



# scanCOR Symposium on Institutional Analysis

31st Aug. – 4th Sep. 2015, Lyon



## Public Lecture Series

### **Mon. 31 Aug., 9:30-12:30 • Institutions and materiality**

Walter W. Powell, *Stanford University*  
Bernard Forgues, *EMLYON Business School*

### **Tue. 1 Sep., 9:30-12:30 • Institutions in historical perspective**

Victoria Johnson, *University of Michigan*  
Grégoire Croidieu, *Grenoble Ecole de Management*

### **Wed. 2 Sep., 9:30-12:30 • Institutions and STS**

Jason Owen-Smith, *University of Michigan*  
Phillipe Monin, *EMLYON Business School*

### **Thu. 3 Sep, 9:30-12:30 • Institutions and hybrids**

Patricia Bromley, *University of Utah*  
Anne-Claire Pache, *ESSEC*

### **Fri. 4 Sep, 9:30-12:30 • Institutions and economic sociology**

Bruce Carruthers, *Northwestern University*  
Marie Laure Djelic, *ESSEC*

As part of the SCANCOR Symposium on Institutional Analysis, a series of public lectures will be held every morning.

*Everyone is welcome to attend, free of charge.*

All sessions will be held at Mama Shelter, 13 rue Domer, 69007 Lyon. The closest subway station is Jean Macé on line B (a mere 3-minute walk from Mama Shelter).

Should you want to book a room at Mama Shelter and/or book a seat to join us for lunch after a morning lecture, please email [Alice Ferraris and Typhaine Grisard](mailto:alice.ferraris@mamashelter.com):  
[alice.ferraris@mamashelter.com](mailto:alice.ferraris@mamashelter.com),  
[grisard@em-lyon.com](mailto:grisard@em-lyon.com)

Please note that afternoon workshop sessions are *not* open to the public.



MAMA SHELTER LYON  
13, rue Domer  
69007 Lyon  
Subway B: Jean Macé

More information: [www.em-lyon.com/scancor2015](http://www.em-lyon.com/scancor2015)

# Public Lectures

Monday, 31 August 2015 • **Institutions and materiality**

9:30-10:45 **Walter W. Powell**, *Stanford University*

**Between Contestation and Convergence:  
The Proto-Institutionalization of Evaluation Practices in the Social Sector**

Transitional periods between the unraveling of an established order and the dawn of a new one elude both social movement and institutional theories. We offer novel theory and methods to examine an interregnum that characterizes current debates over impact in the social sector. We posit mechanisms of proto-institutionalization that fuel interactions among former strangers, working to create new approaches to evaluation. Our Web-based relational and discursive analysis of organizations from the domains of civil society, science, and management finds that an interstitial community has formed, populated by well-connected entities that converse in multiple discourses, proselytize new practices, create safe spaces through convening, and provide resources to ease the strains of transition. Our analytical snapshot, or “social x-ray”, is contrasted with alternative configurations representing different moments between contestation and convergence. Our approach contributes to understanding the relationship between culture and connectivity, and provides a lens through which to analyze the development of fields.



Walter W. Powell is Professor of Education (and) Sociology, Organizational Behavior, Management Science and Engineering, Public Policy, and Communication at Stanford University. He is faculty co-director of the Stanford Center on Philanthropy and Civil Society. Powell works in the areas of organization theory, economic sociology, and the sociology of science. His research focuses on the processes through which knowledge is transferred across organizations, and the role of networks in facilitating or hindering innovation and of institutions in codifying ideas. He is the author or editor of *Books: The Culture and Commerce of Publishing*, with Lewis Coser and Charles Kadushin (Basic Books, 1982); *Getting Into Print: The Decision-Making Process in Scholarly Publishing* (U. of Chicago Press, 1985); *The New Institutionalism in Organizational Analysis*, with Paul DiMaggio (U. of Chicago Press, 1991); *Private Action and the Public Good*, with Elisabeth Clemens (Yale U. Press, 1997); and *The Nonprofit Sector*, with Richard Steinberg (Yale U. Press, 2006). His most recent book, with John Padgett, is *The Emergence of Organizations and Markets* (Princeton U. Press, 2012). He received his Ph.D. in Sociology from SUNY – Stony Brook, and previously taught at Yale, MIT, and the University of Arizona. He holds honorary degrees from Uppsala University, Copenhagen Business School, and the Helsinki School of Economics, and is a foreign member of the Swedish Royal Academy of Science.

11:15-12:30 **Bernard Forgues**, *EMLYON Business School*

**It's Schemas and Resources: How Materiality Impacts Institutions Beyond Cognition** (with Isabelle Royer)

Although structures (and institutions) have been defined as composed of both schemas and resources, institutional scholars have put emphasis almost entirely on the cognitive side, seriously neglecting the material side. Heeding numerous calls to bring materiality back in, we aim to offer conceptual lenses through which to analyze how materiality impacts organizations and institutions. The conceptual lenses we develop in this paper build from Gibson's theory of affordances and enrich it with recent advances in anthropology and STS (science and technology studies). We illustrate how our conceptual lenses allow deeper understanding of the evolution of social arrangements with the case of the flying-boat. Flying-boats are those planes alighting on water which dominated intercontinental aviation in the 1930s before being wiped out after World War II. We conclude by discussing how materiality conceptual lenses can contribute to institutional theory.



Bernard Forgues is Professor of Organizational Theory at EMLYON Business School. He is ending (tonight!) his second tem as head of EMLYON Ph.D. Program, happily leaving for a one-year sabbatical at Copenhagen Business School. Bernard's research interests have wandered over years, going from crisis decision-making to chaos and complexity theory to institutional theory to materiality. He is currently busy trying to understand how materiality impacts organizations and social arrangements. His research has been published in *Organization Science*, *Organization Studies*, *M@n@gement*, and is forthcoming in *Human Resource Management*, among others.

# Public Lectures

Tuesday, 1 September 2015 • **Institutions in historical perspective**

9:30-10:45 **Victoria Johnson**, *University of Michigan*

**Poisedness and Propagation:**

**Organizational Emergence and the Transformation of Civic Order in 19th-Century New York City** (with Walter W. Powell)

The emergence of novelty, especially of new categories of people and organizations, is undertheorized in the social sciences. Some social worlds are more hospitable to novel introductions or exogenous perturbations than are others. Explaining this relative “poisedness” is essential to understanding when and why new organizational forms appear, persist, and expand, both cognitively and geographically. This task, which calls for multi-level analysis on an expansive temporal scale, poses a considerable—and as yet unmet—challenge. We offer a comparative analysis of two cases of emergence in 19th-century New York City that examines the conditions under which a new organizational form—a research-intensive botanical garden—developed and took root. We show that social worlds are highly poised when macro-level processes reinforce one another as well as galvanize meso-level processes. Poisedness is amplified when the social character of the individuals produced by specific historical milieux attunes these innovators to the larger social and material processes that favor the creation of new modes of organization. Through our analysis of poisedness in a specific time and place, New York City over the course of the 19th century, we generate theoretical and methodological insights to explain the emergence of new organizational forms in other social realms.



Victoria Johnson has taught on nonprofits and organization theory for ten years in the Organizational Studies Program at the University of Michigan, where she was an Associate Professor. In Fall 2016, she will join the Department of Urban Affairs at Hunter College in New York City. She is the 2015-2016 Birkelund Fellow at the Cullman Center for Writers and Scholars of the New York Public Library, where she is working on a book on the origins of the nonprofit sector in the United States. Her last book was *Backstage at the Revolution: How the Royal Paris Opera Survived the End of the Old Regime* (Chicago, 2008).

11:15-12:30 **Grégoire Croidieu**, *Grenoble Ecole de Management*

**Lump, split, or elevate? How a classification created a château tradition in 19th century Bordeaux**

(with Birthe Soppe and Walter W. Powell)

How and why does something temporary become resilient? Social classifications, industrial categories, and technical standards can be more or less malleable; but they each have the effect that the more they are used, the more they are reinforced. Classifications both enable coordination and create boundaries, but they may also evolve into symbolic representations. We examine how a classification that was temporarily created in the mid-19th century persisted in the face of many challenges and survived intact until today. Drawing on a wealth of data sources — rival classifications, international exhibitions, architectural buildings, naming conventions — we show how a temporary convention became transcendent. We propose the concept of transcendence, that is, how a classification gains a superior, external, quality detached from its birth, and widely accepted as a social fact, to illuminate how the Bordeaux classification evolved into an invented tradition robust to challenges. In a larger sense, our study illuminates how the messy and contingent origins of an institution are often forgotten and ennobling accounts are constructed.



Grégoire Croidieu is an Assistant Professor at Grenoble Ecole de Management, France. He earned a Ph.D. in management at EMLYON Business School in 2009. Gregoire took part in the SCANCOR PhD workshop in Copenhagen in 2007 and visited at SCANCOR at Stanford in 2010. His research explores the emergence and historical evolution of regional clusters and industries and focuses on the institutions that embed these changes. Empirically, he is currently conducting a research project on the Bordeaux wine region since the 18th Century.

# Public Lectures

Wednesday, 2 September 2015 • **Institutions and STS**

9:30-10:45 **Jason Owen-Smith**, *University of Michigan*

## What Do U.S. Research Universities Do? How Academic Discovery Creates Public Value

In 2012, the U.S. Federal Government spent \$209 for each man, woman and child in America to support fundamental research conducted on university campuses. In the wake of the great recession of 2008, politicians are increasing pressure on universities and their funders to justify that public investment through the use of relatively narrow and short-term economic metrics. After a brief introduction to the distinctive institutional and organizational features of large, research intensive U.S. universities, this talk presents the framework argument of an in progress book, which details a sociological, network and institutional approach to understanding the value of public investments in academic research in the United States. U.S. research universities are key sources of knowledge and skill, institutional anchors for regional and national economies, and network hubs connecting almost every part of American civil society.



Jason Owen-Smith is the executive director of the Institute for Research on Innovation and Science (IRIS) and director of the Barger Leadership Institute at the University of Michigan where he also serves as Barger Leadership Institute Professor of Organizational Studies, Professor of Sociology and (by courtesy) Public Policy. He is a Research Professor in the Institute for Social Research where he studies the large scale network dynamics underpinning discovery, education, and health care. Findings from this research have been published in outlets including *Administrative Science Quarterly*, the *American Journal of Sociology*, the *American Sociological Review*, *Cell*, *Cell Stem Cell*, *Higher Education*, *Management Science*, *Medical Care*, *Nature Biotechnology*, *Nature Methods*, *Organization Science*, *Research Policy*, *Science*, and *Social Studies of Science*.

11:15-12:30 **Phillipe Monin**, *EMLYON Business School*

## Palliative Care in Kerala: Institutional Work and the Emergence and Growth of a New Organizational Form (with Devi Vijay and Mukta Kulkarni)

Drawing on an in-depth, qualitative study of community-based organizational forms for palliative care in Kerala, India (1993-2008), we examine how inter-subjective meaning construction underpins and aggregates into the emergence and growth of a new organizational form. Despite the presence of widely legitimized models of organizing for palliative care in different parts of the world, a novel, indigenous form emerged in Kerala and was eventually institutionalized. We identify three kinds of institutional work by which inter-subjective meaning is constructed: issue-definition, robust interpretation, contextualized framing. These processes are dialectically coupled with three kinds of practical institutional work: local experimentation, indigenous resource appropriation, and democratic deliberations. Some of these processes – robust interpretation, local experimentation and indigenous resource appropriation - result in a plurality of new boundaries and practices, while the three others serve a coordinating, unifying function. The dialectical and dialogical interactions between these processes constitute and shape form emergence and growth.



Phillipe Monin is Professor in Strategic Management and Vice President for Research at EMLYON Business School, President of AIMS (Association Internationale de Management Stratégique), the French-speaking academic association of strategy and management scholars, and one of the editors of *M@n@gement*. He has been publishing in several journals including *American Journal of Sociology*, *American Sociological Review*, *Strategic Management Journal*, *Academy of Management Journal*, *Human Resource Management* or *Organization Science* to name a few. His current research follows three streams. In the field of strategic management, he studies post-integration processes in mergers and acquisitions. In the field of organizational theory, he examines the transformation of cultural fields, including notably the wine industry and the French *haute cuisine* field. More recently, he has been studying diverse settings in emerging economies, including catching-up processes in the retailing industry in China, innovation and belief management in the Indian Insurance industry, and new form emergence in the palliative care in Kerala (South West India), all three settings being instances of institutionalization processes. Phillippe received the W. Richard Scott Distinguished Award for Scholarly Contribution from the American Sociological Association, in 2005, for his work on categories in the French *haute cuisine* field, and the FNEGE-SYNTEC Price in 2013 – for his work published in *Human Resource Management* on post-merger integration at Air France-KLM.

# Public Lectures

Thursday, 3 September 2015 • **Institutions and hybrids**

9:30-10:45 **Patricia Bromley**, *University of Utah*

## **“They Are All Organizations”:** The Cultural Roots of Blurring between the Nonprofit, Business, and Government Sectors

An important transformation is reshaping once-distinct social structures, such as charitable and religious groups, family firms, and government agencies, into more analogous units called organizations. We use the ideas of sociological institutionalism to build a cultural explanation for the blurring between traditional sectors. In contrast to mainstream theories of power or functionality, we argue that it is increasingly difficult to distinguish between these historically separate entities because of global cultural shifts characterized by a growing emphasis on science, which renders the world subject to systematic principles, and the expansion of individual rights, responsibilities, and capacities. Focusing mainly on nonprofits, our approach explains two important features of contemporary blurring that are overlooked in current explanations: that the practices associated with becoming more like business or government in the nonprofit sector spread beyond known instrumental utility and the demands of funders or clients, and that sector blurring is not simply a transfer of new practices into the world of nonprofits and government. All sectors are changing in similar ways in the current period.



Patricia Bromley is an Assistant Professor of Political Science/Public Administration at the University of Utah and she will join Stanford’s International and Comparative Education program as an Assistant Professor in September 2015. Patricia’s work spans a range of fields including comparative education, organization theory, the sociology of education, and public administration and policy. A forthcoming book (Oxford University Press 2015, with J.W. Meyer) explains the global expansion of organization, both in numbers and internal complexity. Other recent publications show the ascendancy of the sovereign individual, as well as the rise of emphases on human and minority rights, environmentalism, and multiculturalism in high school civic education textbooks from countries around the world.

11:15-12:30 **Anne-Claire Pache**, *ESSEC*

## **Never the Twain Shall Meet? The Drivers and Antidotes of Conflict in Hybrid Organizations**

(with Filipe Santos)

Drawing on an inductive comparative case study of eight work integration social enterprises in France, we unpack conflict in hybrid organizations that combine incompatible logics at their core, showing when and how conflict emerges and how it can be avoided. We find that conflict is not inevitable for these hybrids and that, when it occurs, it may take different forms. We further show that conflict in its most intractable form, namely values-based conflicts happening at the leadership level, emerges in organizations where coalitions representing multiple logics vie for dominance. We show that cooptation strategies, initially mobilized to secure legitimacy, drive over time this process of emergence by balancing the power of the competing coalitions. Finally, we show that hybrids can prevent values-based conflicts from emerging by combining governance structures that allow the dominant coalition to keep power over the minority one, and governance practices that reduce the perceived distance between coalitions. Overall, this study contributes to a better understanding of contested hybrid organizations by identifying conditions under which they may be able to benefit from the advantages of hybridity, without being plagued by the political instability that is often associated with hybrid models.



Anne-Claire Pache is Associate Professor in Social Entrepreneurship and Philanthropy at ESSEC Business School, holder of ESSEC’s Chair in Philanthropy. She was appointed Dean of Masters programs at ESSEC in September 2014. She holds a Master in Management from ESSEC Business School (1994), a Master in Public Administration (2001) from Harvard University and a Ph.D. in Organizational Behavior from INSEAD (2010). Her research lies at the intersection of organizational theory, social entrepreneurship and philanthropy, with a particular emphasis on pluralistic environments, hybrid organizations, and scaling-up processes in organizations. She authored several books and articles, including in the *Academy of Management Review*, *Academy of Management Journal*, *Journal of Business Ethics*, *Research in the Sociology of Organizations* and *Leadership Quarterly*.

# Public Lectures

Friday, 4 September 2015 • **Institutions and economic sociology**

9:30-10:45 **Bruce Carruthers**, *Northwestern University*

## The Construction of Value: Modern Financial Capitalism and the Measurement of Worth

What are things worth? Despite the centrality of market price, both as reality and fiction, modern financial capitalism relies on multiple valuational devices and procedures in order to estimate worth. The “machinery of worth” is exposed particularly during periods of crisis, when its operation becomes problematic. I consider two, fair value accounting rules and credit ratings, in order to explore the organizational embeddedness of value.



Bruce G. Carruthers is the John D. MacArthur Professor of Sociology at Northwestern University, and Director of the Buffett Institute for Global Studies. He received his Ph.D. from the University of Chicago. His areas of interest include historical and comparative sociology, economic sociology, sociology of law, and the sociology of organizations. Carruthers has authored or co-authored five books, including *City of Capital: Politics and Markets in the English Financial Revolution* (Princeton, 1996), *Rescuing Business: The Making of Corporate Bankruptcy Law in England and the United States* (Oxford, 1998), *Bankrupt: Global Lawmaking and Systemic Financial Crisis* (Stanford, 2009), *Money and Credit: A Sociological Approach* (Polity Press, 2010), and *Economy/Society: Markets, Meanings and Social Structure* (2nd ed., Sage, 2013). His current research projects include a study of the historical evolution of credit as a problem in the sociology of trust, regulatory arbitrage, what modern derivatives markets reveal about the relationship between law and capitalism, and the regulation of credit for poor people in early 20th-c. America. He has had visiting fellowships at the Russell Sage Foundation, Australia National University, the Radcliffe Institute for Advanced Study, the Wissenschaftskolleg zu Berlin, and received a John Simon Guggenheim Fellowship. Carruthers' research has been supported with funding from the National Science Foundation, the American Bar Foundation, the Russell Sage Foundation, the Institute for New Economic Thinking, and the Tobin Project.

11:15-12:30 **Marie-Laure Djelic**, *ESSEC*

## Born to Diffuse: Towards a New Generation of Diffusion Studies?

The question of the increasing similarity of forms and ideas is an important one in the social sciences in general. There are two main – and strikingly different – ways to account for it. The first is through an evolutionary or modernization type of argument, where increasing similarity reveals parallel but discrete processes of fit and adaptation. The second is through a diffusionist kind of argument, where forms and ideas circulate and spread across many different kinds of borders. The objective in this paper is double: I will first map the rich theoretical terrain that talks about similarity as diffusion, taking stock of the various contributions in particular within the neo-institutionalist tradition. Then, I suggest that we need an additional theoretical take on diffusion. If we are to understand the types of developments characteristic of a transnational world, we need to think not only of forms and ideas that “happen to diffuse”, going from A to B and being transformed, translated and edited in the process, but also of forms and ideas that are from the very start “born to diffuse”. This new take on diffusion carries with it, I propose, significant methodological consequences. I illustrate and ground this theoretical and methodological re-orientation of diffusion studies by the exploration of one empirical case – the emergence and development of the Atlas Economic Research Foundation (Atlas) and its role in the international diffusion of neoliberal think tanks as well as in the articulation and structuration of a transnational community joining more than 400 such think tanks across the world.



Marie-Laure Djelic, PhD (Harvard University, Sociology), Dr.h.c. (Stockholm University), is Professor in management, Associate Dean for the PhD Program and Director of the Research Center on Capitalism, Globalization and Governance (C2G2) at ESSEC Business School, France. She is also Affiliate Professor at Uppsala University and Visiting Researcher at Score, Stockholm University. Marie-Laure Djelic is an internationally leading scholar working on issues related to the historical transformation of capitalism, the cross-national diffusion of ideas and practices and the role there of professional and epistemic transnational communities, the interplay between business and society across time and space, business ethics and corporate social responsibility, globalization and its governance. She has published broadly on those issues in journals and books. She is the author, in particular of *Exporting the American Model* (Oxford University Press 1998), winner of the 2000 Max Weber Award for the best book in organizational sociology at the American Sociological Association, with Kerstin Sahlin of *Transnational Governance: Institutional Dynamics of Regulation* (Cambridge University Press 2006) and, with Sigrid Quack, of *Transnational Communities: Shaping Global Governance* (Cambridge University Press 2010).