

Contents

1	Introduction	1
	Introduction	1
	Collective Learning and the Emergence of Institutions	2
	Self-Managing Teams, Regulation and Self-Regulation	4
	Generative Learning as a Defining Characteristic of a Learning Organization	6
	Challenges with a Decentered Regulation of Self-Managing Teams' Generative-Learning Conduct	9
	Book Structure	11
	References	12
2	Institutions and Organizations: The Role of Institutional Actors	17
	Introduction	17
	Institutions and Organizations: Roles	18
	Actors: Formal and Informal Institutions	21
	The Role of Institutional Actors for New Organizations	23
	Institutional Change and Organizational Change	25
	Conclusion	26
	References	26

3	External Institutional Pressures	31
	Introduction	31
	The Institutional Environment	32
	Organizational Field, Legitimation Mechanisms, and Isomorphic Processes	35
	Problems and Ordering Mechanisms	38
	Institutional-Based View	39
	Conclusion	41
	References	42
4	New Organizational Forms	45
	Introduction	45
	Overview on New Organizational Forms	48
	Characteristics of Self-Managing Teams	49
	Self-Managing Teams in the New Institutional Context	52
	Characteristics of Self-Managed Team-Based Organizations	55
	Individuals Within Self-Managing Teams	55
	Agile Software Development Methodologies: Instantiation of New Organizational Forms	56
	Why Organizations Embrace Agile Software Development Methodologies	58
	A Description of Agile Adoption	59
	Conclusion	62
	References	62
5	Institutions and the Role of Organizational Controls	71
	Introduction	71
	Institutional Logics and Broader Belief Systems	72
	Teams and Pressures for Legitimacy and Support from Stakeholder and Managers	75
	Conclusion	81
	References	81

6	Linking Organizational Controls and Organizational Learning: Theory	89
	Different Types of Organizational Learning	89
	Organizational Control Systems and Organizational Learning	91
	Generative Learning and Organizational Control Systems	93
	Organizational Control Systems that Enable Generative Learning	94
	The Relevance of Social Identity as a Form of Control	95
	Impact of Self-Regulation Under the Perspective of Social Learning Theory	97
	Relevant Research Gaps	99
	Conclusion	103
	References	103
7	Linking Organizational Controls and Organizational Learning: Research Approach and Methodology	111
	Epistemological and Ontological Positions	111
	Overall Research Design	113
	Research Methods	115
	Research Studies	117
	Study 1: Multiple Case Studies	118
	Study 2: The Abductive Approach	120
	Study 3: Multilevel Survey	123
	Methodological Quality Assessment	127
	Construct Validity	128
	Internal Validity	128
	External Validity	129
	Reliability	130
	Methodological Considerations and Limitations	131
	References	133

8	Linking Organizational Controls and Organizational Learning: Evidences	139
	Introduction	139
	Mapping the System of Self-Regulation in Self-Managing Teams	139
	Team Learning Processes	141
	Motivating Team Members to Learn: The Role of Team Norms	148
	Main Findings	149
	Organizational Control Mechanisms Regulating the Regulation of Learning Activities	155
	Organizational Mechanisms Affecting the Formation of Team Identity	158
	Perceived Time Pressure: Organizational Control Mechanisms Responsible for Its Enactment	163
	Contrasting the Effects of Concertive Control Through a Combination of Controls	167
	Effects of Regulative Actions Over Team Learning and Innovation Performances	173
	Discussion	176
	Conclusion	179
	References	180
9	Managerial Challenges, Avenues for Research, and Conclusions	191
	Introduction	191
	Creating a Dialectical Perspective on Innovation Within the Managerial Layer	194
	Using a Combined Set of Structures	195
	A Specific Training Program for Workers	197
	Conclusion	201
	References	203
	Index	207

List of Figures

Fig. 7.1	Study 2 – data collection and analysis	122
Fig. 8.1	Self-regulation system characterized for self-managing teams	145
Fig. 8.2	Disclosed dynamics for the self-regulation of learning behavior	147
Fig. 8.3	From team level to individual self-regulation	156
Fig. 8.4	Relationships relevant for team identity formation	162

List of Tables

Table 7.1	Summary description of research studies conducted within the scope of the research	114
Table 7.2	List of identified categories from coding (adapted from Annosi et al. 2016a)	123