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Welcome to Business Breathers

The event will begin at 11:00am EDT

Taking businesses, careers and ideas to the next level



WHO WE ARE AND WHO WE CAN BE: AN IMPORTANT STRATEGIC REFLECTION IN TIMES OF DISRUPTION

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The Agenda



Today's topic & key takeaways

- Organizational identity and disruptions
 - Organizational identity: what it is and why does it matter?
 - Why does organizational identity become an important strategic consideration in the times of disruption?
- Organizations may consider making use of the following techniques to ensure that everyone in the organization is on the same page w.r.t. organizational identity:
 - Direct conversations
 - Indirect reinforcement

How I got interested in the topic...

- A student of organizations
 - BBA, MBA, MSc, PhD
- The focus of my doctoral dissertation
 - Organizational identity change in the face of disruption
 - Got to read on disruptions and organizational identity
 - The implications of COVID-19 for organization seemed all too familiar!



So what is organizational identity?



- Organizational identity is given by an organization's *central, distinctive, and enduring* characteristics of an organization (Albert & Whetten, 1985).
- Researchers of identity often study it by having deep conversations with the members of an organization about one big question:
 - 'Who are you, as an organization?'

ACTUALLY MANY SYSTEM SOLIDARITY CARE
DIFFERENCE RESILIENT BOYLE WELCOMED DEAST ALSO REFUGE NEEDS GO MUCH MEMBERS GUESS
GRASSROOTS CLIENT HEALTHIER
SUPPORTING EVEN WORD ORGANIZATION
NONJUDGMENT WORDS
FAMILY STAFF VS PEOPLE
CERTAINLY WANT CAN BEST MET FEEL
CARED KNOW HIERARCHY DIFFERENT WORKING MAKE HAPPIER ALWAYS SPIRIT
DEFINITELY HOME WORK PLACE COME
SENTIMENT TOGETHER WHOSE HELP AGO
UNCONDITIONAL LATIN CHANGES NEED SUPPORT SIDE NOTED
KINDNESS PLACES GROUP WELCOME JUDGES
INNOVATIVE ALONGSIDE LOOSELY
JUDGMENTAL UNDERSTAND
SEE LOVED BASIC STILL OFTEN REALLY
EMPLOYEES STREET
COLLEAGUES CENTRE NON COMPLEX POSSIBLE FED ELSE SATISFIED LOVE B MADE USE ANYWHERE ADVOCATES

Why does organizational identity matter?

- Organizational Identity rooted in 'social identity theory'
 - The innate need to categorize and to identify with groups, yet to stand out
 - Actions are based on salience of these group memberships
- The core understanding of 'who the organization is,' shapes a host of organizational decisions, actions, and practices, including the mission, strategy, and daily activities at organizations

Some examples...

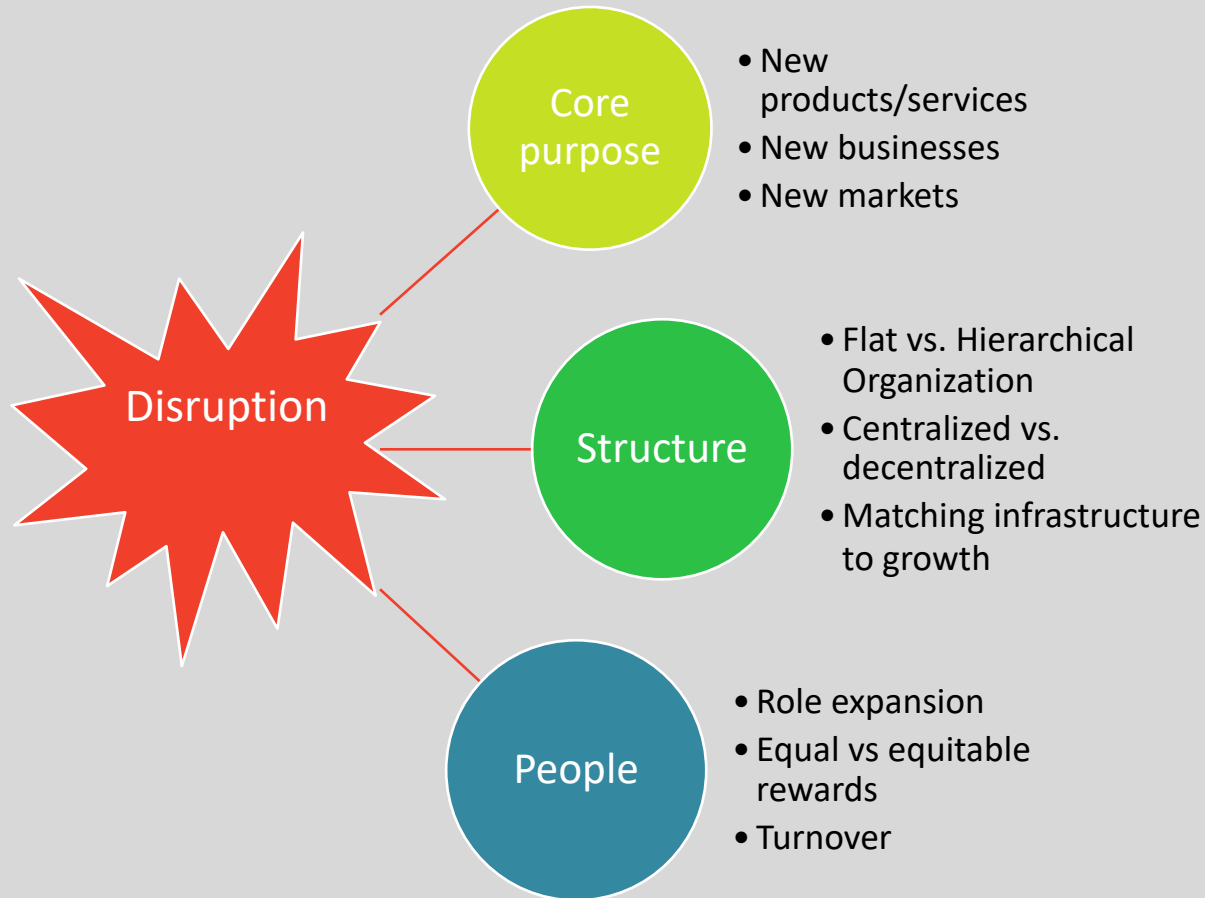
- Alessi – an Italian manufacturer of household goods chose to upgrade some of their internal practices, but failed
- Eugene, Oregon – when the track town lost its identity
- New York and New Jersey Port Authority – a Port Authority or a social organization

Dutton, J. E., & Dukerich, J. M. (1991). Keeping an eye on the mirror: Image and identity in organizational adaptation. *Academy of management journal*, 34(3), 517-554.

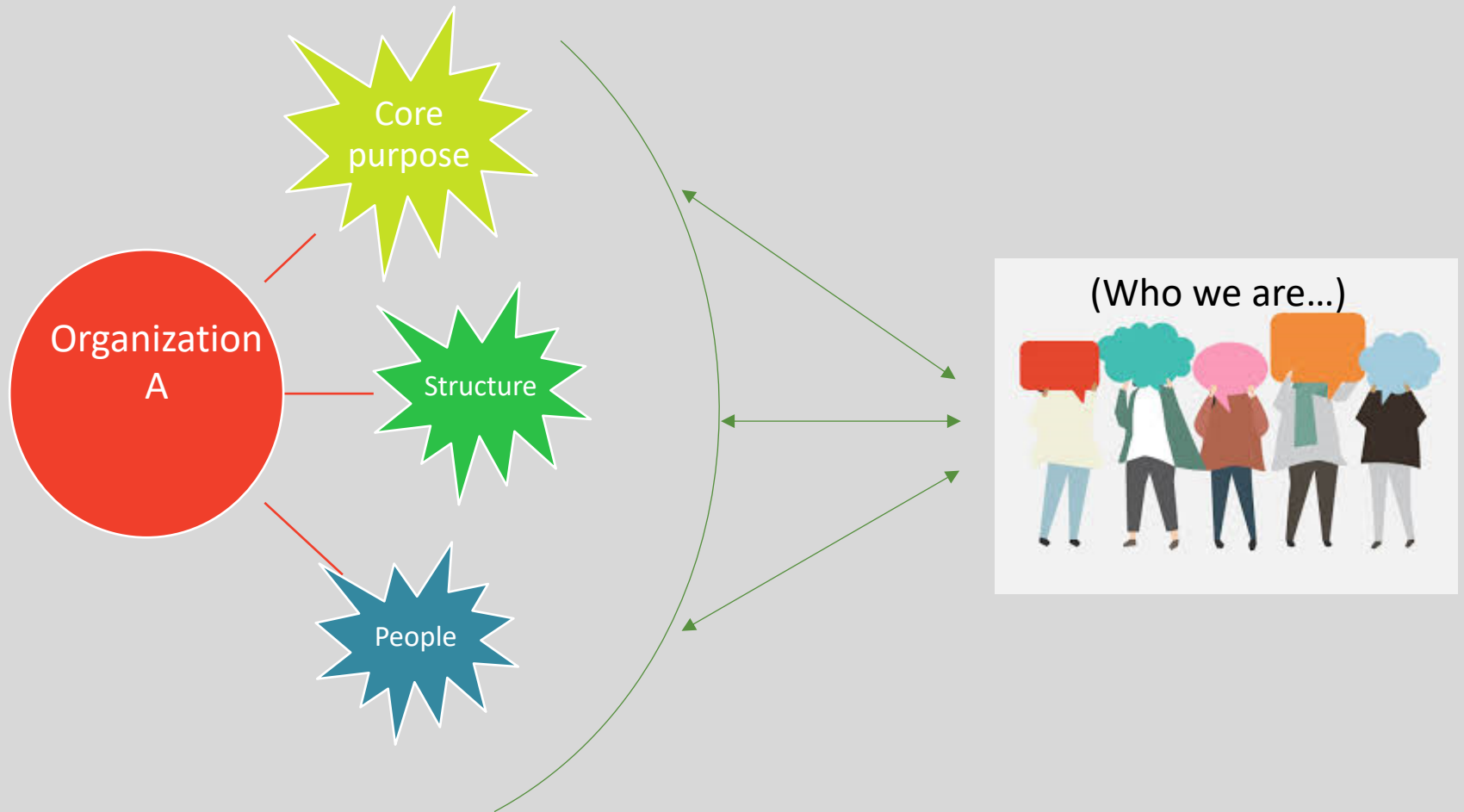
Howard-Grenville, J., Metzger, M. L., & Meyer, A. D. (2013). Rekindling the flame: Processes of identity resurrection. *Academy of Management Journal*, 56(1), 113-136.

Rindova, V., Dalpiaz, E., & Ravasi, D. (2011). A cultural quest: A study of organizational use of new cultural resources in strategy formation. *Organization Science*, 22(2), 413-431.

Why do disruptions matter for organizations?



Why do disruptions matter... for organizational identity?



Some more examples...

- When LEGO's environment presented an opportunity for expansion
- When environmental disruptions necessitated repeated shifts at Bang & Olufsen
- How France's largest aircraft engine manufacturers safeguarded its identity in the face of external collaborations

Anteby, M., & Molnar, V. (2012). Collective memory meets organizational identity: Remembering to forget in a firm's rhetorical history. *Academy of Management Journal*, 55(3), 515-540.

Ravasi, D., & Schultz, M. (2006). Responding to organizational identity threats: Exploring the role of organizational culture. *Academy of management journal*, 49(3), 433-458.

Schultz, M., & Hernes, T. (2013). A temporal perspective on organizational identity. *Organization Science*, 24(1), 1-21.

So, what can managers do about it?

- Plan your organic growth!
- Have the conversations before they are necessitated by conflicts
- Two approaches
 - Direct Conversations
 - Indirect Reinforcement

Some suggestions from research

Direct conversations



Townhalls

Surveys

Management retreat sessions

Focus groups with staff

Indirect reinforcement



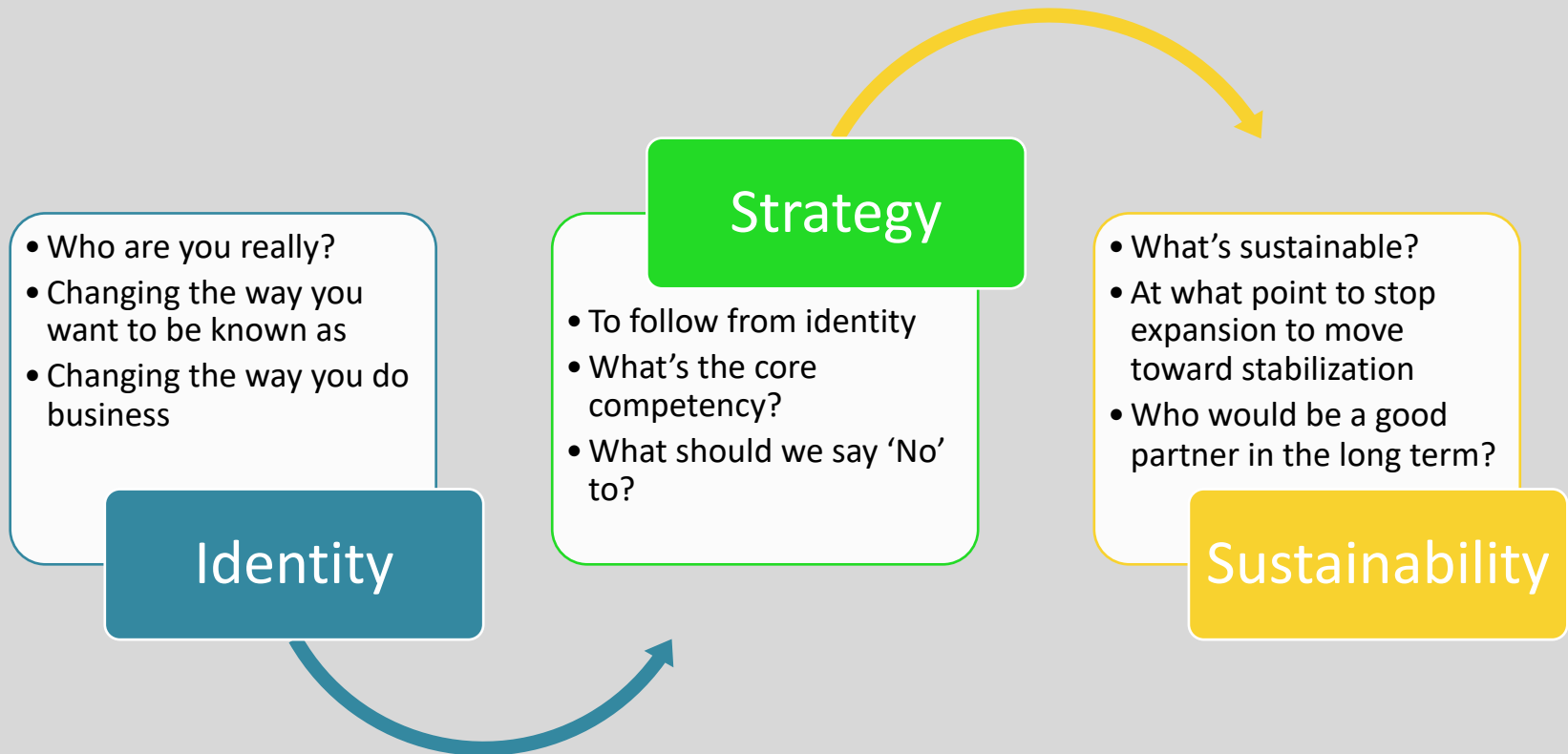
Overt identity claims

Alignment of actions with claims

Organizational history, culture, and founders invoked in discourse

Stakeholder engagement

To sum up... who you can be?



Thank you for joining us.

Join us Wednesday August 26 for “COVID-19: An Opportunity for Systems Change toward Sustainability” with Assistant Professor, Dr. Sylvia Grewatsch

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