



Designing local public organizations for the introduction of an institutional logic of co-creation: anticipating conflicts between institutional logics

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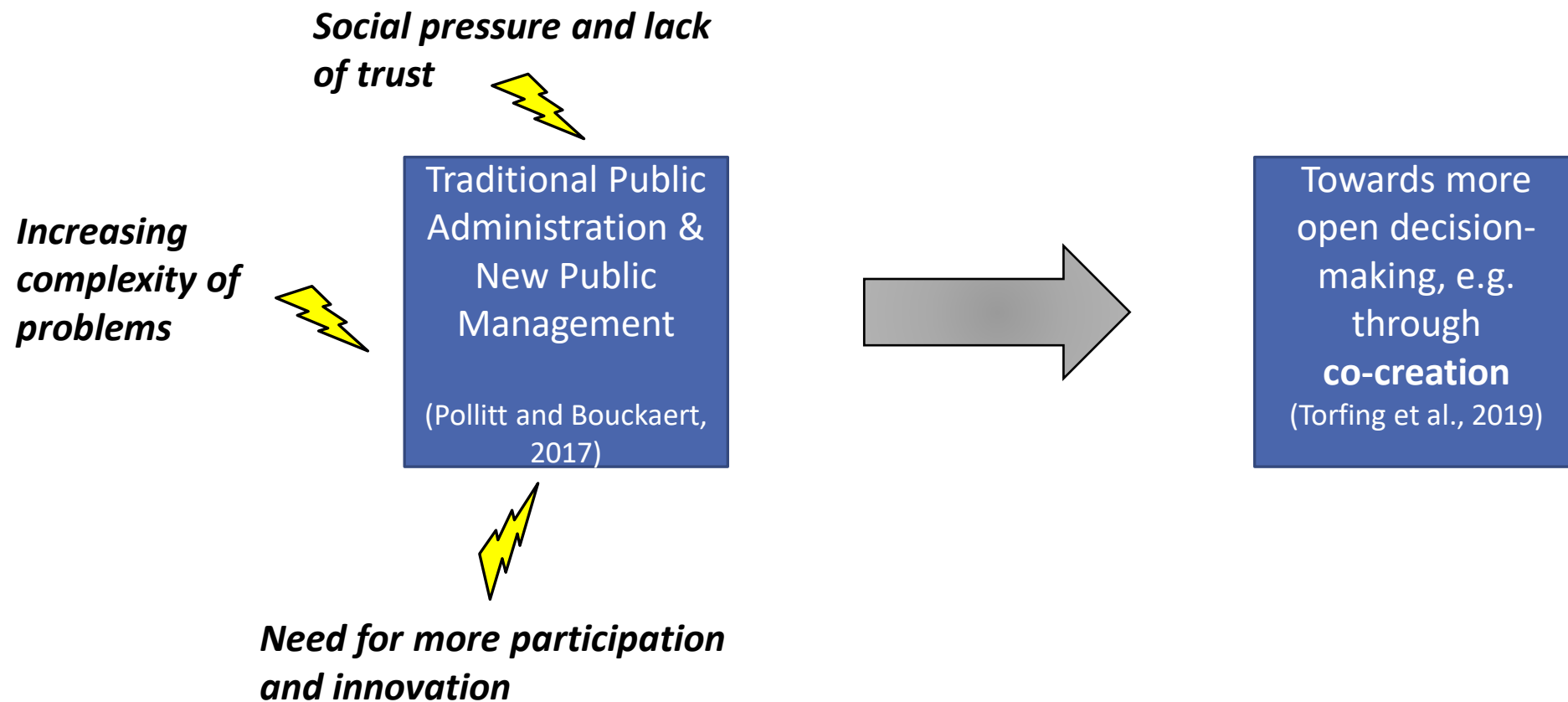
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A need for openness and innovation in public organizations



Characterizing the institutional logics

	Political Institutional Logic (PIL)	Managerial Institutional Logic (MIL)	Institutional Logic of Co-Creation (ILCC)
Root metaphor	Political activities are natural activities	Crisis of the welfare state	Deliberative imperative
Sources of legitimacy	Decisions taken in public space	Managerial expertise	Open and non-elitist public space
Sources of authority	Elections	Top-management	Decisional process
Sources of identity	Affiliation to political groups; common ideas	Specialized schools and networks	Multiple social classes and groups
Basis of norms	Citizenship	Rationalization of activities	Usership
Basis of attention	Expression in public space	Results	Capacity to participate and produce judgements
Basis of strategy	Change	Producing a performing public service	Co-creation of shared public value
Informal control mechanisms	Elections	Outputs	Societal outcomes

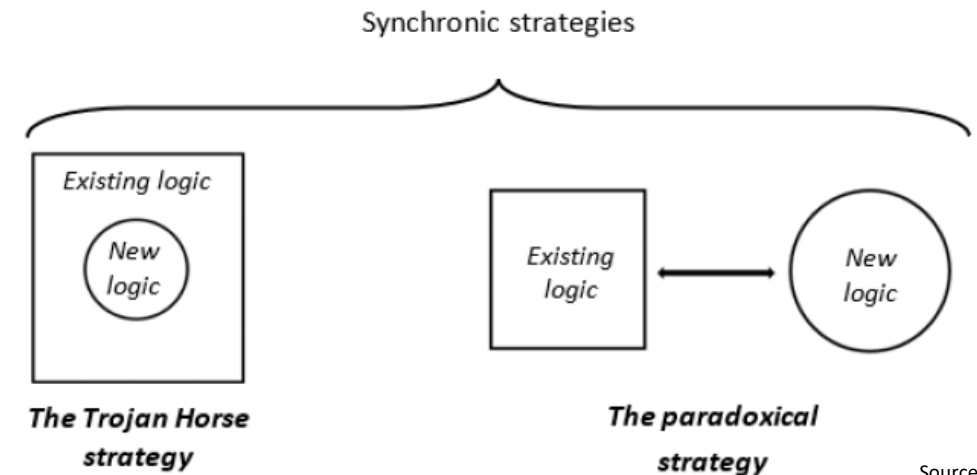
Table 1. The institutional logics in the public sector (adapted from Thornton et al., 2012)

Introduction strategies

Conflicts are likely to arise during the introduction of a new institutional logic (Besharov and Smith, 2014; Greenwood et al., 2011; Pache and Santos, 2013)

Strategies to introduce new institutional logics:

- decoupling (Meyer and Rowan, 1977)
- compromise (Oliver, 1992)
- selective coupling (Pache and Santos, 2013)



Source: authors

How to prevent conflicts and resistance in the first place ?

- explore *a priori* strategies that local public organizations can mobilize to manage internal resistance and thereby prevent conflicts produced by the introduction of an ILCC
- identify sources of conflicts and drivers of the introduction of an ILCC

A single-case study

Municipality of Vitrolles (France)

Goal of co-creation project: *reaching a more diverse public with the local cultural offer*

Experiment research design with a triangulation of data (Gioia et al. 2013):

- Semi-structured interviews with 6 local public managers/politicians
- Participant observation to design co-creation workshops (5 meetings)
- Non-participant observation of 2 workshops
- Secondary data



Main findings: context and sources of conflict

“A co-creation approach in the functioning as it exists today is impossible, precisely because we do not have a transparent, participatory functioning” (R5)

PIL and MIL deeply anchored in the organization

“In our culture, we have an administration that is very top-down, that is still very hierarchical, very siloed” (R2)

“Think about the way [they] do it and make it methodical in a way” (R4)

ILCC lacks clarity & specification for managers and politicians

“They come to invest a place, to appropriate a place that's ours” (R1)

Uncertainty leads to apprehension

Main findings: introduction strategies

“Every transversal project is a chance to learn, I believe”
(R3)

Trial-and-error approach

“For success, exemplarity is very important (...) it must be shown that it has worked, that it is possible, it is feasible” (R3)

Exemplarity

Participant observation

Choice of the right organizational spaces

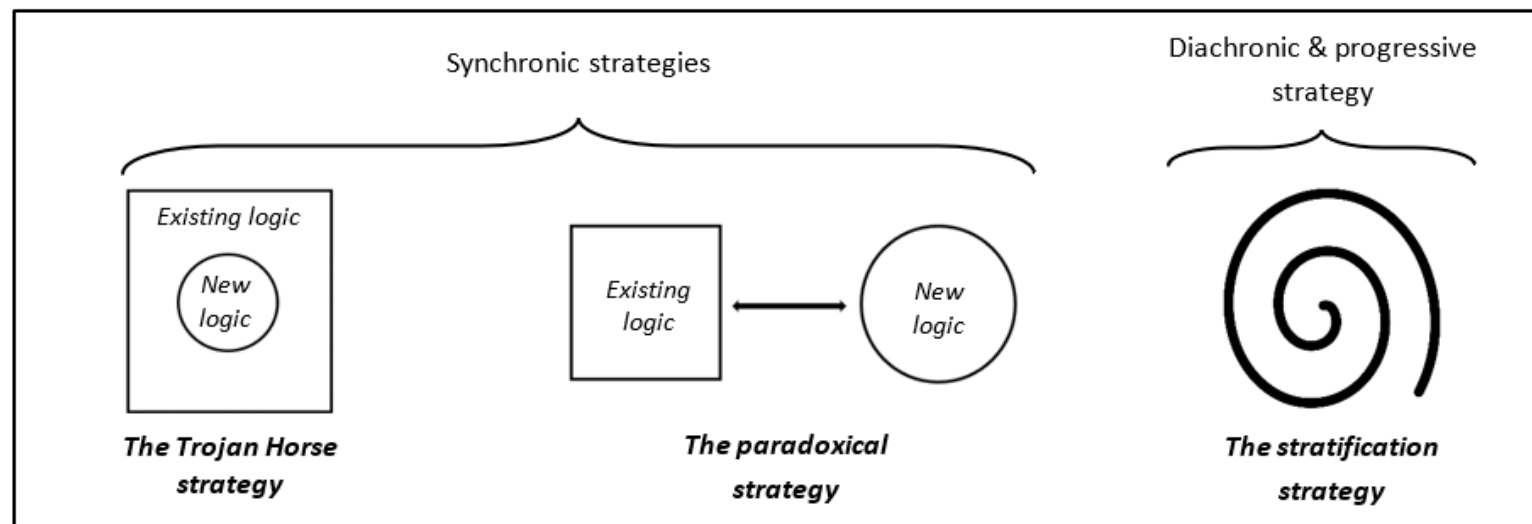
“[Transversality] is in my professional DNA, I don’t know how to work other than with other people. And I believe this to be the profile of the public service agent of tomorrow” (R2)

Professional background of public managers:
impact on their vision of co-creation

Discussion: introducing an ILCC to a local public organization

Progressive, stratification-like introduction of the ILCC

→ a form of selective coupling (Pache and Santos 2013)



Source: authors



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Thank you for your comments / questions!

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