


# PDW: Doing, Writing an Publishing Process Research

Paula Jarzabkowski  
Shaping Strategy as a Structuration Process  
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## General Problem

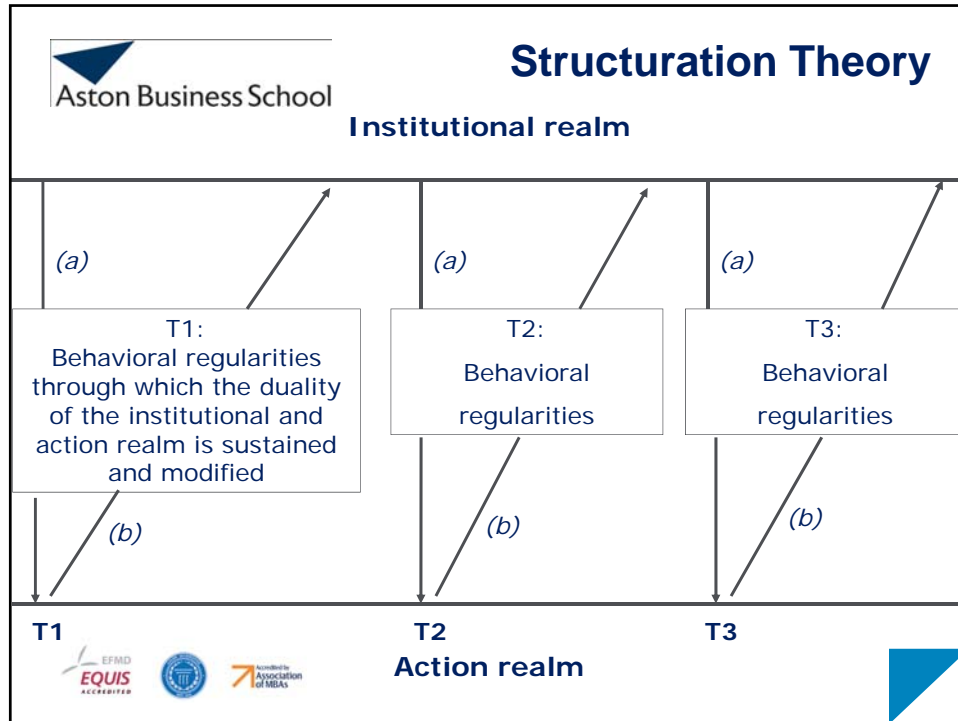
**Structural  
Context**

- **Paradoxical problem: Top managers' source of influence is control over the structural context BUT that structural context then exercises control over top managers**
- **How do top managers retain their ability to shape strategy or introduce new strategies?**

**Interpretative  
Approach**

- **Top managers shape others interpretative frames BUT middle/lower-level managers are slow to adopt new meaning structures; fragmented, dissonant, altered interpretations**
- **How are top manager interpretations embedded in persistent organizational actions?**



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## Research Questions

- ▶ 1) *Are there discernible patterns of strategizing behaviors through which top managers shape strategy within the action and the institutional realms?*
- ▶ 2) *What are the implications of structural patterns of top manager strategizing behavior for shaping strategy over time?*

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## The Data

- ▶ 3 universities: Urban, Metropolitan, Campus
- ▶ 7 years rich qualitative data: 6 retrospective, 1 real-time (i.e. 21 years of data!)
- ▶ 49 Interviews,
- ▶ 51 strategy meetings
- ▶ Over 3 weeks of shadowing and on-site observation,
- ▶ Extensive documents (minute books, memoranda etc.)







<b>The Analysis</b>		
Stage of analysis	Activities	Outputs
<b>1. Write chronological case histories</b>	<ul style="list-style-type: none"> <li>•4 Strategies/University</li> <li>•12 'stories'</li> </ul>	12 thick descriptions of strategy chronologies as the level of analysis
<b>2. Analyze time periods</b>	•1-3 time periods/ Story	Chronologies decomposed into time periods
<b>3. Identify managerial strategizing behaviors</b>	<ul style="list-style-type: none"> <li>•Descriptive Codes</li> <li>•Conceptual Codes</li> <li>•Inter-coder checks</li> </ul>	Three strategizing behaviors: Interactive; Procedural; Integrative
<b>4. Identify the action &amp; institutional realms</b>	<ul style="list-style-type: none"> <li>•Code data to identify institutional structures</li> <li>•Establish extent of institutionalization</li> <li>•Establish actions taking place in time periods</li> </ul>	<ol style="list-style-type: none"> <li>1. Strong or weak institutionalization of strategies at T1</li> <li>2. Actions sustain or modify existing institutional structures in different time periods</li> </ol>
<b>5. Analyze patterns of strategizing behavior and outcomes</b>	<ul style="list-style-type: none"> <li>•Trace strategizing behaviors over time</li> <li>•What effects did they have?</li> <li>•Why those effects?</li> </ul>	<ol style="list-style-type: none"> <li>1. Two strategizing patterns</li> <li>2. Identify more or less successful outcomes for top managers in shaping each of the 12 strategies</li> </ol>

