

Title	「根回し」によるイノベーション促進モデルの構築—日本企業A社における事例研究—
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Citation	
Issue Date	2024-03
Type	Thesis or Dissertation
Text version	ETD
URL	http://hdl.handle.net/10119/19058
Rights	
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学位の種類	博士 (知識科学)		
学位記番号	博知第 354 号		
学位授与年月日	令和 6 年 3 月 22 日		
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論文の内容の要旨

The modern era is also called the VUCA¹ era, which is difficult to predict, and management is increasingly risk-averse (excessive planning, analysis, and compliance with laws and regulations) and economically rational. As a result, it can be said that more and more managers are reluctant to make long-term investments in irrational, illogical, and risky innovations (Japan Productivity Center 2019).

Innovation is not realized simply by pursuing objective economic rationality, but, as Takeishi et al. (2012) point out, by “legitimizing resource mobilization,” in which certain proponents and supporters understand and approve of the inherent reasons (the proponents’ irrational thinking) that make continuous resource mobilization possible. In Japanese companies, *Nemawashi* is frequently used in the management decision-making process in the innovation process and is an important means to facilitate decision-making.

In this study, the relationship between *Nemawashi* and the resource mobilization process by legitimizing resource mobilization and the knowledge creation process was clarified through a questionnaire survey and an interview survey of persons involved in new business development at a large Japanese manufacturing company, A, and an innovation promotion model using *Nemawashi* was proposed. The model for promoting innovation using *Nemawashi* was proposed.

Specifically, while *Nemawashi* directly contributes to each of the three ways to achieve legitimizing resource mobilization, it also induces traps associated with the process of legitimizing resource mobilization and can be a factor that inhibits legitimizing resource mobilization. In addition to the direct contribution of *Nemawashi* to “legitimizing resource mobilization”, the study also revealed the learning effects of *Nemawashi*, which improves the capabilities of individuals and organizations through the human networks formed, accumulated, maintained, and updated in the process of *Nemawashi*, as well as the learning effects of *Nemawashi* through the communication that takes place in the process of *Nemawashi*. The secondary effects of *Nemawashi* are the creation of knowledge by creating opportunities for new combinations of knowledge through the communication that takes place in the *Nemawashi* process. This is a new finding and theoretical contribution of this study.

In addition, we conducted a questionnaire survey of employees at various Japanese companies and found that the skills gained through organizational learning at *Nemawashi* can be classified into three categories: “ability to

¹ Volatility, Uncertainty, Complexity, Ambiguity

use human networks,” “ability to carry out knowledge creation,” and “ability to gain empathy and trust.” In addition, it was found that the factors that cause *Nemawashi* to fail can be classified into 16 items, and the reasons for avoiding *Nemawashi* can be classified into 8 items.

The abilities classified into three categories can accelerate the speed of the spiral in the SECI spiral model proposed by Nonaka and Takeuchi (2020), and can promote the expansion of the community of knowledge creation and practice through human networks and knowledge creation. Furthermore, the study suggests that creativity can be fostered in existing transactive memory systems by increasing opportunities to build new human networks with empathy and trust.

Based on the above, we suggest that incorporating *Nemawashi* into the innovation process can increase both the amount of resource mobilization and knowledge creation necessary to promote innovation, and clarify the model and mechanism of the innovation process through *Nemawashi*. This led us to propose a circular process of organizational learning and a model of innovation promotion using *Nemawashi* in the innovation process. This emphasizes the importance of *Nemawashi* and its effective use.

In addition, the paper also clarified that applying “nudge” (a device to promote behavioral change) to *Nemawashi* mitigates the disadvantages of *Nemawashi* such as loss of diversity.

The practical contribution of this study is that applying the results of this study to *Nemawashi*, which is practiced in many Japanese companies, can improve the feasibility of innovation in the innovation process.

Keywords: Legitimizing resource mobilization, Innovation, Knowledge, *Nemawashi*, Nudge, SECI Model, Transactive Memory System

論文審査の結果の要旨

本研究は、日本企業の経営意思決定で行われる特徴的な「根回し」に注目し、企業のイノベーションとの関係を探求したものである。日本的な「根回し」は合理性に欠くという否定的な見方もあるが、そもそもイノベーションは客観的な経済合理性の追求で実現できるものではなく、武石ら（2012）が指摘した「資源動員の創造的正当化」が必要である。本研究では、「根回し」と創造的正当化による資源動員プロセスと知識創造プロセスとの関係を、日本の大手製造業 A 社の新規事業開発に係る関係者への質問紙調査とインタビュー調査に基づき明らかにし、「根回し」によるイノベーション促進モデルを提案した。

具体的には、「根回し」が「資源動員の創造的正当化」に寄与するメカニズムを明らかにするとともに、場合によっては「創造的正当化」プロセスに付随する罣を誘発し、「創造的正当化」を阻害する要因にもなりうることを示した。また、「根回し」は「資源動員の創造的正当化」への直接的な寄与に加えて、「根回し」の過程での人的ネットワークの形成・蓄積・維持・更新による個人・組織の能力向上、および「根回し」の過程で行われるコミュニケーションによる知識創造という副次的な効果があることを示した。この点は、本研究の発見事項であり理論的貢献である。

さらに、様々な日本企業で働く従業員への質問紙調査を行い、「根回し」を行うことで個人が得られる能力は「人的ネットワーク構築能力」、「知識創造実行能力」、「共感・信頼獲得能力」の3つに分類できること、また「根回し」が失敗する要因は 16 要因に分類できることを示した。また、「根

回し」に「ナッジ（行動変容を促す工夫）」を適用することにより、「根回し」の短所になり得る多様性の喪失などを低減できることも明らかにした。多くの日本企業で実際に行われている「根回し」に、本研究で得られた知見を適用することで、イノベーションの実現性を高めることに役立つとすれば、それが本研究の実務的貢献と言える。

以上、本論文は、知識科学、特に技術経営・知識経営の重要な研究課題の1つである、イノベーションを促進する手段としての「根回し」の役割に関して、理論的および実務的な貢献がある。よって、博士（知識科学）の学位論文として十分価値のあるものと認めた。