

SOCI 282
Social Innovation and Creativity
사회혁신과 창의성

네트워크와 다양성: 지속 가능한 혁신

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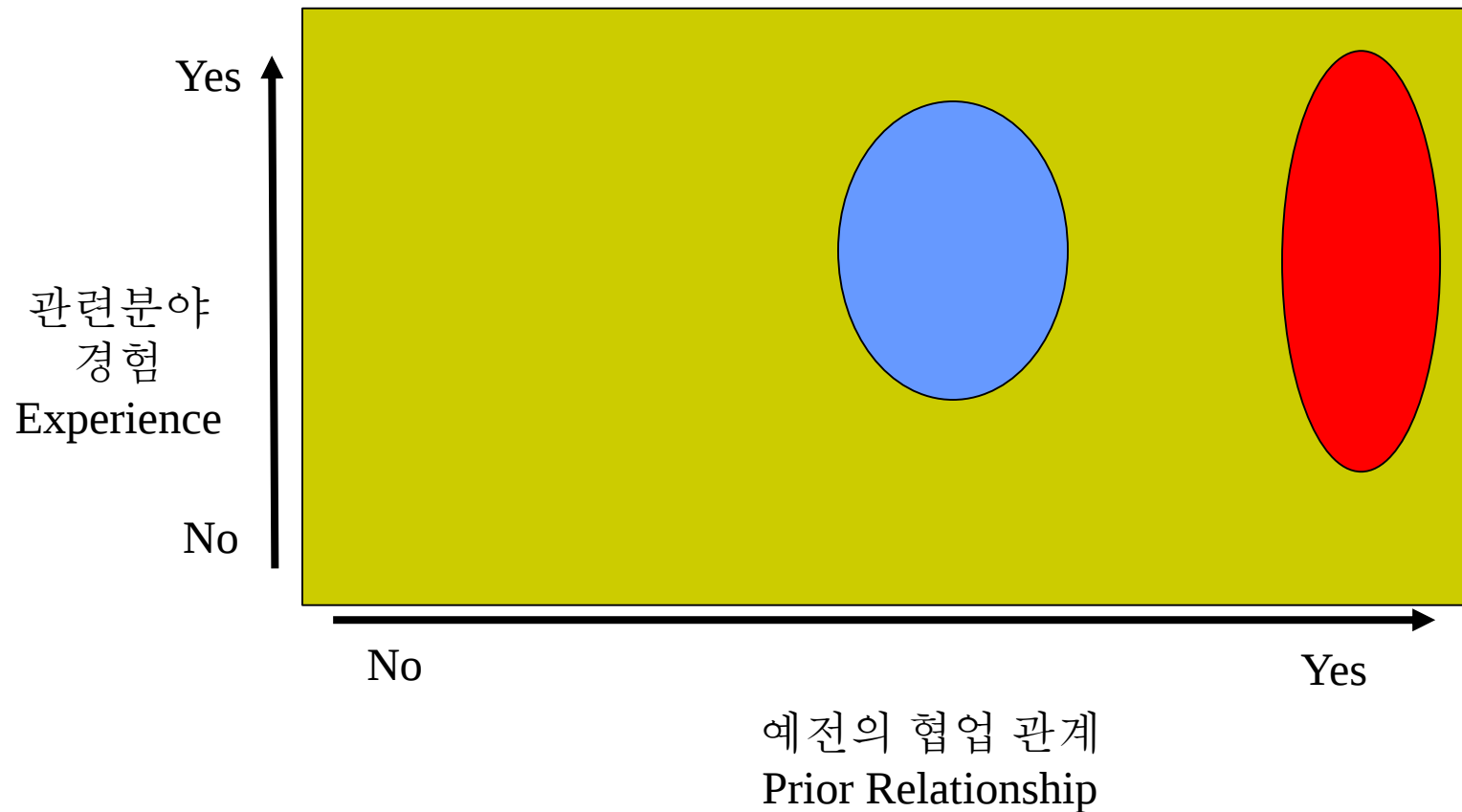
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지속적인 혁신 및 창의성

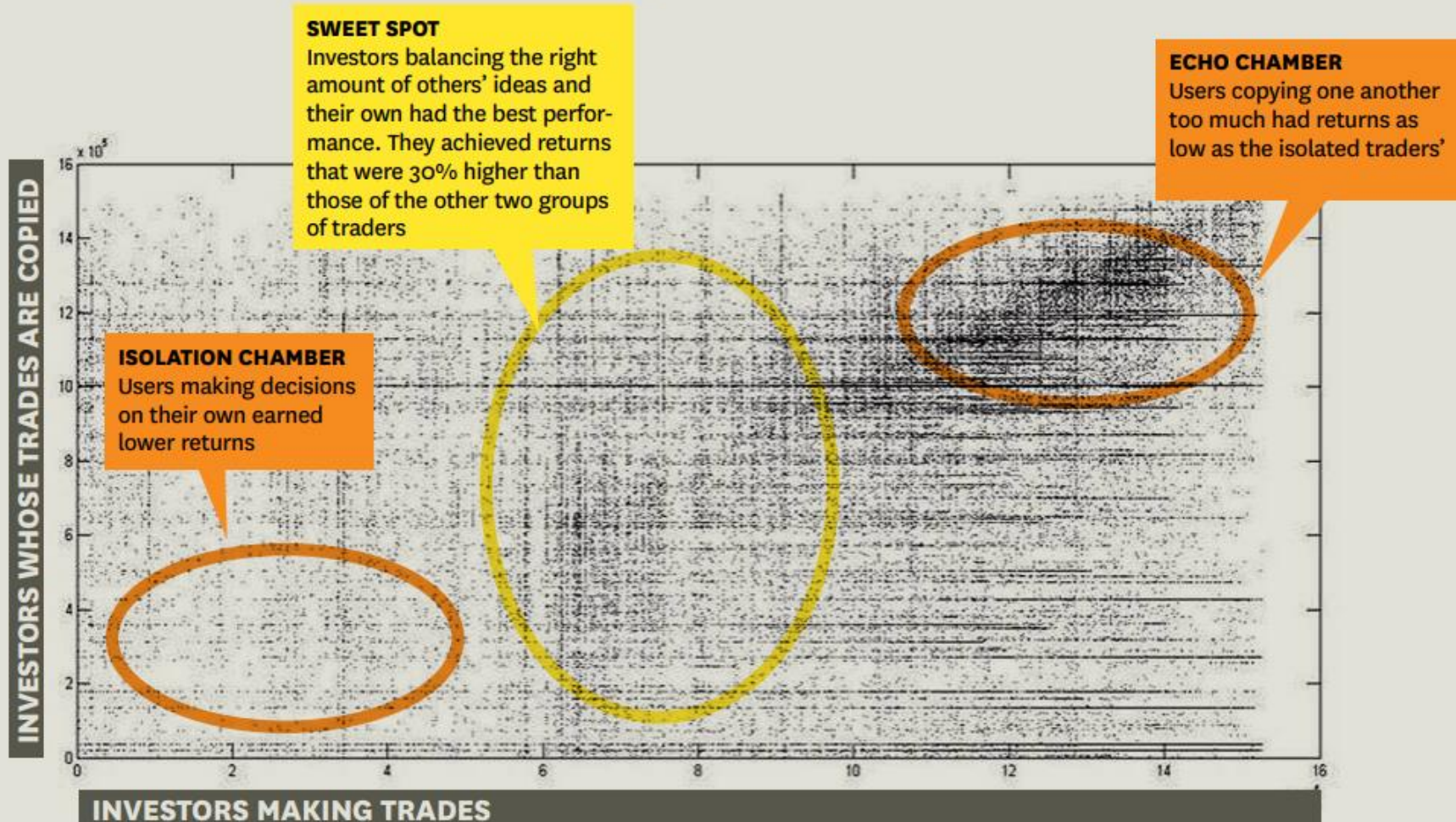
- 새로운 정보와 아이디어를 **장기간 동안 지속적으로** 수용하고 발전시킬 수 있을까?

- 장기간 동안 창의성을 유지하기 위한 조건
 - 조직 구조 (organizational structure)
 - 정보 내용 (knowledge and information content)

창의적인 팀 만들기



Each dot on this map represents a trade made by one of 1.6 million investors on eToro—10 million trades in all. The same investors are represented on both the x axis, as traders, and the y axis, as people whose decisions were copied by other investors. The high density shows a cluster of people copying one another so much that the same ideas kept recirculating: Investor A followed B, who followed C, who followed A. Low density shows investors who made their own investment decisions and didn't copy many others. The investors in the middle drew ideas from a wide variety of other traders but didn't follow the herd.



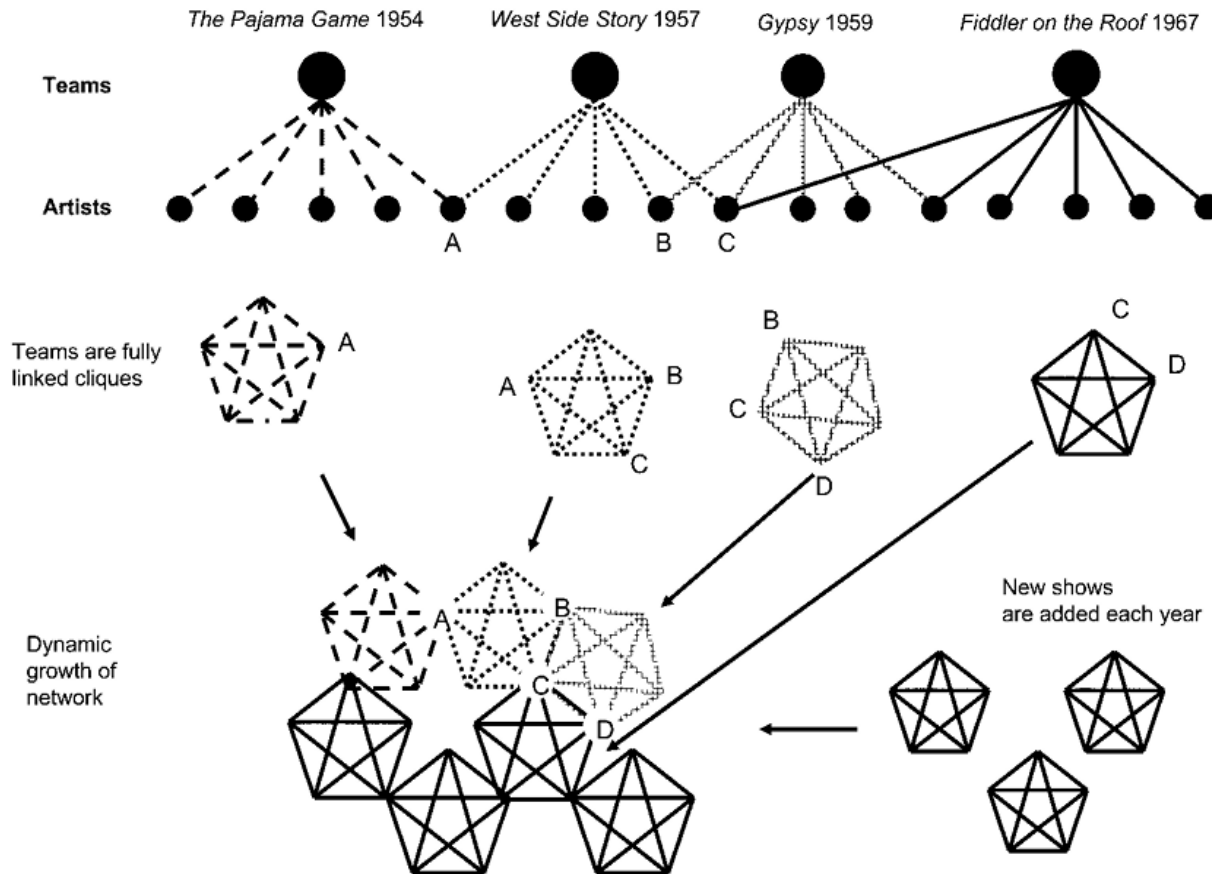
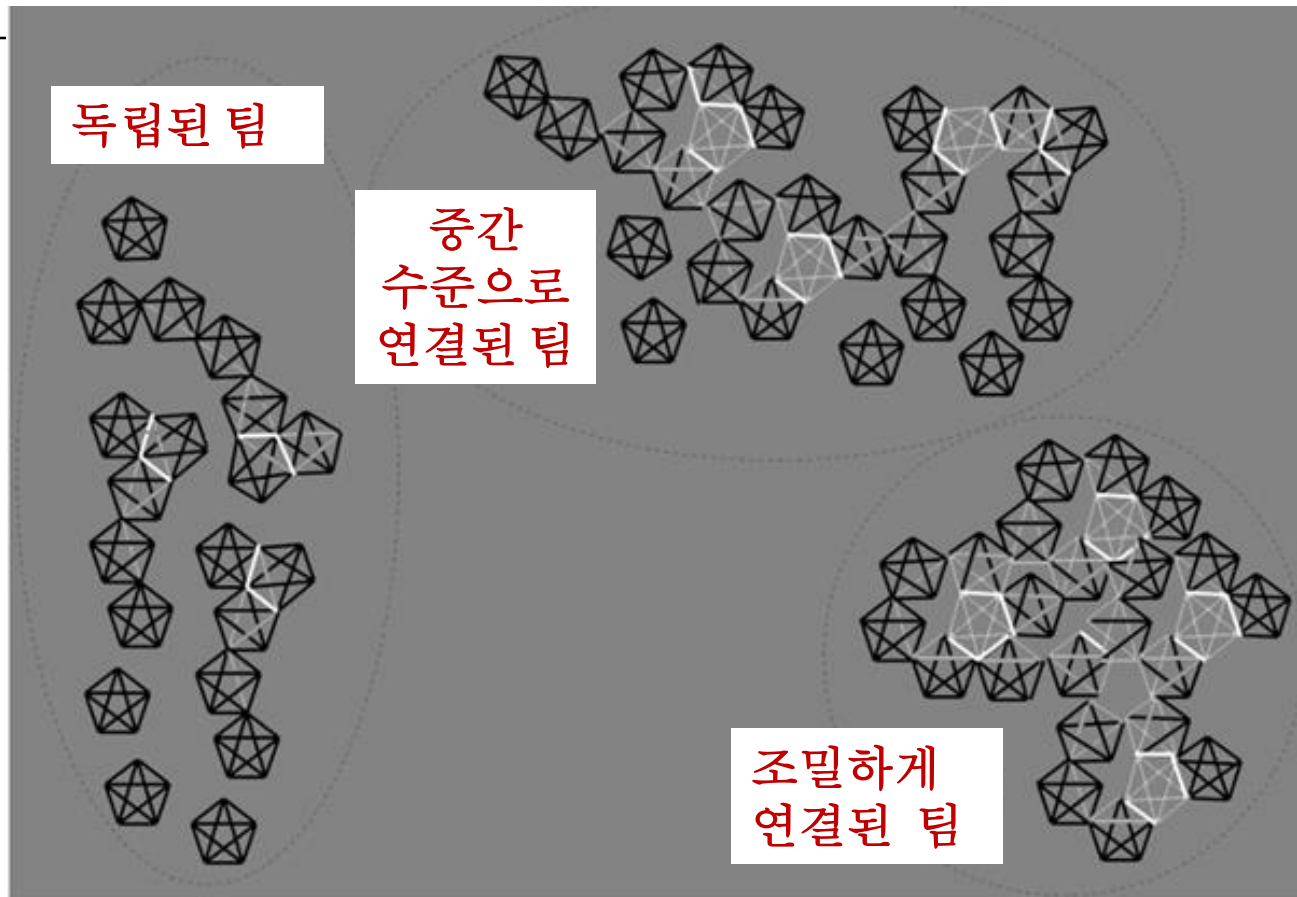


FIG. 2.—Broadway creative artist network. Figure is illustrative but based on actual data; A = Harold Prince (producer), B = Stephen Sondheim (composer/lyricist in *Gypsy* and lyricist in *West Side Story*), C = Arthur Laurents (librettist), and D = Jerome Robbins (director). As the fully linked cliques are connected to each other through artists who are part of multiple teams, the frequency of between-clique connections is disproportionately made up of repeated ties and third-party ties. This pattern is illustrated by the high connectivity among the artists who separately worked on *West Side Story*, *Gypsy*, and *Fiddler*, and the frequency of the repeated and third-party ties among B and C, and C and D, Sondheim and Laurents, and Laurents and Robbins.

Collaborative Networks Over Years



- 3가지 유형 중에서 어떤 협력관계를 유지하는 팀에서 예술성과 흥행에 성공한 작품을 만들었을까? 그 이유는?

Collaboration and Creativity

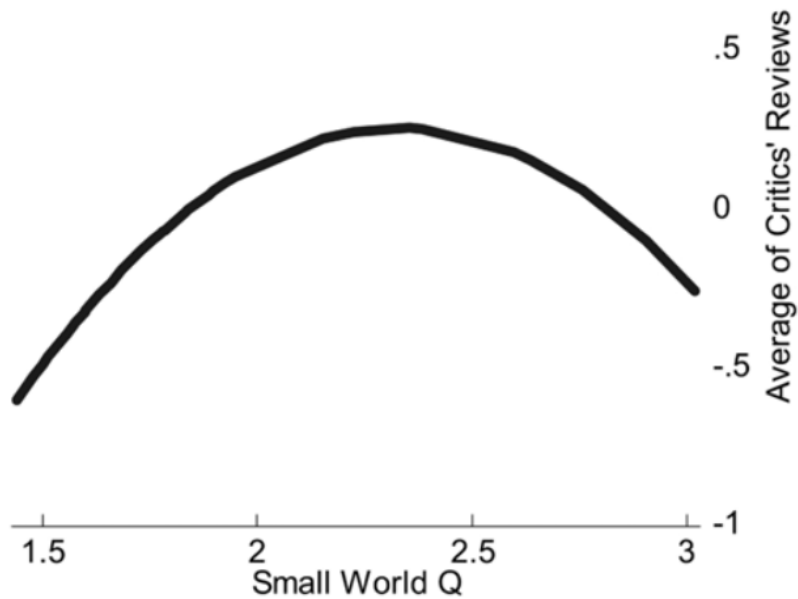


FIG. 5.—Artistic success of a show

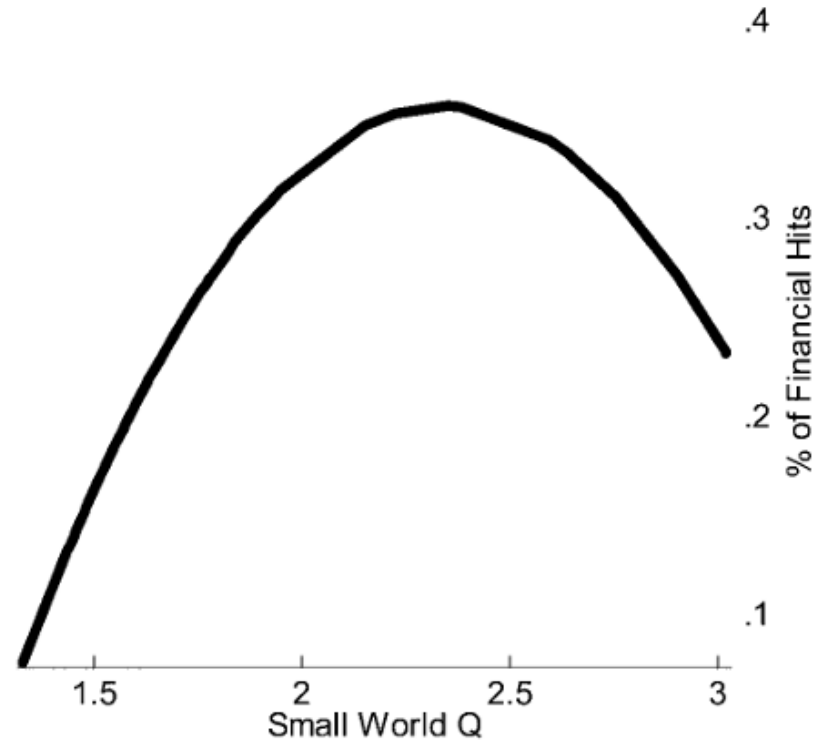


FIG. 6.—Financial success of a season

Uzzi and Spiro 2005

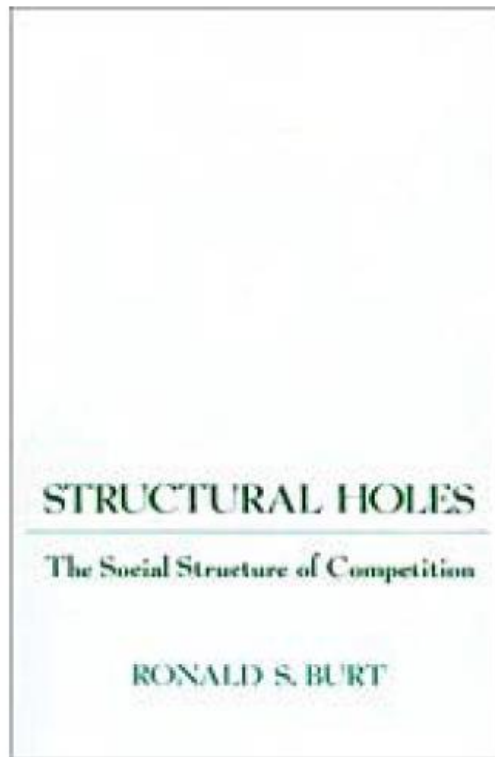
Network Structure and Creativity

Ronald S. Burt

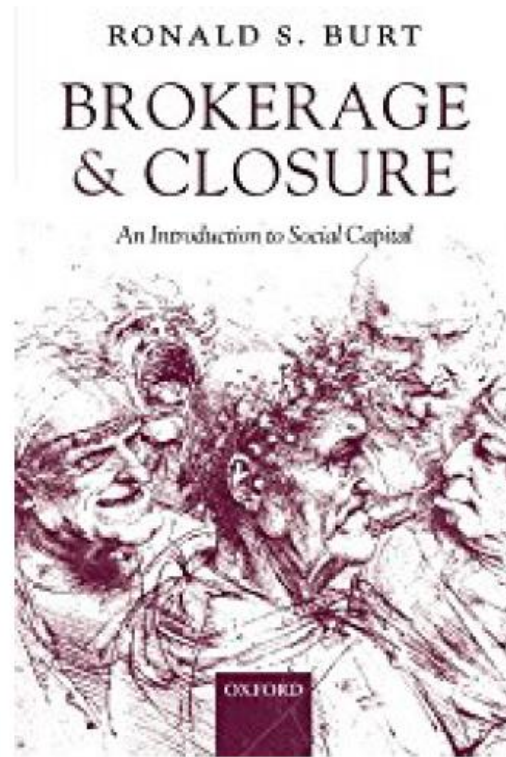


- Hobart w. Williams Professor of Sociology and Strategy
University of Chicago Graduate School of Business.
- Former Professor at UC Berkeley, Columbia University, INSEAD
- PhD in sociology from the University of Chicago in 1977

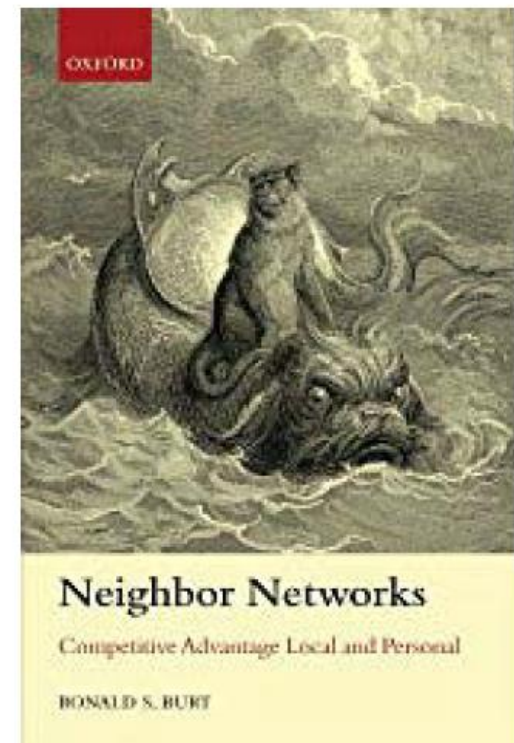
Ronald S. Burt



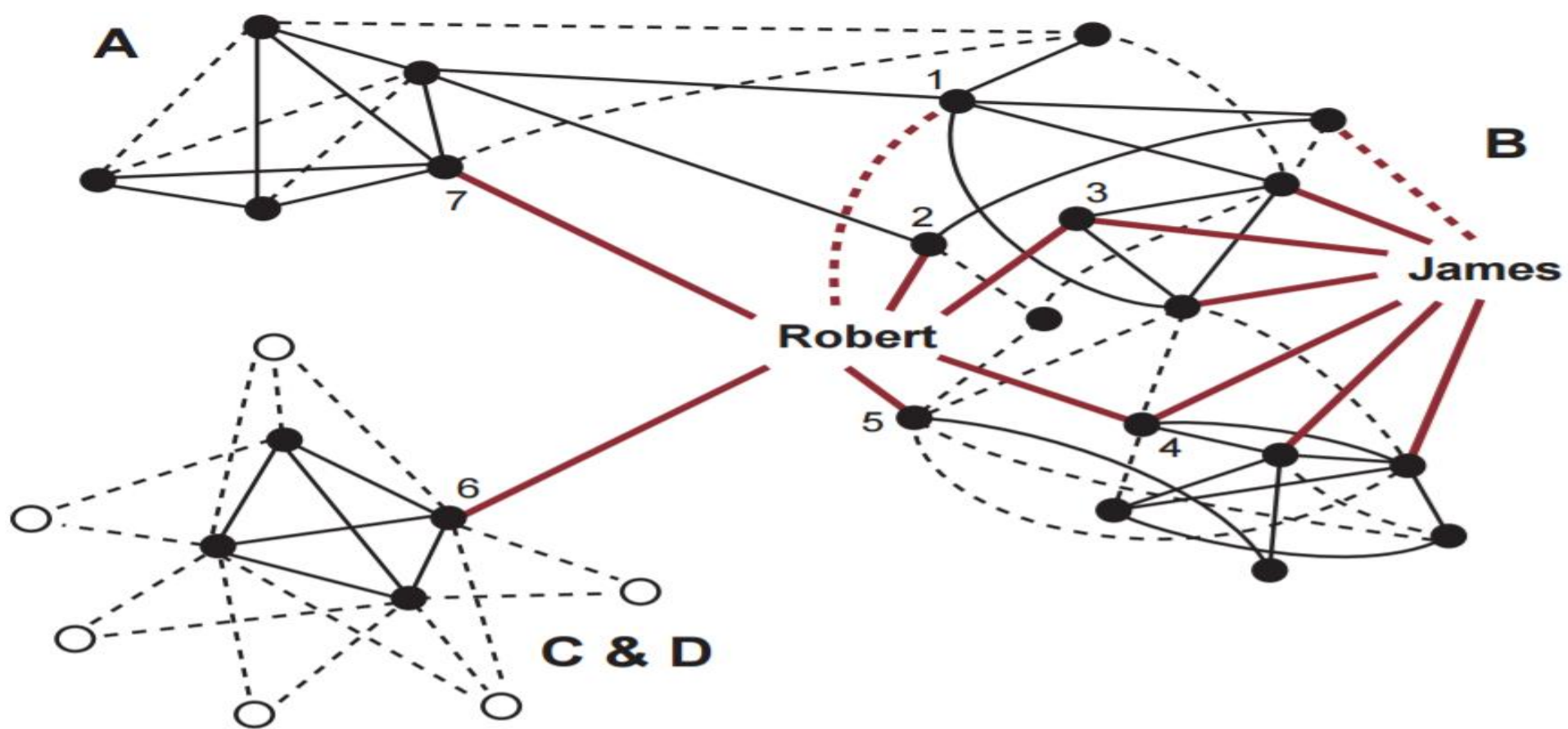
1992



2005

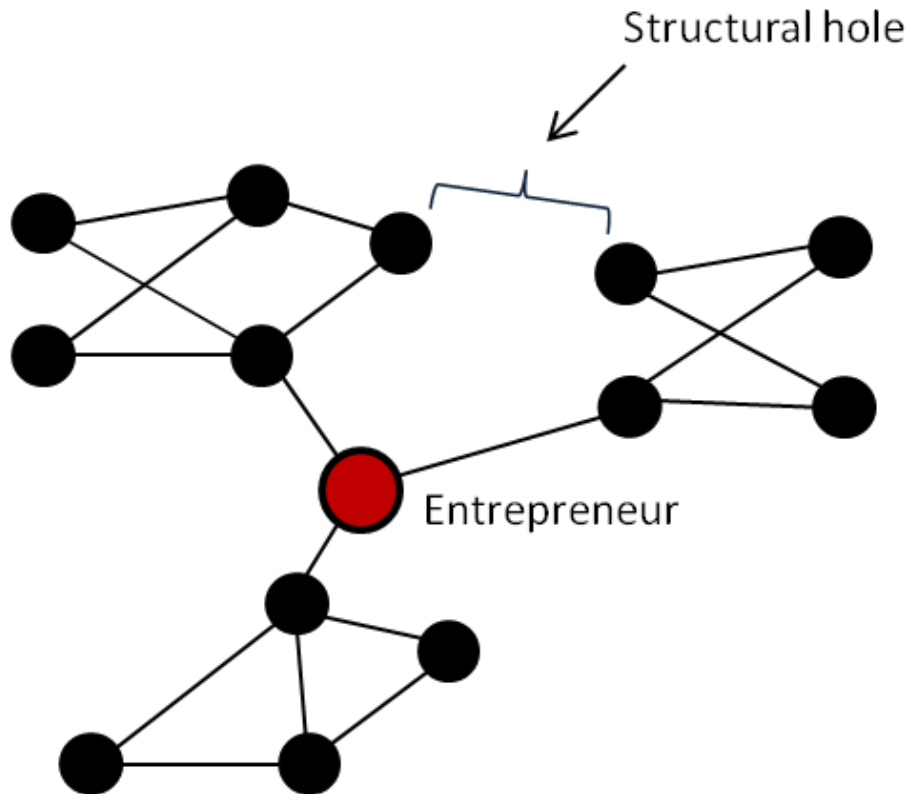


2010



- Robert는 James 보다 새로운 아이디어를 얻는데 유리한 위치에 있음.
- James와 연결된 7명은 B집단에서 서로 긴밀하게 연결된
- Robert와 연결된 7명은 다른 집단에 속한 사람들

Structural Holes (구조적 공백)

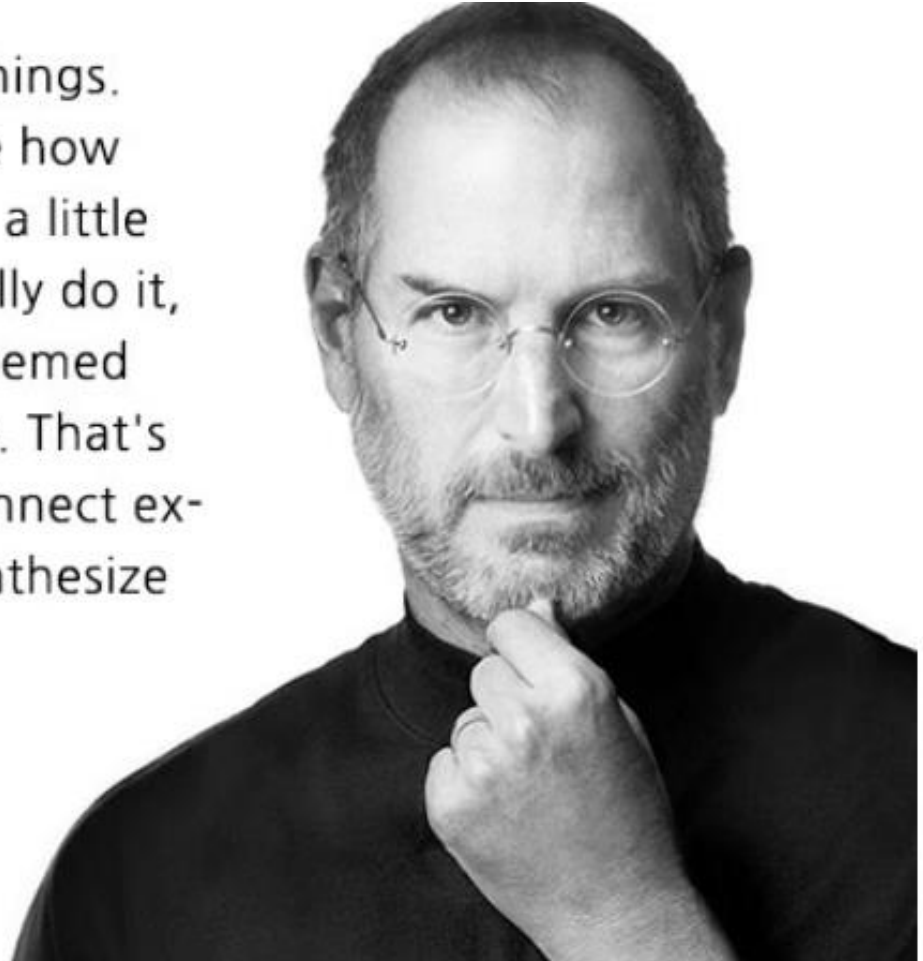


- Disconnection between two groups or clusters of people.

Creativity is Connecting

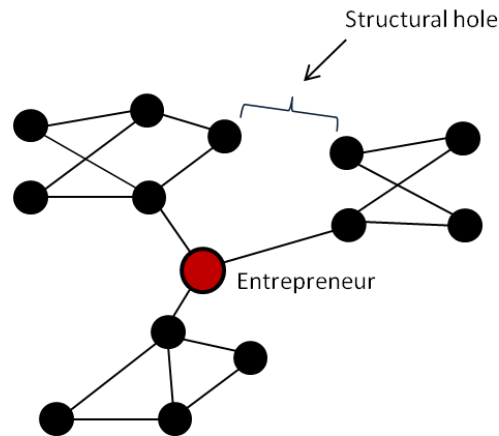
Creativity is just connecting things. When you ask creative people how they did something, they feel a little guilty because they didn't really do it, they just saw something. It seemed obvious to them after a while. That's because they were able to connect experiences they've had and synthesize new things.

Steve Jobs

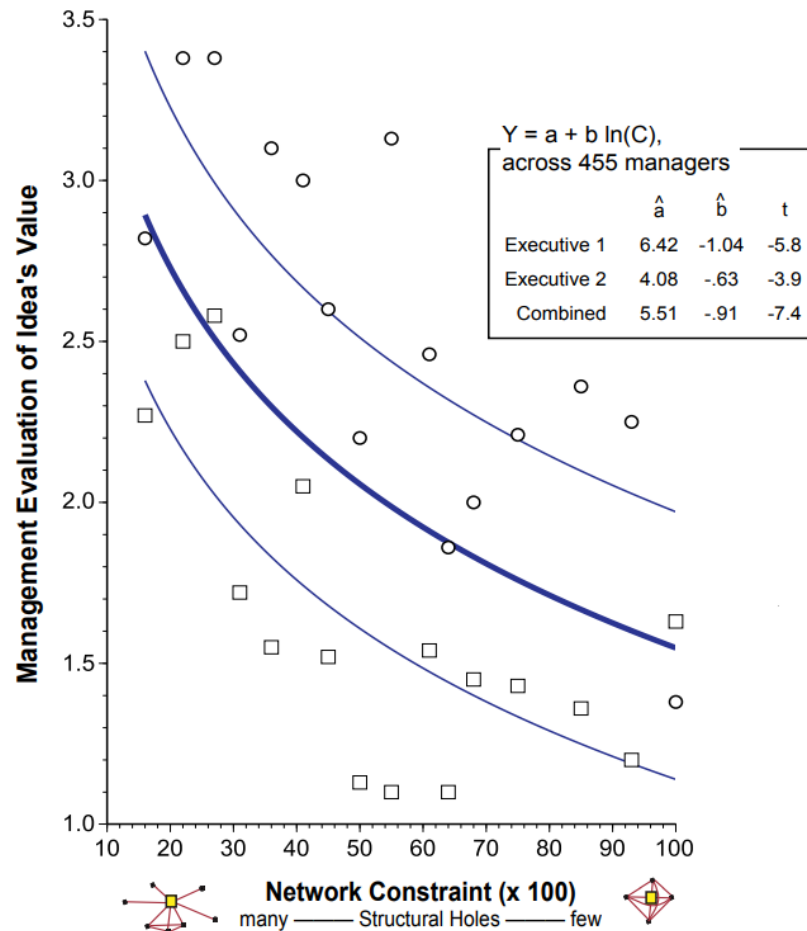


Brokerage and Creativity

“the benefits of brokerage go beyond content: brokerage provides **a vision advantage, a flexibility in cognition and practices** that allows brokers to “see things,” spotting connections that others do not see” (Soda et al. 2021: 1166)



Network Brokers Are More Likely to Propose Good Ideas



토론:

왜 네트워크 제약이
낮은 사람의
아이디어가 더 좋은
평가를 받을까?

Network Brokers Use More Familiar Words

	Network Brokers: Relatively Open Networks (n = 146)	Average Networks (n = 157)	Clique Managers: Relatively Closed Networks (n = 152)	Probability No Difference
Outstanding Idea	23.3%	4.5%	5.3%	P < .001
Idea Dismissed	14.4%	36.9%	43.4%	P < .001
Familiar Words	56.3	46.7	34.3	P < .001

Source: Burt 2020, “Social network and creativity”

토론: 네트워크 브로커들이 (서로 다른 네트워크를 연결하는 사람들이) 듣는 사람들에게 친숙한 단어를 사용하는 이유는 무엇인가? 이것이 창의성/혁신과 어떤 관련이 있을까?

Exploration 탐험

- 어떻게 좋은 아이디어를 발견하고, 옳은 결정을 내릴 것인가?
 - 새로운 아이디어들은 어디에서 오는가?
 - 탐험가: ‘다른’ 관점과 ‘다른’ 생각을 지닌 사람들을 만나는 탐험가의 특징을 가짐
 - 새로운 아이디어에 다른 사람의 경험과 반응을 살피는 습관을 통해 최고의 아이디어를 걸러냄
 - 알렉스 팬틀랜드



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Network Stability

□ 네트워크 안정성

- 개인들의 기존의 관례를 유지하거나 새로운 사람들과 관계를 형성하는 정도
- 장점: 안정적인 협력과 소통을 가능하게 함 → 효율성, 복잡한 일을 수행
- 단점: 경직성, 관례화 → 동일한 협력 관계에만 의존하고, 새로운 가능성을 탐색하지 않음.

새로운 사람/생각 수용

- 익숙한 방법에서 벗어나 새로운 방법을 시도
 - 새로운 관점이 도입
 - 당연하다고 생각되던 것을 당연하지 않게 생각
 - Cognitive flexibility
-
- (해당 영역에 대한 전문 지식과 경험이 부족하더라도)
새로운 사람을 지속적으로 영입하면 조직 구성원의 인지
패턴, 협업 방법의 변화가 발생
 - 그 결과 조직의 혁신과 창의성이 높아질 가능성이 증대