

Hybridity under tension: Beyond inter-logic tensions in nascent hybrid organizations

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Theoretical framework

Tensions in hybrid organizations

- Performing: Goals, outcomes (Duality of goals, impact metrics)
- Organizing: Processes, means (HRM policy, Legal form selection)
- Belonging: Identity (Social identity and audience)
- Learning: Knowledge (Time horizons, Scaling)

(Smith & Lewis, 2011; Smith et al., 2013)

Tensions in entrepreneurial teams

- Task / Relationship / Process conflicts (Jehn, 1997)
- Social ties (e.g. Ensley et al., 2002)
- Team size (e.g. Eisenhardt & Schoonhoven, 1990)

Tensions resolution

- French pragmatist sociology: Clarification, Local / Temporal arrangement, Compromise, Collective action impossible (Boltanski & Thévenot, 2006; Cloutier & Langley, 2013)

Methods

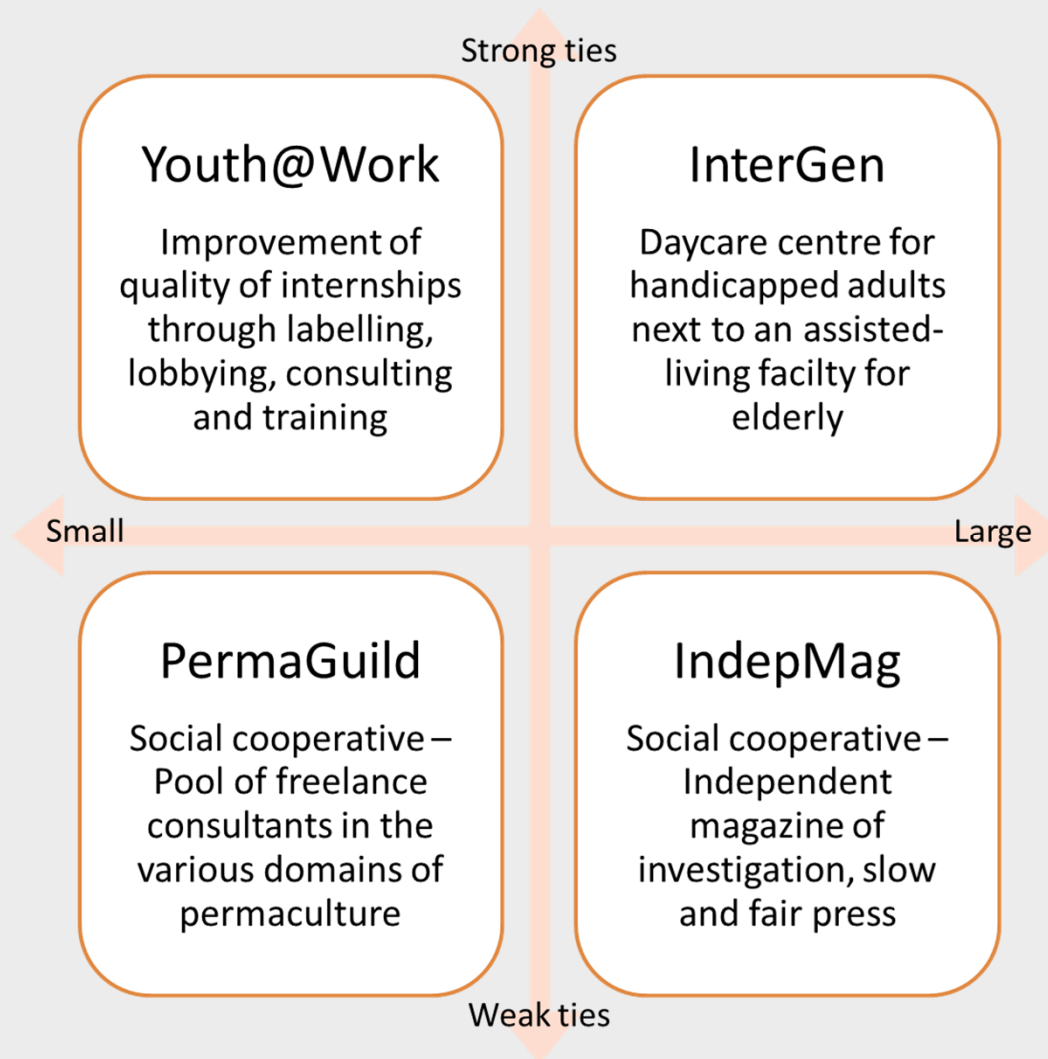
1) Multiple-case study (Yin, 2003; Eisenhardt & Graebner, 2007)

- Theoretical sampling (Neergaard, 2007)
- Coding – Identifying paradoxes, contradictions
- Individual cases + Cross-case analysis

2) Single-case study (critical case) (Neergaard, 2007)

- Coding – Identifying tension resolution mechanisms (chronological analysis)

Cases



Findings (I)

Tensions and team characteristics

- Team size: Intra- vs. Inter-logic tensions
- Strength of ties: Belonging tensions
- General interest / Mutual interest

Patterns of tensions

- Centrality of belonging tensions
- Link performing-organizing tensions



Findings (II)

- Succession of critical events
- Asymmetry in perception of mechanism used
- Translating logic at increasingly lower levels → micro-disputes

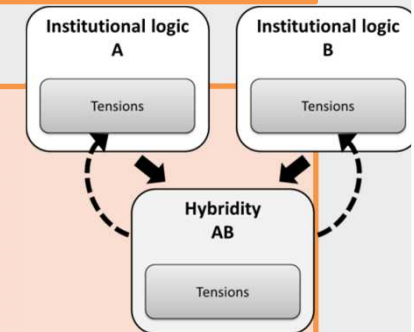
Limitations and Contributions

Limitations

- Generalization
- Consequences of tensions and of their resolution

Tensions and hybridity

- Faulty assumptions of homogeneity of logics and of hybridity as primary source of tension
- Hybridity influences intra-logic tensions
- Resolving lower levels of intra-logic tension may facilitate hybridization



Social entrepreneurship

- Importance of type of interest (general / mutual) in hybridizing