MASTER THESIS

How change agents mitigate tensions during institutional change through the use of temporary logics

Business Administration (MSc.)
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Management summary

In recent years a trend towards a more inclusive society is unfolded. This shift is perceived as a less expensive solution in which societies take care of their own inhabitants rather than simply rely on social services. This serves both interests of citizens participate more actively as well a potential decrease in healthcare costs and governmental expenses. This study focuses on this radical change process within the municipality of Enschede. This transformation is associated with certain institutional contradictions, which thereby leads to tensions among all actors involved. Emphasis was placed on how change agents within this organization tried to mitigate these tensions through praxis from a micro-level perspective. Observations followed up by a semi-structured interview revealed that change agents make use of a particular praxis in order to mitigate these tensions and eventually to change a dominant logic. This study unveils that change agents make use of a so-called *temporary logic*; this praxis have the purpose to serve the short-term interests in order to let employees slowly get used to a new logic and thus, achieving a radical change by applying incremental change processes. This step-by-step-change in logics has the purpose to mitigate tensions among the actors involved in the change process and simultaneously it provides change agents with the necessary tools to better coordinate the process (by providing concrete examples, mandatory use of new systems and unambiguous communication) and eventually better monitor the development of the change process. Where older change literature is focused largely on the conceptual and institutional perspective, this study elaborate on this by providing better insights into the coherence between contradictions, tensions and praxis initiated by change agents from a micro-level perspective. In practice, this study aims to assist change agents in mitigating tensions among changing organizations in order to replace a dominant logic and smoothen this transformation process. In addition, the results of this study are reflected and compared to the existing literature, what eventually accentuate the importance of appropriate tools for potential change agents and this ultimately announce multiple opportunities for future research.

Colophon

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Preface

This thesis is the last step in order to accomplish my Master of Business Administration at the University of Twente. Although I will end my time as a student in the field of Business Administration, it started in a different way. This preface reflects on my time as a student at the University of Twente and on top of that it is my chance to thank the people who were involved in this process.

My time at the University of Twente started with a Bachelor program in the field of Communication Studies. This study provided some indispensible insight into the organizational field and triggered my interests into the multiple subjects of organizational knowledge. After I completed the Bachelor of Communication Sciences I decided to continue my path of knowledge with the Master Business Administration. This transition was accompanied by a short switching program in which I had the change to obtain the necessary knowledge to start the master program. Right from the start it pointed out I made the right decision, because this program showed multiple perspectives and insight into the field of industrial- and business communities, as I was searching for. Personally, this was the perfect connection to my working experiences in sales, what I am doing for 6 years nowadays. Theoretical insight acquired during my study can strengthen my activities in sales and vice versa. I am sure that these mutual experiences will be a great start of my further working career in a business environment.

Last but not least, I want to make use of the possibility to thank everybody who helped and supported me throughout my time as a student. First, I would like to thank Dr. Raymond Loohuis for being my supervisor during this thesis-process and for providing indispensible insights and critical feedback in order to elaborate my thesis. Besides, I would thank Dr. Ariane von Raesfeld-Meijer for her contribution to my research by providing new ideas regarding the literature part. Furthermore, I would like to thank all people of Service Centre West Enschede, in particular Juliette Fiselier. Their hospitable attitude made it possible to obtain clear insights into the organization and contributes to the smooth data-collection process. Lastly, I would thank all friends and family for supporting me throughout every important step I took and will take in the future.

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1. Introduction

1.1. Background

The municipality of Enschede is located in a transformation period, which can be interpreted as a period wherein they are implementing a new way of thinking; a new logic (see appendix A). This transformation is related to both organizational and societal contexts. The citizens of Enschede are the central actors within this transformation. In order to centralize the needs of the inhabitants, the municipality wants to have an open attitude towards society, their partners and other stakeholders on both local and regional level. They want to achieve a more inclusive society (see appendix B and C) wherein problems are solved by society itself instead of primarily linking care facilities and social services to problematic situations. This is considered to be a shift from a rather expensive and predominantly passive welfare state to a more participative and inclusive society (De Gier, 2007). In recent years business was done from the perspective of the old established logic, while this transformation aims at initiating a new logic, which can be interpreted as a radical change. A new domain within this transformation is Expeditie Enschede. There is a demand for a different role of employees and an organizational change. While initiating these changes, a specific role has been given to change agents in order to mitigate, or ultimately resolve, tensions regarding institutional change. Eventually this research focuses on how change agents mitigate tensions during institutional change in the Neighborhood Team West (Pathmos/Stadveld).

1.2. Theoretical positioning

To serve the new organizational and societal needs of the municipality, the Neighborhood Teams Enschede have to undergo an institutional change process. Institutions (-in this study the Neighborhood Teams Enschede-) are considered to be socially constructed, routine-reproduced programs or rule systems (Jepperson, 1991). In order to go with the flow and not stand out, the stakeholders follow the so-called institutional logics. Therefore institutional logics are considered to be beliefs, practices and systems that are characterized by a set of rules and attitudes that individuals create and recreate while simultaneously providing a link between institutions and action (Alford & Friedland, 1985; Jackall, 1988; Thornton & Ocasio, 1999; Thornton, 2002; Curry & Guah, 2007; Misangyi, Weaver & Elms, 2008; Reay & Hinings, 2009; Dunn & Jones, 2010). Battilana et al. (2009) stated that these institutional logics are often embedded but can be interrupted by social upheaval, technological disruption, competitive discontinuity and regulatory change. These interruption processes are often accompanied by certain forms of resistance among the actors involved, which subsequently can result in institutional contradictions and their corresponding tensions. These tensions can influence the prevailing praxis and trigger the resistance to, or the acceptance of a new institutional logic (Seo & Creed, 2002). Furthermore, Seo and Creed (2002) define praxis as a particular type of collective human action, situated in a given socio-historical context but driven by the inevitable by-products of those context-social contradictions. Subsequently, the aim of praxis is "the free and creative reconstruction of social arrangements on the basis of a reasoned analysis of both the limits and the (latent) potentials of present social forms" (Benson, 1977). Until a new dominant logic is adopted, conflicting logics can co-exist during a transformation period. The dominant logic becomes institutionalized when one side or the other wins and the organization reforms around the winning logic (DiMaggio, 1983; Hoffman, 1999; Hensmans, 2003). Or, as discussed by Glynn and Lounsbury (2005) and Thornton et al. (2005), a new logic could be the hybrid version of two previous logics. This hybrid version of logic does not only serve as a new dominant logic, but rather could serve as a temporary logic in order to smoothen the process of a radical change to eventually institutionalize another new logic. The (conflicting) logics encompass certain institutional contradictions, namely inefficiency, non-adaptability, inter-institutional incompatibilities and misaligned interests. According to Seo and Creed (2002) these institutional contradictions could be recognized by potential change agents who could mitigate or rather resolve these contradictions and their corresponding tensions by creating a reflective shift in consciousness, the mobilization of the actors involved and ultimately stimulate institutional change by collective action. How this process exactly unfolds in practice is yet not examined properly. Furthermore, examining this process on a micro-level can contribute to acquiring indispensible new insight into this field of research.

1.3. Gap and research question

Previous studies and literature showed a lack in the understanding of contradictions, tensions and how these are being mitigated or resolved from a micro perspective. This study aims to contribute to this theoretical gap by examining the approaches of change agents in order to adopt a new logic. Emphasis is placed on which praxis is used by change agents to facilitate institutional change within an organization and simultaneously anticipate (mitigation) to tensions that occur during this processes. This results in the following research question:

What are the responses of change agents to mitigate the tensions during institutional change in the Neighborhood Team West?

The following sub-questions are composed to establish a clear focus and answering the main research question:

- What are the contradictions and corresponding tensions that occur among the actors involved?
- What are the relations between the contradictions, the tensions and the responses as suggested by the change agents?

1.4. Theoretical and practical relevance

This study contributes to the existing literature in two ways. Firstly, current literature concerning contradictions, tensions and their solutions are mostly conducted from a conceptual and institutional perspective, while this study is being conducted from a micro perspective in order to investigate how change agents react to certain tensions. Secondly, it complements the existing literature by identifying individual solutions gathered in an explorative way while attending micro interactions.

From a practical perspective, this study contributes in both organizational and social context. Results from this study could help to resolve tensions inside institutions in order to achieve smooth transitions. Subsequently, faster adjustment to certain transitions inside social services can lead to a more inclusive society. Thereafter, a more inclusive society leads to more participation, less use of social assistance and ultimately less government expenses.

2. Theoretical framework

This chapter contains a comprehensive theoretical analysis of previous studies in the field of resolving tensions in institutional change processes through praxis. The purpose is to obtain a better understanding of the praxis that change agents use in resolving tensions, in particular from a micro-level perspective. Nevertheless, this chapter starts with an introduction of the core underlying concepts of institutional logics and institutional change.

2.1. Institutional logics

The term 'institutional logic' was first introduced by Alford and Friedland (1985). Nevertheless, quite similar phenomena were already mentioned in previous studies. The concept of institutional logics already started with the empirical analysis of organizations and their institutional environment examined by Selznick (1948,1949,1957) wherein was theorized in what way institutions could function to integrate organizations with each other in society (Thornton & Ocasio, 2008). Furthermore, Meyer and Rowan (1977) highlighted the relevance for institutions to comply with the requirements of external environments in order to be legitimate. This theory was extended by DiMaggio and Powell (1983) by the governance of the societal field (in which a particular organization operates) towards the actions and choices of those organizations. The success and survival of organizations were largely explained by legitimacy rather than efficiency with regard to the new kind of institutionalism. This new institutionalism gives place to renewed empirical studies (Haveman & Rao, 1997; Thornton & Ocasio, 1994, 2004) what eventually created new insights into the field of institutional logics. These new insights focus increasingly on the effects of differentiated institutional logics on both organizations and individuals in a broad variety of contexts. Organizations and individuals could have their influence on the shaping and changing process of institutional logics. Subsequently these logics shape the rational and mindful behavior of the other actors involved (Thornton & Ocasio, 2008).

Despite the fact there have been multiple definitions regarding the concept of institutional logics (Thornton & Ocasio, 2008), a definition that is widely used and developed over time is: 'Institutional logics are beliefs, practices and systems that are characterized by a set of rules and attitudes that individuals create and recreate while simultaneously providing a link between institutions and action' (Alford & Friedland, 1985; Jackall, 1988; Thornton & Ocasio, 1999; Thornton, 2002; Curry & Guah, 2007; Misangyi, Weaver & Elms, 2008; Reay & Hinings, 2009; Dunn & Jones, 2010). The next subchapter elucidates further into institutional logics and the potential changes within this concept.

2.2. Institutional change

The research towards institutional change concerning logics has become an important subject in multiple research areas, such as organization theory, politics, economics and social science (Clemens & Cook, 1999; Mahoney & Thelen, 2009). Institutional change usually occurs in combination with introducing and providing the opportunity to accept or reject a new institutional logic in a certain environment (Lounsbury, 2002). Moreover, institutional change creates the shape of how societies and people evolve over time and thus is the key to learn how to comprehend historical change (North, 1990). The change in a dominant logic can be seen as the fundament of the institutional change concept because that change provides more insight in understanding the process of changing organizations (Reay & Hinings, 2009). In order to get actors involved, the way these people interact and treat each other will change. The process of letting go of the old logic and embracing the new logic can therefore be interpreted as the change process. This change process could also be described as the movement from a dominant logic to another (e.g. Greenwood et al. 2002). Even though there are multiple logics out there, it is the dominant logic that guides behavior. Certain logics can be reproduced over time, but this is only possible when these logics are supported by and embedded in resources (Misangyi, Weaver & Elms, 2008). When this is not the case, the probability of a change in institutional logics will increase because resources cannot limitlessly provide on durability of certain institutional logics.

Institutional logics literature showed a certain development; integrating and meeting institutional requirements in order to achieve legitimacy were largely emphasized in older literature, while new literature elaborates on the importance of change processes and actors inside institutions. Macro level institutional change can be due to micro level actors. However, these micro level actions have to deal with substantial energy and time investments to eventually result in institutional change. Although the slowness of these processes, the overall change could be important and significant (Reay & Hinings, 2009). A well known paradox could impede the realization of institutional change within organizations; because this paradox includes the idea that institutional change could be realized when the actors' rationality, actions and intentions are conditioned by the institutions they actually wish to change (Holm, 1995; Seo & Creed, 2002). The ability of organizational actors to escape from the power of institutions was reaffirmed by some researchers (DiMaggio, 1988; Rao, 1998; Beckert, 1999; Carney & Gedajlovic, 2002) while others continue the old way of thinking and recommend that the occurrence of institutional change is due to the accumulation over time of act not essentially directed to generate it (Barley & Tolbert, 1997; Giddens, 1984). Battilana (2006) stated that it is essential to examine the conditions wherein actors are enabled to act as change agents (institutional entrepreneurs) to ultimately trigger institutional change in order to overcome the paradox. In this particular study it is assumed that the so-called change agents (institutional entrepreneurs) within Expeditie Enschede are the transformation managers, the expedition leaders and the neighborhood-teams management. The fact these change agents largely consist of people employed in managing positions is in accordance with Battilana (2006) who stated that an individual's social position is an essential variable in how much leverage actors have to act as change agents despite the presence of institutional pressures. These change agents within an organization could be described as innovative actors who are interested in the current institutional arrangements and they ultimately try to arrange resources to transform these existing arrangements or even create new institutions (Garud, Hardy and Maguire, 2007).

Moreover, institutional change can be radical or incremental. On the one hand incremental change shows an expansion of the status quo (Dewar & Dutton, 1986), for example little refinements or adjustments in certain practices, while on the other hand radical change goes beyond amplifying the status quo by forcing fundamental changes in practices. This entails the adoption of a different paradigm, which can disrupt the well-established patterns of interests and understandings (Dewar & Dutton, 1986). The shift between paradigms is reflected in this study by the shift from old way thinking to new thinking and new working methods. In the end this can be executed as a radical change, while it is conceivable that the organization want to change in a more incremental way to not disrupt the working environment. Ultimately, when organizations expose their practice to societal influences, they are likely to encounter incremental change that preserve their legitimacy and subsequently ensure that practice is in step with the regular societal norms (Zietsma & Lawrance, 2010).

This incremental change has to be implemented in different layers with the involvement of different actors. Therefore a multi-perspective approach is applicable which takes multiple actors into account. Examples of different actors involved are citizens, consultants, neighborhood coaches, managers, policy makers and directors. Thus, dealing with multiple actors could lead to a wide range of contradictions and their corresponding tensions, discussed further in the next subchapter.

2.3. Contradictions and tensions

The dialectical framework of Seo and Creed (2002) provides more insight by describing conflicting logics that are mentioned in the previous subchapter. This framework contributes to the institutional change literature by using institutional change as an outcome of the dynamic interaction between two institutional by-products, namely institutional contradictions and human praxis. Four types of institutional contradictions can be distinguished. First, legitimacy that undermines functional inefficiency. Second, adaption that undermines adaptability. Third, intra-institutional conformity that creates inter-institutional incompatibilities and last isomorphism that conflicts with divergent interests or -in order words- misaligned interests. These contradictions could be the source of multiple tensions concerning the temporary social and institutional arrangements. These arrangements are often deeply institutionalized which leads to multiple tensions when these are targeted for change. In order to resolve, or at least mitigate these tensions, an organization needs potential change agents. These change agents try to enclose the target group to accompany the desired change process. Once the change agents reveal a tension, they can make use of certain praxis in order to mitigate or resolve these tensions and eventually establish an appropriate change environment for all actors involved.

2.4. Praxis

Change processes could involve certain tensions, which eventually could be mitigated by a certain action; praxis. Seo and Creed defined praxis as a particular type of collective human action, situated in a given socio-historical context but driven by the inevitable by-products of those context-social contradictions. Subsequently, the aim of praxis is "the free and creative reconstruction of social arrangements on the basis of a reasoned analysis of both the limits and the (latent) potentials of present social forms" (Benson, 1977). Furthermore, Seo and Creed (2002) mentioned four different stages of praxis. First, a process of change needs a leading actor, the so-called change agents. Or as Benson (1977) identified; concrete mechanisms delineate how institutional arrangements create various inconsistencies and tensions within and between social systems (contradictions), how those contradictions transform the embedded social actors into the change agents of the very institutional arrangements, and how those contradictions further enable and foster the subsequent change processes. Secondly, the change agents have the responsibility to create a reflective shift in consciousness among the other actors. Seo and Creed (2002) mentioned two possible ways, namely one way is through the gradual reshaping of consciousness from within the institutional context; the other is through revolutionary disruption from outside. Thirdly, the change agents are concerned with the actor mobilization. According to the literature on social movements and resource mobilization (e.g., Gamson, 1992; McAdam, McCarthy, & Zald, 1988; Snow & Benford, 1992), the former process -developing and deploying alternative frames and models- is particularly crucial for successful social reconstruction, because actors must use such frames and models to justify their goals and actions if they are to mobilize commitment and resources for political action (Seo & Creed, 2002). Last, all the foregoing could lead to the stage of collective action, wherein the almost entire group of actors involved adapt to the change processes. While the extending knowledge regarding praxis is largely derived from a conceptual and institutional perspective, this study elaborates further on the stages of praxis from a micro-perspective.

2.5. Institutional change from a micro perspective

According to the potential contradictions, which could occur inside an organization, change agents could react – or act in advance- to these tensions with multiple praxis. However, examining these organizational activities from a micro perspective is a part in organization theory wherein some indispensable insights are still missing. In order to obtain a broader view into this section some research was already focused on micro foundations of institutions (Barley 2008). One important contribution to this research direction was the sort of agency (Dorado, 2005) and the bottom-up perspective (Gray et al., 2015). The nature of the agency can affect the reaction of the actors involved (employees and other stakeholders) and, on top of that, certain change initiatives could be attained by employees through multiple layers of the organization such as management (top-down) or potential change agents on the work floor who already passed through a reflective shift of consciousness (bottom up). Recently, Compagni, Mele and Ravasi (2015) contribute to this micro perspective approach by bridging practice based- and institutionalized approaches. As Smets et al. (2012) stated; mundane activities of practitioners struggling to accomplish their work can trigger institutional change efforts. This practice approach is in contradiction with the assumption that most institutional change is initiated by the endeavors of higher management and other important actors. However, some micro-perspective studies experience a lack of connections between local improvisations (praxis) and their corresponding dynamics within an organization and how these new methods ultimately get institutionalized. Subsequently, Vaccaro and Palazzo (2015) argue that institutional change requires attention into the wide range of actors who are involved in order to mitigate or resolve tensions around several contradictions, which impedes the initial change efforts.

In addition to these research conditions, Smets et al. (2012) discussed in what way new praxis can move up in an organization towards the work floor and eventually could stimulate a shift in institutional logics. Thus, also without stimulus from the outside, obligations from the higher management or controversy, yet change can occur within an organization and can become institutionalized. This study also clarifies that certain praxis, initiated by potential change agents, could fly under the radar before it gets noticed and accepted by all actors. According to Vaccaro and Palazzo (2015) these partially unnoted efforts are less likely to raise refusal or resistance among the actors involved. When taking these practice-oriented studies into consideration, two trends become visible; integration between micro level perspectives and institutional analysis are subject to growing interest and new research opportunities. Secondly, the institutional logics perspective emphasizes increasingly on how macro systems and cultural characteristics influences praxis and organizational activities at the micro (and meso) level.

The process of accepting or rejecting a new logic is presented in figure 1 (extracted from earlier research in a master's thesis (Bethlehem, 2017)). This study is focused on the mechanisms that enhance the acceptance of the new logic or the mechanisms that lower the reinforcement of the dominant logic by looking at the praxis that is responsible for mitigating or resolving the tensions that occur by contradictions.

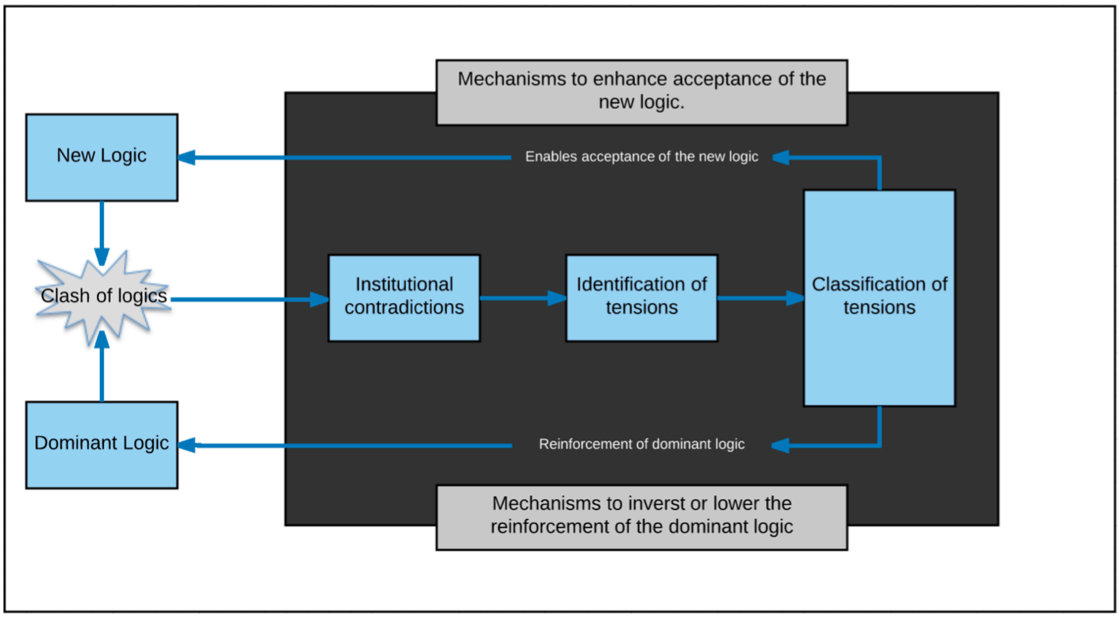

Figure 1. *Conceptual model.*

As discussed above, this gap in organization-theory opens multiple opportunities to explore this section of institutional logics. These institutional logics perspective is less comprehensive about how bottom-up interactional processes may also challenge extant logics or lead to the emergence of new ones (Gray et al., 2015). Therefore, a rising demand of new approaches to deepen this domain becomes noticeable. In short, previous research did pay attention to the relations of contradictions and how they are being mitigated or solved, but only through a conceptual and institutional perspective and not through a micro perspective. This led to an exploratory research wherein micro processes regarding change initiatives have been observed for a certain period of time. This exploratory study provides both micro interactions between potential change agents within an organization, as well the applicable solutions discussed by these change agents themselves. This approach is an attempt to elaborate on institutional change theory, contradictions, tensions and praxis from a micro perspective.

3. Methodology

3.1. Exploratory research

Researchers and R&D practitioner alike are often confronted with a situation that requires them to adopt an explorative research approach (Steinert, 2009). Futurists, innovators, developers and academics are the usual suspects for such situations. Also in this research it is about future events that are still partly unknown and wherein a company needs information about potential black-boxes such as the future adoption of new logics, institutional contradictions, tensions and praxis as potential core mediating mechanism of institutional change.

According to Steinert (2009) the researcher has to base their assessment on known models or closely related secondary sources from where they may deduce their information. In this study the framework -and in particular praxis- of Seo and Creed (2002) is used as the closely related source to better understand the institutional change processes within Expeditie Enschede. Any explicative research design is thus based on secondary sources or models and is, therefore, prematurely confined by the knowledge base it is building upon. In line with the restrictions stated above, the researcher collect data in a explorative way in order to gain first insights and knowledge about the contradictions, tensions and in relation to the strategies (i.e. praxis) to resolve or channel them in order to facilitate institutional change over time.

The layout of this method section is partly derived from Feldman (2000) due to the concise format. This format contains data collection (1) and data analysis (2), wherein in this particular study the subchapters setting, typology, operationalization and implications will be discussed specifically.

3.2. Data collection

3.2.1. Setting

This study will take place in the municipality of Enschede. Expeditie Enschede in divided into several districts with their joining neighborhood teams and -coaches. Despite the fact there are eight districts, only two districts walk ahead and can be seen as the pilot districts. These particular districts will form the core of this research, and more specific, in this paper it is about the West Team. The West Team consists of the neighborhoods Pathmos and Stadsveld. These districts can be seen as a complex network of multiple teams and their corresponding incentives, which includes the core expedition, their learning networks and the Inclusive City. Although The Inclusive City cannot be excluded from research, it will be disregarded as far as possible, because several external researches (Saxion Enschede) will take place concerning this specific topic. Notwithstanding, the Inclusive City sometimes will come up during the observations because of their impact on the clash of logics inside the West Team.

There are many actors involved, so it is important to get clear insights of these complex network characteristics. In order to get a comprehensive overview, the researcher will run along with the expedition leader of the West Team and will attend meetings she has with key actors inside and outside her domain. This unit of observation -observations while attending meetings- will provide indispensible inputs regarding institutional contradictions, tensions and praxis. Observations reveal information about the dynamics of interactional processes (Vogelsmeier, Scott-Cawiezell and Pepper, 2011; Meguerditchian et al., 2013). In examining communication during these meetings, it is important to observe how various participants – expedition leaders, managers and citizens – interact with each other across different environments.

In addition, there is a second part of the research, namely a semi-structured interview (see appendix D for interview questions and topics). The insights obtained during the meetings will be discussed more in-depth with the expedition leader. The interview subsequently has the purpose to disintegrate or rather validate potential assumptions based on the observations during the meetings. This research will be done from a micro perspective with multiple actors and thus highlights the daily affairs at different levels and gives clear insights into the process of transformation of logics and their corresponding contradictions, tensions and praxis.

3.2.2. Method typology

The purpose of this research is to gain insights in occurring institutional clashes and to observe which mechanisms and interventions are implemented or executed during this process that could either embrace or reject certain institutional logics. In order to allocate the right research methods for conducting this research and gain valuable information, the research process has to be specified. The most similar example to study organizational change in this research context is described by Van de Ven & Poole (p.4, 2005) as: "*a narrative describing a sequence of events on how development and change unfold*". This typology of research takes an event-driven approach, which is associated with a process theory of change in organizations. This process theory method analyzes how change unfolds by narrating the temporal sequence of events that occur in institutional arrangements. In this research it means that the sequence of the institutional change process that unfolds in the municipality of Enschede will be examined through participation observation during meetings and a semi-structured interview with the expedition leader. In previous research, the observation technique has also been used in combination with interviews (Walker, Guest & Turner, 1956; Stewart, Smith, Blake and Wingate, 1982; Polite et al, 1997). Not only the process, but also the actions and activities that occur in the research context are important. In order to capture and analyze this data, multiple research methods were applied. This form of method-triangulation contains observations and a semi-structured interview. This typology of research examines how change agents respond to tensions that occur during institutional change in a real time process focus. The researcher may have a retrospective process focus or a real-time process focus (Van de Ven & Poole ,2005), so in this study emphasis is placed on what change agents do or going to do rather then what they already did (real time). Although the fact that Expeditie Enschede rather would be seen as something that never cease, it could actually be interpreted as a project (with an end date, 31-12-2017). Nevertheless, partly due to the limited research period this study is distinguished as a field research including observations and interviews and straightaway these findings are coupled to the interpretations of the researcher.

3.2.3. Operationalization

As mentioned before, this research will start with several observations and is discussed further during the semi-structured interview. While attending the meetings every input will be noted and subscribed. Both during the meeting as well afterwards there is an attempt to categorize every actor's contribution to one of the four institutional contradictions as mentioned by Seo and Creed (2002) in their framework. At first it is important to link certain comments to the potential contradictions *inefficiency*, *non adaptability*, *inter-institutional incompatibilities* or *misaligned interests*. After it has been concluded whether there is one or more of these contradictions, the degree of the tension will be discussed. Thereafter there is a description of the tension, followed by the actions to eventually mitigate these tensions. At last the results over time and the actors' responses are broadly explained, ideally argued from certain praxis. After all the aim of praxis are the free and creative reconstruction of social arrangements on the basis of a reasoned analysis of both the limits and the latent potentials of present social forms (Benson, 1977). The micro-level view towards this praxis showed a more nuanced way of how change agents manage competing –old en new- logics. Beyond the activities of change agents, previous studies already showed how actors supporting a non-dominant logic held neither authority nor positions of high status enabling them to openly challenge the dominant logic (Battilana 2006). Subsequently, these studies draw attention to the possibility of a slowly emerging dominant logic and suggest that the transition period is important to understand. As a result, this study elaborates on these findings by examining temporary solutions (hereafter referred as temporary logics) in order to mitigate tensions regarding institutional change. It is assumed that these temporary logics contribute to the action of releasing the old logic and the acceptance of a new logic.

After reaching a point of saturation (Glaser and Strauss, 1967) -when the collection of new data does not shed any further light on the issue under investigation- during the meetings, the follow up interview with the expedition leader will take place. According to Poggie (1972), key actors could be selected for their knowledge and role in a setting and their willingness and ability to serve as translators, teachers, mentors and/or commentators for the researcher. So in this research the expedition leader of the West Team seems the most appropriate key actor to have an interview with. Furthermore, qualitative interviews have been categorized in a variety of ways, with many contemporary texts loosely differentiating qualitative interviews as unstructured, semi-structured and structured (Crabtree and Miller, 1999). In this research the focus lies on semi-structured interviews in order to gain as much as possible useful qualitative data according to the institutional contradictions, tensions and praxis. Also during this interview process the researcher can observe the participant and his behavior (Agar, 1980), so the observation part can also return in this section of the research.

Ultimately, semi-structured in-depth interviews are the most widely used interviewing format for qualitative research and can occur either with an individual or in groups (Crabtree and Miller, 1999). In this research it is presumable that the interview will take place in an individual setting. Herein the focus is on the transformation inside the neighborhood teams and how to deal with this extensive change and their corresponding contradictions, tensions and praxis. Questions will relate to the actors within these change-processes and the potential institutional contradictions as stated above. Various contexts will be examined in order to explain why new logics will be accepted or rejected, in particular how change agents have their influence on this change process. These changes in logics include tensions and actors will react on this differently. Thus, it is important to investigate what motivates people to embrace or re-enforce certain logic. Awareness and recognition are essential to show actors in which phase they are currently located during this long-time process.

The in-depth interviews will not only contribute to a better understanding of the contradictions and their corresponding tensions during this transformation process, but also provide certain gradations between the various neighborhood teams. It seems legit to assume that there will be differences between the neighborhood teams (West Team versus East Team) and this will be accompanied with different levels of tensions and contradictions.

3.2.4. Overview data collection

Table 1 presents a short overview of the several data collections and their characteristics. This table will involve the observation sequence, the actors involved, the planned location and the time the meeting took.

Observation	Actors involved	Location	Time (in hours)
Business meeting 1	Neighborhood Team Manager Expedition leader Project Manager	Servicecentrum West	1
Business meeting 2	Transformation manager Expedition leader 1 Expedition leader 2 Neighborhood resident	Servicecentrum Oost	2
Business meeting 3	Projectmanager 1 Projectmanager 2 Neighborhood Team Manager 1 Neighborhood Team Manager 2 Expedition leader 1 Expedition leader 2	Laaressingel 61	1
Business meeting 4	Expedition leader 1 Expedition leader 2	Stadskantoor Enschede	1/2
Business meeting 5	Project manager Expedition leader 1 Expedition leader 2 Neighborhood resident	Wattez Schenkerij	2
Business meeting 6	Neighborhood Team Manager 1 Neighborhood Team Manager 2 Expedition leader 1 Expedition leader 2	Laaressingel 61	1
Business meeting 7	Transformation manager Expedition leader 1 Expedition leader 2 Neighborhood coach 1 Neighborhood coach 2 Neighborhood coach 3 Neighborhood coach 4	Speeltuin Stadsveld	1,5
Business meeting 8	Project manager Transformation manager Expedition leader Neighborhood resident	Servicecentrum west	2
Business meeting 9	Transformation manager Neighborhood manager Expedition leader 1 Expedition leader 2 Neighborhood resident	Servicecentrum west	2
Interview 1	Expedition leader	Hengelo	1

Table 1. *Overview data collection*.

3.2.5. Implications concerning data collection

The process of observations also includes several implications. Firstly, McDonald (2005) discussed the access-negotiation process; a researcher has to attain access in an organization to both conduct the actual interviews and the observations processes. The observation process demands for a longer time interval and less conventional involvement per individual, which makes it even harder to gain access. Aside from the privacy-oriented implications, Forsblad (1984) also stated that observations are difficult to handle because they can produce vast quantities of data. To overcome the limited time of this research, the observation data are partially used as input for the interview-phase.

Secondly, observations have to deal with the so-called Hawthorne-effect, which can be explained as the effect of the researcher on the situation he is researching (Shipman, 1997). Actors who are observed can change their behavior because of the researcher's presence. In this particular study the change agents were observed in a business meeting setting, wherein the actors involved undeniably notice the presence of an extra person around. According to McKechnie (2000) this observer effect can be reduced by using a couple of data-collection strategies, including the suggestion to ask all actors involved to discuss their experiences of a meeting with the observer in comparison to a regular meeting (without observer).

Additionally, the researcher has to remain critical towards both the organization and the participants being observed. Sympathetic and uncritical views can be due to extensive contact with one of the participants in particular (McDonald, 2005). The researcher has to keep distance between him and their participants to counteract the possibility of untrustworthiness.

Thereafter, the interview also has to deal with some implications. In short, this contains two types of issues, namely technical issues and ethical issues (DiCicco-Bloom and Crabtree, 2006). Technical issues are about the process for recording interview data, what can be done by audio recording, video recording or note taking (Kvale, 1996). Secondly, transcribing data can cause difficulties because of sentence structure, use of quotes and mistaking words of sentences. Moreover, the software programs used to assist with the analysis do not analyze data in the same way a researcher can do with quantitative data and their corresponding statistical data programs. DiCicco-Bloom and Crabtree (2006) stated that he experience, discipline and expertise of the researcher remain essential in qualitative research analysis.

Finally, the ethical issues are mostly related to the well being of the participants. This includes the researcher's commitment to reduce the risk of unanticipated harm, processing the interviewee's information in a proper way, give participants briefly, but clear information about the nature of the study and reduce the risk of exploitation. Anderson (1991) argues that it is important to build into the research plan a method of acknowledging the contributions that respondents make to the success of the research process and to reimburse them in various ways for their efforts.

In order to conduct an appropriate research taking all actors' interests in mind, it is important to carefully proceed during the execution. In a perfect scenario all the research goals will be achieved with respect to all the participants and other stakeholders.

3.3. Data analysis

The main subjects of analysis are contradictions, tensions and praxis. To obtain a comprehensive view on praxis the source of tensions will be discussed first. This includes the contradictions and tensions the actors express during the meetings. Subsequently the potential solutions and proposed actions they come up with are examined. This eventually results in a temporary logic proposed by the change agents to overcome a turbulent period of institutional change.

An advantage of this particular analysis is the timeframe. The researcher will attend several meetings over a certain period of time, so it is possible to examine the extent of reduction or acceptance of new logics and the creation of certain temporary logics. Furthermore, this research is not only about the tensions within institutional change, also the role of change agents in reducing these tensions could be important.

In contrast to quantitative research, reliability and validity have a different role in qualitative research. In this particular research two impermissible conditions are transferability and credibility. Transferability could be referred to applicability, in other words generalizability. Findings must be understandable to others and be regarded as reasonable (Hamberg et al., 1994). To achieve transferability researchers must provide the readers with sufficient information on the study to make it possible for the readers to decide whether the findings are relevant to the situation and applicable to other situations and contexts (Miles and Huberman, 1994).

Credibility could be related to the truth value, in other words validity. Researchers need to provide assurances of the fit between the participants' experiences and the researchers' reconstruction and representation of these experiences (Schwandt, 1997). Qualitative research could be strengthened by triangulation, which is a means of checking the integrity of the inferences the researchers draw. The researcher looks for patterns of convergence to develop an overall interpretation (Mays and Pope, 2000). Triangulation can involve the use of multiple data sources, multiple investigators, multiple theoretical perspectives, multiple methods, or all of these (Schwandt, 1997). Thus, in this case the researcher made use of multiple sources and multiple research methods (observation and interview).

After conducting the actual research, including the observation as well the semi-structured interview, the results have to be analyzed. Whatever the focus of the study, the basic research question needs to be sufficiently focused so that a relatively homogenous group will have shared experiences about the topic (Miller and Crabtree, 1999). In this case it consists of several actors in the West Team with different perspectives on the transformation. In most cases qualitative research processes have an iterative nature in which preliminary data analysis coincides with data collection often results in altering questions as the investigators learn more about the subject (DiCicco-Bloom and Crabtree, 2006). This research foresees in this preliminary analysis by doing several observations to access crucial information to conduct the interview. Potential research- and interview questions that are not in conformation with the necessary information could be replaced by better ones. Moreover, the researcher must be capable of starting from the planned (semi-) structure during the interview, what also could have their influence on the analysis wherein new contradictions, tensions or praxis can appear.

This both explorative and iterative process of collecting and analyzing data eventually will lead to the point in data collection where no new categories or insights emerge. Kuzel (1999) referred to this as saturation, signaling that data collection is complete. Thus, ideally the researcher generates a comprehensive understanding during the data collection wherein the various subjects of the research questions will be explained.

Therefore, the data analysis will provide insights into how tensions are mitigated by change agents in a context of institutional change; the circumstances and conditions during the clash between the old and new logics of the members of the West Team. Emphasis will be placed on the 'how' question with regard to the adaption of a new logic or reject to this and stay with the old logic. What are the most important contradictions and tensions that arise and which praxis can contribute to the decrease of these tensions. What factors, conditions and praxis help actors to adopt, maintain and diffuse new logics easier and can temporary logics ease this process or not. The data analysis of the observations and the interview has the purpose to map these multiple subjects and develop a better understanding into this field of research on a micro perspective.

4. Results

This chapter contains a comprehensive analysis of the results obtained during the data collection period. As already described in the methodology part, the results are divided into two phases, namely the business meetings (phase 1) and the semi-structured interview (phase 2). After the broad analysis of both parts separately, eventually they will be compared in the last subchapter, the comparative analysis.

4.1. Phase 1: Business meetings

The first step in the data collection procedure was attending several business meetings all around Enschede. Although the research was primarily about the West Team, during the meetings various neighborhood teams and agencies were encountered. During these meetings the focus was constantly on the micro processes between the involved actors. This resulted in ever changing observations due to the various compositions of the meetings.

This subchapter contains the contradictions withdrawn from the business meetings and the potential praxis to reduce these tensions proposed by the actors themselves. This micro perspective shows how potential change agents will act towards tensions they feel during their work and eventually initiate institutional change.

4.1.1. Inefficiency

Inefficiency is a very common tension during the meetings. When discussing own work activities, it rapidly becomes clear that inefficiency is a multiple tension inside the Expedition. It is not only a tension that comes up in day-to-day activities, but it turns out that inefficiency occurs in- and between every layer of the organization. A core component to work in an efficient and good order is communication. Poor communication worsened this process of a structured workplace from the beginning. As noted during a meeting:

"Support, customized work and unraveling are things that don't go well at this time. We know that, but we don't communicate about it in a proper way".

And:

"How do we communicate? This isn't happening yet. When you're absent during a meeting you're not being aware of what actually happened. We need to report about these meetings, for example by using Intens (online environment for employees). It is necessary to monitor our progress".

In order to monitor particular progress it is necessary that the expedition can show specific and explicit results. Although the Expedition is concerned with the importance of concrete results, it is still difficult to obtain these results because they want to do this in particular through an online narrative system. However, during the meetings this online system is questioned repeatedly. As someone noted:

"Last month only 3 narratives were reported in the online environment".

Although every member of the Expedition wants to encourage people to increasingly make use of this system, they also remarked that:

"We cannot force people to use this system; they have to do this because they are intrinsically motivated".

Partly due to the lack of communication, not every employee is on the same level of understanding. This results in different styles of working skills. Employees are familiar with their responsibilities, but there is not a clear structure to follow, which makes it ambiguous for them to know what responsibilities they have to deal with. As an employee noted during a meeting:

"There is a high level of abstraction in the neighborhood teams, what makes it difficult to acquire concrete results".

Or as a neighborhood coach experienced during their working shift:

"*Clients are not motivated to act as we desire from the expedition's point of view. Our new way of thinking doesn't connect to the client's expectations. They are not ready for a certain change. I think it's important to look at yourself first and ask yourself the question; are we acting in a proper way? Why do we feel some resistance?* ".

Change agents of Expeditie Enschede want to solve this tension by increasing the visibility of the results obtained. They also stated this into their A3 digital annual plan. Subsequently, it is of undeniable importance to show these examples, results and plans to the employees to achieve a potential reflective shift in consciousness.

In conclusion, inefficiency does not only occur at the workplace but also during the contact between the neighborhood coaches and their *clients*. It turns out that a lot of neighborhood coaches still work according to the old logics and thus they are not fully aware of their primary activities. As someone noticed:

"Neighborhood coaches have to be present increasingly in their neighborhood and less at the office".

The desired change requires emphatically communication as an unmistakable praxis wherein both employees of the Expedition as well their clients get used to a new way of thinking and doing. This potential change needs constant attention and monitoring in order to get people together. Communication inside their own organization as well towards municipality management, third parties and clients are of great importance.

Based on the latest meetings, it can be assumed that the change agents of Expeditie Enschede will continue their quest and try to remove inefficiency tensions in order to achieve the initiated changes.

4.1.2. Non-adaptability

Besides inefficiency, a second tension that arose during the meetings was non-adaptability. It soon became clear Expeditie Enschede had to deal with a lot of tensions concerning non-adaptability. Although the Expedition puts a lot of efforts in the development of innovations and improvements, it turns out that a number of employees face a lack in the ability to adjust to these innovations. It already starts at the management layer of the organization, where a manager stated that:

"I don't like the online systems, because I didn't grow up with these technologies. I can't express my emotions and therefore I value these online systems as less valuable".

And:

“*The online facilities are available, but there isn’t a standard procedure of obligation to use this. We need more feedback and cooperation to make efforts concerning these resources. At this time, we share information in particular in an informal way, but it seems better to do it strategically and in a way that everybody can benefit of it*”.

When diving deeper into the organization it turns out that non-adaptability also occurs at lower levels of the organization. It is worrying to mention that it also happens between the employees and their clients. The majority of the employees are originally from professional social service organizations and they are used to work in a specific way. Discussions during the meetings point out that it is difficult to obtain commitment among employees concerning the intended changes. As one of the managers discusses during the meeting:

“*Colleagues experience it as difficult when I interfere with their working activities. It’s an attempt to help them but they can misinterpret this easily, what eventually leads to heavy discussions. And of course we’re in a turbulent phase, but in the end we want to make some changes”*.

During the meetings the actors agree on the idea that:

“We have to think with our employees and cooperate to succeed in implementing potential changes with the neighborhood coaches. And we have to do this specifically with the sources we already have”.

So the essence to use the already existing sources and systems is a widespread desire during the meetings. This is partly due to the fact that nowadays some relatively new (online) systems are barely used by the employees. Even more new things and thoughts would only complicate the process of change.

The quotes stated above show that there is a high deficit of urgency among the employees about the changes the expedition want to initiate. The employees feel the obligation to adjust their normal work activities what leads to a certain degree of irritation and dissatisfaction. In order to mitigate these tensions the change agents try to convince others to adapt the new logic with multiple examples and benefits:

“*The most important thing is increasing the urgency among colleagues. We have to focuses on the positive impact of the expedition*”.

And:

“*We have to clarify towards our colleagues that it’s essential to keep up with the transformation. However, it’s important to take the intrinsic motivation into consideration, because we cannot force them in a top-down way to adopt everything we want them to do*”.

And:

“*Even though intrinsic motivation is an important aspect to arrange changes in an acceptable way, sometimes it seems insurmountable to navigate, motivate and push them in the right direction*”.

In sum, management emphasizes on self motivation and intrinsic motivation, but there are some specific actors within the Expedition to guide this in an appropriate way. Transformation coaches and expedition leaders can contribute to the easing of the process and, if desired, even mobilize people to contribute to a smooth institutional change. In order to mobilize actors, change agents have to make use of a more structured way of monitoring, guidance and stimulation as praxis to ultimately get along the employees with the intended change. The more tensions are mitigated within this process, the faster the organization can proceed in their intended changes.

4.1.3. Inter-institutional incompatibilities

Besides inefficiency and non-adaptability, there were a couple of tensions found concerning inter-institutional incompatibilities. Although the fact that the Expedition is a project on itself, they have to deal with multiple institutions, organizations and other stakeholders. It is not unusual for organizations to deal with various missions, visions and processes, but Expeditie Enschede in particular has to deal with these corresponding tensions, because of their relatively new approach. This new way of thinking and acting does not only cause tensions between them and organizations from the outside, but also inside the different layers of the organization.

Expeditie Enschede has been initiated in both the West Team as well the East Team. Although they work together, they are not equal in their stage of development:

"*There is a strict district management in the East Team that counteracts certain innovations. In the West Team there is more conformity between the various stakeholders. So neighborhood teams and district management have to cooperate and this has to be cognizable within de municipality management*".

And:

"*Although the West Team and the East Team are in line with each other, the West Team walks ahead. In the West Team the transformation policy and control of the management layer is developed further than in the East Team, because they have to deal with agencies that oppose the potential change*".

These pilot neighborhoods could serve as an example for the other neighborhoods inside the municipality of Enschede. In order to do so, suitable communication is an indispensible resource, but again several tensions according to this communication come up during the meetings:

"*It has to be easier for neighborhood teams to request information from each other*".

And:

"*There is a lack of communication between several layers of the Expedition. Management is assigned to deal with this important task to involve key players in a way they can intervene when necessary. At this moment a clear protocol or structure to involve each other is missing*".

It becomes clear that there is a certain distance between the neighborhoods. As a matter of course, management has the responsibility to lead this in the right direction, but does not completely succeed in it yet. In order to mitigate tensions between the Expedition and other institutions, they have to solve the problems within their own organization first:

"*We need more project management in order to get involved with the temporary state of affairs. Thereafter this can be communicated to the municipality management*".

After the mitigation of tensions inside the organization it could be slightly easier to overcome certain tensions with third parties, for instance the municipality management. The municipality manage the subsidy, thus they are a key actor in the process. To strengthen the cooperation between the Expedition and the municipality management it could be important to work together towards a new logic and facilitate each other where necessary. However, the discussions during the meetings show another situation:

"*We think it's important to work in a co-creative manner, but the municipality impedes us because they don't facilitate this*".

And:

"*Due to differences in how various organizations work, we feel some tension. Though municipality is willing to contribute towards the project, they act in an unsuited way because they are more deciding instead of facilitating*".

And:

"*We want to invite people from the municipality management to explain our expedition and how we expect to come where we want to come. Herein it's important to explain our concrete activities so we can involve them in our transformation. Although it's in contrary to the vision of the expedition, it could be important to show some concrete examples*".

Aside from finding appropriate and concrete examples, the way these examples are presented can also be a point of attention. Employees should not be bothered with too many directions originating from all kinds of actors. Within Expeditie Enschede a specific group of people is assigned to these responsibilities, including transformation coaches, neighborhood management and expedition leaders. Notwithstanding these clear tasks, not all actors are fully aware of how to initiate this:

"*The people who actually have to initiate the changes should be more involved in the decision making process*".

And:

"*In order to spread the ideas of the new logic it's important to involve every layer of the organization. It's difficult, but we have to deal with these challenges and make sure we mitigate every tension between the involved institutions*".

And:

"*One of the core causes of the tensions people feel inside the organization is due to the high level of abstraction. The expedition focuses on a different view regarding their activities, but this will be visible in a later stage. Until that moment it can be hard for certain sectors of the organization to concretize the benefits of this new logic and eventually adopt this new logic*".

In order to assess the tensions found, two characteristics can be distinguished. A specific tension is the lack of clarity, what already begun at the start of the Expedition. The expedition is a project with a particular long term vision, which makes it more complicated for actors to adjust to this because it could be difficult to understand the individual benefits from it. Second, management is loaded with the crucial responsibility to first get the lower management, the people who actually initiate the changes, to think in the same direction. The only way to mobilize other individuals is to first jointly focus on mutual examples, benefits and the same way of spreading these factors inside all layers of the organization. This common approach is praxis to ultimately mitigate the tensions regarding inter-institutional incompatibilities.

4.1.4. Misaligned interests

As already partially showed through the tension discussed above, one of the core causes of tensions are the misaligned interests all around the actors involved. This already showed up inside the Expedition, wherein several layers of the organization have different thoughts regarding their work method. Secondly the Expedition has to deal with multiple interests concerning the Expedition and third parties, as for example the municipality.

In order to solve the tensions regarding the misaligned interests with external actors, it could help to first focuses on the different internal interests:

"*Inside our organization employees face several obstacles, which have their influence on people's motivation. They get involved with ever changing actors and their varied interests*".

And:

"*Even among the people who are responsible for the transition, not everyone is fully aware of the matter of the transformation from the old logic to the new one. This is partly reversible to the barriers of the predominance of old logics inside systems, authorities and organizations*".

Before the Expedition can focuses on resolving the misaligned interests with their external stakeholders, they first want to focus on their internal tensions. In order to get their staff on the same page, it could be important to define a clear mission and set priorities, goals and targets. Again communication turns out to be of great importance:

"*We need more consultation with the Inclusive Neighborhood to interweave certain factors*".

Because the multiple actors involved, the Expedition feels the need to involve every stakeholder in order to contribute to a smooth process of change. Management has to facilitate transparent flows of information and have to be admissible for debate. As stated during the meeting:

"*We can't demarcate certain phases or factors in our expedition. We have to interweave all actors. Regular work, casuistic, inclusive neighborhood, and transition have to be taken together to oversee what is achieved*".

When acting with unambiguous interests the Expedition can act from a stronger position to the municipality. This is urgent because misaligned interests between the Expedition and the municipality are very common. This is largely explained from a financial perspective, as discussed during several meetings:

"*In first instance the expedition has not the purpose to achieve financial results. Municipality stands opposite this way of thinking and definitely wants to see financial results*".

And:

"*Some people of the municipality can understand the long term vision of the Expedition, but higher management has different thoughts on it*".

And:

"*Expeditie Enschede is of course also actually meant to achieve financial benefits for society, but this has to be achieved in the slipstream of this project. In contrast to this, municipality expects financial results from concrete events and proceedings during the Expedition*".

Apparently both parties have divergent interests; the only way to co-operate is making compromises. Notwithstanding the long-term vision, it seems to be important to also show the current contributions of the expedition. According to one of the meetings:

"*The expedition is only a part in a shift from old logics to new logics. The expedition is not the cause of this transition, but the expedition contributes to this shift and I think this transformation 'arrow' would be significantly smaller without the expedition*".

And:

"*We should not narrow this expedition, but put the expedition in place in which they have also financial influence on social subsidies and other cash flows. We have to show this with concrete examples in what way the expedition set the neighborhood in motion*".

In order to fulfill all interests, the Expedition has to take several stakeholders into account. They want to achieve their own goals, without deviating from their own vision. But similarly, they feel the need to maintain the municipality on their side, partly because of their financial dependency to them. This was mentioned as follows:

"*We want to work in both ways; put more efforts in being present in the neighborhoods in order to obtain narratives and at the same time involve the municipality by using examples and experiments to show the urgency of the expedition. Herein it's about social return in particular*".

So Expeditie Enschede have to work according to the principles of an ambidextrous organization (Tushman and O'Reilly, 1996), so that they can cope with today's business and at the same time adapt to the changing demand of tomorrow, expressed in cooperation with the municipality and similarly in continuous experimenting in the neighborhoods.

4.2. Phase 2: Semi-structured interview

The second step in the data collection procedure was a semi-structured interview to subsequently discuss the results obtained in phase 1. Several tensions were revealed during the business meetings, and on top of that multiple potential mitigation strategies from a micro perspective were described. The contradictions, tensions and solutions offered during the meetings will be discussed more in detail during this interview, what eventually shows an even more individual point of view.

4.2.1. Inefficiency

When discussing the tensions regarding inefficiency around the organization, there is one specific example repeatedly comes to light. As already mentioned during the meetings, the online narrative system is still not working as planned. It turns out the system does not connect to both target audiences, the Expedition's employees as well the youth:

"*The method on itself is wonderful, but when implementing a new system, it has to fit with the target audience*".

And:

"*It's hard to explain the benefits of a certain system because of the high degree of abstraction*".

Despite the fact this system is an attempt to stay innovative and connect with their target audience; these goals are not achieved yet. The obligations to work with new systems people are not used to can cause tensions, which are hard to solve. A potential solution in order to mitigate this incomprehension is:

"*This system needs a sort of feedback. The 'what's in it for me' is missing, what makes it unclear for youth and employees to work with this system*".

A standard procedure how to deal with these sorts of inefficiencies is still missing. Several actors involved in the change process try to mitigate tensions everywhere around the organization, but it seems that an unambiguous method is still missing around the neighborhood teams. Better communication between management and key actors in the change process seems to be an appropriate improvement in order to become a more efficient organization.

4.2.2. Non-adaptability

As noticed during the meetings, Expeditie Enschede faces several tensions concerning non-adaptability. Both personal experiences as well experiences of colleagues are discussed. Although the fact that every (new) system and working method has the purpose to ease the working activities, this is still not adopted as proposed by the employees. A lot of actors are hardly used to their specific working method from a professional (but old) logic, wherein it is difficult to adjust certain changes:

"*From my point of view we can connect even more with initiatives that already exist. Often our professionals still work from the perspective of the old logics. We have to work together with our neighborhood residents to make progress in order to smoothly carry forward the new logic*".

Management hardly emphasize on intrinsic motivation during the quest towards the direction of the new logic. But herein it is assumed that intrinsic motivation is a factor which can be easily accomplished. Despite of these thoughts, also within the management some actors refuse to join the proposed changes. This feeling of opposition can be felt by the employees, reflected as follows:

"*Within the organization we're still not all acting in the same direction. We need unambiguity to better be able to spread this new logic in our neighborhoods*".

And:

"*Some necessary information regarding the transformation is missing. Especially employees who are responsible for the transformation should be fully aware of all characteristics and this should be monitored every once in a while*".

So a certain system to monitor the progress is still missing. Transformation coaches, expedition leaders and neighborhood management teams are saddled with the responsibility to lead the intended transformation in the right direction, but a certain way of monitoring is still missing. It is assumed that all circumstances are suited for a transition, but there is no hard proof that every neighborhood is already on the same level. As observed by the employee:

"*The West Team walks ahead concerning the transformation, which can be seen as a trigger to get other actors involved*".

And:

"*We should not get ahead of ourselves. It is assumed that all actors have the necessary knowledge to join this transformation, but in some circumstances (neighborhoods) everything runs as before*".

Several differences between the neighborhoods are noticed. There is a big difference in the degree of adoption of the new way of thinking. Where some actors try to go along, others undeniable resist to these changes. Higher management should firstly get their lower management in the same direction and subsequently strengthen their efforts towards the increase of intrinsic motivation among the employees and lastly monitor this progress regularly.

4.2.3. Inter-institutional incompatibilities

The transition requires cooperation among all actors involved. However, the Expedition has to deal with a great diversity of stakeholders. Change agents have a hard task to initiate changes in all layers of the organization. This is accompanied with a lot of tensions, such as irritation, annoyance, haziness and a lack of motivation among employees:

"*Tensions occur at every layer of the organization, because thoughts concerning the new way of thinking are still not unambiguous everywhere around the organization*".

Management has to clarify the transition towards their employees. In order to achieve a certain change, it could be important that lower management works in the same direction and strengthen the ideas of higher management. Though, there is still ambiguity among management of the neighborhood teams. At this moment, the West Team can be seen as a pilot neighborhood in which they already partially apply the new way of thinking. This is reflected in:

"*In the West Team we increasingly make use of our neighborhood coaches' creativity. We also try to look at the residents' environment and the role of society within*".

Although these developments in the West Team, it is difficult to spread this around the other neighborhoods:

"*There are still a lot of differences among the neighborhood managers. This doesn't contribute to a smooth transition. The neighborhood teams have to deal with different management abilities, causing even more differences inside the neighborhood*".

Subsequently, the transformation has to penetrate further to the employees who actually work in the neighborhoods. Presumably this is even more difficult to achieve because the neighborhood coaches have opposite priorities:

“*Neighborhood coaches mostly focus on their clients and offering help, while management is increasingly focused on transition. So one is concerned with the short term solutions (reduce waiting lists), while among others the long term is on interest*”.

It turns out that showing concrete examples is the most effective way to get along all stakeholders inside and outside the organization:

“*Concrete examples could help us to facilitate the cooperation between both the different layers inside the organization as well with the external institutions. However, it took time before we could present some examples. If possible we want to show examples which connect to the employees’ practices*”.

And:

“*Showing examples (benefits resulting from the Expedition) is the most appropriate way to resolve tensions and contradictions between neighborhood teams*.”

This solution copes with a couple of disadvantages such as inertia (slowness). The Expedition could be characterized as a project, so at the start of a project there is a shortage of concrete results. This slows down the process of getting people involved and on top of that it increases vagueness and annoyance among the employees. Resolving tensions regarding vagueness remains difficult because:

“*The Expedition remains a subject of abstraction. It’s up to us to concretize this step-by-step*”.

In conclusion, the expedition has to deal with a couple of tensions to ultimately involve everyone in the transformation. It starts with getting all layers of management in the same direction. Subsequently they can concretize the transition together in order to involve the rest of the employees. Unity can be their strength, and this can be strengthened further by showing concrete examples regularly.

4.2.4. Misaligned interests

The tensions discussed above showed an organization with a lot of varied interests. These misaligned interests are reflected in both the internal organization as well with external institutions (municipality and professional social support organizations). Despite of these contradictions, all stakeholders have to put efforts in cooperation and shared interests. In order to achieve a better agreement, there is an attempt:

“*We’re trying to get closer to each other. For example, we’re busy to connect people from both parties so that we can contact more easily and make sure we can take advantage of each other’s presence. In this way we’re jointly co-owner of the project. This has the purpose to both get in the same direction*”.

The ever returning though has to be:

“*Our interests should also be their interests*”.

The process to straighten the interests is complicated, because the municipality has a more financial perspective, similarly the Expedition has a long-term social return perspective. These conflicting perspectives require a comprehensive process of bargaining. Both parties have to make concessions in order to understand the opposite interests and ultimately come to a settlement:

"*A key point to deliberate is the appreciation of the results. It's important to achieve a certain degree of understanding concerning the financial results versus the social return. It's hard to express the results of social return into financial numbers*".

And:

"*The municipality wants their citizens to participate more in society and a decrease in the use of social services. Passivity is expensive. The Expedition's working method has the purpose to contribute to a more active and inclusive society, however, it could be difficult to prove this in the short run. So we're constantly working on concretizing our progress and demonstrate the importance of it towards the municipality. In this way we try to transfer our interests to them and ultimately share the same interests*".

Thus, obtaining shared interests start with the creation of awareness among the shareholders involved. Subsequently both parties have to put effort in a better cooperation and they can exchange their interests to ultimately become co-owner of a particular project.

4.3. Comparative analysis

This subchapter contains an extensive comparison between the results obtained during both the business meetings as well the interview. Emphasis is placed on recurrent themes, including their corresponding contradictions, tensions and suggested solutions.

Contradictions	*Degree of tensions*	*Description of the tension (hoe uit die zich)*	*Actions for taken / actions to mitigate tensions*	*Result (wat er gebeurde er nou in de volgende) Respons*
Inefficiency	High	1. Employees are not motivated 2. Lack of communication 3. Lack of cooperation between neighborhood teams 4. Employees do not adopt the new logic but stay with the old logic	1. More communication between both the layers of the organization as well the neighborhood teams 2. All management teams have to act in the same direction	1. Several neighbor-hood teams have meetings more often 2. Put more efforts in better communication and monitoring
Non Adaptability	High	1. Lack of motivation to use new systems and new working methods 2. Annoyance around new systems and new working methods	1. Show benefits of new systems and working methods 2. Show concrete examples 3. Stimulation of actors	1. Mandatory use of new systems (Intents and narrative system) 2. Increase in monitoring

		3. Employees do not adopt the new logic but stay with the old logic	4. More guidance 5. Monitor change	
Interinstitutional Incompatibilities	Medium	1. Vagueness around the Expedition 2. Various thoughts and working methods among the layers of the organization 3. Lack of understanding regarding benefits and adjustment 4. No empathy regarding the change because a shortage of concrete examples	1. Concretize long term vision 2. Involve every layer of the organization to work in the same direction 3. Mobilize individuals and show examples and mutual benefits 4. Create unity inside the organization	1. Elaborate on A3 annual plan 2. Put all efforts into obtaining concrete examples
Misaligned interests	Medium	1. Lack of cooperation between both the neighborhood teams as well the municipality 2. Too much discussion around the results of the Expedition 3. Stress concerning the absence of concrete financial numbers 4. Irritation concerning a lack of empathy for social return in the long-term	1. Create awareness 2. Obtain shared interests 3. Involve all shareholders 4. Acquire more cooperation 5. Exchange interests 6. Make each other co-owner of the project 7. Be ambidextrous	1. Effort to make each other co-owner of the project 2. Demonstrate benefits by means of concrete examples 3. Acquire more concrete examples

Table 2. *Results overview including contradiction, degree of tension, description of tension, actions to mitigate tensions, results and responses.*

Table 2 shows all results obtained during the data collection period. It turned out all four contradictions are present within the Expedition. There is a high degree of inefficiency and non-adaptability, while inter-institutional incompatibilities and misaligned interest were discovered as well. These results ensure that the Expedition is located in a turbulent period. Management is designated to deal with these tensions during a period of institutional change. In order to mitigate the observed tensions the expedition has several neighborhood managers, transformation managers and expedition leaders employed.

During the meetings and the interview it becomes clear how these change agents react on tensions they observed. This discussion from a micro perspective gave insights into individual provided solutions. It also could have shown a sort of development because the observation took place over a certain period. Soon it became clear that the business meetings had a high degree of recurrent themes. However, there was too little time to see a concrete development or change during this period.

Nevertheless, the observations and interview gave clear insights into the tensions felt by the actors involved. Multiple tensions showed up and were connected to a certain contradiction. It should be noted that a lot of tensions could be assigned to multiple contradictions, after which the most appropriate contradiction was chosen ultimately. Subsequently the responses of the change agents were observed. The meetings and interview reveal how these change agents mitigate the institutional tensions that occur within the organization.

Change agents respond to inefficiency as follows; they want to facilitate more and better communication between both the layers of the organization and the neighborhood teams. Better communication have to lead to a shared method of working in which the employees adopt the new way of thinking. In order to stimulate this, the change agents propose multiple meetings more regularly involving several neighborhood teams. These meetings emphasize on the need to put a lot of efforts into better communication and subsequently monitor the progress.

In order to mitigate the tensions concerning non-adaptability, change agents made the suggestion to show benefits of the new online systems (Intents and online narrative system). The change agents want to accomplish this use of systems by stimulating the actors involved. Some employees need more guidance and stimulation to adopt a new logic. They have to be persuaded by the change agents in a way they reach a point of satisfaction regarding the new systems. In achieving this, the change agents want to start with a sort of mandatory use of the new systems, so that the employees get used to these systems and can experience certain advantages by themselves. The degree of adjustment has to be monitored on a regular basis.

Actions to mitigate tensions regarding inter-institutional incompatibilities were also discussed by the change agents. They want to better concretize the long term vision of the Expedition to reduce the vagueness. They have to involve every layer of the organization to succeed in this concretization. Nevertheless, they are aware of the importance of unity inside the organization and want to facilitate this by mobilizing individuals through the experience of examples and mutual benefits. Concrete plans are designed into an A3 annual plan. However, this scheme should be improved and these plans could be strengthened by concrete examples.

Lastly, multiple actions were suggested by the change agents to overcome tensions concerning misaligned interests. First, awareness has to be created among all stakeholders involved. Subsequently, there is a search for shared interests so that both parties can exchange their interests and cooperate in a better way. Stakeholders can make each other co-owner of the project and they will have shared burdens and benefits. Expeditie Enschede is occupied with the task to make the municipality co-owner of the project. They want to show (mutual) benefits of the expedition on a regular basis and at the same time acquire more concrete examples to strengthen the position currently held by the Expedition.

The responses of the change agents reveal a certain trend. The deep-grounded habits among the employees and other stakeholders impede a moderate adjustment towards the new logic. Instead of a direct change towards the new logic, the change agents implement a sort of temporary logic. This can partly be understood from the characteristics of a “temporary organization” as defined by Packendorff (1995); a temporary organization is an organized (collective) course of action aimed at evoking a non-routine process and/or completing a non-routine product; has a predetermined point in time or time-related conditional state when the organization and/or its mission is collectively expected to cease to exist; has some kind of performance evaluation criteria; is so complex in terms of roles and number of roles that it requires conscious organizing efforts (i.e. not spontaneous self-organizing). Although Neighborhood Team West is not a temporary organization, change agents within this organization can navigate institutional change by initiating temporary logics. These temporary logics meet the same characteristics as those ones stated above regarding a temporary organization. Firstly, change agents try to install temporary logics in order to mitigate tension among the change process and relax this non-routine process. Second, change agents of Expeditie Enschede aim at all employees to eventually adopt the new logic, preferably before the end date of the expedition. Third, the degree of adoption, adjustment and development should be monitored more regularly in order to verify employees’ achievement towards the change process. Last, the complex way of organizing requires never ending efforts of management teams and change agents; because there is a little change employees within the organization will change themselves without any external motivation and concrete examples. Thus, these temporary logics are also beliefs, practices and systems that are characterized by a set of rules and attitudes that individuals create and recreate while simultaneously providing a link between institutions and action (like normal institutional logics), but these temporary logics have to serve the short-term interests to eventually entirely adopt a new logic while at the same time mitigating tensions within this process as much as possible.

In conclusion, practice shows that not every tension and contradictions is being resolved directly. Change agents within Expeditie Enschede put all their efforts into the mitigation of the tensions in order to relax the process of the transition; there is an attempt to initiate so-called temporary logics to strengthen this process of mitigating tensions and similarly ensures that employees are less concerned about the change process they are involved in. It becomes clear that stakeholders feel various tensions and have multiple reasons to adopt or reject certain changes. Releasing an old logic and join the new logic is a complex process and should always require all endeavors of change agents. Both the process of change as well the Expedition are long-term trials which always requires action, creativity and achievement by management and change agents in order to convince the other stakeholders to adjust to the initiated changes. Through working together, they developed structures and systems to support temporary or longer-term collaborations, such as temporary logics. As proposed by Reay and Hinings (2009); collaboration is an important process for resolving contradictions and tensions associated with co-existing and competing logics in an organizational field.

5. Conclusion

After a broad analysis of the results obtained during this study, the research question can be answered; what are the responses of change agents to mitigate tensions during institutional change? Both observations from a micro-level perspective and an interview reveal that change agents within Expeditie Enschede have to deal with institutional contradictions (inefficiency, non-adaptability, inter-institutional incompatibilities and misaligned interests) and their corresponding tensions. Change agents attempt to mitigate these tensions by initiating *temporary logics*; to a large extent, actions and systems that are characterized by a set of rules and attitudes created by the change agents and recreated by the employees while slowly adapting the new way of thinking. This step-by-step-change in logics has the purpose to mitigate tensions among the actors involved in the change process and simultaneously it provides change agents with the necessary tools to better coordinate the process (by providing concrete examples, mandatory use of new systems and unambiguous communication) and eventually better monitor the development of the change process. These temporary logics have to serve the short-term interests in order to let employees slowly get used to a new logic and thus, achieving a radical change by applying incremental change processes.

6. Discussion

The aim of this study is to contribute to the existing literature of institutional change processes, wherein emphasis is placed on change agents and their mitigating- and resolving actions. Secondly, this study had the purpose to give insights into the current change process within Expeditie Enschede and eventually providing guidance in order to attenuate resistance towards the initiated change processes among the actors involved. At first, the study's theoretical contribution is discussed by linking the results of this study to the theoretical insights acquired in chapter two. Thereafter, managerial implications are discussed in order to consider in what way this study can be used by change agents to be better aware of all change-characteristics inside their organization and ultimately facilitate a smooth change in logics.

6.1. Theoretical contribution

As already stated in the most recent organizational change literature, this section of organizational theory was mostly done from a conceptual and institutional perspective. This study contributes to the existing literature by using a micro perspective. There is a request to enlarge and deepen into these micro interactions between the actors involved in the initiated change processes.

This study uncovered the difficulties of a change process in an organization that seems to be not ready yet for a radical change in logics. As Dorado (2005) already stated, the sort of agency could have their influence on the change process within an organization. The observations of change agents within this study showed different approaches in order to convince actors involved to participate and adjust to the proposed change processes. Certain temporary logics were initiated in order to achieve a smooth and appropriate change process and simultaneously prevent the increase of tensions among the employees. For example, two reasons were found; employees face a lack of abilities towards new (digital) systems and thus did not feel comfortable when they are obliged to use these new working methods. Secondly, almost the entire group of employees is originating from professional caretaking organizations and is used to act from a different perspective. The nature of this organization is a disadvantage regarding the change process and thus, Expeditie Enschede tries to implement their change initiatives through multiple layers of the organization (executed by change agents and management teams). This top-down working method could be due to more resistance and subsequently opposites the initial idea of management that change had to be realized by intrinsic motivation among the stakeholders. In order to mitigate these tensions, change agents are deployed to induce a reflective shift in consciousness among employees and eventually mobilize them to adjust to the initiated changes. Despite the top-down-mode, most previous studies saw change as best taking place incrementally, on the basis of consensus, collaboration and participation (Quinn, 1980): thus, the change process had to be 'owned' by the employees.

As Smets (2012) stated; mundane activities of practitioners struggling to accomplish their work can trigger institutional change efforts. This partly came forward in this study, namely actors who are aware of the negative consequences when staying with the old logic, want to adopt new logics faster in order to better perform their working activities. They passed through a reflective shift of consciousness and now want to mobilize their colleagues to get engaged in this change process. This practice approach opposites the assumption that most institutional change is initiated by the endeavors of higher management, while in Expeditie Enschede the higher management is responsible for the change initiatives from the outset and during the process. Consequently, Expeditie Enschede acts largely according to the old habits of the top-down way of initiating changes.

This old-way fashion of mandatory change is against the idea that certain employees seemed to enjoy working in old logics where they were used to (Ashburner, 1993b). This perception of employees strengthens their reaction to diverge from the stance taken up at a collective level (FitzGerald, 1994) by the management of the organization.

This study is also consistent with the experiences in earlier micro-perspective studies wherein a lack of connections between praxis and their corresponding dynamics within the organization became visible. Within Expeditie Enschede this is due to a shortage of monitoring activities, causing management uninformed concerning the change performances. Thereby, this compromises to the ideas of Vaccaro and Pallazo (2015) that institutional change requires attention into the wide range of actors who are involved in the change processes. Because of the shortage in monitoring, management is not aware of the size of the actors that already adopt the new logic.

In addition, results of this study contradict the arguments of Smets et al. (2012) that also without stimulus from the outside and obligations from higher management, yet change can occur within an organization and can become institutionalized. For example, observations within Expeditie Enschede showed a mostly obstinate group of employees who needs a high degree of encouragement to attain understanding and cooperation with regard to the change processes. A radical change from the old logic towards the new logic seems to be hard to accomplish, so temporary logics facilitate hybrid roles which can be taken by both management as well the employees in order to consequently affect their professionalism towards their working method (McGivern et al., 2015). These institutional work methods are needed to reconcile and hybridize institutional logics or maintain their independent coexistence (Townley, 1997; Hargrave and Van de Ven, 2009; Reay and Hinings, 2009; Creed et al., 2010; Goodrick and Reay, 2011).

Furthermore, this study corroborate the idea according to Vaccaro and Pallazo (2015); certain praxis initiated by potential change agents could fly under the radar before it gets noticed and accepted, whereby these partially unnoted efforts are less likely to raise refusal or resistance among the actors involved. Expeditie Enschede started approximately a half year ago with their change initiatives, while there is still an undeniable group of employees who are not yet aware of the importance of the new logics and thus, still work conform the old logic. On top of that, this increases the degree of ignorance among management teams because they are not fully aware of the change in the work place. As Reay and Hinings (2009) already stated; professionalism and managerialism can be thought of as 'competing institutional logics. Thus, this could be an important source of tensions within an organizational change process.

In sum, this study has contributed to the existing organizational change literature by giving insights in how change agents noticed tensions within an organization. Subsequently, deliberation between the change agents involved is observed and solutions they provoked were discussed. This exploratory research setting demonstrate organizational interactions wherein management and change agents try to pass through a radical change of logics by partly impose mandatory changes (top-down) as well triggering the intrinsic motivation of employees to compromise to the initiated change processes (bottom-up). These micro interactions gave a unique insight into the internal processes of the organization and combine the praxis activities of change agents with the four contradictions that could occur inside the organization. As the project name already suggest, Expeditie Enschede could actually be seen as a sort of expedition, wherein the change agents and management teams face a continuing quest in order to find the most appropriate and applicable praxis to mitigate tensions and eventually facilitate a suitable change process.

6.2. Managerial implications

There is a certain degree of ambiguity about how the Expeditie Enschede can be seen. Despite the fact it is actually a project with an end date (end of 2017); inside members try to see this Expedition as a never ending intention in order to adopt new logics. The Expedition is perceived as a clear, transparent and measurable object, but practice indicates several objections to disintegrate this idea.

Observations during this study disclose multiple tensions around the organization. Although every tension was assigned to a particular contradiction, change agents should take into consideration that these tensions and contradictions intermingle in practice. Tensions could be assigned to multiple contradictions frequently, which make it even more difficult to find an appropriate praxis in order to mitigate or resolve a certain tension. In order to mitigate tensions that occur in the process of repelling the old logic and adopt a new logic, change agents could create a certain temporal logic; this enables change agents to make organizational decisions in order to coordinate and cooperate without explicit coordination mechanisms within the change agents (Jensen, Dignum & Villadsen, 2016). This temporal logic, for instance cooperation in the short term between several actors, has the purpose to reduce tensions and resistance and can contribute to the acceptance of the definitive new logic. However, during the observation period it came forward that management teams and change agents still mostly try to resolve these tensions through deliberation and meetings. During these meetings, there arose a certain degree of saturation –no new topics were discussed, recurrent themes- what placed even more emphasis on the need for concrete action within the Expedition to eventually admit to a new logic.

7. Limitations and future research

As the discussion chapter provides a comparative analysis of the results obtained during this study and the already existing literature with regard to institutional change, this chapter focuses on the shortcomings of this study. Although the deliberately chosen research methods of this study, some limitations will be discussed. Eventually these limitations could be partially used as input for suggestions for future research.

7.1. Limitations

At first, this study is built on the four contradictions obtained from the dialectical framework of Seo and Creed (2002). Although these contradictions embrace a broad spectrum of tensions that can occur during institutional change, some indispensible factors could be absent.

Second, the unit of observation was only a small group of people within the organization, moreover people employed in management jobs. These management teams, expedition leaders and transformation coaches are designated to accomplish an appropriate change process and resolve additional tensions, while they are not fully aware of the prevailing dynamics in the working field. This study is largely based on the input of people working in the management layers of the organization and thus, the representation of the employees (neighborhood coaches) is missing. Subsequently, the results were obtained from the perspective of Neighborhood Team West, while the expedition also runs throughout the other neighborhood teams (especially the East Team).

Notwithstanding Expeditie Enschede is a project that is executed in multiple neighborhood teams, results of this study could not be generalized, because of the large differences between these neighborhood teams. On top of that, the exploratory research setting also contributes to the importance of taking this research' transferability and credibility into account. There was an attempt to strengthen these factors by using multiple research methods (triangulation); observations and interviews. However, this exploratory study is based on qualitative data that is subject to the interpretation skills of the researcher. This process of interpreting the results obtained differs per researcher and thus replicating this study seems to be difficult.

An additional shortcoming within the unit of observation is the time frame. While attending the business meetings all tensions, actions to mitigate these tensions and potential results were described, with the ultimate desire to identify a certain progress of the project. However, after a few weeks it turns out the meetings increasingly had to deal with recurrent themes (Kuzel, 1999) without recognizing concrete developments.

7.2. Future research

Although this study had to deal with a couple of limitations, it opened multiple new insights in the field of organizational change from a micro perspective. Future research can be divided into two sections, namely further research inside the organization of Expeditie Enschede and additionally more general organizational change research from a micro perspective.

Future research inside Expeditie Enschede could focus increasingly on the obtained results derived from the actions of mitigating and resolving tensions. What are the potential consequences of multiple praxis initiated by the change agents. More precisely, how do certain temporary logics develop over time and what are the consequences of these temporary logics for all actors involved. This process study has the greater purpose to explore how praxis and temporary logics have their influence on the adaption of a new institutional logic.

Subsequently, there have been conducted similar studies among other neighborhood teams within the municipality of Enschede. Results from multiple neighborhood teams could be compared in order to determine the overall achievement of Expeditie Enschede. Moreover, a comparative analysis could explain the results of the mitigating tensions and highlight differences among the neighborhood teams.

Lastly, this study discussed institutional change by firstly allocating certain tensions to the four contradictions stated by Seo and Creed (2002). Future research could further inquire the framework of contradictions and tensions. Subsequently this could lead to other praxis in order to mitigate these tensions. This may further explain the advantages and disadvantages of a temporary logic and eventually elucidate the effectiveness of these temporary logics. Besides, this study was conducted within a single organization, while future research could investigate companies operating in other environments, in other countries, and with different types of employees to further contribute to this field of institutional change from a micro perspective.

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Appendix A: Transformation Expeditie Enschede

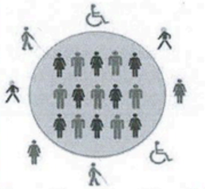
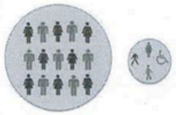
Expeditie Enschede		
Wat doen we vooral niet meer		**Wat doen we vooral wel!**
Denken vanuit belemmeringen en gebreken voor doelgroepen van jongeren.	▸	Denken vanuit mogelijkheden en oplossingen met hoge verwachtingen voor alle jongeren in Enschede.
Belemmeringen als probleem van de jongere zien.	▸	Problemen van jongeren duiden op belemmeringen in de samenleving, (kwesties). Oplossingen zijn *'voor de hand liggend'.*
Hiërarchisch en lineair denken en doen gericht op controle en verantwoording/bureaucratie.	▸	Netwerken en cyclisch denken en doen: verbinden, dialoog, leren door te doen, 1+1= 3, wederkerigheid.
Werken vanuit de systeemwereld en regels en specialismen.	▸	Werken vanuit de leefwereld en *'de bedoeling':* de systeemwereld is dienend.
Verandering gebeurt binnen dezelfde context, is meer van hetzelfde, top-down.	▸	Het delen van ervaringen en verhalen is de motor voor verandering, creëert nieuwe context, bottom-up.
Diagnoses, indicaties, labels en doelgroepen centraal stellen en daarop organiseren.	▸	Ervaringen, dromen, wensen van jongeren/families centraal stellen en integraal organiseren op alle levensdomeinen.
Regie bij professionals die bepalen wat mensen nodig hebben en eigenaar van de oplossing zijn.	▸	Jongeren en hun familie/netwerk aan het stuur. Optrekken vanuit samenkracht. Alle kennis aan tafel. Iedereen ontwikkelt kennis en competenties.
Aanbod ontwikkelen en in stand houden.	▸	Ondersteuning wordt dichtbij jongeren geboden op basis van een gezamenlijk integraal plan.
Problemen worden opgelost met aanbod in de gespecialiseerde voorzieningen ver van mensen af.	▸	Belemmeringen zijn hefbomen voor verandering en het creëren van kansen in netwerken in de buurt en dichtbij en rondom mensen.
Werken met experts vanuit functies en titels en vaste verantwoordelijkheden.	▸	Werken met mensen die nieuwsgierig zijn, willen leren en energie kunnen genereren in de wijk en samen verantwoordelijkheid nemen en delen. *'Wie het weet mag het zeggen'.*
Werken van uit vastgestelde plannen, concepten, gewoonten, taken en rollen.	▸	Nieuwsgierig zijn en op zoek gaan naar waar verandering al bezig is, snuffelen en van gebaande paden gaan, ruimte om actief te experimenteren.
Oud denken en doen in stand houden. Levert meer van hetzelfde op.	▸	Nieuw denken en doen stimuleren. Biedt kansen voor vernieuwing en verandering vanuit de onderstroom. *"meestribbelen'.*
Doen wat er in het projectplan staat.	▸	Stip op de horizon is richtinggevend. *'We doen nu wat we in de toekomst willen bereiken.'*
Taal van professionals gebruiken: cliënt, casuïstiek, medische labels om de persoon te duiden etc.	▸	Taal van jongeren gebruiken en nieuwe taal ontwikkelen passend bij de bedoeling.

Appendix B: Transformation from exclusion to inclusion

Exclusie	Transformatie	Inclusie
Focus op individuele problemen, tekorten en gebreken. Problemen worden opgeknipt in door specialisten behandelbare deelproblemen.	Focus op kansen realiseren in het gewone leven, dicht bij mensen.	Focus op het vieren van diversiteit. Problemen zijn belemmeringen in de samenleving die opgeheven moeten worden zodat iedereen er beter van wordt.
Inwoners zijn cliënten en patiënten. Ze zijn afhankelijk van experts om hun leven vorm te geven	Inwoners zijn eigenaar, producent, zelf actief meewerkend aan oplossingen.	Inwoners leveren vanuit hun talenten en interesses een waardevolle bijdrage aan de samenleving.
Zorg gebaseerd op diagnoses, zorg en specifieke behoeften. Zorgaanbod en professionals centraal	Leefwereld centraal, werken vanuit netwerken rondom mensen en in de buurt, zeggenschap.	Ondersteuning gebaseerd op universele menselijke behoeften. Samenleving wordt zo ingericht dat iedereen optimaal kan participeren.
Controle, dominantie van professionals en bureaucratie staat centraal. Systeemwereld Beslissers aan het stuur	Inwoners werken samen met professionals aan de uitvoering van een integraal plan voor een goed leven. Samen werken staat centraal. Inwoners aan het stuur.	Waardevolle bijdragen kunnen leveren en samen optrekken staat centraal. Regels zijn ondersteunend aan de bedoeling van inwoners gebaseerd op de leefwereld. Eigen regie van mensen en hun netwerk centraal.
Verschillen in mogelijkheden zijn tekortkomingen en bedreigingen. Standaardisatie is het antwoord	Inwoners aan het stuur vanuit andersoortige horizontale en gelijkwaardigere verhoudingen: sociale netwerken, informele zorg, kleinschaligheid,	Verschillen in mogelijkheden zijn voordelen en een rijkdom. Hulpbronnen zijn overal te vinden. Kennis en expertise wordt samengebracht waar nodig.
Bureaucratie bepaalt het antwoord, vervreemding en onteigening	Voor-de-hand-liggende oplossingen dichtbij mensen bepaalt het antwoord	Antwoord ligt in de kracht van de samenleving en de wil om verschillen als meerwaarde te zien en de samenleving beter te maken.
Gebaseerd op liefdadigheid	Gebaseerd op participatie en eigen kracht	Gebaseerd op rechten en gelijkwaardigheid

Appendix C: The path towards an inclusive society

Op weg naar een inclusieve samenleving

Bestaande context (Oud denken en oud doen) Exclusie	Reconstructie context (Oud denken, nieuw doen) Segregatie	Innovatie context (Nieuw denken en oud doen) Integratie	Nieuwe context (Nieuw denken en nieuw doen) Inclusie
 **Ik hoor er nooit bij, kan niet deelnemen aan de samenleving vanwege een beperking of kwetsbaarheid.**	 **Ik hoor er zelden bij! Ik hoor bij een apart groepje in de samenleving en kan niet actief meedoen.**	 **Ik hoor er soms bij! Ik moet me aanpassen aan de samenleving zoals die is ingericht.**	 **Ik hoor erbij! Belemmeringen in de samenleving zijn opgeheven, we passen ons aan elkaar aan.**
Een beperking is een **individueel** probleem zit in de persoon. Hulp is gebaseerd op zorg, instelling georiënteerd. Vaak buiten de samenleving.	Mensen worden rondom hun probleem samengebracht in de samenleving	Mensen doen mee in de samenleving maar krijgen als enige en apart ondersteuning.	Iedereen doet volop mee en kan bijdragen. Niet mee kunnen doen wordt gezien als een **sociaal probleem.** Ondersteuning is gebaseerd op universele menselijke behoeften en is samenleving georiënteerd. (voor de hand liggend)
Jongen met ADHD en PDD-NOS moet zijn energie kwijt. Gezin moet ontlast worden. Verwijzing naar 2e lijns vrijetijdsvoorziening om te sporten waar specialisten zijn om hem bij zijn gedrag te ondersteunen/begeleiden. Hij sport daar samen met andere kinderen met beperkingen.	*Een jongen met ADHD en PDDNOS gaat sporten in de speciale groep in de reguliere sportvereniging. Zo doet hij mee op de verenigingen waar zijn vrienden in de buurt ook heengaan, maar kan niet met hen meedoen.*	*Een jongen gaat vanwege zijn beperkingen samen met zijn begeleider sporten op de reguliere club.*	*Jongeman van 14 kan zich beter ontwikkelen als hij regelmatig zijn energie kwijt kan. Hij sport graag buiten met zijn vrienden bij de reguliere en inclusieve outdoorvereniging die hem verwelkomt. Als het nodig is is er kennis en kunde bij de hand om hem en/of de club te ondersteunen. Hij is een gewaardeerd lid. Zijn ouders worden hiermee ontlast.*
Speciale voorzieningen voor speciale doelgroepen vaak ver weg van de stad, wijk of buurt. " in het bos'.	Speciale voorzieningen voor speciale doelgroepen op een speciale plek in de wijk.	Ambulante voorzieningen voor speciale inwoners.	Reguliere, voor-de-hand-liggende voorzieningen waar iedereen gebruik van kan maken.
Mensen die ouder worden en zorg nodig hebben kunnen niet meer thuis wonen. Zij krijgen een indicatie voor het verzorgingstehuis aan de rand van de stad. Ze wonen daar apart met allemaal mensen die	*Ouderen wonen in een aanleunwoning in of naast een verzorgingstehuis. Ze moeten meedoen met de voorzieningen van het tehuis zoals maaltijden, zorg en schoonmaak. Ze betalen stevige servicekosten.*	*Ouderen wonen zelfstandig in een aanleuningwoning. In de nabije buurt is een wijkcentrum waar ze terecht kunnen voor zorg/ondersteuning/vragen. Ze kiezen zelf of ze van deze voorzieningen*	*Mensen die ouder worden krijgen tijdig ondersteuning bij het versterken van hun netwerk in de buurt. Zorg en ondersteuning wordt op maat thuis geleverd door een goede samenwerking tussen wijkteams/thuiszorg*

ouder zijn.		*gebruik maken. Dat wat ze nodig hebben is laagdrempelig en nabij georganiseerd.*	
Cliënten en Patiënten. Doelgroepen/ Labels/IQ en werken vanuit **standaardisatie**			Burgers en inwoners en werken vanuit het vieren van diversiteit.
Mensen met een psychose worden vanuit hun diagnose vaak snel behandeld met medicatie, zonder dat de onderliggende oorzaken/trauma's onderkend en behandeld worden. Behandeling vindt plaats in 2e lijns voorzieningen, ver van de maatschappij. Opname, dwang en isolatie liggen op de loer.	*Mensen met aanleg voor psychose wonen bij elkaar al dan niet zelfstandig in een flat/appartementencomplex. Ze hebben geen contact met anderen in de buurt. Doordat ze bijelkaar wonen is er een stigma bij anderen in de buurt.*	*Mensen wonen zelfstandig en krijgen ondersteuning van het factteam. aanvullen.*	*Mensen met aanleg voor psychoses wonen in hun eigen huis. Er is aandacht voor het versterken van hun netwerk. Ze ontvangen therapie op maat om onderliggende trauma's aan te pakken. Deze vindt plaats dichtbij en in een vertrouwde omgeving. Deskundigen zijn snel thuis beschikbaar wanneer het nodig is en bieden daar ondersteuning op maat, desnoods 24 uur in crisissituaties. Zie http://www.stichtingdebrouwerij.nl/*
Aanbod van professionals: zij bepalen en hebben de regie over de ondersteuning en het leven van mensen.	Inwoners mogen meedoen onder de regie van professionals. Het wonen en leven is georganiseerd rondom de zorgorganisatie. Vaak een mini instelling in de wijk.	Mensen doen mee maar krijgen daar nog via ambulante ondersteuning, begeleiding bij. Deze is ingericht vanuit het aanbod van de zorginstelling.	Inwoners hebben waardevolle bijdragen en hebben met hun netwerk de regie.
Jonge vrouw met ADHD en licht verstandelijke beperking woont in een zorginstelling. In een stad waar de instelling is niet waar ze is opgegroeid.	*Jonge vrouw met ADHD en LVB woont zelfstandig in een appartementencomplex van de zorginstelling. Ze leert al doende met begeleiding om zelfstandig te wonen binnen het appartementencomplex. Ze verhuist daardoor van verdieping A naar D.*	*Jonge vrouw woont zelfstandig in de woonplaats waar ze opgegroeid is. Haar ondersteuning is ambulant aanwezig en komt 1x per weekop dezelfde dag/tijd langs. Ze organiseert zelf haar leven binnen de mogelijkheden die ze heeft. Vrienden zijn vooral mensen met een beperking die ze van de instelling of de speciale zwemclub kent.*	*Jonge vrouw van 22 woont zelfstandig in de wijk waar ze ook werkt. Ze heeft een stevig netwerk van familie, vrienden en buurtgenoten waar ze mee optrekt en die haar ondersteunen waar nodig. Bij de huisarts kan ze terecht als ze belemmeringen ervaart. Via de gewone voorzieningen kan ze extra ondersteuning inhuren indien nodig. Dat bepaalt ze zelf met behulp van haar netwerk. Ze werktin de bibliotheek en verdient haar geld. Ze zwemt op de reguliere zwemclub.*
Verschillen in mogelijkheden zijn een tekortkoming/defect en bedreiging. Diversiteit is iets dat je moet vermijden			Verschillen in mogelijkheden zijn voordelen en een hulpbron voor iedereen. **Diversiteit wordt gevierd.**
Meisje met Down Syndroom wordt verwezen naar het speciaal onderwijs in verband met haar beperkingen.	*Meisje met downsyndroom zit in een integratieklas op een reguliere school. Bij de activiteiten die niet op leren zijn gericht mag ze meedoen met leeftijdsgenoten.*	*Meisje met downsyndroom zit in een reguliere klas, maar wordt waar nodig ondersteund door een vaste ondersteuner die van buiten komt. Zij werkt buiten de klas met het meisje. Ze volgt niet het curriculum van de school.*	*Meisje van 10 gaat naar de reguliere school in de buurt. Samen met buurt- en leeftijdsgenoten trekt ze in en buiten school op. Ze volgt zoveel mogelijk het curriculum van de school. In de school zijn twee docenten per klas die via Co-teaching les geven. Indien nodig wordt extra kennis en ervaring ingevlogen en voor de hele klas beschikbaar gesteld. https://www.youtube.com/watch?v=NRR67_osT-Q (1e 2 minuten)*

			www.in1school.nl/actueel/item/linda-blogt-drie-kinderen-drie-scholen
Taalgebruik dat uitsluit en stigmatiseert o.g.v aannames. Medische taal en instellingstaal: cliënten, interventies, casus	Taalgebruik lijkt normaal maar is uitsluitend en georiënteerd op de zorginstelling.	Taalgebruik	Taalgebruik dat verwelkomt, inspireert en nieuwsgierig is. Waarderend taalgebruik. Dat aansluit op taalgebruik dat in het gewone leven gebruikt wordt.
Jonge vrouw met een meervoudige complexe beperking woont bij lotgenoten in een zorginstelling voor MVB. Overdag is er therapie en zorg. Haar beste vrienden zijn de begeleiders en vriwilligers. Ze wordt aangesproken als 'mijn cliënt' en geduid naar haar IQ "leeftijd van 2 jaar'.	*Jonge vrouw met een meervoudige complexe beperking woont in een 24 uursvoorziening in de wijk. Ze heeft niet kunnen kiezen met wie ze wilde wonen. Ze heeft geen contacten met buurtgenoten. In de instelling is ook dagverveling aanwezig in de vorm van creatieve therapie. Ze wordt nog steeds gezien als cliënt. Het aanbod en de groep bepalen haar mogelijkheden.*	*Jonge vrouw woont in een woongroep/ouderinitiatief. Om het betaalbaar te kunnen houden woont ze met allemaal mensen met ernstige beperkingen. Ze heeft zelf met haar familie wel kunnen kiezen met wie ze gaat wonen, hoe haar woongedeelte eruit ziet etc. Deels kan ze bepalen door wie ze ondersteunt wordt en wat de regels zijn. Ze werkt op een dagcentrum en krijgt daar ondersteuning bij. Ze wordt gezien als lid van de woongemeenschap.*	*Jonge vrouw woont midden in de samenleving, zelfstandig. Zij onderneemt allerlei activiteiten om bij te dragen aan de samenleving. Ze huurt haar ondersteuning zelfstandig in en bepaalt met haar ouders en familie wie de ondersteuning uitvoert. Haar wensen en interesses zijn leidende in wat ze doet en hoe ze een waardevolle bijdrage levert aan de samenleving.* www.mariekejongmans.nl www.platformemg.nl/praktijkvoorbeeld/van-dagbesteding-naar-werk/
Mensen zijn cliënt en leveren geen gewaardeerde bijdrage aan de samenleving..	*Mensen zijn cliënt en leveren een bijdrage op plekken waar anderen met een beperking ook werken.*	*Mensen voeren werk uit omdat de maatschappij ze dat gunt.*	*Mensen hebben gewaardeerde rollen in en dragen bij aan de samenleving.*
Mensen met beperkingen gaan naar dagverveling op een instellingsterrein. Verwachtingen zijn laag. Mensen verdienen geen geld	*Mensen met beperkingen wonen samen in een mini instelling, iets meer in de samenleving. Ze produceren goederen en diensten, maar verdienen er vaak zelf niet mee. Arbeidsmatige dagbesteding wordt dat genoemd of sociale werkvoorziening.*	*Mensen werken bij bedrijven en organisaties in de samenleving met specifieke ondersteuning voor de persoon zelf via jobcoach.*	*De bijdrage van alle mensen is gebaseerd op hun talenten, wensen en interesses. Mensen ontwikkelen zich. Verwachtingen van mensen zijn hoog. Zowel mensen zelf als bedrijven worden ondersteund om inclusief te zijn.*

Appendix D: Questions and topics semi structured interview (phase 2)

We gaan het vandaag hebben over de informatie die we hebben opgedaan tijdens de vergaderingen. Hierbij hebben we specifiek gekeken naar de spanningen en tegenstellingen die er zijn binnen en buiten de organisatie. We kijken hiernaar vanuit een multi-actor perspectief, zodat we de situatie onderzoeken vanuit meerdere oogpunten. Nu wil ik tijdens fase 2 van het onderzoek, aan de hand van dit interview, onderzoeken of u zich herkent in de gevonden spanningen en tegenstellingen en hoe er vanuit uw oogpunt het best mee om kan worden gegaan.

Interview fase 1:

Allereerst zullen de 4 institutional contradictons kort worden besproken en vervolgens zal met behulp van enkele voorbeelden worden gevraagd hoe hier volgens u het beste mee om zou kunnen worden gegaan.

Contradiction 1: inefficiency (niet doeltreffend/niet efficiënt)

Korte uitleg en vragen of dit wordt ervaren tijdens de dagelijkse werkzaamheden en zo ja, op welke manier?

Contradiction 2: Nonadaptability (niet willen/kunnen aanpassen)

Korte uitleg en vragen of dit wordt ervaren tijdens de dagelijkse werkzaamheden en zo ja, op welke manier?

Contradiction 3: interinstitutional incompatibilities (organisatorisch onvermogen(tussen verschillende lagen))

Korte uitleg en vragen of dit wordt ervaren tijdens de dagelijkse werkzaamheden en zo ja, op welke manier?

Contradiction 4: misaligned interests (verkeerde, niet goed uitgelijnde belangen)

Korte uitleg en vragen of dit wordt ervaren tijdens de dagelijkse werkzaamheden en zo ja, op welke manier?

Interview fase 2:

Vervolgens zullen we nog wat dieper ingaan om de eigen werkzaamheden binnen de organisatie aan de hand van de volgende vragen:

Als expeditieleider kunt u te maken krijgen met verschillende afdelingen binnen de Expeditie. Nu is de vraag met wie/welk gedeelte binnen de organisatie u zich verbonden voelt en met wie misschien juist niet?

Wat kan er verbeterd worden tussen de verschillende afdelingen?

Waar vullen de verschillende afdelingen/mensen elkaar aan?

Wat zijn in uw ogen de sterke punten/positieve aspecten van uw werk voor Expeditie Enschede?

Ziet u verbeterpunten om uw eigen werk te verbeteren ten behoeve van de Expeditie (wijkteams West)?

Ziet u verbeterpunten om andermans werk te verbeteren ten behoeve van de Expeditie (wijkteams West)?

Topics:

Spanningen

Tegenstellingen

Verandering

Oplossingen

Microperspectief