Choice within constraint

- Outcomes result from choice within constraint.
  - Choice ≡ decisions and action, which enable agency
  - Constraint = available opportunities and structures, which inhibit agency

- Potential = Choice + Constrain
  - = agency + structure
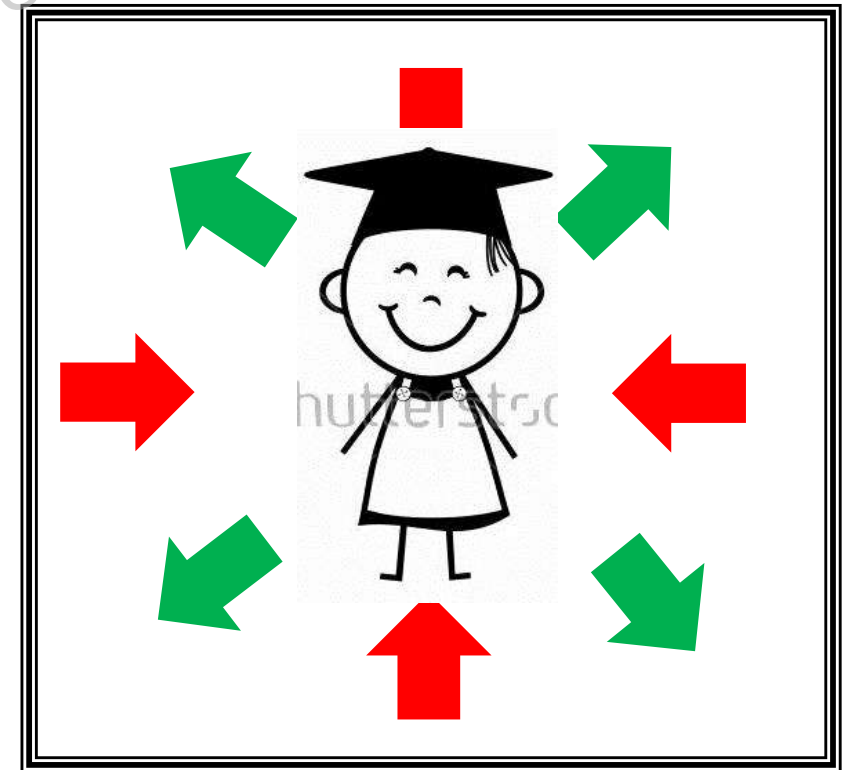
Institutions as constraint

- Institutions ≡ patterned <u>sets of beliefs, practices and structures,</u> which are *long-held*, *deeply ingrained*, *value-laden*, and *widely accepted* as appropriate even when they no longer accomplish desired functions or stated outcomes.

  - Long held ≡ exist over a long period of time.

  - Deeply ingrained ≡ firmly entrenched in people's minds and habits.

  - Value laden ≡ important to people's identities and interests.

  - Widely accepted ≡ shared and unquestioned by many people.

Institutionalized beliefs, practices and structures are often embedded in and enacted by organizations and the individuals who work in them.

Changing institutions?

Zucker, 1977

The light moves a distance of 30 inches

Yup! The light has moved 15 inches.

The light has moved 15 inches.

The subject
(who has been told they're in a study about problem solving in a large, model organization and they will eventually be the light operator)

The light operator
(who is in on the experiment and who gives a random measurement for how much the light moves)

Changing institutions?

Zucker, 1977

The light moves a distance of 30 inches

... one week goes by

A new member
(who is in on the experiment and who gives an accurate measurement for how much the light moves)

Strange, looks like 30 inches to me...

Nope, still 15 inches.

Yup, still 15 inches!

The subject
(who has been told they're still a member of a large, model organization in the role of light operator)

Changing institutions?

- One fundamental prediction about institutions is that institutions are more likely to persist than change.

- Institutions are more likely to persist because of three forces.
  - Even though they often maintain institutions, these three forces can also be levers for changing institutions.

Why institutions persist

Scott, 2008

Cognitive Forces (schema and scripts)
- Taken-for-granted understandings about how things *should* work, which make alternatives difficult to comprehend or agree with

Normative Forces (social interactions and identity)
- Interaction and identification with groups, which provide social rewards for conforming to the status quo practices of peers

Regulative Forces (sanctioned risks, rewards and resources)
- Rules and regulations, which allocate resources in ways that make the pursuit of alternatives risky or unrewarding

Changing institutions!

- Changing institutions – changing the belief, practices and structures in organizations – means addressing the three forces.
  - Change in one organization is hard enough...
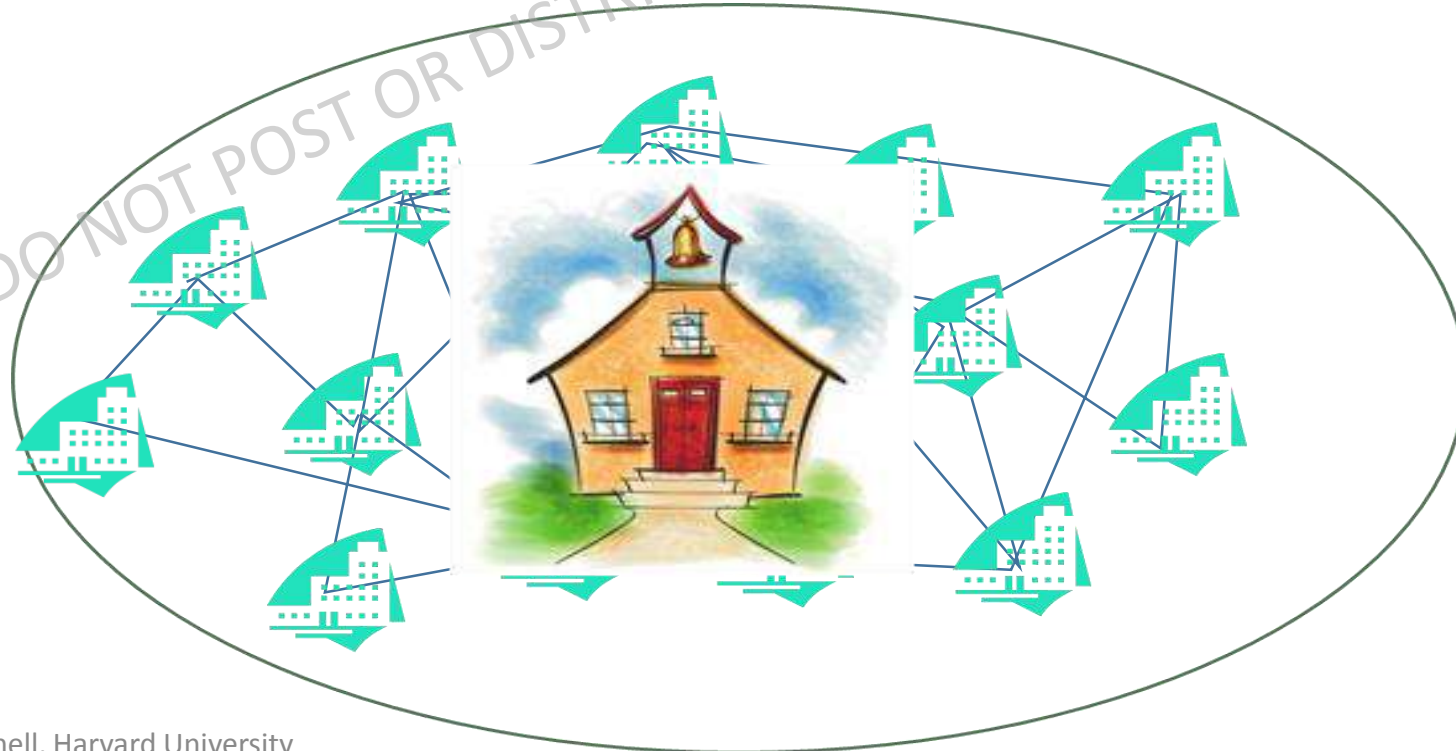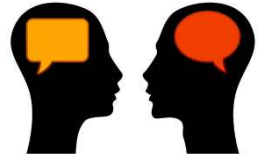
Changing organizations

- Consider the initiatives in your Success Plans

- Which are some of key organizations that have some role to play

- What list would you make of what needs to change:

SCHEMA AND SCRIPTS	SOCIAL IDENTITIES AND INTERACTIONS	RISKS, REWARDS, RESOURCES
1.	1. …	1. …
2. …	2. …	2. …
3. …	3. …	3. …
4. …	4. …	4. …
5. …	5. …	5. …

3 Institutional forces = 3 Levers for change

Changing Schema and Scripts

WHAT'S YOUR STORY

Changing Social Relationships

SOCIAL NETWORK

Changes Rules, Rewards, Resources
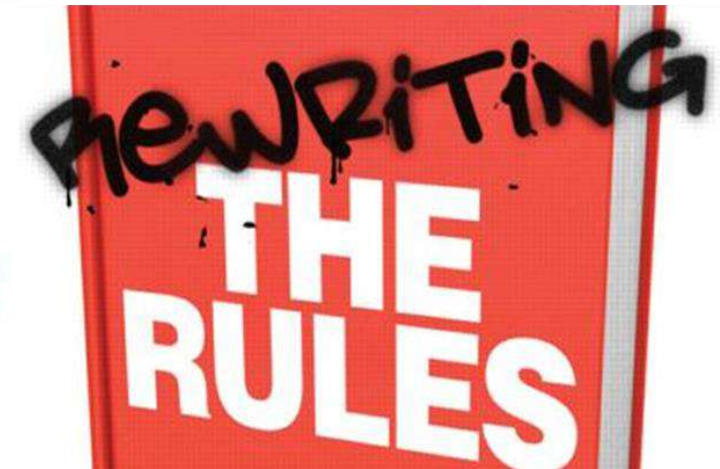
REWRITING THE RULES

Ebony N. Bridwell-Mitchell, Harvard University

Strategies for Institutional change

- Existing beliefs, practices and structures are reinforced by the stories people tell themselves about they way work is supposed to be done.

- Change requires **different conversations** that help people make sense of new ways of work.
  - Guided sensemaking ≡ many, planned, ongoing formal one-on-one exchanges with key stakeholders (Maitis 2005)
  - Theorization ≡ explaining why/how new ways of work would lead to new outcomes (Lawrence and Suddaby 2006)
  - F.U.E.L for change ≡ emphasizing the feasibility, urgency, effectiveness and legitimacy of change (Bridwell-Mitchell, 2008)

Changing Schema and Scripts

Strategies for Institutional change

- Existing beliefs, practices and structures are reinforced by people's ideas about (1) what people 'like them' are supposed to do and (2) their peers expectations.

- Change requires **new interactions and sense of identity**

  - Actors who connect others who would otherwise not be connected can help seed new ideas.

  - Actors who are connected to others in many overlapping sets of interactions can help spread new ideas (Batillana and Cascario 2012).

  - Strategically selected time and space to interact across roles with other reformers can create 'relational space' for change (Kellogg 2005)

  - Interactions in relational spaces should be characterized by cohesion, socialization, functional diversity and innovation opportunities (Bridwell-Mitchell, 2015).

Changing Social Relationships

Strategies for Institutional change

Changing Sanctioned Risks and Rewards

- Existing beliefs, practices and structures are reinforced by exiting rewards for confirming to the status quo and risks with pursuing alternatives

- Change requires **new resources/rewards and lower risk** for innovation

  - Allocating time/freedom, space; supplies and materials can spur change.

  - Allowing exceptions to rules, regulations, and policies can spur change.

  - Examining and addressing unintended consequences of existing rules, regulations, and policies can spur change (Kerr,1975).

THANK YOU!