

11.10.2019 14.15-15.45 V001 (School of Business), Marina Biniari (Aalto University), Quy N. Huy (INSEAD), and Davide Ravasi (University College London): *Do we have time to change now? How tensions in valorizing time influence planned organizational change*

Abstract: Despite the importance of organizational members' worktime for the implementation of organizational change, studies of how organizational members' worktime is valued and reallocated during change remain rare. To illuminate this important but underexplored issue, we investigated how members responded to the time requirements of a change initiative in a multidivisional engineering company. Our analysis revealed that the way in which members responded to the reallocation of their time – required to implement the change – reflected the different ways in which they (and their organization) valued the reallocated time. In particular, three types of value became salient, which we refer to as economic value, social-symbolic value, and personal-symbolic value. Tensions among time requirements and the three types of value explain variation in the degree to which members felt energized and allocated their worktime toward the initiative (as opposed to more or less actively resisting it). This variation influenced, significantly, the evolution of planned organizational change, in particular time delivery goals. Our theoretical insights have significant implications for understanding the valuation and use of organizational members' worktime during a planned change process.

More about the speaker: <https://people.aalto.fi/marina.biniari>