Leading with Context: Impacts from IAD Framework, Service Science and Service-Dominant Logic

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Agenda

Purpose

The purpose of this conceptual paper is to derive implications for the foundation, design and output of Leadership

Methodology

We apply the research **methodology of a conceptual paper** for bridging existing theories.

Starting point of this paper is the problemizing of the domain theory of hr management and leadership.

Within the methodology of a conceptual paper we use the **research design of "theory synthesis"(Jaakkola, E., 2020).** In order to achieve conceptual integration, perspectives of Elinor Ostrom´s **Institutional Analysis and Development (IAD) framework** (Ostrom, E., 1990), **Service Science** (Spohrer, Kieliszewski et al., 2019) and **Service-Dominant Logic** (Vargo, S. and Lusch, R., 2018) are elaborated and integrated.

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Leading with Context

Problemizing

Need for Leading with Context

Problemizing administrative HRM and Leadership Approaches

Organizations are closely interwoven, both in their existence and their concrete forms, with the social environment surrounding them.

With the administrative - and the integrity approach, Selznick***** characterized two fundamentally different approaches to HRM and Leadership as early as 1957.

On the one hand, the efficiency-oriented management style that uses existing resources to achieve a given goal also referred to as "administrative approach". Efficiency as the operating ideal of administrative HRM presumes that goals are settled and that the main capabilities for achieving them are available.
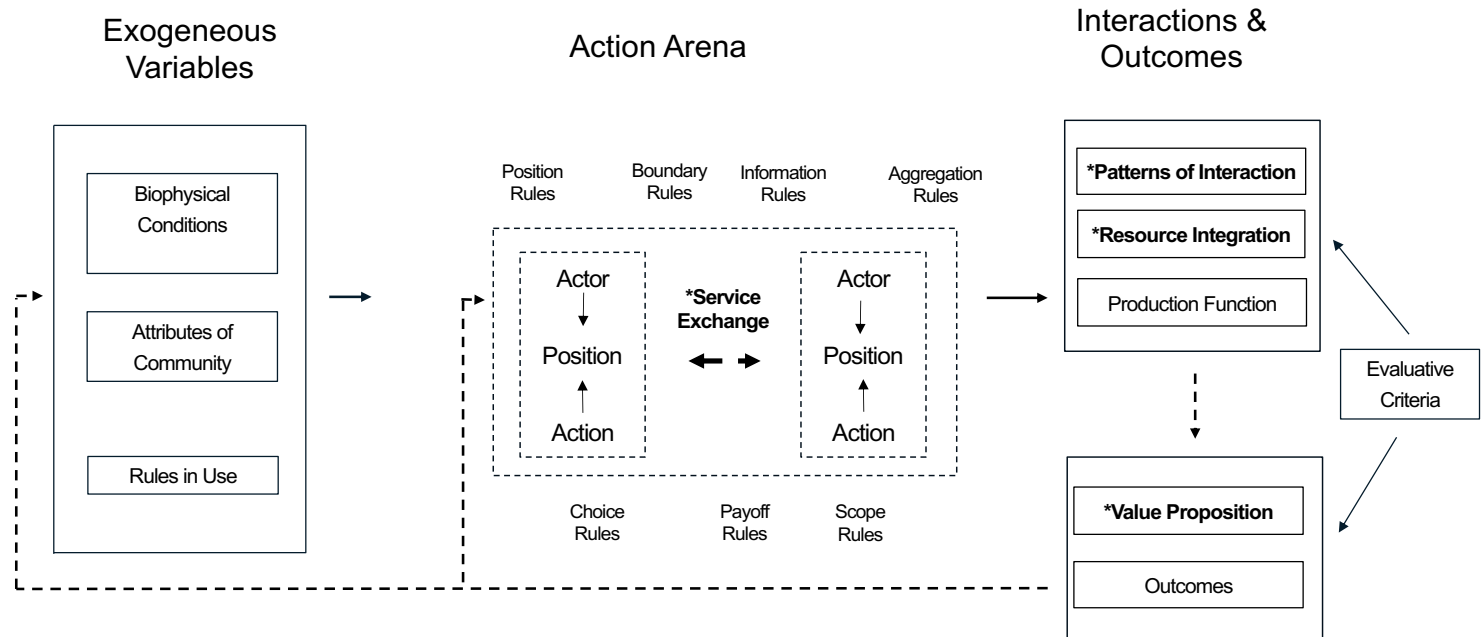
On the other hand the "integrity approach" that goes beyond efficiency as integration of organizational purpose and individual commitment out of the social context.

*Selznick, P. (1957). Leadership in administration. Berkeley, CA: University of California Press.

Adapted theories

Impacts from
IAD framework, Service Science & Service-Dominant Logic

Actor engagement and action situations embedded within multiple contexts

Concepts of
IAD framework,
Service Science and
Service-Dominant Logic

Exogeneous
Variables

Action Arena

Interactions &
Outcomes

Biophysical
Conditions

Attributes of
Community

Rules in Use

Position
Rules

Boundary
Rules

Information
Rules

Aggregation
Rules

Actor

Position

Action

*Service
Exchange

Actor

Position

Action

Choice
Rules

Payoff
Rules

Scope
Rules

*Patterns of Interaction

*Resource Integration

Production Function

*Value Proposition

Outcomes

Evaluative
Criteria

*New Perspective through Service Science and S-D Logic

Extended IAD framework: Synthesis of IAD framework, Service Science and S-D Logic (Frosch, Warg 2021)

Leading with Context

Findings

New Perspectives

New Perspectives

In extension to the IAD framework, the perspectives of Service Science and Service-Dominant Logic make it possible to analyze and explain actors' engagement also as process of service exchange for mutual value creation. Thus extending the IAD framework.

Drawing on this framework the relevance of HR Leadership as a complement to the efficiency-oriented HR Management is shown. Leading with context integrates and institutionalizes organizational purpose by infusing value from the social context.

Leading with context means redefining the employee value proposition and offering an energizing and empathetic employee experience.
Leadership as setting and institutionalizing the context as new rules in use to enable the employee to align his or her thoughts with the strategic objectives and the purpose of the company within the social context.

Outlook

Implications for HR Leadership

Implications

The mission of HR Leadership goes far beyond optimizing efficiency in the organization. It generates, develops and institutionalizes meaning and purpose for the organization.

HR Leadership is actively shaping the entire transformation toward leading with context. HR Leadership is about providing all the informations and setting the context to enable the employee to be a active part of the transformation and to align his or her thoughts with the strategic objectives and the purpose of the organization.

Amendments and also the elimination of existing rules are highly relevant for these transformations. The purposeful design and shaping of new rules (position-, boundary-, choice-, information-, payoff rules) and new exploratory formats e.g. social context journeys are needed.

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Implications for Theoretical Research

Implications

HR Leadership and HR Management are part of broader institutionalization processes nested in polycentric networked systems. This paper reveals how the theoretical concepts and perspectives of the IAD framework, Service Science, and Service-Dominant Logic complement each other.

Through the perspectives of Service Science and Service-Dominant Logic, the extended framework can also be used to explore the interconnection of systems via. value propositions, the emergence of patterns of interaction, and the multilateral context of value cocreation and service exchange.

The extended framework thus forms the basis for theoretical research on the analysis and explanation of change processes.

Leading with Context

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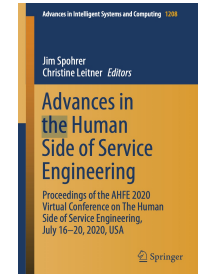
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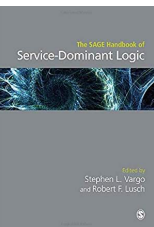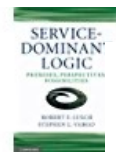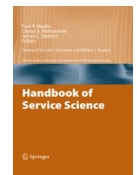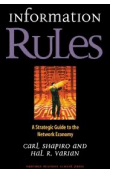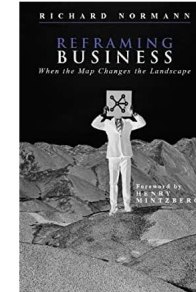
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