Institutions and Strategy Practice:

Separated at Birth – Now (Happily) Reunited

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What got them back together?

- **Institutional Logics**
  (Friedland & Alford, 1991; Thornton & Ocasio, 2008; Thornton et al., 2012)

- **Microfoundations**
  (Barley, 2008; Kaghan & Lounsbury, 2011; Powell & Colyvas, 2008)

- **Institutional Work**
  (Lawrence & Suddaby, 2006; Lawrence et al., 2011)

- **Institutional Complexity**
  (Greenwood et al, 2011; Kraatz & Block, 2008; Pache & Santos, 2010)

- **‘Shared understanding’**
  (Schatzki, 2001; 2006; Whittington, 2006, 2010)

- **Practice, Praxis, Practitioners**
  (Jarzabkowski, 2003, 2005; Jarzabkowski et al., 2007; Whittington, 2006)

- **Agency & Structuration**
  (Emirbayer & Mische, 1998; Giddens, 1984; Vaara & Whittington, 2012)

- **Pluralistic contexts**
  (Denis et al., 2007; Jarzabkowski et al, 2009)
Key Insights So Far

- **Institutional logics clash in practice**
  (Jarzabkowski et al., 2009; Smets et al., 2012; Zilber, 2002, 2011)

- **Institutional change can emerge from everyday practice**
  (Chia & Holt, 2009; Lounsbury & Crumley, 2007; Quack, 2007; Smets et al., 2012)

- **The object of intentionality matters**
  (Chia & McKay, 2007; Smets & Jarzabkowski, forthcoming)

- **Organizations filter, mute, or amplify connections in both directions**
  (Battilana & Dorado, 2010; Pache & Santos, 2010, 2012; Smets et al, 2012)

- **Institutional Ambidexterity is a false promise – for now**
  (Greenwood et al., 2011; Jarzabkowski et al, 2013)

- **Agency is both embedded and situated**
  (Giddens, 1984; Thornton et al, 2012)
Future Research

- Get to the ‘coalface’ and take institutional ‘work’ literally
  (Barley, 2008; Smets & Jarzabkowski, forthcoming; Smets et al., 2012; Pache & Santos, 2013; Zietsma & Lawrence, 2010)

- Resist the ‘search for drama’
  (March, 1981: 564)

- Study across, not within

- Mind the ‘stuff’
  (Jarzabkowski et al., 2013; Orlikowski, 2010; Streeck et al, 2011)

- Wonder why they (all) do that
  (Schatzki, 2001; 2006; Whittington, 2006, 2010)

- Look at the box
  (Battilana & Dorado, 2010; Greenwood & Suddaby, 2006; Pache & Santos, 2012; Smets et al., 2012)
Future Methods

- **Micro-level studies**
  (Battilana & Dorado, 2010; Heimer, 1999; Orlikowski, 2010)

- **Video Studies**
  (LeBaron, 2005, 2008)

- **(Video) Ethnography**
  (Barley, 1996; Jarzabkowski et al, 2009; Smets et al., 2012b; Zilber, 2002, 2011)

- **Multi-level studies**
  (Pache & Santos, 2012; Smets et al., 2012; Tracey et al., 2011)

- **Embedded cross-case studies**
  (Bechky, 2003, 2006; Jarzabkowski et al., 2009; Smets et al, 2012)
Check it out!

For more in-depth discussions of the complementarities between strategy-as-practice and institutional theory, as well as the challenges of reaping those complementarities, please see:

References (1)


References (2)


References (3)


References (4)


References (5)

References (6)


