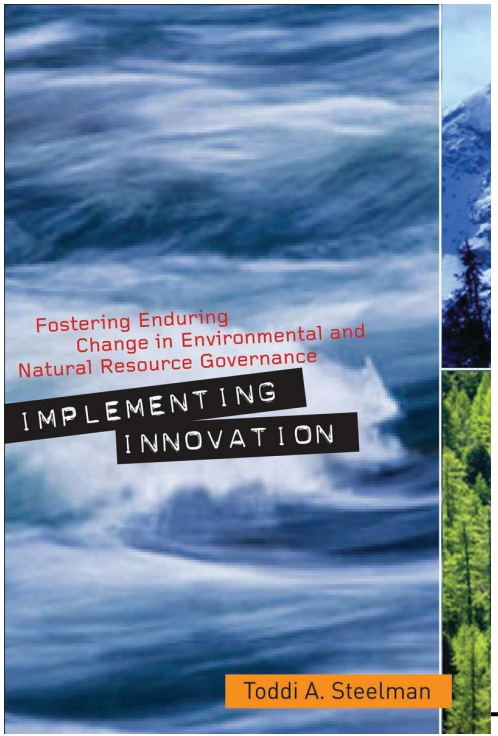
# Innovation and Institution

Understanding why change stays

Dan Carver -- Junto -- 1.18.18

# The Knowledge Behind It All




Toddi A. Steelman

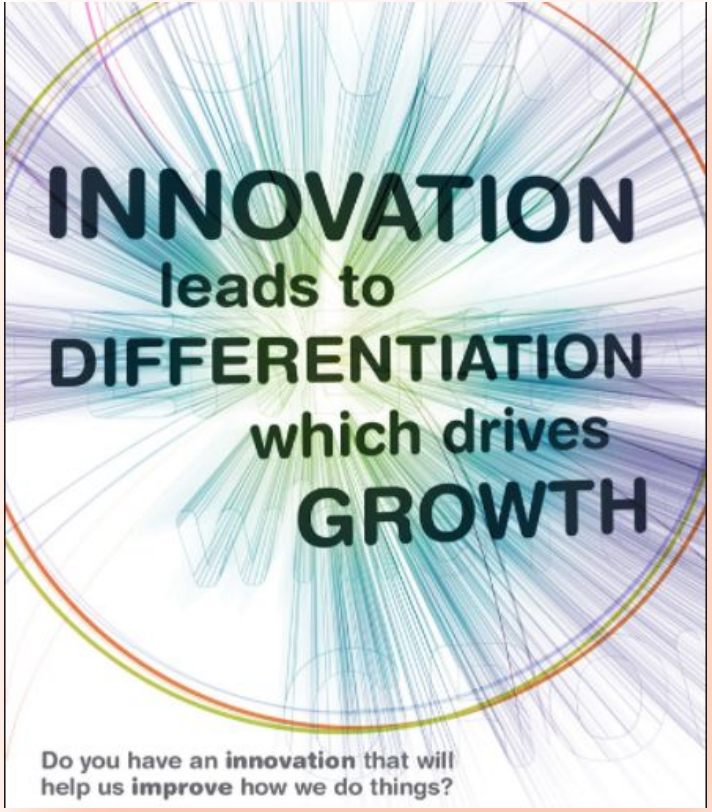
Chapter 1

*Innovation, Implementation, & Institutions*

# Innovation

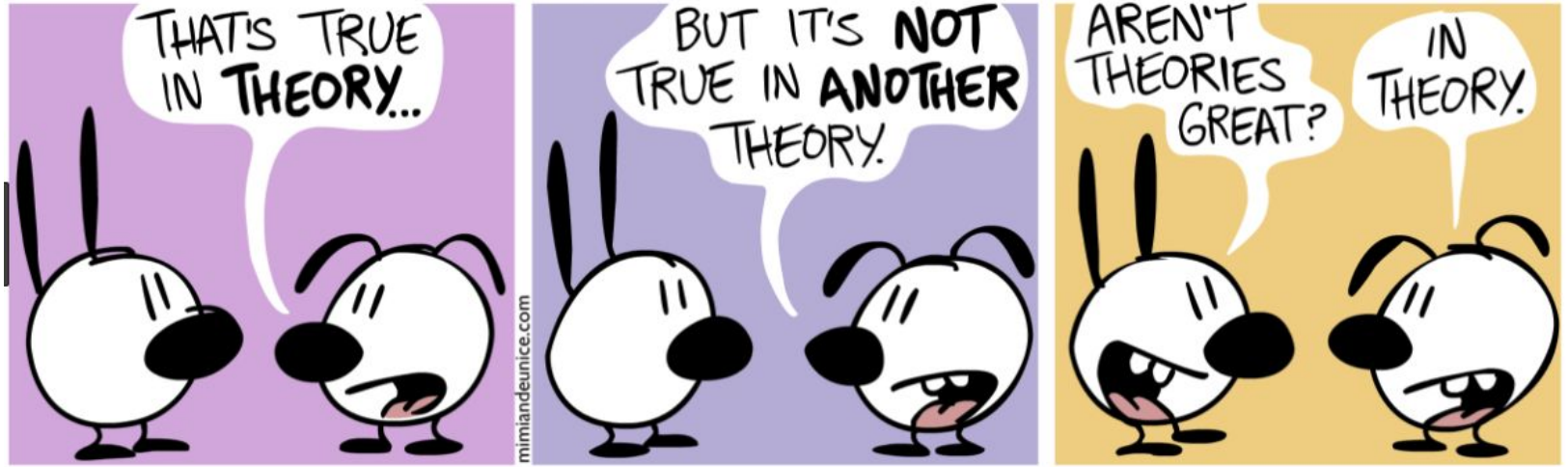
The intentional change of a system or process

Change beyond the personal level



# Layout

- Story
- Theory from Steelman (*Theory is good)*
- Applying the theory to the story
- Key points for real life
- Reflection



# Stories

Fictional tales of a government employee

Told in three parts

Each summarizes some attempt to implement change within his organization

# Why think in theories

1. Respect for the complexity of the situation
2. Theoretical frameworks allow you to step out of your own embeddedness and view the situation from a different frame
3. Theories allow for generalization and application across topics

Rational Choice Theory

Historical Institutionalism Theory → **Institutional Theory**

Sociological Institutionalism Theory

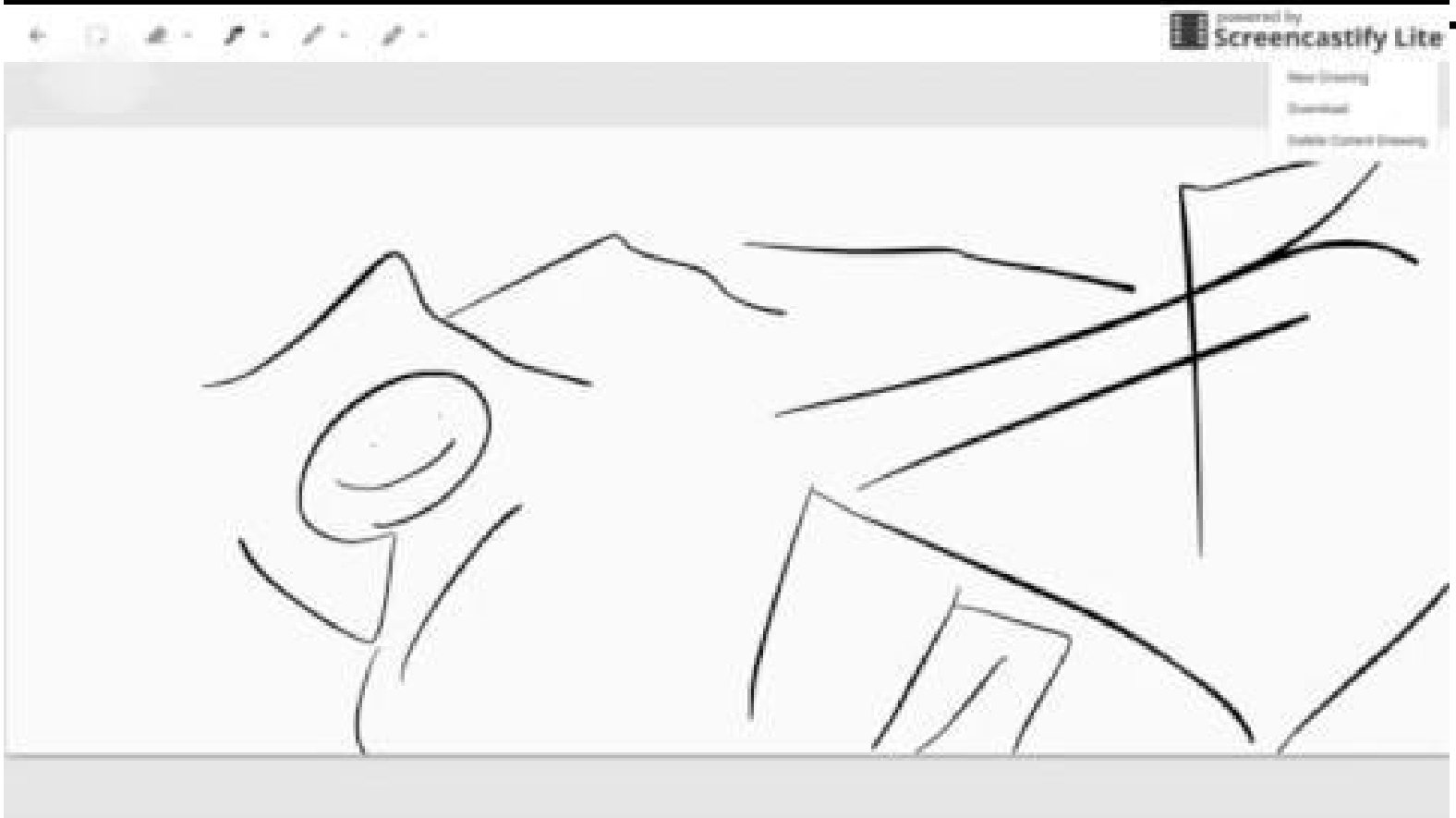
# Rational Choice Theory

***Emphasizes the Individual's role in the Innovation process***

- People will logically understand what is best for them and go with that
- Supports the idea of policy hero

Actor > Structure

- The most common theory we hear about in this country
- Simplistic, not good for understanding complex
- If people feel wronged they are more likely to act on it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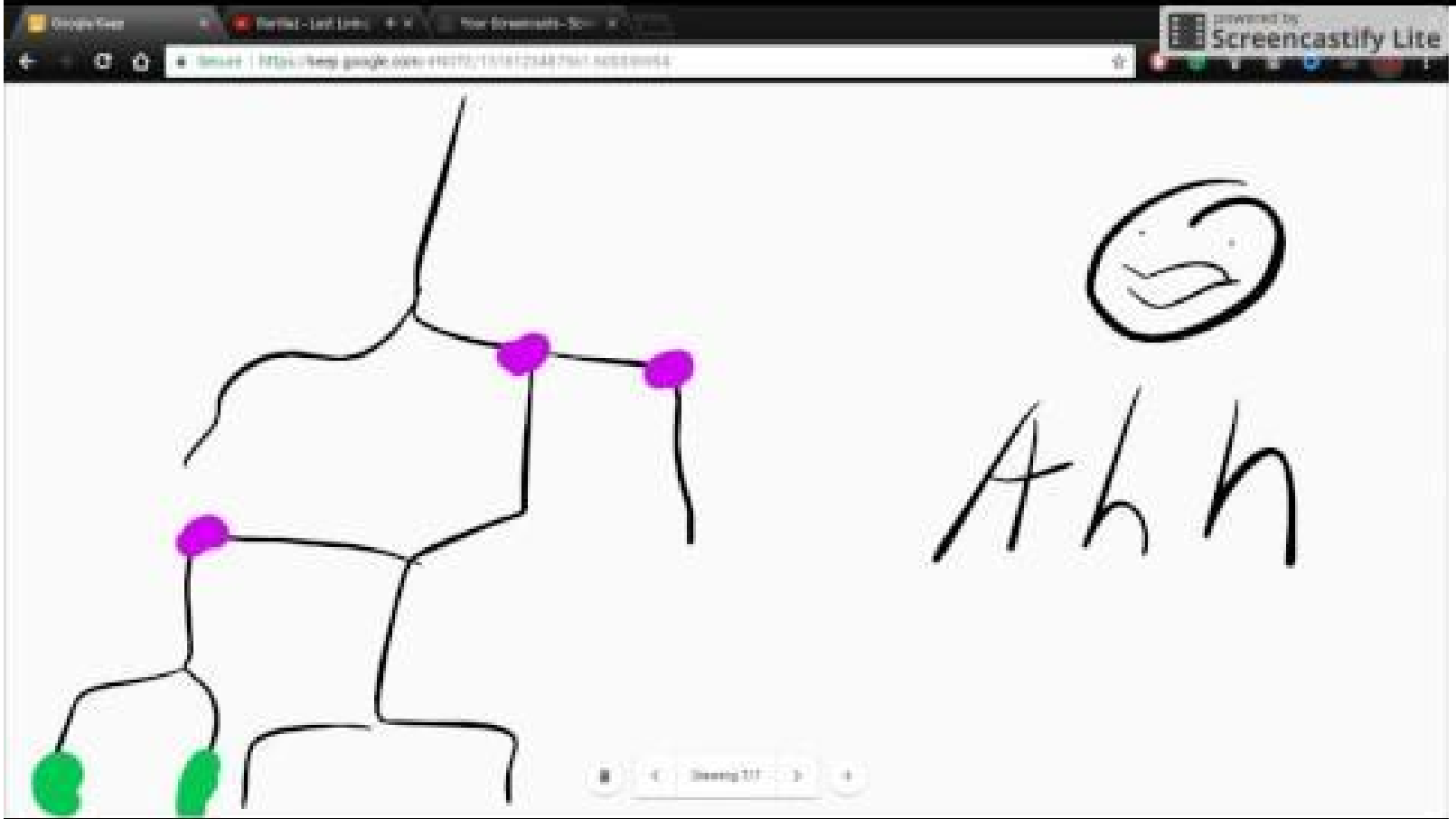
# Historical Institutional Theory

***Individuals seeking change in the status quo must operate within a historical institutional structure, which is characterized by substantial inertia and tendencies toward maintaining the status quo.***

- Historical inertia: institution move forward based on past decisions
- Valuation of the structure in which innovation is implemented;

Actor < Structure

- Understand the past to direct the future
- Certain individual will inherently have more power to implement change
- Big ships are slow to turn


Ahh

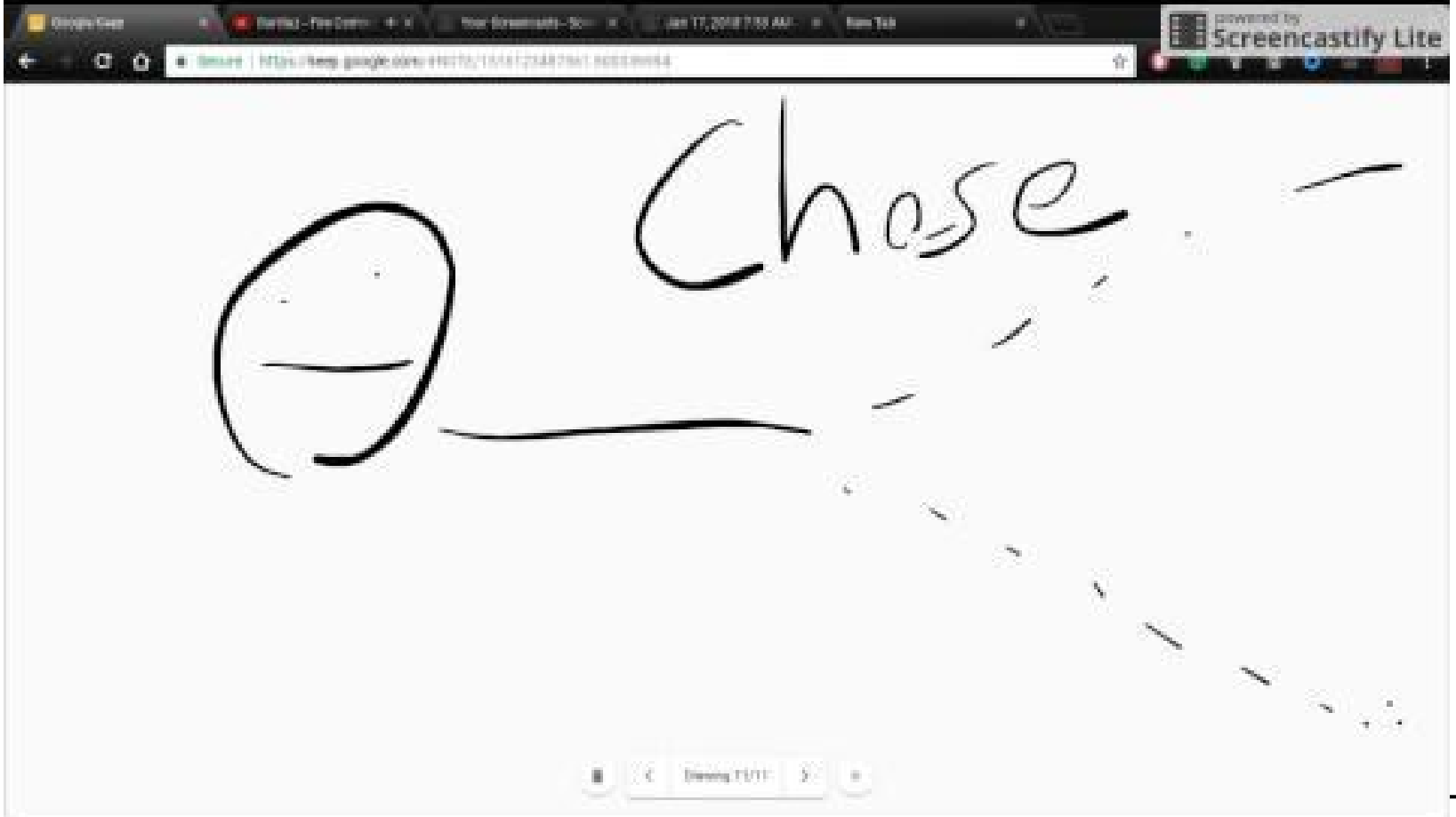
# Sociological Institutionalism

***Considers the larger cultural and cognitive aspects that frame the institutional structures within which innovation takes place***

- Places institutions within larger social structures
- **Individual Embeddedness**: routines lead to defined framework from which it is difficult to see outside of
- Individuals are not entirely aware of the culture, social, political structures that affect their decision making

Actor <<< Structure

- Arguments have to take place within individuals frame of reality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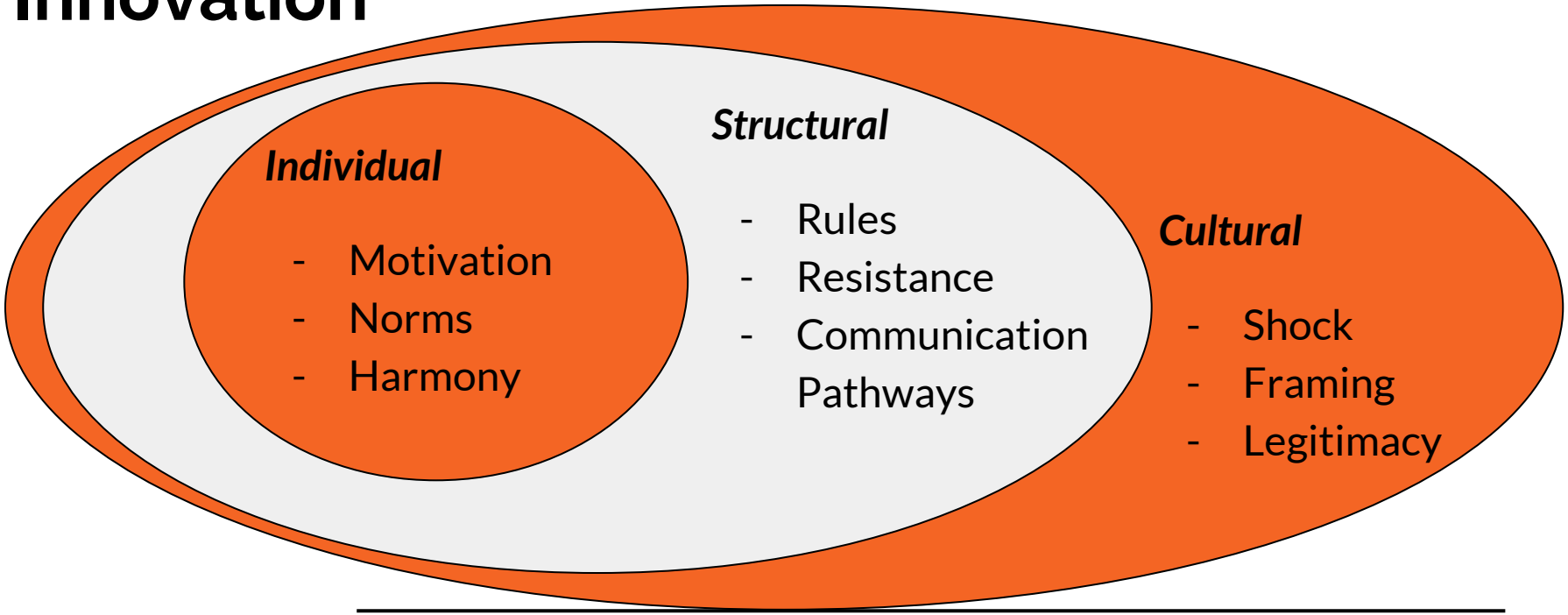
# Factors Affecting Acceptance of Innovation



# Recap: Story 1

*Theory:* Rational Choice

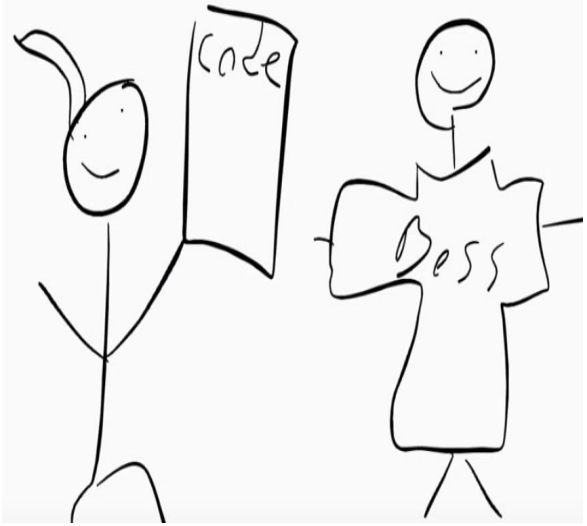
*Individual:* + (motivation, norms ), - (harmony)

*Structural:* + (rules, communication pathways )

*Cultural:* + (legitimacy), - (shock, framing)

*Did the Innovation Stick?*

# Recap: Story 2




*Theory:* Historical Institutionalism

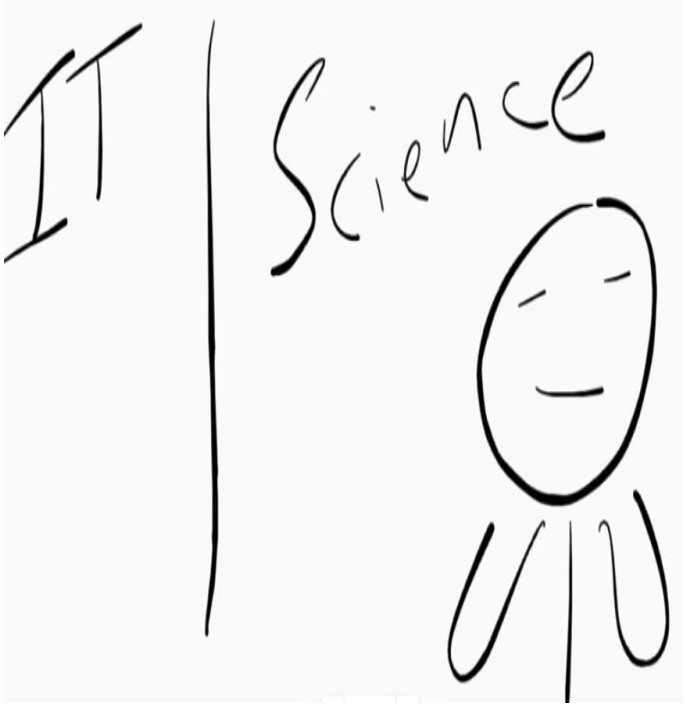
*Individual:* + (motivation ), - (norms, harmony)

*Structural:* +/- (rules, communication pathways )

*Cultural:* + (legitimacy), - (shock, framing)

*Did the Innovation Stick?*

# Recap: Story 3




*Theory:* Sociological Institutionalism

*Individual:* + (motivation ), - (norms, harmony)

*Structural:* + ( communication pathways ), - (rules)

*Cultural:* - (legitimacy, shock, framing)

*Did the Innovation Stick?*

# Applying new knowledge

You must be Invested

Take time to understand norms, culture, and structure

Prepare for shocks

Watch out for brick walls

Seek buy in from others

Frame your ideas

# Why think in theories

1. Respect for the complexity of the situation
2. Theoretical frameworks allow you to step out of your own embeddedness and view the situation from a different frame

***Bonus Challenge for plus 10 points***

Think back to your own effort of when you pushed for a change in an institution you were a part off, can you assess the situation in regards to the;

Theory, Individual, Structural, and Cultural factors

If you want the slides, my notes from Steelman, or spoke notes from this presentation

You can get them on

github ^ Email me

# Thank you

https://github.com/dcarver1/junto.git