

# 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 higher levels of collaboration with unusual partners<sup>1</sup>
- The circular economy is challenged to resolve multiple tensions – closing material 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.

## Novelty and contribution:

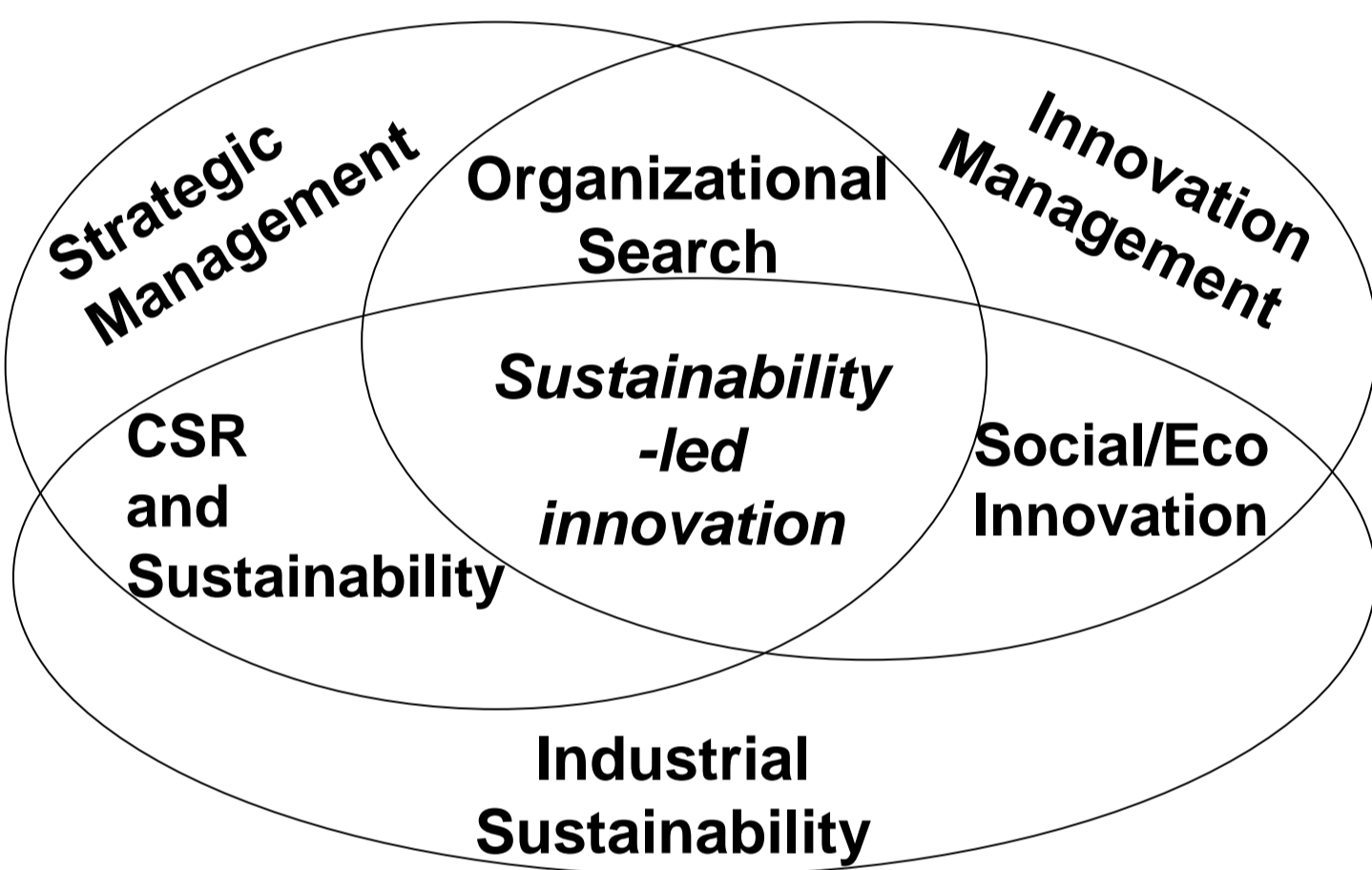
### Reconciliation strategies for sustainability-led innovations

- Understanding reconciliation strategies for sustainability-led innovations with 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.

## Literature review:

### Organizational Search and Institutional Logic

- Systematic literature review brought together findings on organization-level search.



- Evidence suggests that search practices vary
- Organizational search is well developed in inter-firm organizational 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

## Research question:

### How do distinct institutional logics impact the search for sustainability-led innovations?

- 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.

## Proposed Methodology:

### Critical Incident Technique<sup>9</sup>

**General aim** Identify paradoxical incidents and their reconciliation in search for sustainability-led innovations

**Who is observed** Collaborating corporate partners involved with non-profit organizations searching for sustainability-led innovations

**What is observed** Predominantly paradoxical tensions and their reconciliation

**Method** Critical incident technique

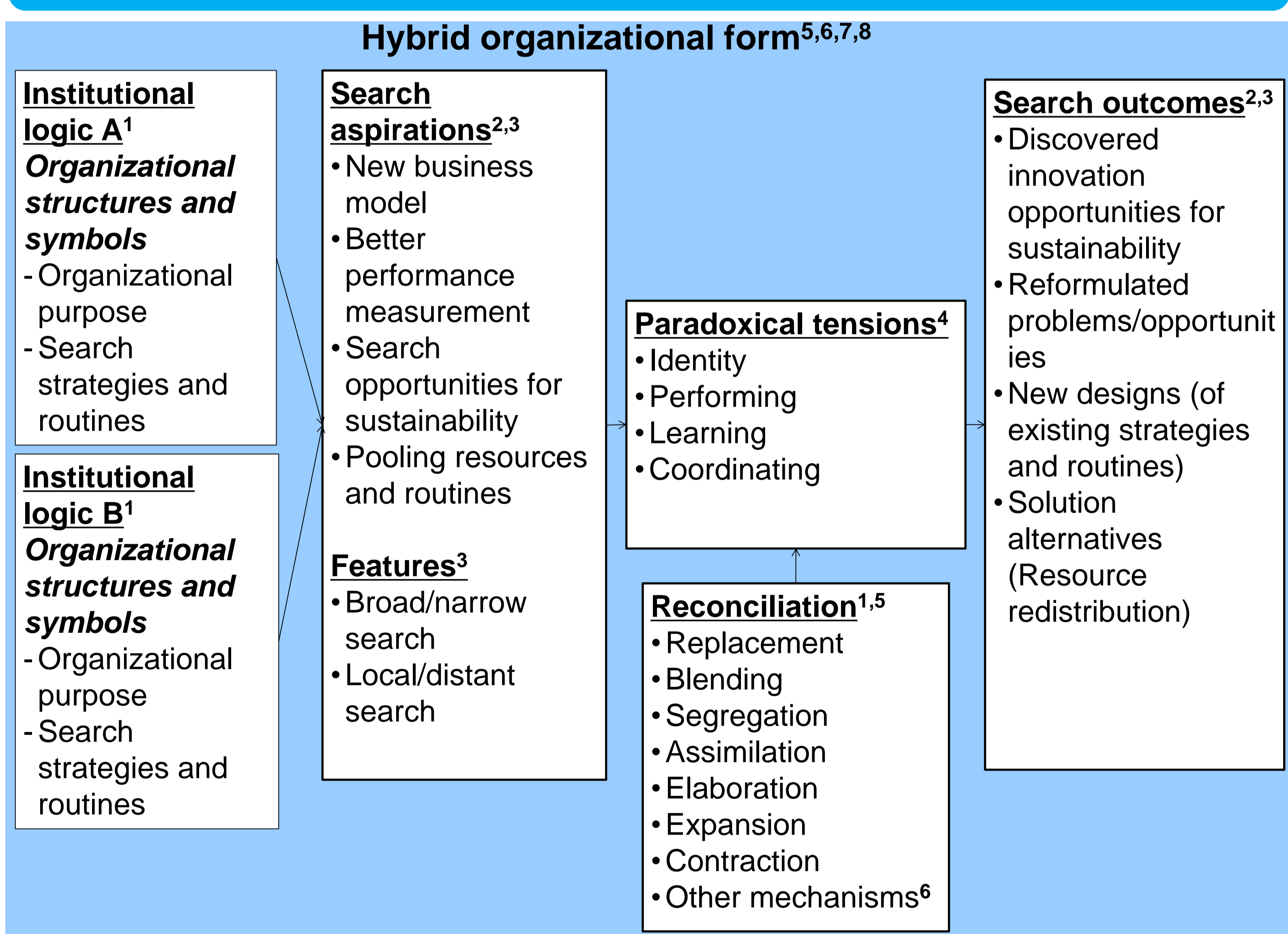
**Data collection** Interviews with individuals involved in the for-profit/non-profit collaboration

**Analysis** Analytic induction and ideal type analysis

**Reporting** Descriptive and evaluative

## Conceptual model:

### Paradox reconciliation in hybrid organizational forms



## 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
- 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.