



מרכז הלברט ללימודים קנדיים
The Halbert Centre for Canadian Studies

The Jerusalem School of
Business Administration
Founded by Daniel and Raphael Recanati

**Halbert Center Israeli-Canadian Workshop
Institutions and Individual, Organizational and Field
Level Identities
April 26-28, 2015
Hebrew University, Mount Scopus Campus, Jerusalem, Israel**

Scientific Summary

We thank the Halbert center for the opportunity to bring together three leading Canadian scholars and 7 HU scholars, as well as 12 of our graduate students, and faculty members from other Israeli universities.

Our three Canadian guests -- Prof. Michael Lounsbury (Alberta School of Business, U. of Alberta), Prof. Trish Reay (Alberta school of Business, U of Alberta) and Prof. Charlene Zietsma (Schulich School of Business, York University) are all leading scholars in the area of institutional theory, and their works touch, among other things, upon the role of identity dynamics in institutional processes. Individual, organizational and field level identities are the locus of negotiations and conflicts over meanings, which shape what people know, envision and act upon. Exploring the interrelations between institutions and meanings is thus central to our understanding of their operation.

The workshop started on Sunday, April 26th, with a PhD workshop. Twelve graduate students of the Hebrew University (from the Business School, Department of Anthropology and Sociology, and the School of Public Policy and Government) enjoyed the opportunity to present their research projects and get encouraging and productive feedback. The discussions were held in three parallel round tables, with a faculty member assigned as discussant to each paper.

Round table 1 included Dr. Micki Eisenman (Business, HU), Dr. Michal Frenkel (Sociology and Anthropology, HU), and Prof. Michael Lounsbury (Alberta School of Business, U. of Alberta). They discussed the following presentations:
Linda Jacob-Sadeh (Business, HU), *Institutional complexity in action: Inside a Jewish-Palestinian organization*;
Briana Preminger (Sociology and Anthropology, HU), *The branding of the Western Wall: The layered space of institutional logics at a heritage site*;
Gal Zohar (Sociology & Anthropology and School of Public Policy and Government, HU), *The Long-Term Evolution of a Repertoire: OECD Activation Policy at a Global Hub*;



Assaf Amit (Sociology & Anthropology, HU), *Organizational Aspects of New Innovation Arenas: The Case of the Education Technology Industry*.

Round table 2 included Prof. Gili Drori (Anthropology and Sociology, HU), Prof. Trish Reay (Alberta school of Business, U of Alberta), and Prof. Tammar Zilber (Business, HU). They discussed the following presentations:

Ira Lyan (Sociology & Anthropology, HU), *Making Sense of Developing Economies: The "Start-up Nation" and "The Republic of Samsung"*;

Tamar Hofnung (Political Science), *How Conceptual Metaphors Set Paths: The Case of the American Domestic Violence "Epidemic"*;

Aya Navon (Business, HU), *Identity Negotiation in Field Emergence: A Case Study of Social Enterprises in Israel*;

Eran Ben-Ari (Business, HU), *Translating technology – the case of Google Analytics*.

Round table 3 included Dr. Sharon Gilad (School of Public Policy and Government, HU), Prof. Amalya Oliver (Sociology and Anthropology, HU), and Prof. Charlene Zietsma (Schulich School of Business, York University). They discussed the following presentations:

Ravit Mizrahi (Sociology and Anthropology, HU), *On Global and Local in the Education System: A School Principals Perspective*;

Saar Alon-Barkat (Political Science), *Bureaucracies' Shaping of Citizens' Attitudes: Functional, Informational, Procedural-Fairness and Symbolic Effects*;

Tamar Gross (Business, HU), *Interactions as the mechanism of translation*;

Merav Migdal-Picker (Business, HU), *What Does It All Mean? On Multiple Means and Multiple Ends in Discursive Institutional Work*.

Our graduate students felt that the workshop was very helpful. They all took the opportunity to sum up their progress so far, and they got many concrete suggestions and comments as to how further develop them.

In the afternoon, the entire group toured the Old City of Jerusalem, guided by a tour guide that helped us make the connection between what we see and learn about the history and culture of the city along the ages, and the insights of our shared theoretical interests in institutional theory.

The 2nd day of the workshop, Monday April 27th, 2015, was open to the entire Israeli academic community. We circulated the program widely, to all universities and colleges, and some 10 faculty members from other universities and from the HU joined us for the day or parts thereof.

Prof. Charlene Zietsma (Schulich School of Business, York University) opened the day, and presented her work on "*Organizing a Sustainability Movement Field to make Radical Change: Entrepreneurial Strategies and Activist Identification*". She emphasized the importance of participants' identification to the successes of social movements and their attempt to change the institutional order.



Prof. Amalya Oliver and Dr. Adi Sapir (Sociology and Anthropology, Hebrew U.), presented their work on "*Institutional Work, Conflict and Resistance: The Case of IPR Policy Conflict in a University*", highlighting coupling and decoupling as two kinds of institutional work.

Prof. Trish Reay (Alberta Business School, U. Alberta) followed, presenting her work on "*Getting the Leopard to Change its Spots: Reinterpreting Institutional Logics to Change Professional Role Identity*". She emphasized the way role identity is involved in institutional change among professionals.

Dr. Micki Eisenman (Business, HU), Dr. Michal Frenkel (Sociology and Anthropology, HU) and Dr. Varda Wasserman (Management and Economics, Open U.), presented their paper on "*Aesthetic Capital and Identification Processes*", in which they offer a model that connects the aesthetic qualities of any artifact, with the identification it provokes in the audience.

Finally, Prof. Michael Lounsbury (Business, U. of Alberta) presented his work on "*Market Mediators and the Tradeoffs of Legitimacy-Seeking Behaviors in a Nascent Category: The Case of Organic Food*". Closing a full circle from the first presentation of the day, he came back to the issue of social movements and how new category of products comes to be.

All speakers presented works-in-progress, and each presentation was accompanied by a lively discussion. The participants enjoyed the hospitality of the renovated and well equipped seminar room of the department of Anthropology and Sociology. The round table setting contributed much to the informal and productive discussions. Mid-day we also enjoyed a short tour of the Mount-Scopus campus, sharing with our guests much information and insights about the history and current status of the university.

The third and last day of the workshop, Tuesday April 28th, 2015, was held once again at Beit Meirsdorf. We discussed two more presentations of early work-in-progress.

Dr. Sharon Gilad and Saar Alon-Barakat (Political Science, and the Federman School of Public Policy, HU), presented their on-going research on "*Linking Bureaucratic Role Perception, Social Identification and Responsiveness to Large-Scale Social Protest: Research Agenda and Illustrations*".

Prof. Gili S. Drori & Ravit Mizrahi-Shtelman (Sociology and Anthropology, HU) presented their on-going research on "*Staging Academia: Online Mission Statements of Higher Education Institutions in Israel*".

Both works use Israeli case studies to explore general theoretical issues, and so drew much interest on both fronts.

To end the workshop, the group toured the Jerusalem open food market (Mahane Yehuda) and enjoyed an authentic Israeli fast-food lunch.



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Institutions and Identities
Hebrew University, Mount Scopus Campus, Jerusalem, Israel

We thank the Halbert Center once again for its generous hospitality, which resulted in exciting academic discussions. Special thanks to the administrative staff, Daphna Oren and Noa Erez, for their professional and generous guidance and help throughout the long process of planning the workshop, as well as during the proceedings themselves.

Tammar B. Zilber, workshop coordinator



List of Participants

Faculty participants:

Gili Drori (Sociology & Anthropology, Hebrew U.)
Micki Eisenman (Business school, Hebrew U.)
Michal Frenkel (Sociology & Anthropology, Hebrew U.)
Sharon Gilad (Political Science, and the Federman School of Public Policy, Hebrew U.)
Michael Lounsbury (Alberta Business School, U. Alberta)
David Levi-Faur (Federman School of Public Policy and Government, Hebrew U.)
Amalya Oliver (Sociology and Anthropology, Hebrew U.)
Trish Reay (Alberta Business School, U. Alberta)
Varda Wasserman (Management and Economics, Open U.)
Charlene Zietsma (Schulich School of Business, York University)
Tammar B. Zilber (Business School, Hebrew U.)

Graduate students:

Muhamad Abu Nasra, Sociology & Anthropology
Saar Alon-Barkat, Political Science
Assaf Amit, Sociology & Anthropology
Sharone April, Sociology & Anthropology
Noga Buber Ben-David, Sociology & Anthropology
Eran Ben-Ari, School of Business
Tamar Gross, School of Business
Tamar Hofnung, Political Science
Linda Jakob-Sadeh, School of Business
Ira Lyan, Sociology & Anthropology
Merav Migdal-Picker, School of Business
Ravit Mizrahi-Shtelman, Sociology & Anthropology
Aya Navon, School of Business
Briana Preminger Moussaieff, Sociology & Anthropology
Ido Sivan Sevilla, School of Public Policy and Government
Rachel von Kauffmann, Sociology & Anthropology
Gal Zohar, Sociology & Anthropology and School of Public Policy and Government



Sunday April 26th Graduate Students Workshop, Beit Meirsdorf

The workshop will be dedicated to our graduate students, and will be held in 3 round tables. Please see your round table assignment below. Each graduate student will have the attention of the group for 60min. We ask graduate students to present their work in 10-15 minutes, followed by the discussant's 5-10 minutes comments; which should leave ample time for an open, developmental feedback and discussion.

8:00-8:15	<i>Gathering</i>	<i>Room 503</i>		
		Round Table 1 Room 503	Round Table 2 Room 504	Round Table 3 Room 505
8:15-9:15	1 st session	Linda Jakob-Sadeh Discussant: Mike Lounsbury	Ira Lyan Discussant: Trish Reay	Ravit Mizrahi-Shtelman Discussant: Charlene Zietsma
9:15-09:30	<i>Break</i>	<i>Room 503</i>		
9:30-10:30	2 nd session	Briana Preminger Moussaief Discussant: Michal Frenkel	Tamar Hofnung Discussant: Tammar Zilber	Saar Alon-Barkat Discussant: Amalya Oliver
10:30-10:45	<i>Break</i>	<i>Room 503</i>		
10:45-11:45	3 rd session	Gal Zohar Discussant: Micki Eisenman	Aya Navon Discussant: Gili Drori	Tamar Gross Discussant: Sharon Gilad
11:45-12:00	<i>Break</i>	<i>Room 503</i>		
12:00-13:00	4 th session	Assaf Amit Discussant: Mike Lounsbury	Eran Ben-Ari Discussant: Trish Reay	Merav Migdal-Picker Discussant: Charlene Zietsma
13:00-14:00	<i>Lunch</i>	<i>Room 503</i>		

14:00-19:00 *Tour of the old city (Tour guide: Eldad Brin)*

19:00 *Dinner, Eucalyptus (14 Hativat Yerushalayim, Artist Colony, Jerusalem 02-6244-331)*



Monday April 27th

Open Conference, Social Sciences building, room 3510 (dep. of Sociology and Anthropology)

9:00-9:15 *Gathering*

9:15-9:30 **Opening Remarks**
Tammar B. Zilber (Jerusalem School of Business Administration, Hebrew U.)

9:30-10:30 **Getting the Leopard to Change its Spots: Reinterpreting Institutional Logics to Change Professional Role Identity**
Trish Reay (Alberta Business School, U. Alberta)

10:30-10:45 *Break*

10:45-11:45 **Institutional Work, Conflict and Resistance: The Case of IPR Policy Conflict in a University**
Adi Sapir and Amalya Oliver (Sociology and Anthropology, Hebrew U.)

11:45-12:00 *Break*

12:00-13:00 **Organizing a Sustainability Movement Field to make Radical Change: Entrepreneurial Strategies and Activist Identification**
Charlene Zietsma (Schulich School of Business, York University)

13:00-14:00 *Lunch*

14:00-15:00 **Tour of the Mount Scopus campus**

15:00-16:00 **Aesthetic Capital and Identification Processes**
Micki Eisenman (Business school, Hebrew U.), **Michal Frenkel** (Sociology and Anthropology, Hebrew U.) & **Varda Wasserman** (Management and Economics, Open U.)

16:15-16:30 *Break*

16:30-17:30 **Market Mediators and the Tradeoffs of Legitimacy-Seeking Behaviors in a Nascent Category: The Case of Organic Food**
Michael Lounsbury (Alberta Business School, U. Alberta)

18:00 *Dinner, Lavan at the Cinematheque* (Hebron Rd. 11, Old Train Station/Abu Tor. 02-673-7393)



Tuesday April 28th

Internal Discussion (Canadian guests, HU faculty, Graduate students)
Halbert Center (Room 503, Beit Meirsdorf)

9:00-9:30

Gathering

9:30-10:30 **Linking Bureaucratic Role Perception, Social Identification and Responsiveness to Large-Scale Social Protest: Research Agenda and Illustrations**

Sharon Gilad (Political Science, and the Federman School of Public Policy, Hebrew U.)

10:30-11:15

Break

11:15-12:15 **Staging Academia: Online Mission Statements of Higher Education Institutions in Israel**

Gili S. Drori & Ravit Mizrahi-Shtelman (Sociology and Anthropology, Hebrew U.)

12:30-14:00

Lunch and Farewells, The Jerusalem Market