

# outline- response, summary

▼ 笔记类型	项目
▼ 卡片类型	框架笔记
▼ 卡片结构	头脑风暴
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≡ 分类标签	

修改

## toc

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Response

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  - Question: adaptation helpful or harmful to survival?
  - Adaptation impact
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  - Why the number of mission change cannot affect the survival chances?
  - How to evaluate the mission change as indicator of adaptation?

Summary

- Arjen's result
- Arjen's view on adaptation
  - Indicator mission change

logseq 注释粘贴

## Response

Shows adaptation capacity (mission change) have no impact evidence. Boin's citation notes.

Mission change not affect the survival is not meaning that adaptation do not affect the survival. Other aspect of adaptation can affect the survival.

## My view on adaptation and selection

Thesis: selection & adaptation, agree/ disagree, why.

## Data and variables for future research

Design for further study. How to measure new explanation forces? Resource...

1. Coding for the timing of adaptation in relation to changes in the environment
  - a. timing of adaptation,
    - i. before&after; no.of years;
      1. dummy variables change when environment change-1, no change-0
        - a. 相关的文献已经有了
    - b. changes in the environment: president take office, maybe too quickly to survival... legislative intervention
2. Code for different types of organizational adaptation strategies
3. Code for niche

## My view on adaptation

- Core adaptation
  - My position: core adaptation cannot help survival (?) why? How to explain the difference, supporting idea.
- Incremental adaptation, effective to affect survival
  - (Singh & Lumsden, n.d.): pirphy increase, core change decrease.


- Timing of adaptation
  - Boin 2016, environment change (friendly president, intervention, how to measure )

## Freewriting

My view on adaptation, disagree. Core adaptation negative affect,

2) Inertia from ecology argues that core change will harm the survival.

Core adaptation is not all adaptation.

-  My response about arjen's adaptation.
  - My view:
  - reason 1, 2,3.

1. Core adaptation: My position: core adaptation cannot help survival (?) why? How to explain the difference, supporting idea. The core adaptation is hard to success, according to inertia. 相关的写作细聊在zotero-wor

1) arjen shows mission cannot affect survival chance.

2) Inertia from ecology argues that core change will harm the survival.

2. Incremental adaptation, effective to affect survival

3. Timing of adaptation. Boin 2016, environment change (friendly president, intervention, how to measure )

Adaptation logic. Adaptation theory: fit environment change. Individual level, obtain resource to survive. Adaptation is change to fit the environment, fail to adapt will cause demise. /// However, Inertia logic. Structurally inertia. Relative inertia. But there is contrary to this according to adaptation theory. /// But I agree with inertia. I prefer the inertia better because environment restrict is an important to take into consideration.

Expected result is negative result, but this is not the result. /// Arjen shows that core adaptation has no impact on the likelihood of survival. Empirically proved reference paper. Arjen's paper result showed that core adaptation 'did not have any significant effect of survival, either positively or negatively.' core adaptation cannot help increase survival chance harm the survival chance. But the result inconclusive. Not significant, both of them cannot be supported. /// Why, why core adaptation is not negative effect? Is a question. Mission change in the entry vs. fundamental change in the organization: to argument. need to investigate to proof. How to measure change of mission in arjen paper? Mission的个数.

In addition, future research figure out that we need to investigate more aspect of adaptation to have a more precise conclusion. Timing of adaptation is more relevant to inertia, can be investigate to sunk cost. /// Although, there is a possibility that incremental maybe effective. But the possibility is not so significant. Superficial adaptation. /// As a result, full adaptation will not challenge inertia. Even consider the full process of adaptation, inertia is still stronger than adaptation. Adaptation will harm the. Inertia is a better strategy compared to adaptation. It is better not to change.

adaptation do not affect the survival chances? What is adaptation? Change do not affect the survival chances.

佚名. Organizational Ecology[Z](2019-09-11).. **Inertia and change**

A key prediction of organizational ecology is that the process of change itself is so disruptive that it will result in an elevated rate of mortality.

Fundamental topic - inertia and change。Hanna and freeman - organization inertia, 并没有说明是哪一篇文章。

Organizational change<sub>1</sub>

Questions of changes in individual organizational forms – theoretical arguments and empirical evidence. Organizational forms vs. organizational goal, organizational structure

Change in populations of organizational forms: mortality rates, founding rates, rates of organizational change. Organizational change refer to organizational change of organizational forms. Organizational forms definition: hannan freeman 1989,7

Inertia and rates of organizational change

response and my idea

- incremental maybe affect the survival, but not sure positively or negatively. This is about crisis management, not structural, 并不知道怎么说。
  - BOIN A, KOFMAN C, KUILMAN J, 等. Does organizational adaptation really matter? How mission change affects the survival of U.S. federal independent agencies, 1933–2011[J]. Governance, 2016. DOI:10.1111/gove.12249. - inertia 并没有涉及incremental adaptation, 但是incremental adaptation本身会不会对于survival 有什么影响显现在我也说不清。。。根据ecology的理论, increment 并不会会有meaningful的影响
  -
- timing harm the survival of organization. In my opinion, Proactive harm the survival likelihood...
  - How to define the environmental change? changes in the environment: president take office, maybe too quickly to survival... President change? Legistive intervention...
- Core adapt vs. deep adapt
- Research for different countries is interesting. /// Other countries will have same result (放在哪里的response).
- Incremental, timing 都是文中的逻辑, 在我自己的view框架中怎么摆放? 应该如何的来叙述呢? 亦步亦趋? 新的framework作为评价?

## 研究的新成果

*引入的ecological还在public领域有什么其他发挥空间呢*

- Different types of organizational adaptation strategies, which one the author means:
  1. Hanna classification, halls; Impact of adaptation: first order change, second-order change superficial not inertia...Future research: incremental 这个分类准确吗? 和core adaptation对应准确吗? Boin 2016

- 2. Deep adaptation; incremental adaptation
- Inner; middle; outside

## Literature related

1. LEVINTHAL D. Organizational Adaptation and Environmental Selection-Interrelated Processes of Change[J]. Organization Science - ORGAN SCI, 1991, 2: 140–145. DOI:10.1287/orsc.2.1.140.
  - a. organizational mortality and organizational change(p142-144),也许相关。 查看笔记来回忆
  - b. 没有什么用。关于inertia的句子可以看一看（p143最后两段），但是并不是很有用（？）
2. ADAM C, BAUER M, KNILL C, 等. The Termination of Public Organizations: Theoretical Perspectives to Revitalize a Promising Research Area[J]. Public Organization Review, 2007, 7: 221–236. DOI:10.1007/s11115-007-0033-4.
  - a. termination by chance, p223;
  - b. termination as a result of a political turnover, p224;
  - c. termination as a consequence of learning, p224
  - d. 并没有提到change/adaptation?
  - e. Revitalize - (VERB) 使新生;使复兴;使恢复活力（或健康） To revitalize something that has lost its activity or its health means to make it active or healthy again.
3. SORGE A. The (Non)Sense of Organizational Change: An Essai about Universal Management Hypes, Sick Consultancy Metaphors, and Healthy Organization Theories[J]. Organization Studies - ORGAN STUD, 2004, 25: 1205–1231. DOI:10.1177/0170840604046360.
  - a. ?"non-sense" citation 可以看到literature summary (不知道什么意思。。。)
4. TRINH H Q, O'CONNOR S J. Helpful or Harmful? The Impact of Strategic Change on the Performance of U.S. Urban Hospitals[J]. Health Services Research, 2002, 37(1): 143–169. DOI:10.1111/1475-6773.99208.
  - a. 本文的点是ecology/administrator?

- b. Idea: we can no longer simply assume that proactive adaptation is beneficial to survival chance.

? Literature about adaptation vs. public organizational adaptation

## **Question: adaptation helpful or harmful to survival?**

I support that adaptation negative affect the survival chances, because of inertia.

Core adaptation, incremental adaptation, changes ... measure is not adequate; not fully process of adaptation. Full adaptation(相关pdf和notes的查看)(core change not adequate, or incremental changes need to include?), timing of adaptation or not?

Incremental changes help survival chance, but core changes harm the survival chances. But ecology cannot consider the effect of incremental changes? Changes hierarchy, adaptation的包含元素? incremental changes算是adaptation吗? adaptation和changes 是什么关系? Appropriation change is adaptation, changes to goal is adaptation? change to core: four element? Goal change; hierarchy third order –goal change. What is the relationship between mission change and goal change? Incremental change is include in hall classification or not? Include 1984 or not?

reason 1, 2,3.

Inertia vs. death rate vs, adaptation: incremental change has smaller inertia force, how about increamrnl change and survival chance?

## **Adaptation impact**

### **Deep adaptation impact**

### **Why the number of mission change cannot affect the survival chances?**

The reason why the number of mission change has no impact on the survival chances need more investigate.

Strategic change vs. mission change vs. task change, literature

1. The type of organization not affect by mission change.

2. Mission change mortality relationship, previous empirical result. What is the relationship between mission, task change and organization goal?

## **How to evaluate the mission change as indicator of adaptation?**

| Timing of adaptation 怎么办？

My view on selection

## **Summary**

### **Arjen's result**

- core adaptation no impact
- density significant impact (organization ecology)
  - agree environmental selection (再加一些element)

### **Arjen's view on adaptation**

Core adaptation indicator

Inconclusive idea topic summary – boin, density

Evolutionary vs. public administration

Explaining : method, multiplier,

### **Indicator mission change**

Mission change 的相关literature empirical

Mission definition, goal definition

Mission change is indicator of core change, is this adequate enough? If not, what else should also include? Empirical paper, or empirical result literature? (Singh et al., 1986)

Why mission change do not affect the survival chances? Vs change in organizational goal

(Boin et al., 2016). P13, Word



Core adaptation: Third order change refers to a change of thinking about goals and ways to achieve goals, goal change.

Core, peripheral part. Technical, managerial, institutional level.

Organizational change

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1. SINGH J V, LUMSDEN C J. Theory and Research in Organizational Ecology[J]. Annual Review of Sociology, 1990, 16(1): 161–195.  
DOI:10.1146/annurev.so.16.080190.001113. 