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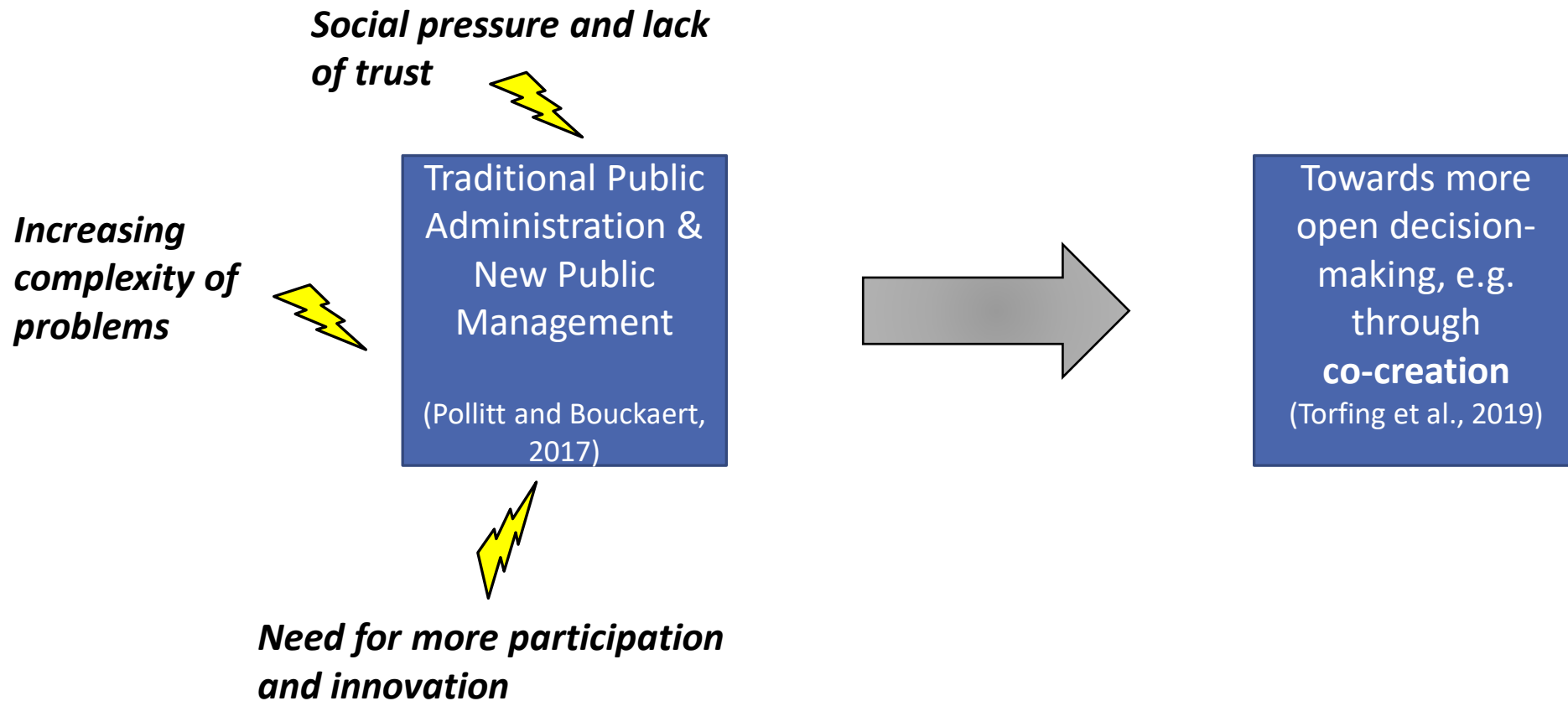
# Designing local public organizations for the introduction of an institutional logic of co-creation: anticipating conflicts between institutional logics

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# A need for openness and innovation in public organizations



# Characterizing the institutional logics

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

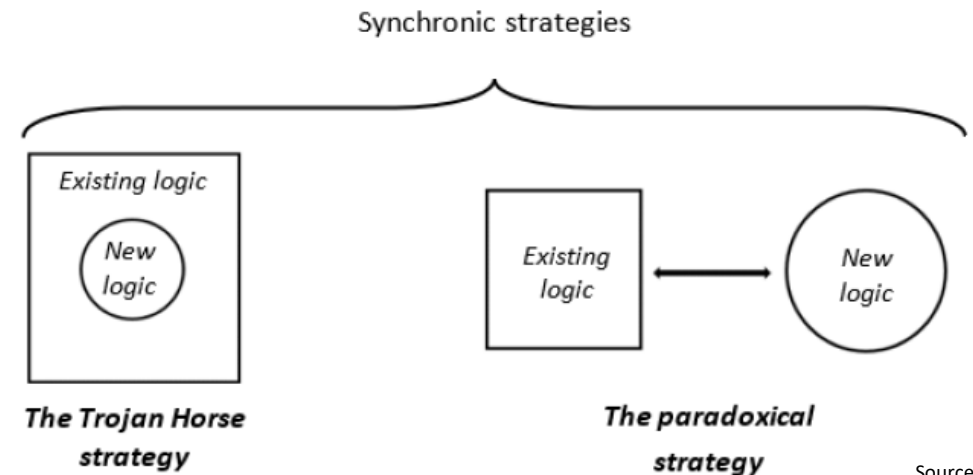
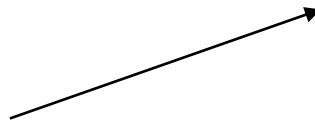
Table 1. The institutional logics in the public sector (adapted from Thornton et al., 2012)

# 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**

Participant observation

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

**Exemplarity**

**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)

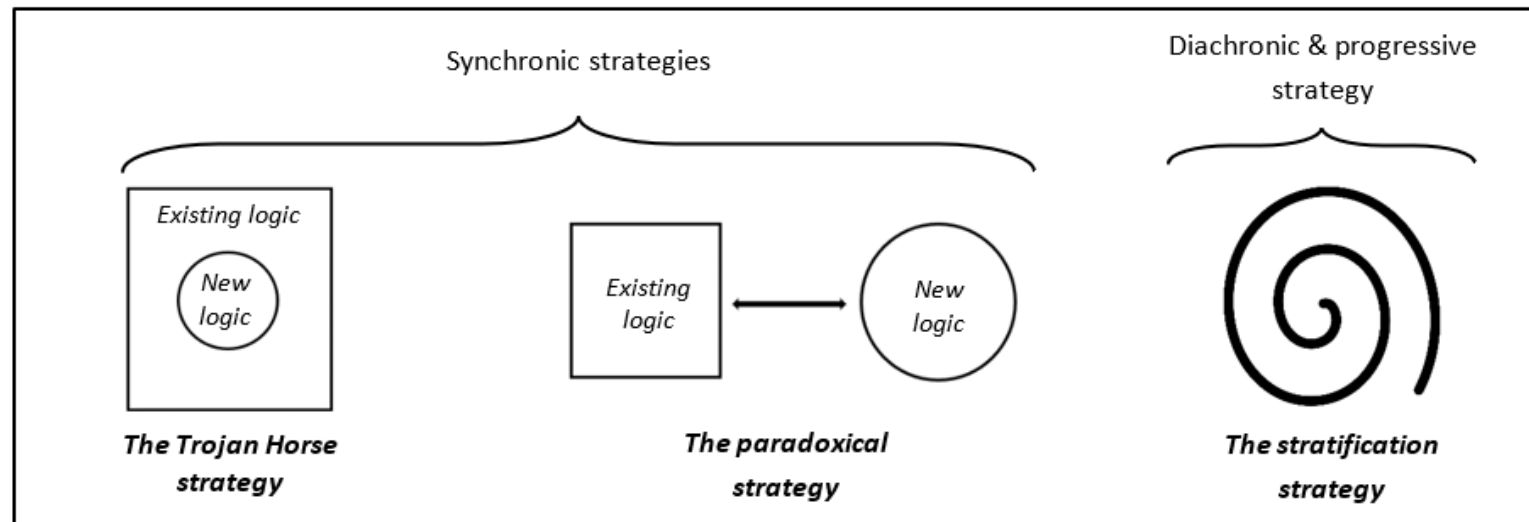
**Professional background of public managers:**  
impact on their vision of co-creation



# 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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