
Scopus rating (2015): SJR 0.334 SNIP 0.812 CiteScore 0.78  
BFI (2014): BFI-level 2  
Scopus rating (2014): SJR 0.296 SNIP 0.68 CiteScore 0.62  
Web of Science (2014): Indexed yes  
BFI (2013): BFI-level 2  
Scopus rating (2013): SJR 0.228 SNIP 0.779 CiteScore 0.86  
ISI indexed (2013): ISI indexed yes  
BFI (2012): BFI-level 2  
Scopus rating (2012): SJR 0.231 SNIP 1.295 CiteScore 0.78  
ISI indexed (2012): ISI indexed yes  
BFI (2011): BFI-level 2  
Scopus rating (2011): SJR 0.343 SNIP 0.844 CiteScore 0.86  
ISI indexed (2011): ISI indexed yes  
BFI (2010): BFI-level 2  
Scopus rating (2010): SJR 0.368 SNIP 0.786  
BFI (2009): BFI-level 2  
Scopus rating (2009): SJR 0.38 SNIP 0.762  
BFI (2008): BFI-level 2  
Scopus rating (2008): SJR 0.181 SNIP 0.4  
Scopus rating (2007): SJR 0.431 SNIP 1.114  
Web of Science (2007): Indexed yes  
Scopus rating (2006): SJR 0.275 SNIP 0.515  
Web of Science (2006): Indexed yes  
Scopus rating (2005): SJR 0.296 SNIP 0.711  
Scopus rating (2004): SJR 0.348 SNIP 1.185  
Scopus rating (2003): SJR 0.472 SNIP 0.63  
Scopus rating (2002): SJR 0.387 SNIP 0.818  
Scopus rating (2001): SJR 0.193 SNIP 0.838  
Web of Science (2001): Indexed yes  
Scopus rating (2000): SJR 0.206 SNIP 0.328  
Scopus rating (1999): SJR 0.323 SNIP 0.432  
Original language: English
Effect modifiers in intervention research at hospitals in three Nordic countries

Introduction:
The impact of ergonomic interventions may be offset by other changes at the work place, primarily rationalizations. These have previously been shown to imply a dominant negative effect on health and risk factors, thus causing effect modification (Westgaard & Winkel 2011). The present paper aims to present assessment of potential effect modifiers in intervention studies at hospital wards in Denmark, Iceland and Sweden.

Material and methods:
The effect modifiers were assessed by a newly developed method (the EMA method; Edwards & Winkel 2016). It is a type of group interview including 3-6 participants representing all occupational groups in the investigated organization. The group is asked to write down significant changes at the workplace during the investigated period. The method also includes a semi-qualitative assessment of the potential Work Environment (WE) impact of each modifier. It aims to capture both the individual and collective account of all significant events that may have caused a significant impact in relation to the specific aim of the investigated intervention. Thirteen hospital wards went through interventions based on either the lean tool VSM (Value Stream Mapping) (6 wards) or the ErgoVSM method (Jarebrant et al, 2010) where additional focus is on ergonomic issues (7 wards).

Results:
In total 120 interventions were implemented. However, 322 significant modifiers were assessed to have occurred during the intervention period. Of these, 120 were assessed to imply impaired WE, 166 a positive impact, 33 no impact and 3 were not assessable. The number of significant modifier events varied between wards from 8-48, while the number of implemented interventions varied from 0-28. The semi-qualitative assessments suggested a major impact on WE due to modifiers. At seven wards the dominating impact of the modifiers was estimated to improve WE; at two wards the modifiers were estimated mainly to impair WE while four wards showed a mixture of modifiers, some estimated to improve and other to impair WE.

Conclusion:
Numerous effect modifiers occurred parallel to the investigated interventions. This jeopardizes any inference regarding impact of the investigated interventions on WE. The study thereby highlights the significance of considering effect modifiers in ergonomic intervention research.

General information
State: Published
Organisations: Department of Management Engineering, Management Science, Implementation and Performance Management, Swerea AB, Reykjavik University, Nordic School of Public Health NHV, University of Iceland, Sahlgrenska University Hospital
Measuring and developing Communities of Practice in a blood analysis unit

Introduction:
Knowledge sharing is essential to develop operational efficiency and quality. However, knowledge sharing is difficult to achieve due to 24-7 shifts, patient contact and little time for meetings. The theory of communities of practice (CoP) proposes an alternate approach to knowledge sharing. A CoP is a social community formed around a practice (e.g. ICU nursing) which induce a propensity to share experiences and thereby constitute knowledge sharing.

CoP was conceived as a descriptive construct but has gained popularity and is found to improve practice performance, but knowledge about developing and measuring CoP is lacking. We propose a method to measure and develop CoP and the method is tested in a blood analysis unit at ‘Nordsjællands Hospital’ in Denmark.

Material and method:
The practice was operationalized narrowly as employees performing a specific maintenance task. A questionnaire was developed based on a CoP literature review. Using the ‘think aloud’ method the questionnaire was tested with practitioners investigating if questions were decoded correctly and triggered the desired mental image.

CoP level was measured at baseline and at follow-up (seven weeks after the intervention). Interventions were initiated just after baseline measurement.

The following CoP developing interventions took place: The practice was chosen due to a high frequency and recurring problems. A voluntary CoP facilitator was identified. She then invited her colleagues to participate in the CoP and arranged CoP meetings. The ‘Event Effect Method’ was used to control for effect modifiers by identifying events both part and not part of the intervention and estimating their effect on CoP.

Result:
Results will be available for the conference. A response rate of 50-60% is expected. We expect increased CoP activity in the form of increased levels of reported knowledge sharing and common problem solving and increased amount of improvement suggestions.

Conclusion:
We hope to conclude that the questionnaire identified statistically significant changes (p<0.05). We expect few effect modifiers were identified and assessed as having no impact on the measured CoP. We expect the change in CoP level to correspond with intervention associated events and interventions are concluded to have produced the desired effect, and that the questionnaire measures this change.
Projektbølger - Effektiv projektmødel for organisatoriske udviklingsprojekter på hospitaler

Der startes mange projekter på de danske hospitaler og en stordel af dem opnår ikke de ønskede resultater. På baggrund af evaluering af 11 delprojekter i Region Nord og på Glostrup Hospital foreslår jeg at projekter samles og startes sammen i bølger og beskriver en overordnet projektmødel samt udlederen række principper for projektbølger. Projektbølger skaber fokus, fremdrift og erfaring på tværs af delprojekter og er en ny måde at tænke på på danske hospitaler.

General information
State: Published
Organisations: Department of Management Engineering, Management Science, Implementation and Performance Management
Authors: Edwards, K. (Intern)
Pages: 16-23
Publication date: 2016
Main Research Area: Technical/natural sciences

Publications
Some key issues in the development of ergonomic intervention tools

Literature reviews suggest that tools facilitating the ergonomic intervention processes should be integrated into rationalization tools, particular if such tools are participative. Such a Tool has recently been developed as an add-in module to the Lean tool “Value Stream Mapping” (VSM). However, in the investigated context this module seems not to have any direct impact on the generation of proposals with ergonomic consideration. Contextual factors of importance seem to be e.g. allocation of sufficient resources and if work environment issues are generally accepted as part of the VSM methodology.

General information
State: Published
Organisations: Department of Management Engineering, Management Science, Implementation and Performance Management
Authors: Edwards, K. (Intern), Winkel, J. (Intern)
Pages: 175-178
Publication date: 2016
Main Research Area: Technical/natural sciences

Host publication information
Sustainable healthcare through professional collaboration across boundaries.

General information
State: Published
Organisations: Department of Management Engineering, Management Science, Implementation and Performance Management, University of Iceland
Number of pages: 42
Publication date: 2016

Publication information
Publisher: University of Iceland
ISBN (Print): 978-9935-9265-5-5
Original language: English
Main Research Area: Technical/natural sciences
Electronic versions:
DOIs: 10.11581/DTU:00000014
Publication: Research - peer-review › Anthology – Annual report year: 2016

Sustainable Management: Balancing Organizational Performance and Employee Well-being

General information
State: Published
Organisations: Department of Management Engineering, Management Science, Implementation and Performance Management
Authors: Ipsen, C. (Intern), Edwards, K. (Intern)
Pages: 189-190
Publication date: 2016

Host publication information
Title of host publication: Book of Proceedings. 12th EAOHP Conference: Occupational Health Psychology in Times of Change: Society and the Workplace
Publisher: European Academy of Occupational Health Psychology
Editors: Teoh, K., Dediu, V., Saade, N. J., Hassard, J.
Article number: O32
Main Research Area: Technical/natural sciences
Conference: 12th Conference of the European Academy of Occupational Health Psychology, Athens, Greece, 10/04/2016 - 10/04/2016
Electronic versions:
Sustainable_Management.pdf
Links:
Source: PublicationPreSubmission
Source-ID: 123633219
Publication: Research - peer-review › Conference abstract in proceedings – Annual report year: 2016

Værktøjskasse: Forebyg muskel- og skeletbesvær
A bottom-up approach to implementing change in a heart transplant center

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management
Authors: Edwards, K. (Intern)
Number of pages: 1
Publication date: 2015
Host publication information
Title of host publication: Abstract book - 9th NOVO Symposium, Quality in health care
Publisher: Sør-Trøndelag University College
Editors: André, B., Heldal, F., Edwards, K.
Main Research Area: Technical/natural sciences
Relational coordination, Organizational change
Electronic versions:
2015_NOVOSymposium_proceedings_.pdf
Source: PublicationPreSubmission
Source-ID: 118300781
Publication: Research - peer-review › Conference abstract in proceedings – Annual report year: 2015

Abstract book - 9th NOVO Symposium, Quality in health care

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management
Authors: André, B. (ed.) (Ekstern), Heldal, F. (ed.) (Ekstern), Edwards, K. (ed.) (Intern)
Number of pages: 42
Publication date: 2015
Publication information
Publisher: Sør-Trøndelag University College
Original language: English
Main Research Area: Technical/natural sciences
Electronic versions:
Abstract_book_9th_NOVO_Symposium.pdf
DOIs:
10.11581/DTU:00000012
Relations
Activities:
A Nordic evaluation of a work environment complement to Value Stream Mapping for increased sustainability of patient flows at hospitals - The NOVO Multicentre Study I

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management, University of Gothenburg, Reykjavik University, Swerea AB, University of Iceland, Sahlgrenska University Hospital
Pages: 33-35
Publication date: 2015

Host publication information
Title of host publication: Abstract book - 9th NOVO Symposium, Quality in health care
Publisher: Sør-Trøndelag University College
Editors: André, B., Heldal, F., Edwards, K.
Main Research Area: Technical/natural sciences
Electronic versions:
2015_NOVOsymposium_proceedings
Publication: Research - peer-review › Article in proceedings – Annual report year: 2015

COPSOQ as a productivity predictor

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management, Federal Institute of Occupational Safety and Health
Authors: Burr, H. (Ekstern), Edwards, K. (Intern)
Number of pages: 14
Publication date: 2015

Publication information
Media of output: PowerPoint
Original language: English
Main Research Area: Technical/natural sciences
Electronic versions:
COPSOQ.pdf
Source: PublicationPreSubmission
Source-ID: 118539767
Publication: Research › Sound/Visual production (digital) – Annual report year: 2015

Facilitating and inhibiting factors in change processes based on the lean tool 'value stream mapping': an exploratory case study at hospital wards

'Lean production' has become a prevalent rationalisation methodology in healthcare. Value stream mapping (VSM) is a commonly used lean tool to identify non-value-adding-work. VSM is a participatory tool. Thus, it may offer an opportunity to combine interventions for improved performance and ergonomics. The aim of the present exploratory study is to report observations that seem to play significant roles as inhibitors and facilitators for proper intervention processes when using VSM. Seven hospital wards have been investigated in Denmark, Iceland and Sweden. Information was obtained by screening key hospital documents and interviewing participants in and around the VSM processes. Nine tape-recorded interviews were performed. The results tentatively point to the facilitating effect on the VSM process by emphasising involvement and decision-making among the participants, first line manager support and engagement, allocation of sufficient resources, work environment issues as part of the VSM methodology and VSM routines that are well-established and broadly accepted.

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management, Reykjavik University, University of Iceland
Strategic prevention of musculoskeletal disorders in elderly care

Musculoskeletal disorders (MSDs) are a common designation for pain, stiffness or tenderness in the joints, ligaments, tendons, muscles or bones and the associated cardiovascular and nervous system often resulting in symptoms as swelling, restriction of motion and functional impairment. MSD is a serious and comprehensive work environment problem. It is also recognized as such in the Danish National Work Environment Strategy 2020, where MSD is ranked as one of three main focus areas with the aim of reducing the number of MSD incidents with 20% by the year 2020 (WEA 2020). It is estimated that the number of cases of occupational musculoskeletal disorders will increase in the coming years. MSD as a result of repetitive movements of the upper extremities will continue to be a challenge. Furthermore a great challenge is the prevention of MSD among younger employees (under 25), who are often more exposed to heavy physical work. The known risk factors for developing MSD are: 1) Heavy manual work including person lifting and moving, 2), Monotonous, repetitive and monotonous, stressful work, 3) Straining, awkward postures and movements, 4) Whole-body vibration (NFA 2009, National Research Council and the Institute of Medicine 2001). The first three risk factors are prevalent in the healthcare sector and employees are prone to develop MSDs due to the high level of manual labor e.g. physical handling of patients. The sector work environment council for the social and health care sector (BAR SOSU) has joint forces with researchers at the Department of Management Engineering with the aim of developing a set of tools to strategically prevent MSDs in municipalities. The 98 municipalities in Denmark are the primary provider of elderly care in home and nursing home and we expect to find varied but systematic approaches towards preventing MSD as well as MSD being a focus area for the work environment effort.
Towards the collaborative hospital - harnessing the potential of enabling care processes and structures

Hospitals are increasingly faced with conflicting demands as they have to respond to increasing patient demands as well as financial, clinical and quality challenges. To handle these demands the hospital need to reconfigure its organization, and we propose to build on a concept for the collaborative hospital as a new organizational form which is better equipped to respond to the challenges facing modern hospitals. The collaborative hospital is an ambidextrous organization that opens for pursuing both exploration and exploitation within the same organizational structure. The basic principles of the collaborative hospital concern the creation of an appropriate balance between standardization and local autonomy, shared purpose centred around providing the best possible care, and use of enabling structures that sustain the new ways of collaborative work. The chapter builds on the theoretical framework of the collaborative organization which is used for a discussion of theoretical and empirical aspects of the collaborative hospital.

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management, Aalborg University
Authors: Praotorious, T. (Ekstern), Hasle, P. (Ekstern), Edwards, K. (Intern), Nielsen, A. P. (Ekstern)
Pages: 57-76
Publication date: 2015

Host publication information
Title of host publication: Sustainable Development in Organizations: Studies on Innovative Practices
Publisher: Edward Elgar Publishing, Incorporated
Editors: Elg, M., Ellström, P., Klofsten, M., Tillmar, M.
ISBN (Print): 978-1-78471-688-2
Main Research Area: Technical/natural sciences
Source: PublicationPreSubmission
Source-ID: 118303561
Publication: Research - peer-review › Book chapter – Annual report year: 2015

Abstract book - 8th NOVO Symposium, Sustainable health care production systems

General information
State: Published
Organisations: Implementation and Performance Management, Department of Management Engineering, Production and Service Management
Authors: Edwards, K. (ed.) (Intern), Winkel, J. (ed.) (Intern)
Number of pages: 52
Publication date: 2014

Publication information
Publisher: Department of Management Engineering, Technical University of Denmark
Original language: English
Main Research Area: Technical/natural sciences
Electronic versions:
8th_NOVO_symposium_abstracts.pdf
DOIs: 10.11581/DTU:00000008
Publication: Research - peer-review › Book – Annual report year: 2014

A framework for using simulation methodology in ergonomics interventions in design projects

The aim of this paper is to outline a framework of simulation methodology in design processes from an ergonomics perspective

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Engineering Systems Group, Implementation and Performance Management, Universidade Federal do Rio de Janeiro, Petrobras, Federal University of Minas Gerais
Authors: Broberg, O. (Intern), Duarte, F. (Ekstern), Andersen, S. N. (Intern), Bittencourt, J. (Ekstern), Souza da Conceição, C. (Intern), Edwards, K. (Intern), Garotti, L. (Ekstern), Lima, F. (Ekstern)
Number of pages: 2
Pages: 779-780
Publication date: 2014

Host publication information
A strategic approach to prevention of musculoskeletal disorders

General information
State: Published
Organisations: Implementation and Performance Management, Department of Management Engineering, Production and Service Management
Authors: Seim, R. (Intern), Edwards, K. (Intern), Poulsen, S. (Intern)
Number of pages: 1
Pages: 44
Publication date: 2014

Comparison of Servant Leadership (SL) at hospital wards in Denmark, Iceland and Sweden: A NOVO Multicenter study

General information
State: Published
Organisations: Implementation and Performance Management, Department of Management Engineering, Production and Service Management, Sahlgrenska University Hospital, University of Gothenburg, University of Iceland, Reykjavik University, Swerea AB, Nordic School of Public Health NHV
Number of pages: 2
Pages: 35-36
Publication date: 2014

Design of systems for productivity and well being
It has always been an ambition within the ergonomic profession to ensure that design or redesign of production systems consider both productivity and employee well being, but there are many approaches to how to achieve this. This paper identifies the basic issues to be addressed in light of some research activities at DTU, especially by persons responsible for facilitating design processes. Four main issues must be addressed: (1) determining the limits and scope of the system to be designed; (2) identifying stakeholders related to the system and their role in the system design; (3) handling the process’ different types of knowledge; and (4) emphasizing that performance management systems, key performance indicators (KPIs), and leadership are also part of the system design and must be given attention. With the examples presented, we argue that knowledge does exist to help system design facilitators address these basic issues.

© 2013 Published by Elsevier Ltd.
Development of a tool for integrating Value Stream Mapping and ergonomics in healthcare - A Nordic Multicenter study

General information
State: Published
Organisations: Department of Management Engineering, Implementation and Performance Management, Production and Service Management, Swerea AB, Reykjavik University, Sahlgrenska University Hospital, University of Iceland, Nordic School of Public Health NHV
Pages: 123-124
Publication date: 2014

Host publication information
Title of host publication: Book of Abstracts and Programme: The 7th Nordic Working Life Conference
Publisher: Forum for Arbetslivsforskning (FALF)
Editor: Isidorsson, T.
ISBN (Electronic): 978-91-981195-5-8
Main Research Area: Technical/natural sciences
Electronic versions: Jarebrant_et_al.2014.pdf
Source: PublicationPreSubmission
Source-ID: 106929296
Publication: Research - peer-review › Conference abstract in proceedings – Annual report year: 2015

Ergonomic Value Stream Mapping – Can lean and ergonomics go hand in hand?
This paper reports findings from an orthopedic bed ward where ErgoVSM has been used as part of a lean project.

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management
Authors: Edwards, K. (Intern)
Number of pages: 4
Publication date: 2014

Host publication information
Title of host publication: Human Factors in Organizational Design and Management - XI
Publisher: IEA Press
Main Research Area: Technical/natural sciences
Conference: 11th International Symposium on Human Factors in Organizational Design and Management and 46th Annual Nordic Ergonomics Society Conference (NES), Copenhagen, Denmark, 17/08/2014 - 17/08/2014
Lean manufacturing, Value stream mapping, Health care, Ergonomic tool
Publication: Research - peer-review › Article in proceedings – Annual report year: 2014

Evaluating the Relational Coordination instrument
Relational coordination rests on the idea that coordination is a central issue in all work and that coordination happens through communication, which in turn is shaped by relations. Relational coordination is quite interesting because it has been shown to correlate with on-time flight departures and surgical performance. This has prompted the attention of both practitioners and politicians some of who perceive relational coordination as a means to attain better performance. The relational coordination instrument has been validated as a measure of teamwork from the following perspectives: internal consistency, interrater agreement and reliability, structural validity, content validity. However as relational coordination is being used as a diagnostics tool it is important to examine further if the instrument can measure changes. Indeed we need to know how precise and sensitive the instrument is when organizations are changed. This paper reports findings from 15 healthcare organizational change projects. The projects received some guidance from external consultants but followed different methodologies and can be considered natural experiments. The projects were measured before and after the change using the relational coordination instrument. Managers were interviewed before the projects and a chronicle workshop (structured group interview) were performed after the project. This design allows us to
compare the qualitative descriptions of change in the wards, with the measured change in relational coordination. We distinguish between statistical and clinical significance. Statistical significance is calculated using T-test. Clinical significance is the minimal amount of change in relational coordination score that is not considered noise. Sensitivity of the instrument i.e. the ability of the instrument to measure changes in relational coordination is analysed by evaluating the scope and depth of changes in work processes and relations. Sensitivity of the relational coordination instrument is surprisingly low and event significant changes e.g. introducing a new role in a work process only show small changes in relational coordination scores.

General information
State: Published
Organisations: Implementation and Performance Management, Department of Management Engineering, Production and Service Management
Authors: Edwards, K. (Intern), Lundstrøm, S. L. (Intern)
Number of pages: 1
Pages: 198
Publication date: 2014

Host publication information
Title of host publication: Book of Proceedings - 11th EAOHP Conference : Looking at the past - planning for the future: Capitalizing on OHP multidisciplinarity
Publisher: European Academy of Occupational Health Psychology
Editors: Andreou, N., Jain, A., Hollis, D., Hassard, J., Teoh, K.
ISBN (Print): 978-0-9928786-0-3
ISBN (Electronic): 978-0-9928786-1-0
Main Research Area: Technical/natural sciences
Source: PublicationPreSubmission
Source-ID: 100928120
Publication: Research - peer-review › Conference abstract in proceedings – Annual report year: 2014

Factors facilitating and inhibiting value stream mapping processes at hospital units in three Nordic countries - a Nordic multicenter study
The aim of this paper is to present observations that may indicate facilitating and inhibiting factors for the VSM process.

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management, Reykjavik University, Sahlgrenska University Hospital, University of Iceland, Swerea AB, Nordic School of Public Health NHV
Fra begreb til bundlinje, hvordan øger vi den relationelle koordinering: Evalueringsrapport

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management
Authors: Edwards, K. (Intern)
Number of pages: 46
Publication date: 2014

Publication information
Publisher: Department of Management Engineering, Technical University of Denmark
ISBN (Print): 978-87-93130-10-4
Original language: Danish
Main Research Area: Technical/natural sciences
Electronic versions:
Fra_begreb_til_bundlinje.pdf
DOI:
10.11581/DTU:00000001

Relations
Activities:
Social kapital og relationel koordinering: To væsensforskellige tilgange til trivsel og produktivitet
Forskning i og på hospitaler
Publication: Research - peer-review › Report – Annual report year: 2014

Is "Relational Coordination" a new theory for developing sustainable healthcare?

General information
State: Published
Organisations: Implementation and Performance Management, Department of Management Engineering, Production and Service Management
Authors: Edwards, K. (Intern), Lundstrøm, S. L. (Intern)
Number of pages: 1
Pages: 17
Publication date: 2014

Host publication information
Title of host publication: Abstract book - 8th NOVO Symposium, Sustainable health care production systems
Publisher: Department of Management Engineering, Technical University of Denmark
Editors: Edwards, K., Winkel, J.
Main Research Area: Technical/natural sciences
Conference: 8th NOVO Symposium, Lyngby, Denmark, 06/11/2014 - 06/11/2014
Electronic versions:
8th_NOVO_symposium_abstracts_17.pdf
Publication: Research - peer-review › Conference abstract in proceedings – Annual report year: 2014
Koordinering og samarbejde på tværs

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management
Authors: Edwards, K. (Intern)
Publication date: 2014

Host publication information
Title of host publication: META - Rehabilitering på plejecentre : Medicin, Ernæring, Træning og meningsfuld Aktivitet
Publisher: Type2dialog ApS
Chapter: 9
Main Research Area: Technical/natural sciences
Electronic versions:

Abstract
Source: PublicationPreSubmission
Source-ID: 98898174
Publication: Communication › Book chapter – Annual report year: 2014

KPI's, leadership and psychosocial work environment
Key performance indicators (KPIs) are the few important measures that managers use to evaluate performance of individuals and/or organizational units. KPI's are an integral part of a performance management system which collect data and serve as a basis for decision support and managerial action. KPI's can be perceived as top-level management's technological instrument to control all employees directly. When an employee is not performing the performance management system will highlight the problem and invite action from management. From this perspective performance management systems should reduce variation in employees' performance and reduce the importance of first line managers.
This paper presents findings from a longitudinal study of a large Danish financial institution.
Performance systems and social capital

Performance systems and social capital are considered mutually exclusive. Contemporary studies show that social capital is essential in generating performance improvement. This raises an important question: “How do performance systems and social capital correspond?” This study draws on findings from a study on implementation of a performance system in Danish construction. The results show causalities between implementing the performance system and the emergence of social capital in construction projects. Results indicate that performance systems and social capital is not mutually exclusive, but that the effects of performance systems derive from motives for compliance, interpretations of common goals and strategic activities.

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management
Authors: Rasmussen, G. M. G. (Intern), Edwards, K. (Intern)
Number of pages: 5
Pages: 543-547
Publication date: 2014

Host publication information
Title of host publication: Human Factors in Organizational Design and Management - XI
Publisher: IEA Press
Main Research Area: Technical/natural sciences
Conference: 11th International Symposium on Human Factors in Organizational Design and Management and 46th Annual Nordic Ergonomics Society Conference (NES), Copenhagen, Denmark, 17/08/2014 - 17/08/2014
Relational coordination, Organizational change
Relational Coordination and Organisational Social Capital Association with Characteristics of General Practice

Background. Relational coordination (RC) and organisational social capital (OSC) are measures of novel aspects of an organisation's performance, which have not previously been analysed together, in general practice.

Objectives. The aim of this study was to analyse the associations between RC and OSC, and characteristics of general practice.

Methods. Questionnaire survey study comprising 2074 practices in Denmark.

Results. General practitioners (GPs) rated both RC and OSC in their general practice higher than their secretaries and nurses. The practice form was statistically significantly associated with high RC and OSC. RC was positively associated with the number of patients listed with a practice per staff, where staff is defined as all members of a practice including both owners and employees.

Conclusion. The study showed that RC and OSC were significantly associated with type of profession and practice type. RC was also found to be significantly positively associated with number of patients per staff. However, the low response rate must be taken into consideration when interpreting the self-reported results of this study.

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management, University of Southern Denmark, University of Copenhagen
Authors: Lundstrøm, S. L. (Intern), Edwards, K. (Intern), Bøllingtoft Knudsen, T. (Ekstern), Larsen, P. V. (Ekstern), Reventlow, S. (Ekstern), Søndergaard, J. (Ekstern)
Number of pages: 7
Publication date: 2014
Main Research Area: Technical/natural sciences

Publication information
Journal: International Journal of Family Medicine
Volume: 2014
Article number: 618435
ISSN (Print): 2090-2042
Ratings:
BFI (2017): BFI-level 1
ISI indexed (2013): ISI indexed no
ISI indexed (2012): ISI indexed no
Original language: English
Electronic versions:
Relational_Coordination.pdf
DOI: 10.1155/2014/618435
Source: PublicationPreSubmission
Source-ID: 93594707
Publication: Research - peer-review › Journal article – Annual report year: 2014

Relational Coordination in Danish General Practice
This PhD dissertation is a product of my PhD project carried out in collaboration between DTU Management Engineering, The Technical University of Denmark, Research Unit for General Practice at University of Southern Denmark, and Research Unit for General Practice at University of Copenhagen. The dissertation presents the research study and a collection of three research papers prepared during the period from May 2010 to June 2014. Relational coordination and organisational social capital are measures of novel aspects of an organisation's performance. Relational coordination analyse the communication and relationship networks through which work is coordinated across functional and organisational boundaries. Previous studies have shown that relational coordination is positively associated with delivery of care for patients with chronic illness. Organisational social capital is used when analysing the psychosocial work environment in organisations, and is seen as a powerful resource for improving organisational performance. Relational coordination and organisational social capital may offer new insight and opportunities for general practice to learn. General practice provides cost-efficient, first-line service and mindful gatekeeping. General practice are faced with a series of growing demands - from many GPs being close to retirement, to the increasing demands for comprehensive management and coordination of patient care. Neither researchers nor politicians have found solutions to overcome the growing demands. This PhD project has measured relational coordination and organisational social capital in Danish general practice. The project found that GP rated relational coordination and organisational social capital in their general practice higher than the secretaries and nurses, and single-handed practices had higher rating of both relational coordination and organisational social capital than cooperative and partnership practices. There was no evidence for an association between relational coordination and patient evaluation of general practice. However, general practice with high ratings of relational coordination was also found to have high productivity.
Relational coordination is associated with productivity in general practice: a survey and register based study

In this paper we investigate the association between relational coordination among the practice team in general practice and number of consultations performed in a general practice per staff, i.e. a proxy of productivity. We measured relational coordination using the Relational Coordination Survey and combined the results with register data. We found that relational coordination was statistically significant associated with number of consultation per staff per year. We later divided consultations in to three types: Face-to-face, Email and phone consultations. We found a statistically significant associating between relational coordination and with number of face-to-face consultation per staff per year.

Relationeel koordinering – kan ændringer i samarbejde og relationer måles?

Relationeel koordinering – kan ændringer i samarbejde og relationer måles?

Relationeel koordinering – kan ændringer i samarbejde og relationer måles?
Sammenhænge mellem Produktivitet og Psykosocialt Arbejdsmiljø, SaPPA: Afslutningsrapport til Arbejdsmiljøforskningsfonden

Nykredit have partcipated in a research project with DTU, CBS and NFA in the period from 2008 to 2012. The purpose of the project has been to research the relationship between productivity and psychosocial work environment. The project has employed a prospective research design and used both qualitative and quantitative methods. Cross sectional analysis for correlations between psychosocial work environment have been conducted for year 2005, 2007 and 2010.

Twelve customer centers were selected for qualitative analysis based on an extreme case approach. Interviews with management and chronicle workshops with a group of employees were performed in both year 2009 and 2011. Psychosocial work environment was operationalized in four dimensions: horizontal and vertical social capital, wellbeing at work and leadership. Productivity was operationalized in the key performance indicator activity/salary (A/L), which express a relationship between income and total salary expenses.

Overall we find a strong and significant statistical correlation between psychosocial work environment and productivity. The cross sectional analysis shows that horizontal social, vertical social capital, wellbeing at work and leadership exhibit a positive correlation with productivity in all measured years. The correlation is substantial and for instance, a 1 point improvement in wellbeing at work (5 point Likert scale) is associated

The qualitative analysis shows that the manager of a customer center has profound impact on profitability, horizontal -, vertical social capital and wellbeing at work. The manager has the option to decide just how work is done, organized and also define the social environment. It is the management style that creates differences in productivity among the 57 customer centers. Productivity is mediated from leadership through horizontal -, vertical social capital and wellbeing at work.

In the selected customer centers two extremes in leadership has been identified: Transactional and transformational leadership. Analysis shows that best productivity is archived through continuous shifting between the two management styles.

Although the manager may choose management style, there is a pressure towards transactional leadership because of a general focus on output – only results matter. Despite this pressure, the project shows a substantial variation in psychosocial work environment which correlates with productivity.

The statistical analysis does not identify the direction of the relation between psychosocial work environment and productivity, but the qualitative provides a number of examples of changes in psychosocial work environment that are followed by changes in productivity. It is therefore concluded that good psychosocial work environment leads to high productivity.

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management
Authors: Edwards, K. (Intern), Møller, N. (Intern), Kristensen, T. S. (Intern), Mouritsen, J. (Intern), Burr, H. (Ekstern), Hyld Pejtersen, J. (Ekstern)
Number of pages: 20
Publication date: 2014
Significance of Servant Leadership for creativity in change processes when using the Lean tool Value Stream Mapping (VSM)

General information
State: Published
Organisations: Implementation and Performance Management, Department of Management Engineering, Production and Service Management, Sahlgrenska University Hospital, University of Gothenburg, Reykjavik University, University of Iceland, Swerea AB, Nordic School of Public Health NHV
Number of pages: 1
Pages: 42
Publication date: 2014

Host publication information
Title of host publication: Abstract book - 8th NOVO Symposium, Sustainable health care production systems
Publisher: Department of Management Engineering, Technical University of Denmark
Editors: Edwards, K., Winkel, J.
Main Research Area: Technical/natural sciences
Conference: 8th NOVO Symposium, Lyngby, Denmark, 06/11/2014 - 06/11/2014
Electronic versions:
8th_NOVO_symposium_abstracts_42.pdf
Publication: Research - peer-review › Conference abstract in proceedings – Annual report year: 2014

The collaborative hospital: conceptual underpinnings and empirical insights

General information
State: Published
Organisations: Implementation and Performance Management, Department of Management Engineering, Production and Service Management, Aalborg University
Authors: Prætorius, T. (Ekstern), Edwards, K. (Intern), Hasle, P. (Ekstern), Nielsen, A. P. (Ekstern)
Number of pages: 1
Pages: 16
Publication date: 2014

Host publication information
Title of host publication: Abstract book - 8th NOVO Symposium, Sustainable health care production systems
Publisher: Department of Management Engineering, Technical University of Denmark
Editors: Edwards, K., Winkel, J.
Main Research Area: Technical/natural sciences
Conference: 8th NOVO Symposium, Lyngby, Denmark, 06/11/2014 - 06/11/2014
Electronic versions:
8th_NOVO_symposium_abstracts_16.pdf
Publication: Research - peer-review › Conference abstract in proceedings – Annual report year: 2014

The effect on organizational change on relational coordination – a multi case study
This study presents results from an original empirical study of 11 organizational change projects in different wards at two Danish hospitals. The purpose of the study was to study changes in relation coordination as a consequence of organizational change.

We measured relational coordination before and after the organizational change using the 7 question relational coordination questionnaire. A group of employees were interviewed after the change project to uncover the nature and extent of the changes.
We find that organizations' relational coordination score change very little – even for organizational change that introduces new work relations and new processes.

**Using Chronicle Workshop to quantify impact of context in case studies**

**General information**
State: Published
Organisations: Implementation and Performance Management, Department of Management Engineering, Production and Service Management, Sahlgrenska University Hospital, University of Gothenburg, Reykjavik University, University of Iceland, Swerea AB, Nordic School of Public Health NHV
Number of pages: 1
Pages: 22
Publication date: 2014

**Host publication information**
Title of host publication: Abstract book - 8th NOVO Symposium, Sustainable health care production systems
Publisher: Department of Management Engineering, Technical University of Denmark
Editors: Edwards, K., Winkel, J.
Main Research Area: Technical/natural sciences
Conference: 8th NOVO Symposium, Lyngby, Denmark, 06/11/2014 - 06/11/2014
Electronic versions: 8th_NOVO_symposium_abstracts_22.pdf
Publication: Research - peer-review › Conference abstract in proceedings – Annual report year: 2014

**Does list population affect general practice's relational coordination?**

**General information**
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management
Authors: Lundstrøm, S. L. (Intern), Edwards, K. (Intern)
Number of pages: 1
Pages: 19
Publication date: 2013

**Host publication information**
Title of host publication: 7th NOVO Symposium: A Nordic Model for Sustainable Systems in the Health Care Sector : Discussion paper
Publisher: National Institute for Health and Welfare
Editors: Sinervo, T., Laine, M., Peikkarinen, L.
ISBN (Print): 978-952-302-058-0
En tværsektoriel ledelsesmodel der virker: - bygger på udvikling af social kapital mellem parterne i de forskellige sektorovergange

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management
Authors: Edwards, K. (Intern)
Pages: 24-29
Publication date: 2013
Main Research Area: Technical/natural sciences

Ergonomic Value stream Mapping (ErgoVSM) – potential for integrating work environment issues in a Lean rationalization process at a Danish hospital

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management
Authors: Edwards, K. (Intern), Winkel, J. (Intern)
Number of pages: 1
Pages: 13
Publication date: 2013

Host publication information
Title of host publication: 7th NOVO Symposium: A Nordic Model for Sustainable Systems in the Health Care Sector: Discussion paper
Publisher: National Institute for Health and Welfare
Editors: Sinervo, T., Laine, M., Pekkarinen, L.
ISBN (Print): 978-952-302-058-0
Number: 42/2013
ISSN: 2323-363X
Main Research Area: Technical/natural sciences
Electronic versions:
NOVO2014.pdf
Forskersynspunkt: Hvad er produktionsledelse?

**General information**
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management
Authors: Jensen, P. L. (Intern), Edwards, K. (Intern), Nørby, M. (Intern)
Pages: 22
Publication date: 2013
Main Research Area: Technical/natural sciences

**Introduction of Lean/Value Stream Mapping at hospital units in three Nordic countries and expected impact on the working environment - A Nordic Multicenter study**

**General information**
State: Published
Organisations: Department of Management Engineering, Implementation and Performance Management, Production and Service Management, Reykjavik University, Sahlgrenska University Hospital, University of Iceland, Swerea AB, Nordic School of Public Health NHV
Number of pages: 2
Publication date: 2013
Main Research Area: Technical/natural sciences
Electronic versions:
Introduction_of_Lean.pdf
Source: PublicationPreSubmission
Source-ID: 106929487
Publication: Research - peer-review › Conference abstract for conference – Annual report year: 2013

**Lean and Work Environment**

**General information**
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management, Aalborg University, SFI
Authors: Edwards, K. (Intern), Hasle, P. (Ekstern), Nielsen, A. P. (Ekstern), Pejtersen, J. H. (Ekstern)
Number of pages: 2
Publication date: 2013
Main Research Area: Technical/natural sciences
Electronic versions:
Lean_and_work_environment.pdf

**Bibliographical note**
Abstract for the International HELIX Conference 2013
Source: dtu
Source-ID: u::9331
Procesudvikling med fokus på det post-operative døgn for hoftnærv. frakturer

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management, Odense University Hospital
Authors: Edwards, K. (Intern), Bork, M. (Ekstern), Kjemtrup, K. (Ekstern)
Number of pages: 1
Publication date: 2013
Event: Abstract from Fagligt Selskab for Ortopædkirurgiske Sygeplejersker (FSOS) konference 2013, Fredericia, Denmark.
Main Research Area: Technical/natural sciences
Electronic versions:
Procesudvikling.pdf
Source: dtu
Source-ID: u::6298
Publication: Research › Conference abstract for conference – Annual report year: 2013

Social kapital og svind på arbejdspåladsen: Et litteraturstudie

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Implementation and Performance Management
Authors: Edwards, K. (Intern), Lundstrøm, S. L. (Intern)
Number of pages: 25
Publication date: 2013
Publication information
Place of publication: Glostrup
Publisher: Det kriminalpræventive Råd
ISBN (Electronic): 978-87-92966-13-1
Original language: Danish
Applicant: Det kriminalpræventive Råd
Main Research Area: Technical/natural sciences
Electronic versions:
Social_kapital_og_svind_p_arbejdspaladsen.pdf
Links:
http://www.drk.dk
Bibliographical note
Et litteraturstudie udført for Det kriminalpræventive Råd
Source: dtu
Source-ID: u::9330
Publication: Commissioned › Report – Annual report year: 2013

A new method for analyzing diagnostic delay in gynecological cancer

OBJECTIVE:
The aim of this article is to present a new methodology to illustrate, understand, and measure delay in health care. The method is inspired by process mapping tools as analytical framework and demonstrates its usefulness for studying diagnostic delay in gynecological cancer.

MATERIALS AND METHODS:
Six women with a diagnostic delay of 6 weeks or more before treatment of gynecological cancer at a specialized regional department (the Department of Gynecology and Obstetrics, Odense University Hospital, Denmark) were included in the study. Maps of existing processes were performed for each patient reflecting the patients' pathway through the course of the disease. We combined 2 process mapping tools, namely, value stream mapping and business process modeling notation. The first method identifies the flow in a process as timelines. The latter introduces a set of easily recognizable graphical elements.

RESULTS:
Detailed information concerning the cancer patients' pathway was obtained. The method visualized the complexities within the diagnostic pathway. The role of different participants (patient, general practitioner, and local hospitals) became clear by arranging activities according to responsibilities and was shown to recurrently influence and contribute to the delay in
the diagnostic process. Some important contributors to diagnostic delay in gynecological cancer, such as lack of cancer suspicion, competing diseases, negative test results, inexpedient referral patterns, and referrals without cancer suspicion, were found.

CONCLUSIONS:
Our results point out process mapping tools as a potential analytical framework to illustrate, understand, and measure delay in health care. Furthermore, the method was able to identify important contributors to the diagnostic delay in gynecological cancer patients.

General information
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering, Odense University Hospital, University of Southern Denmark, Aarhus University
Authors: Vandborg, M. P. (Ekstern), Edwards, K. (Intern), Kragtrup, J. (Ekstern), Vedsted, P. (Ekstern), Hansen, D. G. (Ekstern), Mogensen, O. (Ekstern)
Pages: 712-717
Publication date: 2012
Main Research Area: Technical/natural sciences

Publication information
Journal: Acta Obstetricia et Gynecologica Scandinavica
Volume: 22
Issue number: 5
ISSN (Print): 0001-6349
Ratings:
BFI (2017): BFI-level 1
Web of Science (2017): Indexed yes
BFI (2016): BFI-level 1
Scopus rating (2016): SJR 1.148 SNIP 1.213 CiteScore 1.84
BFI (2015): BFI-level 1
Scopus rating (2015): SJR 1.229 SNIP 1.19 CiteScore 1.9
BFI (2014): BFI-level 1
Scopus rating (2014): SJR 1.197 SNIP 1.294 CiteScore 2
Web of Science (2014): Indexed yes
BFI (2013): BFI-level 1
Scopus rating (2013): SJR 1.092 SNIP 1.136 CiteScore 1.82
ISI indexed (2013): ISI indexed yes
Web of Science (2013): Indexed yes
BFI (2012): BFI-level 1
Scopus rating (2012): SJR 0.897 SNIP 1.012 CiteScore 1.62
ISI indexed (2012): ISI indexed yes
Web of Science (2012): Indexed yes
BFI (2011): BFI-level 1
Scopus rating (2011): SJR 0.952 SNIP 1.077 CiteScore 1.72
ISI indexed (2011): ISI indexed yes
BFI (2010): BFI-level 1
Scopus rating (2010): SJR 0.911 SNIP 1.009
BFI (2009): BFI-level 1
Scopus rating (2009): SJR 0.896 SNIP 1.028
BFI (2008): BFI-level 1
Scopus rating (2008): SJR 0.736 SNIP 0.923
Scopus rating (2007): SJR 0.796 SNIP 0.972
Scopus rating (2006): SJR 0.887 SNIP 1.014
Scopus rating (2005): SJR 0.902 SNIP 1.148
Scopus rating (2004): SJR 0.762 SNIP 1.104
Scopus rating (2003): SJR 0.757 SNIP 1.175
Scopus rating (2002): SJR 0.735 SNIP 0.998
Scopus rating (2001): SJR 0.628 SNIP 0.945
Scopus rating (2000): SJR 0.709 SNIP 0.981
A Nordic work environment complement to Value Stream Mapping (VSM) for sustainable patient flows at hospitals – A NOVO Multicenter study

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Reykjavik University, Sahlgrenska University Hospital, University of Iceland, Swerea AB, Nordic School of Public Health NHV
Pages: 57-58
Publication date: 2012

Implementing lean in surgery – lessons and implications

The principles of lean production originating from the Toyota production system has spread from manufacturing to healthcare. Needless to say, this raises concern whether such principles are actually applicable where the product are humans in need of medical care and what are the consequences for the medical staff. The literature on lean does not suggest that lean should not be applicable in healthcare. Still this paper begins by discussing if the principles of lean from a theoretical perspective can be expected to work in healthcare. It is found that it will be useful in certain types of settings but it is not a universal tool that may be applied to all aspects of healthcare. A case of lean in a surgical ward is presented and it is observed that patients have been split in to two flows, which can be
described as a lean and a normal flow.

**General information**

State: Published  
Organisations: Department of Management Engineering, Production and Service Management  
Authors: Edwards, K. (Intern), Nielsen, A. P. (Intern), Jacobsen, P. (Intern)  
Pages: 4-7  
Publication date: 2012  
Main Research Area: Technical/natural sciences

**Publication information**

Journal: International Journal of Technology Management  
Volume: 57  
Issue number: 1/2/3  
ISSN (Print): 0267-5730  
Ratings:  
BFI (2017): BFI-level 2  
Web of Science (2017): Indexed Yes  
BFI (2016): BFI-level 2  
Scopus rating (2016): SJR 0.45 SNIP 0.622 CiteScore 1.25  
Web of Science (2016): Indexed yes  
BFI (2015): BFI-level 2  
Scopus rating (2015): SJR 0.424 SNIP 0.642 CiteScore 1.09  
BFI (2014): BFI-level 2  
Scopus rating (2014): SJR 0.412 SNIP 0.722 CiteScore 0.88  
BFI (2013): BFI-level 2  
Scopus rating (2013): SJR 0.361 SNIP 0.564 CiteScore 0.83  
ISI indexed (2013): ISI indexed yes  
Web of Science (2013): Indexed yes  
BFI (2012): BFI-level 2  
Scopus rating (2012): SJR 0.378 SNIP 0.526 CiteScore 0.78  
ISI indexed (2012): ISI indexed yes  
Web of Science (2012): Indexed yes  
BFI (2011): BFI-level 2  
Scopus rating (2011): SJR 0.428 SNIP 0.841 CiteScore 0.87  
ISI indexed (2011): ISI indexed yes  
BFI (2010): BFI-level 2  
Scopus rating (2010): SJR 0.302 SNIP 0.629  
Web of Science (2010): Indexed yes  
BFI (2009): BFI-level 2  
Scopus rating (2009): SJR 0.346 SNIP 0.571  
BFI (2008): BFI-level 1  
Scopus rating (2008): SJR 0.348 SNIP 0.54  
Scopus rating (2007): SJR 0.563 SNIP 0.658  
Scopus rating (2006): SJR 0.358 SNIP 0.51  
Scopus rating (2005): SJR 0.274 SNIP 0.389  
Scopus rating (2004): SJR 0.29 SNIP 0.372  
Scopus rating (2003): SJR 0.31 SNIP 0.557  
Web of Science (2003): Indexed yes  
Scopus rating (2002): SJR 0.347 SNIP 0.505  
Scopus rating (2001): SJR 0.193 SNIP 0.538  
Web of Science (2001): Indexed yes  
Scopus rating (2000): SJR 0.29 SNIP 0.64  
Scopus rating (1999): SJR 0.292 SNIP 0.592  
Original language: English  
Lean implementation, Healthcare, Surgery, Patient flow, Working conditions  
DOIs:
Previous experiences of Value Stream Mapping (VSM) at the hospital units included in the Danish part of the NOVO Multicenter Study

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management
Authors: Edwards, K. (Intern), Winkel, J. (Intern)
Pages: 60-60
Publication date: 2012

Host publication information
Title of host publication: Abstract book - 6th NOVO Symposium: Sustainable Health Care: Continuous Improvement of Processes and Systems
Main Research Area: Technical/natural sciences
Electronic versions:
Publication: Research - peer-review › Conference abstract in proceedings – Annual report year: 2012

Scenario-based table top simulations
This study developed and tested a scenario-based table top simulation method in a user-driven innovation setting. A team of researchers worked together with a user group of five medical staff members from the existing clinic. Table top simulations of a new clinic were carried out in a simple model including patient scenarios, LEGO figures, shoeboxes, and cardboard. The results indicated that table top simulations is a simple, cheap and powerful tool to generate and test innovative conceptual solutions in the early stages of a design process.

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Engineering Systems Group, Danish Institute for Medical Simulation, Grontmij A/S, Healthcare Innovation Centre
Authors: Broberg, O. (Intern), Edwards, K. (Intern), Nielsen, J. (Ekstern), Hartmann, T. (Ekstern), Momme, E. (Ekstern), Sperschneider, W. (Ekstern)
Number of pages: 6
Publication date: 2012

Host publication information
Title of host publication: Proceedings 44th Annual Nordic Ergonomics Society Conference
Publisher: Kungl. Tekniska högskolan I Stockholm
ISBN (Print): 978-91-637-1150-3
Main Research Area: Technical/natural sciences

Relations
Projects:
Scenario-based table top simulations
Publication: Research - peer-review › Article in proceedings – Annual report year: 2012

Simulation - Et effektivt redskab til design og udvikling af kundevendte processer

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Engineering Systems Group
Authors: Edwards, K. (Intern), Broberg, O. (Intern)
Pages: 10-11
Publication date: 2012
Social Capital and Relational Coordination in General Practice

This paper presents experiences from a user-driven innovation process of an outpatient department in a hospital. The mixing of methods from user-driven innovation and participatory design contributed to develop an innovative concept of the spatial and organizational design of an outpatient department in a hospital. Design games and tabletop simulation seem to be powerful tools in facilitating such a participatory process.

User-driven innovation of an outpatient department

This paper presents experiences from a user-driven innovation process of an outpatient department in a hospital. The mixing of methods from user-driven innovation and participatory design contributed to develop an innovative concept of the spatial and organizational design of an outpatient department in a hospital. Design games and tabletop simulation seem to be powerful tools in facilitating such a participatory process.
Using Explorative Simulation to Drive User-Centered Design and IT-Development in Healthcare

We describe a method involving user-system simulation to drive rapid development and evaluation of layout, organization or information technology in healthcare. The method has been developed, tested and refined in three sub-projects in the Capital Region of Denmark. The overall goal of the project was to validate such a development method in a two-year project (2010-11). Explorative simulation is primarily based on approaches in design and usability engineering and simulation-based training in healthcare, and involves end-users and designers or engineers in a collaborative exploration of design solution. A simulation project consists of a number of discrete simulation events that begin with an observation study of the situation or object in question. This is followed by a Framing workshop where end-users (doctors, nurses, secretaries etc.) are guided through a process that uncovers problems, needs and wishes. This is translated into scripted scenarios that are explored in simulations. The simulations all use end-users to play their normal role in the scripts but different types of props are used depending on purpose. E.g. simulation of layout and organization are done using tabletop simulation and mobile devices are simulated on iPads with mock-up screens. We describe and exemplify the chief advantages of the explorative simulation method, summarized briefly as follows: - a surprisingly quick way to set up and test a reasonably complex work setting and task environment - an efficient way in which application developers can gain insight into the healthcare work practice and design applications accordingly - Theories and new ideas can be readily transformed to into the simulated world where they are explored and quickly rejected or used further - A very cost-effective approach to innovation.
A Nordic work environment complement to Value Stream Mapping for sustainable patient flows at hospitals – A NOVO Multicenter study

Developing and testing a model of psychosocial work environment and performance

Good psychosocial work environment has been assumed to result in good work performance. However, little documentation exists which support the claim and the same goes for the opposite claim. This paper reports findings from a combined quantitative and qualitative study of the relationship between psychosocial work environment and performance in a large Danish firm. The objects of the study were more than 45 customer centers’ with 9-20 employees each. A substantial database covering the 45 customer centers over a period of 5 years has been gathered. In this period the Copenhagen psychosocial questionnaire (COPSOQ) has been used two times with two years in between. This allows us to build a model of the relationship between psychosocial work environment, selected context variables and performance data. The model proposes that good psychosocial work environment is a function of leadership which in turn influences individual workers understanding of their job function. These two mechanisms are reinforcing each other and lead to better performance, lower employee turnover and sick days compared to the other customer centers. The model is then tested statistically and verified.
Improving Healthcare through Lean Management: Experiences from the Danish healthcare system

The ideas and principles from lean management are now widely being adopted within the healthcare sector. The analysis in this paper shows that organizations within healthcare most often only implement a limited set of tools and methods from the lean tool-box. Departing from a theoretical analysis of the well-known and universal lean management principles in the context of the healthcare this paper will attempt to formulate and test four hypotheses about possible barriers to the successful implementation of lean management in healthcare. The first hypothesis states that lean management in healthcare still is in its infancy and it is just a matter of letting sufficient time pass in order have a successful implementation of lean in all areas of healthcare. The second hypothesis states that a major barrier to lean management in healthcare simply is lacking understanding of the lean concepts leading to lacking absorptive capacity (Cohen & Levinthal, 1990) by the professionals within healthcare. The third hypothesis states that the nature of work and work processes in some areas of healthcare represents a significant barrier to successful implementation of lean management in healthcare. The fourth and final hypothesis states that different mind sets and different rationalities between different types of healthcare professionals act as a major barrier for lean management in healthcare. The hypotheses are tested and discussed through four case studies.

Using empirical research from four case studies the paper will continue by discussing these four hypotheses. The cases where followed over a period of one year and the researchers gathered a substantial amount of data concerning the lean implementation processes. Based on an analysis of the case data hypotheses one is rejected whereas hypotheses two, three, and four are supported. The paper concludes by discussing the implications of hypothesis two, three, and four for the successful application of lean management within healthcare. Is it concluded that this requires a transformative and contingent approach to lean management where the universal principles of the lean philosophy are respected, but the tools and concepts within the lean tool-box are adapted to the specific context of healthcare. Some concepts might even be considered inappropriate for healthcare. The key to harvest benefits from lean management lies in the ability to adopt lean in specific areas of healthcare organization where the prerequisites of lean can be satisfied. Finally, it is concluded that there are limits to lean management in healthcare as there are many situations and processes where lean is judged to be unsuited due to the reactive nature of the work.

Lean and psychosocial work environment in manufacturing

Lean is currently the rationalization method of choice in the Danish manufacturing industry. This paper reports finding from three lean implementation cases. All cases are manufacturing companies focusing on upmarket products produced in small series. Prior to lean production was organized as self organized teams. It is therefore hypothesized that lean would result in a worsening of the psychosocial environment. This was, however, not true and the paper enters into a discussion of possible reasons for this puzzling finding.
"Leanus-projektet": Lean uden stress – udvikling af et bæredygtigt produktionskoncept

Background: The literature on Lean and working environment show that Lean potentially may lead to a better working environment, but this may not always be true. Especially work processes based on Tayloristic principles may exhibit increasing pressure on the psychosocial working environment due to work intensification. Companies are at the same time experiencing difficulties with engaging the employees in Lean and establish continuous improvement and lasting productivity gains. Purpose and research questions: The purpose of this project is to study if Lean can be implemented in such a way that besides economic gains, a good psycho social working environment is developed. Methods: The project has been following the implementation of Lean in 10 Danish private and public companies. The 10 companies were selected from at pool of 45 companies, whom responded to the project call for participation. These companies were selected because the project required a wide variety of companies i.e. production, health care and administration, and because they were about to embark on a Lean implementation project. Such variety allows the project to capture the effect of Lean in very different settings. All participating companies underwent a baseline analysis consisting of a history workshop to uncover the course of events leading up the present situation. They further underwent a measurement of the psychosocial work environment using the COPSOQ questionnaire. The baseline was supplemented with a follow-up measurement of the psychosocial work environment (COPSOQ) approx. one year after the baseline supplemented by an evaluation of the effects and results of the Lean projects. Researchers visited the companies during the implementation to document the process and to interview employees. Based on the data collected, a case rapport was developed for each of the participating companies containing quantitative data, qualitative observations and analysis. Results: The researchers in the project have developed a new and nuanced understanding of Lean in Danish companies and its implications for the psychosocial working environment. Though, a uniform correlation between Lean and psychosocial working environment cannot be established. 5 companies showed a modest improvement of the psychosocial environment, 4 companies showed no change and 1 showed a deterioration of the psychosocial environment. This has lead to the conclusion that the relationship between Lean and psychosocial work environment is mediated through leadership and collaboration. Both factors are important for the outcome of using basic Lean tools such as value stream mapping. Managers and workers must work together in order to develop new and improved work processes, which may improve both the psychosocial and physical work environment. Lean is used very different across the analysed companies, with some companies only using few tools with a short term perspective and others using a wide variety of tools taking a long term perspective. Lean is easier applied in industrial settings than in administration and health care and in particular reactive processes pose a challenge to Lean. Companies which resembled industrial production obtained a higher degree of Lean and used more tools from the Lean toolbox. This of course has to do with the industrial context in which Lean was developed. It is possible to achieve productivity gains in both administration and health care. In health care the best results are obtained by splitting flows into planned, which lend themselves easily to Lean, and reactive flow with complications, because reactive tasks can't use Lean principles. The change process to Lean induces change related stress. This may be alleviated by using reflection seminars, which was developed in the project. Overall it can be concluded that Lean as such does not lead to deterioration of the work environment. It depends on the quality of the leadership and collaboration in the company.
Reasons for diagnostic delay in gynecological malignancies

Aim The primary aim of this study was to identify and describe different delay types in women with gynecologic cancer, and to analyze the relationship between diagnostic delay and a number of characteristics for patients, cancers and the health care system. Setting A cohort study of women newly diagnosed with gynecological cancer at the Department of Gynecology and Obstetrics at Odense University Hospital (OUH) Denmark, during a 15-month period from October 1st 2006 to December 31st 2007. Method Data were obtained from four different questionnaires, the Electronic Patient Journal (EPJ) and The Danish Gynecological Cancer Database (DGCD). 161 women were included; ovarian cancer: 63, endometrial cancer: 50, cervical cancer: 34 and vulvar cancer: 14. Outcome measures were different delay types counted in days and the influence of four clinical important variables: Presence of alarm symptoms, age (≤ or > 60 years), performance of gynecological examination by the GP and notification of cancer suspicion on first referral from GP’s on the diagnostic delay (short delay ≤90 days and long delay >90 days). Results Across cancer type a median total delay of 101 days was observed. The 10% of women with the longest delay experienced a total delay of 436 days or more. Vulva cancer had the longest delays while women with ovarian cancer had shortest delay. Over one third (39%) of the women consulted their GP for reasons other than the alarm symptoms predefined by us. Gynecologic examination by the GP was less likely to be performed if the woman did not present with vaginal bleeding as an alarm symptom. The length of the delay was shortened by performance of a gynecological examination by the GP and a primary referral from the GP raising a cancer suspicion with the receiver. Conclusion Reducing diagnostic delays should be achievable, particularly for those most delayed, named as “the heavy tail”. Interventions aimed at reducing delays especially among the heavy tail need to be developed and creation of new valid instruments for measuring delay are essential to do so.
Simulation as a method for developing new work processes in an out-patient unit

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Dansk Institut for Medicinsk Simulation, Grontmij A/S, Copenhagen University Hospital
Authors: Edwards, K. (Intern), Broberg, O. (Intern), Nielsen, J. (Ekstern), Hartmann, T. S. (Ekstern), Momme, E. (Ekstern), Hansen, M. G. (Ekstern)
Number of pages: 1
Pages: 16
Publication date: 2011

Host publication information
Title of host publication: Book of abstracts: 5th NOVO Symposium - Sustainable Nordic Health Care Systems & Sustainable Hospital Design
Publisher: Novo Nordisk
ISBN (Print): 978 9979 72 047 8
Main Research Area: Technical/natural sciences
Conference: 5th NOVO Symposium on Sustainable health care services and hospital design, Reykjavik, Iceland, 03/11/2011 - 03/11/2011
Electronic versions:
Simulation_as_a_method_for_developing.pdf
Source: dtu
Source-ID: u::6302
Publication: Research - peer-review › Conference abstract in proceedings – Annual report year: 2012

Social Capital and Relational Coordination in General Practices in Denmark

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, University of Southern Denmark, University of Copenhagen
Authors: Lundstrøm, S. (Intern), Kragstrup, J. (Forskerdatabase), Søndergaard, J. (Forskerdatabase), Reventlow, S. (Forskerdatabase), Edwards, K. (Intern)
Number of pages: 1
Publication date: 2011
Transferability of Industrial Engineering Methods to the Healthcare Sector
The Danish public healthcare sector is like other healthcare systems under pressure to deliver more and better services. The sector is especially facing three challenges: Firstly, they must increase their efficiency in order to free capacity and support budget reductions. Secondly, they must increase responsiveness of the health care organizations in order to provide patients with rapid diagnostics and treatment. Finally, the quality level of care and treatment must also be raised. Difficulties in meeting these challenges often result in public criticism and stressed health care workers. With no hope of getting substantial more resources healthcare managers and politicians has begun to look for alternative modes of organization. In doing so the healthcare sector is being exposed to industrial rationalization principles such as lean manufacturing. The question is whether lean opens possibilities for higher efficiency and quality or it just reinforces stress. This question has been studied in three Danish cases in surgery, oncology and home-nurse care, and the results from these case studies are used for a review the use of lean in healthcare. The cases further serve as a basis for discussing the implications of transferring such industrial engineering methods to the healthcare sector. The conclusion of the review suggest that is possible to use lean as an inspiration for improvements of both efficiency, quality and working conditions provided diligent consideration of the particulars of health care organization in comparison with manufacturing industry.

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Aalborg University, National Research Center for Working Environment
Authors: Edwards, K. (Intern), Nielsen, A. P. (Ekstern), Hasle, P. (Ekstern)
Number of pages: 6
Publication date: 2011

Host publication information
Title of host publication: Human Factors in Organizational Design and Management - X
Publisher: IEA Press
ISBN (Print): 9780976814344
Main Research Area: Technical/natural sciences

Lean er ingen mirakelkur
General information
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering, Aalborg University, Det Nationale Forskningscenter for Arbejdsmiljø
Authors: Nielsen, A. P. (Ekstern), Edwards, K. (Intern), Bojesen, A. (Ekstern)
Publication date: 26 Jul 2010

Publication information
Newspaper: Børsen
Main Research Area: Technical/natural sciences
Source: orbit
Source-ID: 269102
Publication: Communication › Newspaper article – Annual report year: 2010

Developing and testing a model of psychosocial work environment and performance
Good psychosocial work environment has been assumed to result in good work performance. However, little documentation exists which support the claim and the same goes for the opposite claim. This paper reports findings from a combined quantitative and qualitative study of the relationship between psychosocial work environment and performance in a large Danish firm. The objects of the study were more than 45 customer centers’ with 9-20 employees each. A substantial database covering the 45 customer centers over a period of 5 years has been gathered. In this period the Copenhagen psychosocial questionnaire (COPSOQ) has been used two times with two years in between. This allows us to build a model of the relationship between psychosocial work environment, selected context variables and
performance data. The model proposes that good psychosocial work environment is a function of leadership which in turn influences individual workers understanding of their job function. These two mechanisms are reinforcing each other and lead to better performance, lower employee turnover and sick days compared to the other customer centers. The model is then tested statistically and verified.

**Expected and Realized Costs and Benefits from Implementing Product Configuration Systems**

Product configuration systems (PCS) are a technology well suited for mass customization and support the task of configuring the product to the individual customer’s needs. PCS are at the same time complex software systems that may be tailored to solve a variety of problems for a firm, e.g. supporting the quotation process or validating the structure of a product. This paper reports findings from a study of 12 Danish firms, which at the time of the study have implemented or are in the process of implementing product configuration systems. 12 costs and 12 benefits are identified in literature, and using radar diagrams as a tool for data collection the relative difference are identified. While several of the firms are mass customizers it is not the primary driver for implementing PCS. The analysis reveals that expected and realized benefits are consistent: 1) Improved quality in specifications, 2) Using less resources, and 3) Lower turnaround time. Interestingly, the realized benefits are all higher than the expected benefits. The expected benefits highlight the motivation, and this has implications for human factors as they point in the direction of significant changes to come in the adopting organization. It is observed that product configuration projects are treated as simple technical projects although they should be regarded as organizational change projects.
Implementing Lean in Health Care: Barriers and Opportunities

General information
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering, Aalborg University
Authors: Nielsen, A. P. (Ekstern), Edwards, K. (Intern)
Pages: 1-10
Publication date: 2010

Host publication information
Title of host publication: Proceedings from the 17th International EurOMA 2010 Conference : Managing Operations in service
Place of publication: Brussels
Publisher: EurOMA
ISBN (Print): 978-972-99847-3-0
Main Research Area: Technical/natural sciences
Conference: 17th International Annual European Operations Management Association Conference, Porto, Portugal, 06/06/2010 - 06/06/2010
Source: orbit
Source-ID: 269145
Publication: Research - peer-review › Article in proceedings – Annual report year: 2010

Lean in Healthcare: Barriers and Opportunities

General information
State: Submitted
Organisations: Department of Management Engineering, Aalborg University
Authors: Nielsen, A. P. (Ekstern), Edwards, K. (Intern)
Publication date: 2010
Main Research Area: Technical/natural sciences

Publication information
Journal: Operations Management Research
ISSN (Print): 1936-9735
Ratings:
BFI (2017): BFI-level 1
Web of Science (2017): Indexed Yes
BFI (2016): BFI-level 1
Scopus rating (2016): SJR 0.536 SNIP 0.524 CiteScore 1.31
BFI (2015): BFI-level 1
Scopus rating (2015): SJR 0.563 SNIP 0.53 CiteScore 0.86
BFI (2014): BFI-level 1
Scopus rating (2014): SJR 0.433 SNIP 0.418 CiteScore 0.92
BFI (2013): BFI-level 1
Scopus rating (2013): SJR 0.23 SNIP 0.44 CiteScore 0.66
ISI indexed (2013): ISI indexed yes
BFI (2012): BFI-level 1
Scopus rating (2012): SJR 0.715 SNIP 0.975 CiteScore 1.39
ISI indexed (2012): ISI indexed no
BFI (2011): BFI-level 1
Scopus rating (2011): SJR 0.634 SNIP 1.538 CiteScore 1.07
ISI indexed (2011): ISI indexed no
BFI (2010): BFI-level 1
Scopus rating (2010): SJR 0.316 SNIP 0.847
Lean og arbejdsmiljø - et dynamisk spændingsfelt

**General information**
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering
Authors: Edwards, K. (ed.) (Intern), Bojesen, A. (ed.) (Ekstern), Nielsen, A. P. (ed.) (Ekstern)
Number of pages: 232
Publication date: 2010

**Publication information**
Place of publication: København
Publisher: L&R Business
ISBN (Print): 9878711426449
Original language: Danish
Main Research Area: Technical/natural sciences
Source: orbit
Source-ID: 263789
Publication: Education - Book – Annual report year: 2010

Lean og forandringsprocessen

**General information**
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering, Det Nationale Forskningscenter for Arbejdsmiljø
Authors: Edwards, K. (Intern), Bramming, P. (Ekstern)
Number of pages: 232
Pages: 157-181
Publication date: 2010

**Host publication information**
Title of host publication: Lean og arbejdsmiljø - et dynamisk spændingsfelt
Place of publication: København
Publisher: L&R Business
Main Research Area: Technical/natural sciences
Source: orbit
Source-ID: 263790
Publication: Education - peer-review › Book chapter – Annual report year: 2010

Ny Forskning: Lean skader ikke arbejdsmiljøet

**General information**
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering
Authors: Edwards, K. (Intern)
Pages: 11-12
Publication date: 2010
Main Research Area: Technical/natural sciences

**Publication information**
Journal: Effektivitet
Issue number: September
ISSN (Print): 0903-2266
Ratings:
ISI indexed (2013): ISI indexed no
Performance Management: Du får hvad du måler, men vil du have det du får?

General information
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering
Authors: Edwards, K. (Intern)
Pages: 18-22
Publication date: 2010
Main Research Area: Technical/natural sciences

Publication information
Journal: Personalechefen
Issue number: August
ISSN (Print): 1602-1630
Ratings:
ISI indexed (2013): ISI indexed no
ISI indexed (2012): ISI indexed no
ISI indexed (2011): ISI indexed no
Original language: Danish
Source: orbit
Source-ID: 263794
Publication: Communication › Journal article – Annual report year: 2010

Psychosocial work environment and performance
Good psychosocial work environment has been assumed to result in good work performance. However, little documentation exists which support the claim and the same goes for the opposite claim. This paper reports the first findings from a combined quantitative and qualitative study of the relationship between psychosocial work environment and performance in a large Danish firm. The objects of the study were more than 45 customer centers' with 9-20 employees each. Using a combination of the Copenhagen psychosocial questionnaire and data from the firms' balanced scorecard system we show a positive significant correlation between performance and psychosocial work environment. A sample of 12 departments was selected for in-depth qualitative study based on their relative change in performance and psychosocial work environment between 2005 and 2007. Through the qualitative study we are able to identity and describe the mechanism underlying the observed relationship. It is observed that a specific leadership style is responsible for creating a good working environment which leads to good performance. The leadership style can be described as process oriented, supportive and consistent but also demanding.

General information
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering
Authors: Edwards, K. (Intern), Møller, N. (Intern)
Number of pages: 136
Pages: 68-74
Publication date: 2010

Host publication information
Title of host publication: Proceedings of the International Conference : Torwards Better Work and Well-being
Place of publication: Helsinki
Publisher: Edita Publishing Oy
Main Research Area: Technical/natural sciences
Conference: Torwards Better Work and Well-being, Helsinki, Finland, 01/01/2010
Source: orbit
Source-ID: 269099
Publication: Research - peer-review › Article in proceedings – Annual report year: 2010
The NOVO Multicenter Study: Ergonomic Valuestream Mapping

General information
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering
Authors: Edwards, K. (Intern)
Publication date: 2010

Publication information
Original language: English
Main Research Area: Technical/natural sciences
Source: orbit
Source-ID: 269147
Publication: Research › Sound/Visual production (digital) – Annual report year: 2010

The paradox of lean in healthcare: Stable processes in a reactive environment

The principles of lean are widely being adopted in the healthcare sector. Interestingly the realized benefits appear not to warrant the interest from managers and policy makers. This paper presents an analysis of 3 Danish healthcare organizations which all introduced lean initiatives. However, only a limited set of tools has been used and the productivity gains are limited focusing on peripheral activities and not the core medical activities. This apparent problem with lean in health care is hypothesized to be caused by 1) the nature of healthcare work, 2) the rationality and notion of validity among different groups of healthcare professionals and 3) different rationalities in lean and professionals in healthcare.

Through analysis of three cases it is concluded that the nature of work is significantly different from manufacturing primarily because of the reactive nature of work. Finally, different rationalities are observed between different groups of healthcare professionals leading to problems employing the lean tool-box.

General information
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering, Aalborg University
Authors: Nielsen, A. P. (Ekstern), Edwards, K. (Intern)
Number of pages: 860
Pages: 335-345
Publication date: 2010

Host publication information
Title of host publication: Advances in Occupational, Social, and Organizational Ergonomics
Place of publication: Boca Raton
Publisher: Taylor & Francis
ISBN (Print): 9781439835074
Main Research Area: Technical/natural sciences
Conference: 3rd International Conference on Applied Human Factors and Ergonomics, Intercontinental, Miami, Florida, USA, 01/01/2010
Source: orbit
Source-ID: 269109
Publication: Research - peer-review › Article in proceedings – Annual report year: 2010

Transferability of Industrial Engineering Methods to the Healthcare Sector

The Danish public healthcare sector is like other healthcare systems under pressure to deliver more and better services. The sector is especially facing three challenges: Firstly, they must increase their efficiency in order to free capacity and support budget reductions. Secondly, they must increase responsiveness of the health care organizations in order to provide patients with rapid diagnostics and treatment. Finally, the quality levels of care and treatment must also be raised. Difficulties in meeting these challenges often result in public criticism and stressed health care workers. With no hope of getting substantial more resources healthcare managers and politicians has begun to look for alternative modes of organization. In doing so the healthcare sector is being exposed to industrial rationalization principles such as lean manufacturing. The question is whether lean opens possibilities for higher efficiency and quality or it just reinforces stress.

This question has been studied in three Danish cases in surgery, oncology and home-nurse care, and the results from these case studies are used for a review the use of lean in healthcare. The cases further serve as a basis for discussing the implications of transferring such industrial engineering methods to the healthcare sector. The conclusion of the review suggest that is possible to use lean as an inspiration for improvements of both efficiency, quality and working conditions provided diligent consideration of the particulars of health care organization in comparison with manufacturing industry.

General information
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering, Aalborg University, Det Nationale Forskningscenter for Arbejdsmiljø
Evaluation and development of an ergonomic complement to the Value Stream Mapping tool: a NOVO multicenter Study plan

The Nordic healthcare system is under constant pressure to deliver more and better healthcare services. Advances in science continue to offer treatment for new patient groups and improvements to existing groups leading to more patients. At the same time work demands seem to increase; burn-out and physical work load problems are frequently described. Thus, the healthcare system needs to become more efficient and the principles of lean manufacturing are increasingly being selected by hospitals and wards as the methodology to becoming more efficient. Lean has been around for many years in the form of the Toyota Production System (TPS). But the concept and term surfaced as “lean” following a study of the Japanese car industry that tried to explain its high level of success (Liker, 2004). Lean is deeply rooted in an industrial manufacturing environment and many of the tools that are being used in connection with lean also have their origins in manufacturing. The fundamental methodology when implementing lean is value stream mapping (VSM). VSM is a tool to analyze a process by mapping all activities from a specific process in sequence. The time to complete an activity and waiting times between events are registered as well as total lead time, providing the analyst with an overview of the current state of the process. VSM in its current form does not support ergonomic considerations. Using the lean philosophy without considering the specific problems of the healthcare sector may result in work intensification and increasing ergonomic strain leading to more sick days and early retirement. In order to improve sustainability of suggested system solutions resulting from VSM a complementary tool, Ergonova, is now developed. The present planned Nordic investigation aims to evaluate and further develop the Ergonova tool for practical use in the Nordic countries. It is hypothesized that a broader spectrum of suggested solutions will be obtained by using Ergonova and some of these may appear to offer a higher level of sustainability. The overall research design is a comparative study where both the Ergonova and VSM tools are tested in the same organization on the same process and results are compared. One healthcare organization in each of the four participating countries will be investigated. Two types of data are collected: 1) Process data and 2) Outcome data. Process data are information documenting the work process taking place during the events. Outcome data are the suggested future process solutions; drawings and descriptions of the future state and proposed changes to tasks with significant ergonomic implications. Process data are further divided into an analysis of the technical skills in e.g. process mapping, ergonomic analysis and non-technical dimensions, i.e. the social side of the process. In an international perspective the Nordic countries are presumed to offer the best location for studies on how to integrate work environment issues into process development for improved performance. Our unique roots in this context are illustrated by the Nordic Model for co-operation between the social partners based on mutual trust.

General information
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering
Authors: Edwards, K. (Intern)
Number of pages: 59
Pages: 43-44
Publication date: 2009

Host publication information
Title of host publication: 3rd NOVO R&D Symposium - Sustainable Nordic health care systems : ABSTRACT BOOK
Place of publication: Copenhagen
Editor: Winkel, J.
ISBN (Print): 978-87-7904-207-0
Main Research Area: Technical/natural sciences
Conference: 3rd NOVO R&D Symposium, Copenhagen, Denmark, 09/12/2009 - 09/12/2009
Electronic versions:
Final abstracts.pdf
Source: orbit
Source-ID: 253228
Publication: Research - peer-review › Conference abstract in proceedings – Annual report year: 2009

From Engineer-To-Order to Mass Customization
Purpose - Most mass customization literature focuses on the move from mass production to mass customization. However, in some literature engineer-to-order (ETO) companies are also claiming to have become mass customizers, although it can be questioned if these companies conform to popular definitions of mass customizers. The purpose of this paper is to ask the question: under which conditions is it reasonable to label ETO companies as mass customizers?
Design/methodology/approach - First, definitions of mass customization are examined and related to ETO companies that
move towards mass customization. Second, the individual transitions from mass production and ETO to mass customization are analyzed by: relating the transition to classifications from relevant literature; describing the motivations and risks associated with the transition; and defining some of the most important transition characteristics. Finally it is discussed if ETO companies can become mass customizers and under which conditions it would be reasonable to describe them as such. Findings - The paper argues that from several angles it makes sense to label some ETO companies as mass customizers although the products are not at prices near mass produced ones. Research limitations/implications - To avoid dilution of the concept of mass customization, while not excluding ETO companies, it is suggested to start out with a broad definition of mass customization under which separate definitions of different kinds of mass customizers are created. Originality/value - Although much has been written about mass customization, and ETO companies in much literature have been labeled as mass customizers, the essential discussion of under which conditions it is reasonable to label ETO companies as mass customizers has been missing.

General information
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering, University of Southern Denmark
Authors: Haug, A. (Ekstern), Ladeby, K. R. (Intern), Edwards, K. (Intern)
Pages: 633-644
Publication date: 2009
Main Research Area: Technical/natural sciences

Publication information
Volume: 32
Issue number: 7
ISSN (Print): 0140-9174
Ratings:
BFI (2017): BFI-level 1
BFI (2016): BFI-level 1
BFI (2015): BFI-level 1
BFI (2014): BFI-level 1
BFI (2013): BFI-level 1
ISI indexed (2013): ISI indexed no
BFI (2012): BFI-level 1
ISI indexed (2012): ISI indexed no
BFI (2011): BFI-level 1
ISI indexed (2011): ISI indexed no
BFI (2010): BFI-level 1
Original language: English
Mass customization, Bespoke production, Customer requirements, Configuration management
Electronic versions:
FromETOtoMC_revised_Jan2008.pdf
DOIs:
10.1108/01409170910965233
Links:
http://dtu-ftc.cvt.dk/globalproxy.cvt.dk/cgi-
bin/fulltext/emerald?pi=%2F0140%2F9174%2Fv32n7%2Fs3.pdf&user=25551&jti=Management+Research+News&issn=0
1409174&key=131654621&frf_id=info:sid/https://dads.cvt.dk:DADS
Source: orbit
Source-ID: 244631
Publication: Research - peer-review › Journal article – Annual report year: 2009

Obstacles to lean in healthcare: Mindsets and the nature of work
The ideas and principles from lean management are now widely being adopted within the health care sector. The interest in lean from managers and policy makers, however, appear to contrast the realized benefits. An analysis of cases reported in literature and three Danish healthcare cases show that organizations within health care most often only implement a limited set of tools and methods from the lean tool-box. This form of lean implementation leads to very limited productivity gains in the health care organizations. Lean implementations focus on peripheral activities in the health care organizations for example laboratory work, logistical issues for patient e.g. emergency room layout, billing processes, and logistics of medical supplies. At first glance an explanation could be found in the conservative nature of the medical community which needs substantial scientific evidence to change behavior. This is of course not true as new modes of treatment are rapidly implemented when their effect has been documented. The health care sector therefore presents a paradox: Why can changes in treatment be implemented without problems, when lean and thereby changes in work processes are so
difficult? This paper will try to answer the paradox and research question by analyzing health care work from two dimensions: 1) The nature of the work and 2) Rationality and validity of healthcare professionals. The two dimensions will then be related to lean. Firstly, it is observed that the nature of the work in health care, i.e., care for patients, is difficult to standardize thus creating difficulties in creating a stable and predictable flow which is a key prerequisite for lean. Many processes concerning patient treatment are complex and unique depending on the actual condition of the patient and also involving many different professions. Due to this inherent variability in dealing with patients no treatment will be completely alike as many activities within health care are dependent on the professional judgment concerning the optimal treatment by, e.g., doctors and nurses. Secondly, within our case studies in hospitals we find the existence of different mind-sets or rationality/logic in the different health care professions. Doctors tend to emphasize and focus on successful treatment of whatever condition the patient has. Truth is established through scientific validity such as the double blind experiment. Nurses, on the other hand, tend to focus on patient care and well-being of the patient. Psychology and human understanding are central drivers. Laboratory technicians (and other technicians as well) focus on maintaining a high level of productivity and accuracy in the different analyses being carried out. Secretaries will often focus on supporting doctors and nurses, by maintaining an efficient flow within the department. These different rationalities and logics create barriers for the successful implementation of lean both the lean project and subsequent continuous improvement.
Implementing lean in a surgical ward.

Using the well-known principles from lean management in an orthopedic surgical ward at a major Danish hospital reorganized their work-flow and processes. The ward has ten operating rooms and performs the complete range of the orthopedic procedures ranging from patients that need simple standard procedures to patients in need of complex emergency procedures. The primary result of the lean project has been to split the flow of patients in two. The first flow is concerned with highly standardized and non-emergency procedures, e.g., minor knee surgery. These surgeries are routine, predictable and can be planned in advance and meet the prerequisites for lean management. Two of ten operating rooms have been allocated to this flow. Selected surgeons, nurses and porters have been allocated to the two operating rooms and they remain in the sterile environment for the duration of the workday. The effect of the lean implementation has been a 33% increase in patient throughput. The second flow is unchanged and concerned with non-standard and emergency procedures, e.g., major hip surgery on old people or surgery on traffic victims. The surgeries within this flow are non-routine, unpredictable and cannot be planned (in detail) in advance. The remaining operating rooms are allocated to this flow and there have been no significant changes to the organization of work in these theaters.

Lean management is derived from the Toyota production system and is a comprehensive system of tools and techniques for productivity improvement. Lean management has its origins in industrial production, but it is now being transferred to many other sectors, e.g., health care. Two important prerequisites exist for implementing lean management: Firstly, stable and standardized processes and secondly leveling of production. Stable and standardized processes ensure quality and predictability (e.g., process time). Leveling of production is essential for production planning. Based on the results of the case study of the surgical ward this paper will discuss three issues or challenges that emerged from the implementation of lean management. Firstly, is lean a suitable tool to increase productivity in the health care sector? Secondly, what are the major challenges associated with implementing lean in the health care sector? Special emphasis will be given to a discussion of the implementation of lean in a professional bureaucracy as a hospital ward and the preconditions for a successful implementation of lean in this particular environment? Thirdly, what are the effects of implementing lean on the work environment and can lean principles be applied without deteriorating the work environment of the employees? These three challenges will be analyzed and discussed using a number of different theoretical perspectives from, e.g., organization theory, lean and manufacturing management. The paper will conclude by outlining a number of recommendations for the successful implementation of lean in the health care sector.

Mass Customization Services

Topics of the IMCM'08 & PETO'08 and this book are: Mass customization in service, mass customizing financial services, mass customization in supply networks, implementation issues in logistics, product life cycle and mass customization. The research field of mass customization is more than 15 years old but as the topics illustrate, quite a diverse field. This is expected to continue as long as all fields continue to evolve in their own direction. From a research point of view this provides an opportunity as practitioners from diverse fields have an interest in meeting and sharing ideas. The IMCM’08 & PETO’08 is one such opportunity.
Innovative Processes and Products for Mass Customization
This paper describes the solution developed in the KoViP project and presents the results of introducing this solution in the scope of a pilot project. The idea of the KoViP project targets SMEs of the German machine and plant manufacturing, which are forced to produce customized products whilst simultaneously keeping costs and delivery times low following the approach of mass customization. But the majority of the SMEs with product platforms cannot afford to develop an individual product configurator. Therefore they have a large demand for a more cost-effective and flexible product configuration solution. The first part of the paper describes the product configuration software and service platform KoViP, developed by the CAD software provider ISD, Dortmund, in cooperation with the ITM chair of the University of Bochum and funded by the EU and the federal state of North Rhine-Westphalia. The main goal of KoViP was to create a modular, easy configurable, standard software platform and a suite of standard services for the knowledge acquisition and maintenance as well as for the implementation of product configurators in SMEs producing mass customized products. The second part of the contribution summarizes the validation of the KoViP platfor in a pilot project within the company VHV Anlagenbau, Hörstel.

Measuring process and knowledge consistency: A necessary step before implementing configuration systems
When implementing configuration systems, knowledge about products and processes are documented and replicated in the configuration system. This practice assumes that products are specified consistently i.e. on the same rule base and likewise for processes. However, consistency cannot be taken for granted; rather the contrary, and attempting to implement a configuration system may easily ignite a political battle. This is because stakes are high in the sense that the rules and processes chosen may only reflect one part of the practice, ignoring a majority of the employees. To avoid this situation, this paper presents a methodology for measuring product and process consistency prior to implementing a configuration system. The methodology consists of two parts: 1) measuring knowledge consistency and 2) measuring process consistency. Knowledge consistency is measured by developing a questionnaire with a 5 point Likert scale and a corresponding scoring system. Process consistency is measured by using a first-person drawing tool with the respondent in the centre. Respondents sketch the sequence of steps and people they contact when configuring a product. The methodology is tested in one company, and the paper presents and discusses these results.
Typology of Product Configuration Systems

Many organisations are moving from mass production to mass customization. Product configuration systems (PCS) are increasingly seen as an interesting option for firms who wish to pursue a strategy with a high degree of product variance while retaining a low cost of specifying the product. To become more specific in relation to how product configuration systems can support mass customization, it is necessary to understand how different product configuration systems can be classified, and how these differ. This paper presents a typology of product configuration systems based on the five kinds of knowledge needed for the configuration task. Lastly, we discuss the implementation and use-related issues that can be derived from the typology.
An economic perspective on software licenses—open source, maintainers and user-developers

This paper presents a model for understanding behaviour of agents using and/or contributing to open source software. The model illustrates behaviour of agents under three licenses regimes: 1) The GPL, 2) The BSD and 3) The Microsoft EULA. The latter license is not an open source license and is included as both a reference and as an example of a general situation where users do not contribute source code. The model is uses economic theory of externalities and opportunity cost as a measure of agents' costs. The basic premise is that agents will only participate in development if there is a net benefit. Agents are divided into firms and individuals, which can be either maintainer or user-developers. A maintainer is
an agent responsible for releasing new versions of a program and a user-developer is an agent who use but may also become a developer. It is observed through the model that the three licenses induce different incentives and dynamics for maintainer and user-developer and the paper explains, from an economic standpoint, the mechanisms that ensure programs are developed and maintained under the three license regimes.

**General information**
State: Published
Organisations: Department of Management Engineering
Authors: Edwards, K. (Intern)
Pages: 111-133
Publication date: 2005
Main Research Area: Technical/natural sciences

**Publication information**
Journal: Telematics and Informatics
Volume: 22
ISSN (Print): 0736-5853
Ratings:
BFI (2017): BFI-level 1
Web of Science (2017): Indexed Yes
BFI (2016): BFI-level 1
Scopus rating (2016): SJR 1.194 SNIP 1.843 CiteScore 3.56
BFI (2015): BFI-level 1
Scopus rating (2015): SJR 0.751 SNIP 1.832 CiteScore 2.64
BFI (2014): BFI-level 1
Scopus rating (2014): SJR 0.567 SNIP 1.676 CiteScore 1.93
BFI (2013): BFI-level 1
Scopus rating (2013): SJR 0.419 SNIP 1.337 CiteScore 1.49
ISI indexed (2013): ISI indexed no
BFI (2012): BFI-level 1
Scopus rating (2012): SJR 0.631 SNIP 1.451 CiteScore 1.88
ISI indexed (2012): ISI indexed no
BFI (2011): BFI-level 1
Scopus rating (2011): SJR 0.606 SNIP 1.575 CiteScore 1.62
ISI indexed (2011): ISI indexed no
BFI (2010): BFI-level 1
Scopus rating (2010): SJR 0.555 SNIP 1.473
BFI (2009): BFI-level 1
Scopus rating (2009): SJR 0.416 SNIP 1.146
BFI (2008): BFI-level 1
Scopus rating (2008): SJR 0.436 SNIP 0.964
Scopus rating (2007): SJR 0.241 SNIP 0.818
Web of Science (2007): Indexed yes
Scopus rating (2006): SJR 0.28 SNIP 0.587
Scopus rating (2005): SJR 0.328 SNIP 0.851
Scopus rating (2004): SJR 0.681 SNIP 1.072
Scopus rating (2003): SJR 0.206 SNIP 0.487
Scopus rating (2002): SJR 0.542 SNIP 0.956
Scopus rating (2001): SJR 0.15 SNIP 0.101
Scopus rating (2000): SJR 0.138 SNIP 0.179
Scopus rating (1999): SJR 0.179 SNIP 0.371
Original language: English
Open Source Software, Economics

DOIs:
10.1016/j.tele.2004.06.009
Source: orbit
Source-ID: 187290
Publication: Research - peer-review › Journal article – Annual report year: 2005
Framework for Assessing Configuration Readiness

**General information**
State: Published
Organisations: Department of Management Engineering
Authors: Edwards, K. (Intern), Jensen, K. L. (Intern)
Publication date: 2005

**Host publication information**
Title of host publication: Proceedings from the 3rd Interdisciplinary World Congress on Mass Customization and Personalization
ISBN (Print): 988-97563-7-4
Main Research Area: Technical/natural sciences
Conference: 3rd Interdisciplinary World Congress on Mass Customization and Personalization, Hong Kong, Hong Kong, 18/09/2005 - 18/09/2005
Source: orbit
Source-ID: 192238
Publication: Research - peer-review › Article in proceedings – Annual report year: 2005

**Division of Labour and Coordination between independent Participants in Research and Development**
Not only relatively simple work routines can today be outsourced to home countries or sent abroad. Also R&D is today object for such a development. In this paper we consider the issue through the prisms of history, uncertainty, and modularity. We look at the temporal dimension of knowledge accumulation, diminishing uncertainty, applying the modularisation concept in division of labour and all that covering with sphere of globalisation and faster, cheaper and more reliable and accurate information flow are making R&D processes object for outsourcing. We are looking at three empirical cases: 1) Open source software development, 2) Development of new types of insulating, and 3) Development of new types of agricultural technologies.

**General information**
State: Published
Organisations: Department of Management Engineering, DTU Executive School of Business, Danish Veterinary Laboratory
Authors: Pedersen, J. L. (Intern), Edwards, K. (Intern), Pedersen, S. M. (Ekstern), Perunovic, Z. (Intern)
Publication date: 2004

**Host publication information**
Title of host publication: The Second Globelics Conference Innovation Ssytems and Development: Emerging Opportunities and Chall
Place of publication: Aalborg
Publisher: Globelics
Editor: B. L. E. A.
Main Research Area: Technical/natural sciences
Conference: Globelics Conference 2004, Beijing, PRC, 01/01/2004
Links:
http://www.ipl.dtu.dk/publikation/8312/dk/
Source: orbit
Source-ID: 177912
Publication: Research - peer-review › Article in proceedings – Annual report year: 2004

**Proceedings from the International Conference on Economic, Technical and Organisational aspects of Product Configuration Systems**

**General information**
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering, Operations Management
Number of pages: 250
Publication date: 2004

**Publication information**
Place of publication: Kgs. Lyngby
Publisher: 87-91035-13-9
Product Configuration Systems and Consequences for Productivity and Quality

Product Configuration Systems (PCS) are systems to produce quotations to potential buyers of the products an enterprise produces. Typically the products are complex and will first be produced according to specific needs from the customers. From twelve case studies in Danish industry with informations about expected and realised costs and benefits in implemented PCS's we have the following results: the three highest aggregated scoring expected benefits are: 1) improved quality in specifications, 2) lower turnaround time, and 3) using less resources. The results achieved are in accordance with expectations. A problem is that costs in several cases are unknown or very uncertain. But in cases where they are known there are economic arguments in favour of the PCS.

General information
State: Published
Organisations: Department of Management Engineering
Authors: Pedersen, J. L. (Intern), Edwards, K. (Intern)
Publication date: 2004

Host publication information
Title of host publication: Innovation, Industrial Dynamics and Structural Transformation: Schumpeterian Legacies
Place of publication: Milan
Publisher: Università Commerciale Luigi Bocconi
Editor: F. M.
Main Research Area: Technical/natural sciences
Conference: 10th International Schumpeter Society Conference, Milan, Italy, 09/06/2004 - 09/06/2004
Links:
http://www.ipl.dtu.dk/publikation/8206/dk/
Source: orbit
Source-ID: 177815
Publication: Research - peer-review › Article in proceedings – Annual report year: 2004

Product Configuration Systems and Productivity

Twelve companies have been interviewed with the purpose to get information about technical, economic and organisational matters in respect of Product Configuration Systems (PCS). Combinations of qualitative interviews and quantitative scoring have been used in ranking expected and realized results from implementing PCS. The three highest aggregated scoring expected benefits are: 1) improved quality in specifications, 2) lower turnaround time, 3) less resource intensity.

General information
State: Published
Organisations: Department of Management Engineering
Authors: Pedersen, J. L. (Intern), Edwards, K. (Intern)
Publication date: 2004

Host publication information
Title of host publication: International Conference on Economic, Technical and Organisational Aspects of Product Configuration
Place of publication: Lyngby
Publisher: Institut for Produktion og Ledelse
Editor: K. E. L. H. M. M. N. M. J. L. P. A. J. R.
Main Research Area: Technical/natural sciences
Links:
http://www.ipl.dtu.dk/publikation/8208/dk/
Source: orbit
Source-ID: 177817
Publication: Research - peer-review › Article in proceedings – Annual report year: 2004
Product Configuration Systems - Implications for Product Innovation and Development

Product Configuration Systems (PCS) is a step in the direction of mass customization in the sense that PCS allows a firm to significantly lower the unit cost of configuration. Thus PCS is a valuable technology for lowering operating costs while retaining a high number of possible product configurations. However, costs are but one parameter on which firms compete and firms must continually innovate new and develop existing products. This paper presents original empirical insights on implementation and use of product configuration systems in a number of Danish industrial firms. The paper discusses the organizational changes associated with PCS and how this affects product innovation and development. The paper begins by introducing product configuration systems, which are then placed in context to the firm as a process technology which coordinates different processes: product development, order acquisition, order fulfillment and production.

General information
State: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering, Operations Management
Authors: Edwards, K. (Intern), Pedersen, J. L. (Intern)
Number of pages: 250
Publication date: 2004

Technology Matters - When new technology reshape innovation
Management of innovation is an important issue for firms and being good at this may be the deciding difference between death and survival. This paper argues, based on 12 case studies, that new technology influence the innovative capability of firms and disturbingly the process appears not to be managed in the sense that aims, instruments and resources are unclear. It is observed that new technology is adopted with a limited scope and focus – often to solve a particular technical problem e.g. the quality of specifications are too low. For a single reason a new technology is introduced within the firm, which over time becomes a source of innovation. However, through adoption of this new technology firms engage in a mutual learning and forming process where the firm learn by using the new technology. When learning, the firm and the new technology is mutually formed as the firm tries to adopt and develop the elements of the new technology they see fit for their purpose. In this process the firms also adapt their existing technology to the new technology thus forming a new hybrid technology. The technological and organisational learning process happens over time and translates into strategic learning. As the possibilities of the new hybrid technology are recognised a new strategy based on the new hybrid technology is formed trying to exploit its advantages. The paper uses a number of case studies in firms implementing product configuration systems to substantiate these claims. It has been observed through these interviews that product configuration systems are being implemented to solve a particular problem only later to become a significant part of business processes. Product configuration systems over time become a central element when innovating new products.

General information
State: Published
Organisations: Department of Management Engineering
Authors: Edwards, K. (Intern), Pedersen, J. L. (Intern)
Publication date: 2004
Unexpected emergence of a Community of Practice when implementing Product Configuration Systems

Customers are increasingly demanding customised products tailored to their specific needs, and many firms are faced with the challenge of delivering such goods. Over time the number of product variants increases with consequences for sales staff, as they must know an increasingly larger number of products. Sales staff copes by specializing in particular products and becomes increasingly fragmented. Product configuration systems (PCS) are a technology, which is designed to manage product variety by automating parts of the work performed by sales staff. PCS is also seen by management as a tool to lower the skill required for acting as a sales person through division of labour, narrowing the job and automating intellectual tasks. Consequently, when analysing PCS implementations, we expected to observe lowered job satisfaction and more repetitive work. This expectation has not been met, quite the contrary. Sales staff now has higher job satisfaction, because the PCS has provided a common platform on which a community of practice has emerged. Automation has removed the technical aspects of the job, which interested engineers and not sales staff, who may now focus on what they perceive to be their real job: Providing a good sales experience and good service.

General information
State: Published
Organisations: Department of Management Engineering
Authors: Edwards, K. (Intern), Møldrup, M. (Intern)
Publication date: 2004

xpected and Realized Costs and Benefits when Implementing Product Configuration Systems

This paper reports preliminary findings from a study of a number of Danish firms, which have or are in the process of implementing product configuration systems. 20 firms were selected and 15 responded positively and as of writing 10 interviews have been completed. Data are presented which illustrate the relative costs and benefits in each firm. It is observed that expected and realised benefits are consistent: 1) Improved quality in specifications, 2) Using less resources, and 3) Lower turnaround time.

General information
State: Published
Organisations: Department of Management Engineering
Authors: Edwards, K. (Intern), Riis, J. (Intern)
Publication date: 2004

An Economic Perspective on Software Licenses: Incentives in Open Source Software

General information
State: Published
Innovation policy trends and rationalities. The main chapter gives a comparison of contemporary innovation policies and policy instruments in the Nordic countries. There is in another chapter a discussion of how policy development actually takes place. Finally there is a presentation of relevant innovation policy statistics and indicators. The Danish contribution shall be considered in the above mentioned context.

This report 3 is essentially a reference book for innovation policies in the Nordic countries and includes presentations of the innovation policy governance structures of the Nordic countries. There are summaries of relevant policy documents, datasheets presenting selected innovation policy measures and an extended list of policy measures that goes beyond the ones presented in the datasheet section. For more information see the GoodNIP web site at http://www.step.no/goodnip
Technological Innovation in SoftwareIndustry

This Ph.D. thesis analyses open source software from an economical standpoint and answers the meta-question: "Why is open source software being developed?" The question is motivated by the apparent success of open source software in the market place and the fact that both individuals and firms use and develop open source software. The thesis presents a review of some of the existing literature and concludes that this literature is insufficient to account for the behaviour of firms. The thesis then presents three theoretical perspectives, which are to serve tools for answering the meta-question. A model for open source software development is developed, which focuses at the level of the individual software project. The model is derived from the practical development process coupled with economics using the theoretical tools. The model is further coupled with three different software licenses the GPL, BSD and Microsoft EULA. The model is used to explain agents behavior given the different licenses. The model is then tested using a number of mini cases describing open source software development stories. These stories are produced from a number of in-depth interviews with open source software developers. The test concludes that the model does in fact help to explain agents behaviour.

Epistemic Communities, Situated Learning and Open Source Software Development

This paper analyses open source software (OSS) development as an epistemic community where each individual project is perceived as a single epistemic community. OSS development is a learning process where the involved parties contribute to, and learn from the community. It is discovered that theory of epistemic communities does indeed contribute to the understanding of open source software development. But, the important learning process of open source software development is not readily explained. The paper then introduces situated learning and legitimate peripheral participation as theoretical perspectives. This allows the learning process to be part of the activities in the epistemic community. The combination of situated learning and epistemic communities is shown to be fruitful and capable of explaining some of the empirical observations. In particular the combination of theses can shed light on the motivational issues and group dynamics.
When Beggars Become Choosers

General information
State: Published
Organisations: Department of Management Engineering
Authors: Edwards, K. (Intern)
Pages: [12 pp.]
Publication date: 2000
Main Research Area: Technical/natural sciences

Publication information
Journal: First Monday
Volume: 10
Original language: Danish
Links:
http://www.ipl.dtu.dk/publikation/56/dk/
Source-ID: 186556
Publication: Research - peer-review › Journal article – Annual report year: 2000

Projects:

Multiple working time arrangements and work process coordination in complex health and care systems
Department of Management Engineering
Management Science
Implementation and Performance Management
International Research Institute of Stavanger
Period: 01/10/2017 → …
Number of participants: 1
Project participant:
Edwards, Kasper (Intern)
Project

Safe quality improvement in healthcare - a human centred systems engineering approach
Department of Management Engineering
Management Science
Implementation and Performance Management
Period: 01/03/2017 → 01/03/2020
Number of participants: 3
Project participant:
Implementering af forebyggende psykosociale indsatser

Department of Management Engineering
Management Science
Implementation and Performance Management
Period: 01/02/2016 → 01/09/2018
Number of participants: 3
Project ID: 81546
Project participant:
Ipsen, Christine (Intern)
Edwards, Kasper (Intern)

Operational videndeling som organisatorisk kapabilitet

Department of Management Engineering
Period: 01/10/2015 → 30/04/2019
Number of participants: 3
Phd Student:
Jørgensen, Rasmus (Intern)
Supervisor:
Ipsen, Christine (Intern)
Main Supervisor:
Edwards, Kasper (Intern)

Financing sources
Source: Internal funding (public)
Name of research programme: Samfinansierede - Virksomhed
Project: PhD

Adding the Ambidextrous Approach to Lean

Department of Management Engineering
Period: 01/02/2015 → 31/01/2018
Number of participants: 3
Phd Student:
Møller, Christina Villefrance (Intern)
Supervisor:
Edwards, Kasper (Intern)
Main Supervisor:
Ipsen, Christine (Intern)

Financing sources
Source: Internal funding (public)
Name of research programme: Eksternt finansieret virksomhed
Project: PhD

Udvikling af værktøj til brug i Strategisk arbejdsmiljøarbejde i ældreforvaltningerne i danske kommuner

Department of Management Engineering
Production and Service Management
Implementation and Performance Management
Period: 01/09/2014 → 31/12/2015
Number of participants: 3
Project participant:
Edwards, Kasper (Intern)
Seim, Rikke (Intern)
Poulsen, Signe (Intern)

Relations
Activities:
- BarSOSU workshop i København: Udvikling af værktøj til strategisk arbejdsmiljøarbejde
- BarSOSU workshop i Aalborg: Udvikling af værktøj til strategisk arbejdsmiljøarbejde
- BarSOSU workshop i Odense: Udvikling af værktøj til strategisk arbejdsmiljøarbejde

Publications:
- Survey af Danske kommuners indsats overfor MSB og analyse af samarbejdet omkring MSB i 3 udvalgte kommuner

Project

Udvikling af kvalitet, samarbejde, aktivitet samt relationel koordination på operationsgangen, Rigshospitalets, Hjertecenter

Department of Management Engineering
Production and Service Management
Implementation and Performance Management
Period: 01/04/2013 → 31/12/2013
Number of participants: 1
Project participant:
Edwards, Kasper (Intern)

Relations
Activities:
- PhD faculty opponent at KTH / Royal Institute of Technology, Unit of Ergonomics (External organisation)
- STYRK SAMARBEJDET OG FÅ BEDRE RELATIONEL KOORDINERING

Press / Media items:
SLäPP Taget!

Project

Litteraturstudie angående sammenhæng mellem social kapital i virksomheder og svind for Det Kriminalpræventive Råd

Department of Management Engineering
Production and Service Management
Implementation and Performance Management
Period: 01/12/2012 → 19/02/2013
Number of participants: 2
Project participant:
Edwards, Kasper (Intern)
Lundstrøm, Sanne Lykke (Intern)

Project
Fra begreb til bundlinje - hvordan øger vi den relationelle koordinering?

Department of Management Engineering

Production and Service Management
Period: 03/01/2012 → 31/12/2013
Number of participants: 2
Acronym: RC RegNord
Project ID: 81260
Project participant:
Lundstrøm, Sanne Lykke (Intern)
Project Manager, academic:
Edwards, Kasper (Intern)

Relations
Activities:

STYRK SAMARBEJDET OG FÅ BEDRE RELATIONEL KOORDINERING
RELATIONEL KOORDINERING
Forskning i Relationel Koordinering
KPI'er, performance og adfærd
Lean, arbejdsmiljø, social kapital og relationel koordinering: Erfaringer fra forskningsprojekter
Social kapital og relationel koordinering
Lederkonference 2013
RELATIONEL KOORDINERING – TEORI OG PRAKSIS
Ergonomic value-stream mapping and relational coordination
Arbejdsmiljø og lean
Social kapital og relationel koordinering: To væsensforskellige tilgange til trivsel og produktivitet
Forskning i og på hospitaler
Relationel Koordinering fælles forståelse, fælles sprog, bedre samarbejde

Healthcare Innovation Lab
Den 1. februar 2010 sesatte det tidligere Center for Sundhedsinnovation (nu en del af Videncenter for Innovation og Forskning) spydspidsprojektet "Healthcare Innovation Lab" som et Offentligt-Privat Innovationssamarbejde (OPI) mellem 26 partnere.

DTU bidrager til 2 prototyper og koncepter som direkte skal kunne anvendes og implementeres på relevante hospitalsafdelinger:

* Delprojekt A: Fremtidens Ambulatorium - Funktions- og organisatorisk planlægning:
At afstemme forskellige behov og perspektiver for patienter og sundhedsfaglige medarbejdere i et innovativt koncept for arbejdsgange og fysisk indretning af et ambulatorium. Gynækologisk ambulatorium på Herlev Hospital deltager i projektet.

* Delprojekt B: Mobilt overblik over prøvesvar:
At give klinikere og patienter overblik over status på prøvesvar og dermed øge patientsikkerhed/patienttryghed, kvalitet og effektivitet i klinikeres arbejdsgange samt hospitalsekonomi. Gastro-endokrinologisk afdeling og akut modtageafdeling på Bispebjerg Hospital deltager i projektet.

Department of Management Engineering

Production and Service Management

Centre for Health Care Innovation, Capital Region
Period: 01/02/2011 → 30/04/2012
Number of participants: 5
Acronym: HIL
Project ID: 81161
Project participant:
Alapetite, Alexandre (Intern)
Broberg, Ole (Intern)
Edwards, Kasper (Intern)
Thommesen, Jacob (Intern)
Project Manager, academic:
Andersen, Henning Boje (Intern)

Relations
Publications:
Using Explorative Simulation to Drive User-Centered Design and IT-Development in Healthcare
Press / Media items:
Dynamo: Mobilen er genvej til at undgå fejl
Documents:
PDF: Fremtidens Ambulatorium
PDF: Mobile Blodprøvesvar
Project

Analyse af sammenhænge mellem struktur og social kapital i sundhedsvæsenet
Department of Management Engineering
Period: 01/05/2010 → 29/09/2014
Number of participants: 7
Phd Student:
Lundstrøm, Sanne Lykke (Intern)
Supervisor:
Kragstrup, Jakob (Ekstern)
Søndergaard, Jens (Ekstern)
Main Supervisor:
Edwards, Kasper (Intern)
Examiner:
Jensen, Per Langaa (Intern)
Gittell, Jody Hoffer (Ekstern)
Jensen, Martin Bach (Ekstern)

Financing sources
Source: Internal funding (public)
Name of research programme: Institut stipendie (DTU) Samf.
Project: PhD

Ergonomisk Værdistrømsanalyse
Department of Management Engineering
Production and Service Management
Period: 04/01/2010 → 30/06/2014
Number of participants: 1
Acronym: ErgoVSM
Project participant:
Edwards, Kasper (Intern)

Relations
Activities:
NOVO-Network (External organisation)
LEAN – arbejdsmiljø og relationel koordinering – hvordan arbejder vi med LEAN i dette spændingsfelt.
PhD faculty opponent at KTH / Royal Institute of Technology, Unit of Ergonomics (External organisation)
9th Novo symposium
KPI'er, performance og adfærd
Scandinavian lean experiences – Perspectives from a practitioner and a researcher: Keynote at Zürich University Hospital
How can servant leadership be useful for Nordic leaders?
Lean and servant leadership
Analyzing interventions – Are your conclusions out of context?
Arbejdsmiljø og lean
HEALTH CARE INNOVATION LAB: Development and test of simulation methods in a hospital outpatient clinic
The objective was to develop and test simulation methods and tools as a means in user driven innovation. The case was a hospital outpatient clinic that was going to move into a new building within 4-5 years. The research team planned and facilitated a number of design and simulation workshops with a user group including two medical doctors, two nurses, and a secretary.
The results included a new cost-effective method of scenario-based tabletop simulation, which successfully promoted innovation and improvement of health care systems.
In the case the user group succeeded in developing an innovative concept of the future outpatient clinic in terms of spatial layout, work organization, knowledge sharing, technology, and finance.

Department of Management Engineering
Production and Service Management
Grontmij A/S
Centre for Health Care Innovation, Capital Region
Danish Institute for Medical Simulation
Period: 01/01/2010 → 01/03/2012
Number of participants: 4
Acronym: HIL
Project Manager, organisational:
Edwards, Kasper (Intern)
Phd Student:
Fronczek-Munter, Aneta (Intern)
Project Manager, academic:
Broberg, Ole (Intern)
Working partner:
Jensen, Per Anker (Intern)

Financing sources
Source: Forskningsprojekter - Erhvervsministeriet
Name of research programme: User Driven Innovation

Relations
Activities:
Arbejdsmiljøakademiet
Publications:
Scenario-based table top simulations
User-driven innovation of an outpatient department
Facilitating User Driven Innovation – A Study of Methods and Tools at Herlev Hospital

Sammenhænge mellem produktivitet og psykisk arbejdsmiljø
Department of Management Engineering
Copenhagen Business School
Det Nationale Forskningscenter for Arbejdsmiljø
Task-consult
Period: 01/01/2008 → 31/12/2010
Number of participants: 6
Acronym: SaPPA
Project ID: 80818
Project participant:
- Edwards, Kasper (Intern)
- Pedersen, Jens Dahl (Intern)
- Mouritsen, Jan (Ekstern)
- Pejtersen, Jan H. (Ekstern)
- Kristensen, Tage S. (Ekstern)
Project Manager, organisational:
- Møller, Niels (Intern)

Financing sources
Source: Forskningsrådene - Andre
Name of research programme: Forskningsrådene - Andre
Amount: 3,231,344.00 Danish Kroner

Relations
Activities:
- LEAN – arbejdsmiljø og relationel koordinering – hvordan arbejder vi med LEAN i dette spændingsfelt.
- Social kapital og produktivitet
- Social kapital – teori, begreber og cases
- Forandring fryder eller?? Om produktivitet og trivsel
- Trivsel på arbejdsplassen – handler og muligheder
- Social kapital, ledelse og produktivitet
- Eksekvering – Betydningen af performance management og social kapital
- Hvilken effekt har driftsmålstyring på trivslen og hvad kan man med fordel måle på?
- KPI’er, performance og adfærd
- Performance management systemet og KPI’er skaber rammerne for samarbejdet
- Lean, arbejdsmiljø, social kapital og relationel koordinering; Erfaringer fra forskningsprojekter
- Social kapital og relationel koordinering
- Lederkonference 2013
- Social kapital, ledelse og produktivitet
- Social kapital og produktivitet
- Lean and servant leadership
- Finanforbundet University: Ledelse – den væsentligste faktor for en produktivitet og social kapital
- Social kapital og produktivitet
- Performance management: You get what you want – but do you want what you get?
- Arbejdsmiljø og lean
- KPI’er – hvad er det og hvilken effekt har de på trivsel og produktivitet
- Sammenhænge mellem social kapital og produktivitet
- Social kapital, ledelse og produktivitet
- Social kapital og relationel koordinering: To væsensforskellige tilgange til trivsel og produktivitet
- Performance management- et effektivt instrument med bivirkninger
- Lean og arbejdsmiljø

Publications:
- Ledelse med social kapital giver høj produktivitet
- Press / Media items:
  - Profiten Stiger, når folk har det godt
  - Profitmål stresser ansatte
  - Så godt som penge i banken
- Vi skal alle "performe"
- Interview i Ledelse i dag: Når kopmpleksitet er et grundvilkår for ledelse
Traceability of Layout Design of Agricultural Machinery

Department of Management Engineering
Period: 01/09/2007 → 25/06/2013
Number of participants: 7
Phd Student: Marini, Vinicius Kaster (Intern)
Supervisor: Kozin, Igor (Intern)
Markert, Frank (Intern)
Main Supervisor: Ahmed-Kristensen, Saema (Intern)
Examiner: Edwards, Kasper (Intern)
McMahon, Christopher Alan (Ekstern)
Miller, Thomas Dedenroth (Intern)

Financing sources
Source: Internal funding (public)
Name of research programme: Stipendie fra udlandet
Project: PhD

LEAN uden stress : Udvikling af et bæredygtigt produktionsprincipl

Work, Technology and Organisation
Department of Management Engineering
Det Nationale Forskningscenter for Arbejdsmiljø
Aalborg University
Period: 01/10/2006 → 30/09/2009
Number of participants: 12
Project ID: 80748
Project participant: Edwards, Kasper (Intern)
Jensen, Per Langaa (Intern)
Jacobsen, Peter (Intern)
Bramming, Pia (Intern)
Pejtersen, Jan (Intern)
Hasle, Peter (Intern)
Bojesen, Anders (Intern)
Nielsen, Jacob S. (Ekstern)
Nielsen, Anders Paaruc (Ekstern)
Matthiesen, Rikke (Ekstern)
Johansen, John (Ekstern)
Project Manager, organisational:
Møller, Niels (Intern)

Financing sources
Source: Forskningsrådene - Andre
Name of research programme: Forskningsrådene - Andre
Amount: 5,948,574.00 Danish Kroner

Relations
Activities:
Social kapital – teori, begreber og cases
Trivsel på arbejdspladsen – handlinger og muligheder
Lean without stress: The dangers and opportunities of lean
Lean, arbejdsmiljø, social kapital og relationel koordinering: Erfaringer fra forskningsprojekter
Lean og arbejdsmiljø
Press / Media items:
Lean kan løfte arbejdsglæden

**Product specification systems: Economics, Technology and Organisation**

Product specification systems: Economics, Technology and Organisation (ProSSETO) The project was started the 1st of February 2003 and is funded by the Danish Technical Research Council (http://www.forsk.dk/eng/stvf/index.htm), the project ends the 31st December 2004. The Danish Technical Research Council has generously donated 2 million DKK covering four man-years plus expenses. It is the purpose of the project to develop knowledge about the use of product specification systems perceived as a combination of technical, economic, and organisational factors. The project has put forth the hypothesis that interplay between these three factors is crucial for realizing benefits from implementing product specification systems with regard to technical functionality, competitiveness and work environment. The project will further shed light on the radical organisational changes resulting from implementing a product specification system. The research is conducted by a team of 6 researchers with experience and competence in the areas of economics, organisation and the technical aspects of product specification systems. The project is headed by Associate Professor Lars Hvam email: lhv@ipl.dtu.dk whom together with Assistant Professor Jesper Riis, email jri@ipl.dtu.dk represents the technical perspective. The Economic perspective is contributed by Associate Professor Jørgen Lindgaard Pedersen, email: jlp@ipl.dtu.dk and Assistant Professor Kasper Edwards, email: ke@ipl.dtu.dk. The organisational perspective is provided by Associate Professor Niels Møller, email nm@ipl.dtu.dk and Research Assistant Morten Møldrup, email: mmd@ipl.dtu.dk.

Department of Management Engineering
Period: 01/01/2003 → 01/12/2004
Number of participants: 6
Project participant:
Pedersen, Jørgen Lindgaard (Intern)
Møller, Niels (Intern)
Edwards, Kasper (Intern)
Riis, Jesper (Intern)
Møldrup, Morten (Intern)
Project Manager, organisational:
Hvam, Lars (Intern)

**Financing sources**
Source: Forskningsrådene - STVF
Name of research programme: Forskningsrådene - STVF
Amount: 2,000,000.00 Danish Kroner

**Good Practices in Nordic Innovation Policies**
The main objective of the project ("GoodNIP") is to develop a survey and an analysis of Nordic innovation policy instruments directly or indirectly targeting small and medium sized enterprises. The project will provide Nordic policy makers with information to be used in the development of new or adjusted policy instruments on a national or Nordic level.

Department of Management Engineering
Center for Teleinformation
STEP
VINNOVA
VTT - Technical Research Centre of Finland
RANNIS
Period: 01/03/2002 → 01/03/2003
Number of participants: 8
Project participant:
Edwards, Kasper (Intern)
Jensen, Søren Christrup (Intern)
Koch, Per (Ekstern)
Larsson, Staffan (Ekstern)
Luukkonen, Terttu (Ekstern)
Finnbjörnsson, Thorvald (Ekstern)
Technological Innovations in Software Industry

This Ph.d - project is performed by Kasper Edwards. The theme is connections between technological innovations made by self taught persons in IT games and professional soft ware development.

Department of Technology and Social Sciences
Period: 01/11/1999 → 31/10/2001
Number of participants: 2
Project participant:
Kasper Edwards (Intern)

Project Manager, organisational:
Jørgen Lindgaard (Intern)

Project: PhD

Activities:

International Journal of Healthcare Technology and Management (Journal)
Period: 5 Oct 2017 → 15 Nov 2017
Kasper Edwards (Reviewer)

Department of Management Engineering

Management Science

Implementation and Performance Management

Description
Review of manuscript

Related journal

International Journal of Healthcare Technology and Management
1368-2156
BFI (2017): BFI-level 2, Scopus rating (2016): CiteScore 0.27 SJR 0.13 SNIP 0.058
Interview for benchmarking the health cluster in Copenhagen - a study about the economic impact of the Meilahti campus health ecosystem in Helsinki
Period: 7 Sep 2017
Kasper Edwards (Consultant)
Department of Management Engineering
Management Science
Implementation and Performance Management
Degree of recognition: International

Related external organisation
Nordic Healthcare Group
Vattuniemenranta 2, 4.krs , 00210, Helsinki, Finland
Activity: Public and private sector consultancy › Consultancy

Acting With Consideration for Level of Influence
Period: 9 Jun 2017
Christine Ipsen (Speaker)
Kasper Edwards (Speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management
Degree of recognition: International
Documents:
Principle 8 Ipsen and Edwards

Related event
12th International Conference on Occupational Stress and Health: Contemporary Challenges and Opportunities
07/06/2017 → 10/06/2017
Minneapolis, United States
Activity: Talks and presentations › Conference presentations

Developing communities of practice in health care
Period: 9 Jun 2017
Rasmus Jørgensen (Speaker)
Kasper Edwards (Speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management
Documents:
Developing communities of practice in health care

Related event
IFKAD 2017: Knowledge Management in the 21st Century: Resilience, Creativity and Co-creation
07/06/2017 → 09/06/2017
Russian Federation
Activity: Talks and presentations › Conference presentations

Ten Recommendations for the Design, Implementation and Evaluation of Improvements in Organizations
Period: 9 Jun 2017
Ulrica von Thiele Schwarz (Speaker)
Kasper Edwards (Speaker)
Christine Ipsen (Speaker)

Department of Management Engineering
Management Science
Implementation and Performance Management
Degree of recognition: International

Related event

12th International Conference on Occupational Stress and Health: Contemporary Challenges and Opportunities
07/06/2017 → 10/06/2017
Minneapolis, United States
Activity: Talks and presentations › Conference presentations

Ten Recommendations for the Design, Implementation and Evaluation of Improvements in Organizations
Period: 9 Jun 2017
Kasper Edwards (Speaker)

Department of Management Engineering
Management Science
Implementation and Performance Management
Degree of recognition: International

Related event

12th International Conference on Occupational Stress and Health: Contemporary Challenges and Opportunities
07/06/2017 → 10/06/2017
Minneapolis, United States
Activity: Talks and presentations › Conference presentations

Integrating Work Environment Considerations Into Lean and Value Stream Mapping
Period: 8 Jun 2017
Kasper Edwards (Speaker)

Department of Management Engineering
Management Science
Implementation and Performance Management
Degree of recognition: International

Related event

12th International Conference on Occupational Stress and Health: Contemporary Challenges and Opportunities
07/06/2017 → 10/06/2017
Minneapolis, United States
Activity: Talks and presentations › Conference presentations

WORK, STRESS and HEALTH
Period: 7 Jun 2017 → 10 Jun 2017
Kasper Edwards (Speaker)

Department of Management Engineering
Management Science
Implementation and Performance Management

Description
The 12th International Conference on Occupational Stress and Health

Links:
A Method For Effect Modifier Assessment In Intervention Research – The EMA Method
Period: 18 May 2017
Kasper Edwards (Speaker)
Jørgen Winkel (Speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management
Degree of recognition: International

Related event
European Association of Work and Organizational Psychology: Enabling Change through Work and Organizational Psychology
17/05/2017 → 20/05/2017
Dublin, Ireland
Activity: Talks and presentations › Conference presentations

DTU OM Forum
Period: 9 May 2017
Kasper Edwards (Organizer)
Rasmus Jørgensen (Organizer)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Erfaringer med Lean Tavlemøder
Degree of recognition: National

Related event
DTU OM Forum: Erfaringer med Lean Tavlemøder
09/05/2017 → 09/05/2017
Lyngby, Denmark
Activity: Attending an event › Participating in or organising workshops, courses, seminars etc.

Human factors and ergonomics in manufacturing and service industries (Journal)
Period: 5 May 2017 → 5 Jun 2017
Kasper Edwards (Reviewer)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Review of submitted paper.
Degree of recognition: International

Related journal
Human factors and ergonomics in manufacturing and service industries
Local database
Activity: Research › Peer review of manuscripts

Human factors and ergonomics in manufacturing and service industries (Journal)
Period: 18 Apr 2017 → …
Kasper Edwards (Reviewer)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Member of the Editorial Board of Human Factors and Ergonomics in Manufacturing & Service Industries
Degree of recognition: International

Related journal
Human factors and ergonomics in manufacturing and service industries
Local database
Activity: Research › Journal editor

Social kapital netværksmøde 1 2017
Period: 24 Feb 2017
Kasper Edwards (Participant)
Department of Management Engineering
Management Science
Implementation and Performance Management
Degree of recognition: National

Related event
Social kapital netværksmøde 1 2017: vad hedder social kapital andre steder? Og hvad kan vi lære af det?
24/02/2017 → …
Høje Taastrup, Denmark
Activity: Attending an event › Participating in or organising workshops, courses, seminars etc.

Applied Ergonomics (Journal)
Period: 9 Jan 2017 → 5 Feb 2017
Kasper Edwards (Reviewer)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Review of Manuscript

Related journal
Applied Ergonomics
0003-6870
BFI (2017): BFI-level 2, Scopus rating (2016): CiteScore 2.18 SJR 0.875 SNIP 1.662, ISI indexed (2013): ISI indexed yes,
Web of Science (2017): Indexed Yes
Central database
Activity: Research › Peer review of manuscripts

Det Nationale Forskningscenter for Arbejdsmiljø (Publisher)
Period: 5 Jan 2017 → 15 Apr 2017
Kasper Edwards (Reviewer)
Department of Management Engineering
Management Science
Implementation and Performance Management
Degree of recognition: National

Related Publisher
Det Nationale Forskningscenter for Arbejdsmiljø
Local database
Activity: Research › Peer review of manuscripts

Det Nationale Forskningscenter for Arbejdsmiljø (Publisher)
Period: 5 Jan 2017 → 15 Apr 2017
Kasper Edwards (Reviewer)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Review af rapport om Social kapital mellem teams
Degree of recognition: National

Related Publisher
Det Nationale Forskningscenter for Arbejdsmiljø
Local database
Activity: Research › Peer review of manuscripts

Det Nationale Forskningscenter for Arbejdsmiljø (Publisher)
Period: 5 Jan 2017 → 15 Apr 2017
Kasper Edwards (Reviewer)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Review af rapport om Forbindende social kapital
Degree of recognition: National

Related Publisher
Det Nationale Forskningscenter for Arbejdsmiljø
Local database
Activity: Research › Peer review of manuscripts

Finanforbundet University: Ledelse – den væsentligste faktor for en produktivitet og social kapital
Period: 14 Dec 2016
Kasper Edwards (Keynote speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

Group & Organization Management (Journal)
Period: Nov 2016
Kasper Edwards (Reviewer)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Review of manuscript
Degree of recognition: International

Related journal
Group & Organization Management
1059-6011
Scopus rating (2016): CiteScore 1.94 SJR 0.889 SNIP 0.948
Local database
Activity: Research › Peer review of manuscripts

How can servant leadership be useful for Nordic leaders?
Period: 16 Nov 2016
Kasper Edwards (Other)
Department of Management Engineering
Management Science
Implementation and Performance Management

Related event
Nordic Colors of leadership
16/11/2016 → 16/11/2016
Reykavik, Iceland
Activity: Talks and presentations › Conference presentations

BarSOSU workshop i Aalborg: Udvikling af værktøj til strategisk arbejdsmiljøarbejde
Period: 14 Nov 2016
Kasper Edwards (Speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Oplæg på BarSoSu workshop i Aalborg

Related external organisation

Unknown external organisation
Activity: Talks and presentations › Conference presentations

Oplæg på DTU OM-Forum om ergonomisk værdistrømsanalyse
Period: 26 Oct 2016
Kasper Edwards (Speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management

**Description**
Oplæg på DTU OM-Forum

**Related external organisation**

**Unknown external organisation**
Activity: Talks and presentations › Conference presentations

**BarSOSU workshop i Odense: Udvikling af værktøj til strategisk arbejdsmiljøarbejde**
Kasper Edwards (Speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management

**Description**
Oplæg for BarSoSU i Odense

**Related external organisation**

**Unknown external organisation**
Activity: Talks and presentations › Conference presentations

**BarSOSU workshop i København: Udvikling af værktøj til strategisk arbejdsmiljøarbejde**
Period: 21 Oct 2016
Kasper Edwards (Lecturer)
Department of Management Engineering
Management Science
Implementation and Performance Management

**Description**
Oplæg for BarSoSu i København

**Related external organisation**

**Unknown external organisation**
Activity: Talks and presentations › Conference presentations

**Research proposal evaluation for Jonkoping University (External organisation)**
Kasper Edwards (Member)
Department of Management Engineering
Management Science
Implementation and Performance Management

**Description**
Evaluation and grading of research proposal for funding agency.
Degree of recognition: International

**Related external organisation**

**Research proposal evaluation for Jonkoping University**
Activity: Membership › Membership in review committee
PhD faculty opponent at KTH / Royal Institute of Technology, Unit of Ergonomics (External organisation)
Period: 23 Sep 2016
Kasper Edwards (External examiner)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description

Official opponent at PhD defence
Degree of recognition: International
Activity: Examinations and supervision › External examination

Medarbejderne fandt løsninger, mens ledelsen skabte rammer for forandring: En anderledes tilgang på Hjertecentret på RH
Period: 22 Sep 2016
Kasper Edwards (Speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Oplæg på Arbejdsmiljøkonferencen, Region Syddanmark

Related external organisation

Unknown external organisation
Activity: Talks and presentations › Conference presentations

Oplæg på RegionMidt Arbejdsmiljøkonference: Medarbejderne fandt løsninger, mens ledelsen skabte rammer for forandring – En anderledes tilgang på Hjertecentret på RH
Period: 22 Sep 2016
Kasper Edwards (Invited speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management

Related event

Region Midt Arbejdsmiljøkonferencen 2016
22/09/2016 → 22/09/2016
Kolding, Denmark
Activity: Talks and presentations › Conference presentations

How is social capital linked to servant leadership in hospital settings?: Perception of social capital and servant leadership among Danish and Icelandic hospital staff
Period: 1 Sep 2016
Kasper Edwards (Speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management

Related event

3rd Global Servant Leadership Research Roundtable
01/09/2016 → 02/09/2016
Bifrost, Iceland
Activity: Talks and presentations › Conference presentations

Oplæg på Hammel Neurocenter: Effektivisering og arbejdsmiljø
Period: 19 May 2016
Kasper Edwards (Invited speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Oplæg for Hammel Neurocenter

Related external organisation

Unknown external organisation
Activity: Talks and presentations › Conference presentations

Oplæg og workshop for HK København: Lean og arbejdsmiljø
Period: 7 Apr 2016
Kasper Edwards (Keynote speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Oplæg og workshop for HK

Related external organisation

Unknown external organisation
Activity: Talks and presentations › Conference presentations

Scandinavian lean experiences – Perspectives from a practitioner and a researcher: Keynote at Zürich University Hospital
Period: 4 Feb 2016
Kasper Edwards (Keynote speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management

Related event

Lean Thinking & Teamwork - Wie gelingt beides?: Tagung des UniversitätsSpitals Zürich in Zusammenarbeit mit der Universität Zürich
04/02/2016 → ...
Zürich, Switzerland
Activity: Talks and presentations › Conference presentations

Master Class om effektivitet og værdiskabelse: En bottom-up tilgang til udvikling på Rigshospitalets Hjertecenter
Period: 26 Jan 2016
Kasper Edwards (Keynote speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Oplæg på CFL - Center For Ledelse klubhusmøde

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

Tænketank om arbejdsfællesskaber i Børn og ungeforvaltningen (External organisation)
Period: 10 Jan 2016 → 1 Jun 2016
Kasper Edwards (Participant)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Udvikling af nye ledelsesprincipper
Links:

Related external organisation
Tænketank om arbejdsfællesskaber i Børn og ungeforvaltningen
Activity: Membership › Membership of committees, commissions, boards, councils, associations, organisations, or similar

Chairman: Nordic Ergonomic and Human Factor Society - NES 2016-2019 (External organisation)
Period: 1 Jan 2016 → 31 Dec 2018
Kasper Edwards (Chairman)
Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Chair of NES
Degree of recognition: International

Related external organisation

Chairman: Nordic Ergonomic and Human Factor Society - NES 2016-2019
Activity: Membership › Membership of committees, commissions, boards, councils, associations, organisations, or similar

9th Novo symposium
Period: Nov 2015
Kasper Edwards (Speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Description
Speaker, part of scientific committee

9th NOVO-symposium- Quality in health care

Related event

9th Novo symposium
12/11/2015 → 13/11/2015
Trondheim, Norway
Activity: Talks and presentations › Conference presentations

3rd Scandinavian Academy of Industrial Engineering and Management (ScAIEM) Conference
Period: 18 Nov 2015 → 20 Nov 2015
Kasper Edwards (Speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Description
Session chair, PhD workshop discussant, chair of board meeting

Related event

3rd Scandinavian Conference Industrial Engineering and Management
18/11/2015 → 20/11/2015
Lyngby, Denmark
Activity: Talks and presentations › Conference presentations

KPI'er social kapital og ledelse
Period: 11 Nov 2015
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Description
Oplæg på TR-seminar i foreningen for ansatte i forsikring

Related external organisation

Unknown external organisation
Activity: Talks and presentations › Conference presentations

Succes med forandring – lad medarbejderne formulere problemerne og finde løsningerne
Period: 9 Nov 2015
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Related event

Arbejdsmiljøkonferencen 2015
08/11/2015 → 10/11/2015
Nyborg, Denmark
Activity: Talks and presentations › Conference presentations
47th Nordic Ergonomics and Human Factors Society annual conference 2015  
Period: 1 Nov 2015 → 4 Nov 2015  
Kasper Edwards (Participant)  
Department of Management Engineering  
Production and Service Management  
Implementation and Performance Management  

Related event  
47th Nordic Ergonomics and Human Factors Society annual conference 2015: Creating Sustainable Work-Environments  
01/11/2015 → 04/11/2015  
Trondheim, Norway  
Activity: Attending an event › Participating in or organising workshops, courses, seminars etc.

RELATIONEL KOORDINERING – TEORI OG PRAKSIS  
Period: 8 Oct 2015  
Kasper Edwards (Invited speaker)  
Department of Management Engineering  
Production and Service Management  
Implementation and Performance Management  

Description  
Oplæg for Erfa-netværk

Related external organisation  
Unknown external organisation  
Activity: Talks and presentations › Conference presentations

Lean and servant leadership  
Period: 26 Sep 2015  
Kasper Edwards (Invited speaker)  
Department of Management Engineering  
Production and Service Management  
Implementation and Performance Management  

Description  
Presentation for Iceland Energy in Reykavik

Related external organisation  
Unknown external organisation  
Activity: Talks and presentations › Conference presentations

The servant leadership of change - Successful change required leaders to stand back  
Period: 25 Sep 2015  
Kasper Edwards (Invited speaker)  
Department of Management Engineering  
Production and Service Management  
Implementation and Performance Management  

Description  
Presentation at the Servant Leadership conference at Bifrost University
**Hvilken effekt har driftsmålstyring på trivslen og hvad kan man med fordel måle på?**
Period: 24 Sep 2015
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

*Description*
Oplæg på Hvidovre Hospitals Arbejdsmiljødag

**Få ergonomien med ind i arbejdsudviklingen**
Period: 8 Sep 2015
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

*Description*
Oplæg på fagligt træf for forflytningsvejledere

**RELATIONEL KOORDINERING**
Period: 4 Sep 2015
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

*Description*
Oplæg for Social Kapital Netværket

**STYRK SAMARBEJDET OG FÅ BEDRE RELATIONEL KOORDINERING**
Period: 27 Aug 2015
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Description
Oplæg på COK sommerskole

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

Ergonomic value-stream mapping and relational coordination
Period: 25 Jun 2015
Kasper Edwards (Lecturer)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Description
Samarbejdsmøde på Juliane Marie Centret - Rigshospitalet

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

DTU OM-Forum
Period: 17 Jun 2015
Kasper Edwards (Organizer)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management
Documents:
2015 DTU OM-forum juni KPI

Related event
DTU OM-Forum
17/06/2015 → 17/11/2015
Lyngby, Denmark
Activity: Attending an event › Participating in or organising a conference

Performance management systemer og KPI’er
Period: 17 Jun 2015
Kasper Edwards (Organizer)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management
Documents:
2015 DTU OM-forum juni

Related event
Performance management systemer og KPI’er : Implementering og drift
17/06/2015 → …
Lyngby, Denmark
Activity: Attending an event › Participating in or organising a conference
### Performance management systemet og KPI’er skaber rammerne for samarbejdet

**Period:** 17 Jun 2015  
**Kasper Edwards (Speaker)**  
Department of Management Engineering  
Production and Service Management  
Implementation and Performance Management

**Description**  
Oplæg på DTU OM-Forum 17. juni 2015

---

### Thue og monopolet om ledelseskvalitet og arbejdsmiljø

**Period:** 13 Jun 2015  
**Kasper Edwards (Panel member)**  
Department of Management Engineering  
Production and Service Management  
Implementation and Performance Management

**Description**  

---

### Performance management: You get what you want – but do you want what you get?

**Period:** 20 May 2015  
**Kasper Edwards (Invited speaker)**  
Department of Management Engineering  
Production and Service Management  
Implementation and Performance Management

**Description**  
IMOP Executive program in Bologna

---

### Analyzing interventions – Are your conclusions out of context?

**Period:** 7 May 2015  
**Kasper Edwards (Speaker)**
Training Within Industry (TWI)
Period: 22 Apr 2015
Kasper Edwards (Organizer)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management
Documents:
2015 DTU OM-forum April TWI

Lean Product and Process Development
Period: 7 Apr 2015
Kasper Edwards (Organizer)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Description
Today’s innovation economy is characterized by rapid changing markets disrupting old business models, with new markets arising quickly and unexpected driven by new technology and innovations. This stresses the time-to-market and hereby the product development process. Lean Product and Process Development (LPPD) is based on Toyotas Product Development System, Set Based Concurrent Engineering and the Agile/Scrum methodology from software developers. It gives you the means and method to manage a development project - quickly, while maintaining quality and safety and taking into account cost-investment. About Boaz Tamir Dr. Boaz Tamir has extensive experience in Lean Product & Process Development (LPPD) method as several startups founder, manager and entrepreneur. In his entrepreneurial, managerial-executive roles, sensei and consultancies activities Tamir led several Lean Transformation (turn around) processes. Collaborating with Jim Morgan, (Jointly with Jeffry Liker, the author of "The Toyota Product Development System") Tamir is currently deploying the LPPD approach combing the Lean Transformation Model (LTM) method and contributing his knowledge to some of the most successful High Tech organizations in Israel ("Startup Nation"). With extensive experience in entrepreneurship, company management and academic activity, Tamir has contributed his knowledge to the development of the business and marketing of some of Israel's most successful organizations. In his talk Tamir will examine the principles of LPPD that must guide the leader – who inspire change – as she endeavors to redesign an up-to-date Lean Management worldview.
Dommere ved IDA Arbejdsmiljøstudenteprisuddeling 2015 (External organisation)
Period: 16 Mar 2015
Kasper Edwards (Participant)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Related external organisation
Dommere ved IDA Arbejdsmiljøstudenteprisuddeling 2015
Activity: Membership › Membership in review committee

Lean without stres: The dangers and opportunities of lean
Period: 12 Mar 2015
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Related event
Lean Ísland 2015
12/03/2015 → …
Reykavik, Iceland
Activity: Talks and presentations › Conference presentations

Core principles in improvements in organizations
Period: 4 Mar 2015
Kasper Edwards (Speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Related event
1st Improvements in Organizations Symposium
04/03/2015 → 05/03/2015
Stockholm, Sweden
Activity: Talks and presentations › Conference presentations

Arbejdsmiljø og lean
Period: 2 Mar 2015
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Description
Workshop hos Arbejdsmiljørådgiverne

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations
Performance management - et effektivt instrument med bivirkninger
Period: 26 Feb 2015
Kasper Edwards (Lecturer)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Description
Forelæsning på TML

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

KPI’er – hvad er det og hvilken effekt har de på trivsel og produktivitet
Period: 24 Feb 2015
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

Lean og arbejdsmiljø
Period: 27 Jan 2015
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Description
Oplæg i HK København

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

Tænketank om grænser for ledelse (External organisation)
Period: Dec 2014 → Dec 2015
Kasper Edwards (Participant)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management

Description
Tænketank dannet af Lederne

Related external organisation
Tænkemøde om grænser for ledelse  
Activity: Membership › Membership in review committee

KPI'er, performance og adfærd  
Period: 17 Dec 2014  
Kasper Edwards (Invited speaker)  
Department of Management Engineering  
Production and Service Management  
Implementation and Performance Management  

Description  
Region H projekt om udvikling af arbejdsmiljøindikatorer i effektiviseringsprojekter  

Related external organisation  
Unknown external organisation  
Activity: Talks and presentations » Conference presentations

Social kapital, ledelse og produktivitet  
Period: 15 Nov 2014  
Kasper Edwards (Invited speaker)  
Department of Management Engineering  
Production and Service Management  
Implementation and Performance Management  

Description  
Oplæg for medarbejderne i DJØF  

Related external organisation  
Unknown external organisation  
Activity: Talks and presentations » Conference presentations

Social kapital, ledelse og produktivitet  
Period: 13 Nov 2014  
Kasper Edwards (Invited speaker)  
Department of Management Engineering  
Production and Service Management  
Implementation and Performance Management  

Description  
Oplæg for Samarbejdsudvalget i IDA  

Related external organisation  
Unknown external organisation  
Activity: Talks and presentations » Conference presentations

Social kapital og relationel koordinering: To væsensforskellige tilgange til trivsel og produktivitet  
Period: 10 Nov 2014  
Kasper Edwards (Lecturer)  
Department of Management Engineering  
Production and Service Management  

Description
Related event

Arbejdsmiljøkonferencen 2014
Nyborg, Denmark
Activity: Talks and presentations › Conference presentations

Social kapital, ledelse og produktivitet
Period: 7 Oct 2014
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Description
Oplæg for DJØF's ledergruppe

Related external organisation

Unknown external organisation
Activity: Talks and presentations › Conference presentations

COI Workcamp om Kortlægning af innovations-landskabet, Innovationsbarometer, Workshop om hovedaktiviteten Innovationspraktik
Period: 2 Oct 2014
Kasper Edwards (Speaker)
Production and Service Management
Department of Management Engineering
Related event

COI Workcamp om Kortlægning af innovations-landskabet, Innovationsbarometer, Workshop om hovedaktiviteten Innovationspraktik
02/10/2014 → …
Vejle, Denmark
Activity: Talks and presentations › Conference presentations

LEAN – arbejdsmiljø og relationel koordinering – hvordan arbejder vi med LEAN i dette spændingsfelt.
Period: 25 Aug 2014
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Description
3 timers workshop

Related external organisation

Unknown external organisation
Activity: Talks and presentations › Conference presentations

Social kapital og produktivitet
Period: 17 Jun 2014
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management
Forandring fryder eller?? Om produktivitet og trivsel
Period: 12 Jun 2014
Kasper Edwards (Panel member)
Department of Management Engineering
Production and Service Management

Description

Related event
Folkemødet 2014: Danmarks politik-festival på Bornholm
11/06/2014 → 14/06/2014
Allinge, Bornholm, Denmark
Activity: Talks and presentations › Conference presentations

Sammenhænge mellem social kapital og produktivitet
Period: 3 Jun 2014
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management

Description
Oplæg for 3F Arbejdsmiljøpolitisk Udvalg

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

Social kapital – teori, begreber og cases
Period: 21 May 2014
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management

Description
Oplæg på RegH Ledertalent forløb

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

Forskning i Relationel Koordinering
Period: 15 May 2014
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management

Description
Oplæg for IDA Arbejdsmiljø

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

Eksekvering – Betydningen af performance management og social kapital
Period: 8 Apr 2014
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management

Description
Oplæg for CfL

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

Lean, arbejdsmiljø, social kapital og relationel koordinering: Erfaringer fra forskningsprojekter
Period: 7 Apr 2014
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management

Description
Oplæg for Region Midt HR.

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

Forskning i og på hospitaler
Period: 3 Apr 2014
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management

Description
Oplæg om forskning for Herlev Hospitals ledelse.

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

Social kapital, ledelse og produktivitet
Period: 18 Mar 2014
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management

Description
Oplæg for DJØF samarbejdsudvalg

Related external organisation

Unknown external organisation
Activity: Talks and presentations › Conference presentations

Dansk Industri - Camp om læringsmodeller i Leanrejsen (External organisation)
Period: 13 Mar 2014 → 14 Mar 2014
Kasper Edwards (Participant)
Department of Management Engineering
Production and Service Management

Description
Udviklingsprojektet Leanrejsen – En guide til leanledelse, støttet af Industriens Fond, har til formål at udvikle værktøjer og en guide til succesfuld implementering af lean i danske virksomheder i såvel produktion som administration og service. Formålet med camp’en er at bringe praktikere og teoretikere sammen for at undersøge, hvad det er, der har virket i projektet og hvorfor.
Et delmål bliver at forsøge at koble teori og praksis, så vi får underbygget begge perspektiver.

Ekspert.
Links:
http://di.dk/Lean/DIsguidetilleanledelse/Pages/DIsguidetilleanledelse.aspx

Related external organisation

Dansk Industri - Camp om læringsmodeller i Leanrejsen
Activity: Membership › Membership of committees, commissions, boards, councils, associations, organisations, or similar

NOVO-Symposium 2014
Period: Feb 2014 → Nov 2014
Kasper Edwards (Organizer)
Department of Management Engineering
Production and Service Management

Documents:
NOVocopenhagen2014firstannouncement

Links:
http://www.NOVO-network.dk

Related event

NOVO-Symposium 2014
06/11/2014 → 07/11/2014
Lyngby, Denmark
Activity: Attending an event › Participating in or organising workshops, courses, seminars etc.

Social kapital og produktivitet
Period: 27 Feb 2014
Kasper Edwards (Lecturer)
Department of Management Engineering
Production and Service Management
Description
Oplæg for Finansforbundet, Kreds Nordea.

Related external organisation

Unknown external organisation
Activity: Talks and presentations › Conference presentations

Medlem af Ekspertpanel i Center for Offentlig Innovation (External organisation)
Period: 25 Feb 2014 → …
Kasper Edwards (Participant)
Department of Management Engineering
Production and Service Management

Description
Center for Offentlig Innovation har tilknyttet et innovationspanel, som på ad hoc basis fungerer som inspirations- og sparringspartner, og som er med til at styrke centerets gennemslagskraft og understøtte en både forskningsmæssig og praksisnær forankring.

Medlemmerne bidrager med deres særskilte kompetencer, viden og erfaring. Fx ved at orientere om aktuel forskning, internationale tendenser eller konkrete problemstillinger, der har relevans for centerets virke.

Documents:
Nyt_ekspertpanel_skal_være_med_til_at_forny_den_offentlige_sektor
Links:
http://www.coi.dk/baggrund-og-sammenhaeng/innovationspanel/

Related external organisation

Medlem af Ekspertpanel i Center for Offentlig Innovation
Activity: Membership › Membership of commitees, commissions, boards, councils, associations, organisations, or similar

Social kapital og relationel koordinering
Period: 7 Feb 2014
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management

Description
Oplæg på i forskningsnetværk for Robuste forandringsprocesser om relationel koordinering og social kapital?

Related external organisation

Unknown external organisation
Activity: Talks and presentations › Conference presentations

Mid-term PhD review
Period: 3 Feb 2014
Kasper Edwards (External examiner)
Department of Management Engineering
Production and Service Management
Activity: Examinations and supervision › External examination

Psychosocial work environment and productivity
Period: 3 Feb 2014
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management

Related external organisation

Unknown external organisation
Activity: Talks and presentations › Conference presentations

11th International Symposium on Human Factors in Organizational Design and Management and 46th Annual Nordic Ergonomics Society Conference (NES) (Event)
Period: 1 Feb 2014 → 1 May 2014
Kasper Edwards (Reviewer)
Department of Management Engineering
Production and Service Management

Description
11th International Symposium on Human Factors in Organizational Design and Management and 46th Annual Nordic Ergonomics Society Conference (NES)
Reviewer for the ODAM-NES conference 2014.
Degree of recognition: International

Related event

11th International Symposium on Human Factors in Organizational Design and Management and 46th Annual Nordic Ergonomics Society Conference (NES)
17/08/2014 → 20/08/2014
Copenhagen, Denmark
Activity: Research › Peer review of manuscripts

Social kapital og produktivitet
Period: 21 Jan 2014
Kasper Edwards (Lecturer)
Department of Management Engineering
Production and Service Management

Description
Oplæg for Kreds Nordea fællesskædsmænd

Related external organisation

Unknown external organisation
Activity: Talks and presentations › Conference presentations

Lederkonference 2013
Period: 10 Oct 2013
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management

Description
Foredrag på Region Hovedstaden Top 500

Related event

Lederkonference 2013: Leaelse i fællesskab - Fokus og Forenkling
10/10/2013 → …
København, Denmark
Activity: Talks and presentations › Conference presentations
Trivsel på arbejdspladsen – handlinger og muligheder
Period: 10 Oct 2013
Kasper Edwards (Invited speaker)
Department of Management Engineering
Production and Service Management

Related event
Arbejdsmiljøkonference 2013 : Trivsel på arbejdspladsen – handlinger og muligheder
10/10/2013 → …
Herning, Denmark
Activity: Talks and presentations › Conference presentations

Medlem af Følggruppe: Ledelse af overgange i sundhedsvesenet, Væksthus for ledelses (External organisation)
Period: 1 Oct 2013 → 1 Aug 2014
Kasper Edwards (Participant)
Department of Management Engineering
Production and Service Management
Links:
http://www.kora.dk/projekter-i-gang/projekt/i6864/Ledelse-af-overgange-i-sundhedsvesenet

Relationel Koordinering fælles forståelse, fælles sprog, bedre samarbejde
Period: 18 Sep 2013
Kasper Edwards (Panel member)
Department of Management Engineering
Production and Service Management

Description
Projekt Relationel Koordinering
På Glostrup Hospital og i Region Nordjylland/Aalborg Universitetshospital har vi udfoldet et projekt, der sætter fokus på

god tværgående ledelse i den offentlige sektor. Den teoretiske

baggrund tager udgangspunkt i Jody Gitells teori om relationel
koordinering. Projektet er økonomisk støttet af Videncenter
for Velfærdsledelse.

Paneldiskussion under overskriften "Muligheder og barrierer for tværgående ledelse og samarbejde i den offentlige sektor"
Bente Graversen, Direktør for Sundhedsafdelingen, Aalborg Kommune Kasper Edwards, Seniorresearcher, DTU Peter
Bastian, Fysiker, musiker, forfatter og meget andet Henning Olsen, Formand for Sundhedsbrugerrådet, Region
Nordjylland Jette Bernbom, Ledende oversygeplejerske på Neurologisk afdeling, Glostrup Hospital
Documents:
Program -Relationel Koordinering - konference 18sep13

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

International HELIX Conference 2013
Period: 13 Jun 2013
Kasper Edwards (Speaker)
Related event

12/06/2013 → 14/06/2013
Linköping, Sweden
Activity: Talks and presentations › Conference presentations

NOVO-Network (External organisation)
Period: 1 Nov 2011
Kasper Edwards (Chairman)
Department of Management Engineering
Production and Service Management

Description
Nordic r&d network in the health care sector.

Body type: Research Network
Degree of recognition: International
Links:
http://www.novo-network.dk/

Related external organisation
NOVO-Network
Activity: Membership › Membership of research networks or expert groups

Efter forandringsprojektet - driftsledelsens nye rolle
Period: 8 Dec 2010
Kasper Edwards (Chairman)
Department of Management Engineering
Work, Technology and Organisation

Related event

Efter forandringsprojektet - driftsledelsens nye rolle
08/12/2010 → 08/12/2010
Forum for Driftsteknik, DTU, Kgs. Lyngby
Activity: Attending an event › Participating in or organising workshops, courses, seminars etc.

Organisation i almen praksis
Period: 17 Nov 2010
Kasper Edwards (Speaker)
Department of Management Engineering
Work, Technology and Organisation

Description

Links:
http://www.laegedage.dk/kurser/269/ (REL-OA)
**Related external organisation**

*Lægedage 2010, Bella Center, Center Boulevard 5, 2300 København S*

Activity: Talks and presentations › Talks and presentations in private or public companies and organisations

---

**LeanDagen 2010/2011: Forankring og videreudviklings af lean i hele organisationen**

**Period:** 28 Oct 2010

Kasper Edwards (Speaker)

Department of Management Engineering

Work, Technology and Organisation

**Description**

Place: LeanDagen 2010/2011, Teknologisk Institut, Taastrup

Documents:

40628_20090 LeanDagen 2010-2011_4k.pdf

---

**Unknown external organisation**

Activity: Talks and presentations › Conference presentations

---

**Lean og arbejdsmiljø – et dynamisk spændingsfelt**

**Period:** 17 Jun 2010

Kasper Edwards (Speaker)

Department of Management Engineering

Work, Technology and Organisation

**Description**

Place: Eigtveds Pakhus, København

---

**Forandring uden stress: Udvikling af Operational Excellence**

**Period:** 9 Jun 2010

Kasper Edwards (Speaker)

Department of Management Engineering

Work, Technology and Organisation

**Description**

Place: Forun for Driftsteknik, DTU, Kgs. Lyngby

---

**Faxe Kommune Arbejdsmiljødag**

**Period:** 18 May 2010

Kasper Edwards (Speaker)

Department of Management Engineering

Work, Technology and Organisation

**Description**

Note: Oplæg: Lean og arbejdsmiljø
Related external organisation

Faxe Kommune
Frederiksgade 9, 4690, Haslev, Denmark
Activity: Talks and presentations › Talks and presentations in private or public companies and organisations

Arbejdsmiljøforskningsfondens årskonference 2010
Period: 11 Mar 2010
Kasper Edwards (Speaker)
Department of Management Engineering
Work, Technology and Organisation
Description
Place: Radisson Blu Scandinavia Hotel, København

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

Driftsteknikerdag: Operational Excellence Best practices i danske virksomheder
Period: 10 Mar 2010
Kasper Edwards (Speaker)
Department of Management Engineering
Work, Technology and Organisation
Description
Place: Forun for Driftsteknik, DTU, Kgs. Lyngby

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

NOVO-Network (External organisation)
Period: 2008
Kasper Edwards (Chairman)
Department of Management Engineering
Production and Service Management
Description
NORDIC R&D NETWORK IN THE HEALTH CARE SECTOR NORDISK FoU-NÄTVERK INOM VÅRD OCH OMSORG
Member of the NOVO-network since 2008. Chair of the Network since 2011.
Body type: Research Network
Degree of recognition: International
Links:
http://www.novo-network.dk/

Related external organisation
NOVO-Network
Activity: Membership › Membership of research networks or expert groups

Oplæg om LEAN i sundhedsvæsenet, på konference afholdt af Kompetanceforum
Period: 20 Nov 2007
Kasper Edwards (Speaker)
Department of Management Engineering
Work, Technology and Organisation

**Description**
Oplæg med formål at provokere deltagelsernes forståelse af lean og dets anvendelse i hospitaler. Mintzberg anvendes til at vise at hospitaler er ekspertsystemer som er i kontrast til leans anvendelse i maskin burekratier.

*Note: hospital*

**Documents:**
Edwards_kompetanceforum.ppt

**Related external organisation**

**Unknown external organisation**
Activity: Talks and presentations › Conference presentations

**Produktstyring**
Period: 16 Nov 2007
Kasper Edwards (Speaker)

Department of Management Engineering
Work, Technology and Organisation

**Related external organisation**

**Arkitektur & Design, Aalborg Universitet**
Activity: Other

**Analyse af diagnostiske forløb for kvinder med underlivskræft: Aktivitetskæder, beslutningsprocesser, spildtid, ansvarsskift og andre organisatoriske problemer**
Period: 1 Sep 2007 → 30 Aug 2010
Kasper Edwards (Participant)

Department of Management Engineering

**Description**
Formålet med dette ph.d.-projekt er at undersøge det diagnostiske forløb (fra første henvendelse hos praktiserende læge til udskrivelse fra Gynækologisk Afdeling D) for kvinder med underlivskræft med henblik på at afdække årsager til forsinkelse i disse forløb. Projektet indsamler viden om sammenhængen på tværs af sundhedssystemet og vil kunne udtale sig om snitfladerne mellem diagnostiske enheder. Det tværsektorielle perspektiv er en afgørende styrke og medfører, at patientforløb kan vurderes medicinsk, organisatorisk og strukturelt.

Dette gøres gennem kortlægning af den diagnostiske proces for kvinder med underlivskræft med henblik på:
- en detaljeret analyse af ventetider
- analyse af de lægefaglige beslutninger og organisatoriske og ressourcemæssige perspektiver
- udvikling af forbedrede diagnostiske forløb.

**Related external organisation**

**Forskningsenheden for Almen Praksis i Odense, Syddansk Universitet**
Activity: Other › Other (prizes, external teaching and other activities) - Other

**Management Information Systems**
Kasper Edwards (Organizer)

Work, Technology and Organisation

Department of Management Engineering
Documents:
kursusbeskrivelse_v2.doc

**Related event**

**Management Information Systems**
04/06/2007 → 25/06/2007
Kgs. Lyngby, Denmark
Activity: Attending an event › Participating in or organising workshops, courses, seminars etc.

**Forum for Driftsteknik**
Period: 1 Jan 2007 → …
Kasper Edwards (Organizer)

Department of Technology and Social Sciences

**Related event**

**Forum for Driftsteknik: Udrulning af Lean**
01/01/2007 → …
Activity: Attending an event › Participating in or organising workshops, courses, seminars etc.

**Perspectives for understanding open source software**
Period: 10 Jun 2002
Kasper Edwards (Speaker)

Department of Management Engineering

**Description**
Place: Witten/Herdecker Universitet, Germany

**Related external organisation**

**Unknown external organisation**
Activity: Talks and presentations › Conference presentations

**Towards a theory for understanding the open source phenomenon**
Period: 4 Nov 2001 → 6 Nov 2001
Kasper Edwards (Speaker)

Department of Management Engineering
Work, Technology and Organisation

**Description**
Place: First Monday Conference 1, "New Definitions: Value, Community, Space", Maarstricht, Holland

**Related external organisation**

**Unknown external organisation**
Activity: Talks and presentations › Conference presentations