Searching for Sustainability-led Innovation: Reconciling the Unintended Consequences of Conflicting Organizational Logics



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Research Context: Organizational search in hybrid organizational forms

• A competitive innovation climate and the scale of sustainability challenge requires

Novelty and contribution:

Reconciliation strategies for sustainability-led innovations

Understanding reconciliation strategies for sustainability-led innovations with

higher levels of collaboration with unusual partners¹

- The circular economy is challenged to resolve multiple tensions closing material \bullet loops, improving social conditions, and satisfying market demands.
- Innovating with in hybrid organizational forms creates sites for sustainability-led innovation, owing to different institutional logics.
- hybrid organizational forms
- Paradox perspective allows for better understanding modes of reconciliation regarding sustainability aspirations
- Reconciliation strategies developed ultimately allow for faster delivery of novel ideas and opportunities.

<u>Literature review:</u> Organizational Search and Institutional Logic	<u>Research question:</u> How do distinct institutional logics impact the search for sustainability-led innovations?					Proposed Methodology: Critical Incident Technique ⁹	
 Systematic literature review brought together findings on organization-level search. Hybrid organizations are sustainability-driven and address social and environmental concerns predominantly in market settings In practice, paradoxical incidents are expected to occur during agenda setting and through problem-solving activities. Little empirical evidence how such paradoxes are reconciled. 						Identify paradoxical incidents and their reconciliation in search for sustainability-led innovations	
Strategic nent Organizational Management Organizational Search Management Sustainability CSR -led and innovation Innovation	<u>Conceptual model:</u> Paradox reconciliation in hybrid organizational forms Hybrid organizational form ^{5,6,7,8}					Collaborating corporate partners involved with non-profit organizations	
Sustainability Industrial Sustainability	Institutional Iogic A ¹ Organizational structures and	Search aspirations ^{2,3} • New business model		Search outcomes ^{2,3} • Discovered innovation opportunities for		searching for sustainability-led innovations	

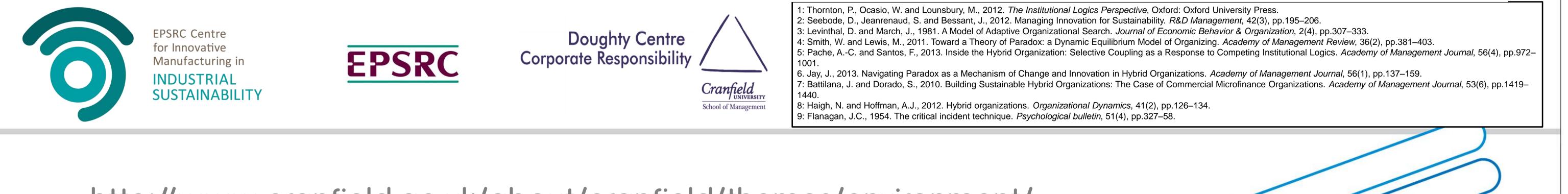
 Evidence suggests that search practices vary Organizational search is well developed in inter-firm organizational contexts, but less so Structures and symbols Organizational purpose Search strategies and routines 	model • Better performance measurement • Search opportunities for	Paradoxical tensions ⁴ • Identity • Performing	 opportunities for sustainability Reformulated problems/opportunit ies New designs (of 	What is observed Method	Predominantly paradoxical tensions and their reconciliation Critical incident technique				
 biganizational contexts, but less so in cross-sector contexts Literature review on institutional logic revealed that different firms are influenced by distinct sets of institutional systems Evidence suggests that material and symbolic practices shape a firms' institutional logic Paradoxes and tensions occur as conflicts when logics recombine Institutional logic B¹ Organizational symbols Organizational purpose Search strategies and routines 	 sustainability Pooling resources and routines Features ³ Broad/narrow search Local/distant search 	 Learning Coordinating Coordinating Reconciliation ^{1,5} Replacement Blending Segregation Assimilation Elaboration Expansion Contraction Other mechanisms⁶ 	 existing strategies and routines) Solution alternatives (Resource redistribution) 	<section-header><section-header><section-header><text></text></section-header></section-header></section-header>	Interviews with individuals involved in the for- profit/non-profit collaboration Analytic induction and ideal type analysis Descriptive and evaluative				

Expected findings and implications:

Reconciliation strategies support faster innovation searches towards a circular economy

- Different institutional logics with distinct aims in hybrid organizational forms are suspected to deal differently with each other \bullet
- Overcoming insurgent logics influences learning successes and innovation performance
- Sustainability-led innovations are reasoned to be caused by a hybrids ability to reconcile paradoxical incidents

Material practices and symbols for sustainability-led organizational search are expected to change through institutional entrepreneurial activities.



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