



HOW ORGANIZATIONS REALIZE AND SHAPE VALUES

Organizers: Nadine Arnold (University of Lucerne), Hannah Mormann (University of Lucerne), Katja Rost (University of Zurich), Constantin Schön (University of Zurich)

Contact and abstract submission: nadine.arnold@unilu.ch

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The purpose of this workshop is to explore the ways in which organizations realize and shape normative expectations and values. We start from the assumption that different organizations (i.e., schools, foundations, banks, hospitals, political parties etc.) are all exposed to value-laden expectations. To maintain their legitimacy, organizations conform to these expectations. However, values which guide the expectations are subject of change and do not constitute a fixed category. We can currently observe a triad of dominant values that circulate in the organizational arena: environmental protection, fairness and economic efficiency. In recent years, these values have created new fields of work and job positions (such as Diversity & Inclusion Manager, Chief Integrity Officer, Environmental Certifiers) that constitute new fields of work and simultaneously shape the work of the future.

In this workshop, we encourage papers that will respond to the following questions:

- *Local adoption of values:* What are the organizational responses to value-driven expectations? How are abstract values translated and integrated into the everyday work? By what means do organizations manage this translation and how does value-oriented work look like?
- *Consequences of value-oriented work:* What are the intended and unintended consequences of the value-oriented work within and outside the boundaries of organizations? How do the organizational responses shape the interpretation and circulation of values?
- *Effectivity of value-oriented work:* Do the outcomes of the implementation contribute to the realization of the aspired values? How effective is value-oriented work to fulfill the expectations? Or is it just another way to maintain a legitimacy-generating façade?

Through the examination of organizational responses to value-laden expectations and the effects to these responses, we aim to better understand which values and practices have a lasting effect on the work and in turn, how value-oriented work will be structured in the future. To collectively discuss these questions and to provoke a debate on value-oriented micro practices that unfold within organizations, we invite empirical and theoretical contributions from different sub-disciplines.